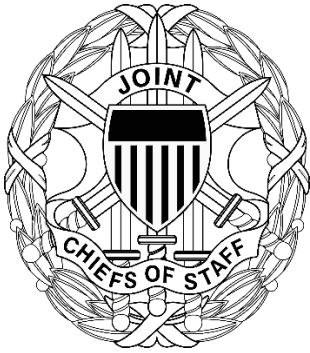


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INSTRUCTION



J-1
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JOINT INDIVIDUAL AUGMENTATION PROCEDURES

References:

See Enclosure G

1. Purpose. This instruction provides guidance and establishes procedures for requesting the allocation of Joint Individual Augmentation (JIA) personnel to meet unfunded, temporary manpower requirements of a Combatant Command (CCMD) or other U.S. Government entity while participating in operations directed or approved by the President of the United States or Secretary of Defense (SecDef).

a. JIA requirements are designed to be a deliberate, but temporary, augmentation of a headquarters (HQ) staff force structure and are not intended as an immediate response force. JIA requirements are documented in a Joint Manning Document (JMD), which also contains coalition, contractor, general/flag officer (GO/FO), other government agency (OGA), and unit requirements for Joint Task Force (JTF) HQ and other unique HQ organizations.

b. This instruction is intended for use in conjunction with the definitions and doctrinal guidance found in references a through d. The authority of this guidance is based in reference e. References f through i provide guidance on specific sourcing categories, such as the Department of Defense Expeditionary Civilians (DoD-EC), GO/FOs, Senior Executive Service (SES), and the Reserve Component (RC). References m and n direct Global Force Management (GFM) allocation, policies, and procedures, under which JIA falls.

c. The goals of the GFM process as it applies to JIA are to:

(1) Ensure JIA positions are consistent with strategic policy.

(2) Ensure Combatant Commanders (CCDRs) prioritize JIA positions and JMDs are to support the approved/directed operations within the CCMD's area

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of responsibility (AOR) or functional mission area in accordance with (IAW) the *National Defense Strategy* (NDS).

(3) Provide a qualified, available Service member or Department of Defense (DoD) civilian to the supported CCMD in a timely manner.

(4) Ensure the accountability of personnel filling JIA positions by entering standard name line information utilizing the Fourth Estate Manpower Tracking System (FMTS).

d. Operations may require JIA positions to support temporary organizations or special missions. To accomplish these goals, the supported CCMD must anticipate potential JIA requirements and provide an approved JMD in a timely manner to their Service Components for input, and to the Joint Staff (JS) for review and validation. The JS Directorate for Manpower and Personnel, J-1 will forward validated requirements to the JS Vice Deputy Director, Regional Operations & Force Management, J-35 South (J-35S), the Joint Force Coordinator (JFC), to coordinate with Force Providers (FP) for sourcing. The positions must be filled promptly to ensure personnel arrive at their temporary duty location on time, as requested by the supported CCMD. Staffing delays or FP unique procedures must not keep a supported CCMD's operational positions from being filled.

2. Superseded/Cancellation. This instruction supersedes Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01F, 17 November 2014, "Joint Individual Augmentation Procedures."

3. Applicability. CJCSI 1301.01G applies to the Joint Chiefs of Staff, Services, Service Force Providers, CCDRs, CCMD joint activities, FPs, and DoD Agencies.

4. Policy. Title 10, U.S. Code gives CCMDs authority to organize and employ forces necessary to accomplish the command's missions (reference e). This instruction establishes procedures to allocate individuals to meet CCMD mission-related temporary manpower positions. This instruction will not be used as a policy to fill permanent manning shortfalls or joint training or exercise positions. Filling permanent manpower and training (including scheduled exercise) billets is covered by references j through l and other CJCS publications.

a. FMTS will be used to record JMD JIA positions and the name of individuals occupying the position.

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- b. Sourcing by JIA is meant to be the last method for obtaining manpower for positions (i.e., CCMD assigned forces, standard unit/capability, coalition, contractor, OGA, GO/FO, SES, and JIA).
- c. JIAs will not be used to fill permanent manning shortfalls (e.g., Joint Table of Distribution (JTD), Joint Table of Mobilization Distribution (JTMD), Service Table of Organization) or to fill joint exercise or training positions.
- d. JIAs will fill JTF HQ requirements and other unique HQ organizations.
- e. JIAs will not be tactically employed in operations outside of their staff functions within a HQ organization to which tasked.
- f. The selected JIA shall possess the skill identified in the JMD.
- g. Active Component (AC), RC, or DoD civilian personnel may be tasked to fill JIA positions.

5. Definitions. See Glossary.

6. Responsibilities. The JS, CCDRs, JFC, FPs, and applicable Defense Agencies shall carry out the requirements of this instruction. Specific responsibilities are outlined in Enclosure A.

7. Summary of Changes. This instruction has been revised to reflect the following updates:

- a. The nomenclature-change of eJMAPS to FMTS.
- b. Updated guidance regarding the DoD-EC program.
- c. New guidance regarding SES allocation.
- d. Updated guidance regarding the use of the NDS, *National Military Strategy* (NMS), and *Joint Strategic Campaign Plan* (JSCP) for risk assessment and prioritization.
- e. New timeline for submission of change requests by the CCMDs.
- f. The stand-up of U.S. Space Force, U.S. Cyber Command, and U.S. Space Command.

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g. Updated guidance regarding the submission of changes in FMTS on SIPR.

h. Includes a new validation checklist.

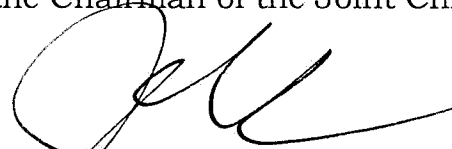
i. Updated references.

j. Updated glossary.

8. Releasability. UNRESTRICTED. This directive is approved for public release; distribution is unlimited on NIPRNET. DoD Components (to include the combatant commands), 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/library>. JS activities may also obtain access via the SIPR directives Electronic Library websites.

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

For the Chairman of the Joint Chiefs of Staff:



JAMES J. MINGUS, LTG, USA
Director, Joint Staff

Enclosures

- A – Joint Individual Augmentation Allocation Responsibilities
- B – Joint Individual Augmentation Sourcing Procedures
- C – Joint Individual Augmentation Process Flow Diagram
- D – Joint Manning Documents
- E – Approval Message Essential Tasking Information
- F – Validation Checklist
- G – References
- GL – Glossary

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17 November 2014

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ENCLOSURE A

JOINT INDIVIDUAL AUGMENTATION ALLOCATION RESPONSIBILITIES

1. The JS, CCDRs, JFC, FPs, and applicable Defense Agencies shall carry out the requirements of this enclosure for allocation of JIAs.

2. Joint Staff

a. Directorate for Manpower and Personnel, J-1

(1) Establish JIA policy and procedures to ensure JIA management conforms to guidance outlined in this instruction, Section IV of reference n, reference m, and Global Force Management Board (GFMB) guidance.

(2) Prioritize JMD sourcing IAW SecDef-approved NDS, CJCS-approved NMS, and the JSCP. Obtain Operations Deputies (OpsDepts) approval for changes to the Global JMD Prioritization list and associated minimum sourcing levels.

(3) Review all JIA requirements and serve as the validation authority for those requirements IAW this instruction and references m and n. Validation criteria includes unit sourcing feasibility analysis, appropriate grade structure assessment, operational level HQ mission review, and an overall joint force personnel estimate.

(4) Ensure structural guidelines for the organizational hierarchy within a HQ from the commander down to directorate, division, and branch are accurate and required. Each organizational element should be broad enough in scope to encompass all related areas and maximize the span of control of each major organizational element. Personnel in the grades of O-6, O-5, E-9, and E-8 are generally limited for allocation; therefore, careful consideration should be applied when requesting these grades.

(5) Serve as the JS lead for establishment and validation of new JTF HQ JMDs. Obtain OpsDepts or GFMB approval of a new JMD.

(6) Validate requirements per criteria listed in references m and n and Enclosure F of this instruction. In all cases, the validation criteria in references m and n will take priority.

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(7) Supports JS J-3 validation of force requirements that contain embedded DoD-EC requirements. Advises whether the requested DoD-EC grades and skills are consistent with current guidance, policy, and regulations.

b. Directorate for Operations, J-3

(1) The JS J-3, in coordination with JS J-5 and JS J-1, will use the NDS, Global Competition Framework, and JSCP to establish the priorities and framework in determining force allocation recommendations for JIA.

(2) JS J-35S, as the JFC for JIA requirements, will identify and recommend sourcing solutions for conventional JIAs and coordinate with U.S. Special Operations Command (USSOCOM) for special operations forces (SOF) and USCYBERCOM for cyber forces requests.

(3) JS J-35S and the JS J-1 will collaborate in the development of SecDef Orders Book (SDOB) submissions.

(4) JS J-35S will utilize the electronic tool LOGBOOK to coordinate sourcing actions with the FPs.

(5) JS J-35S will process changes to the GFM Allocation Plan (GFMAP) Order under the JFC authority granted them in the GFM Implementation Guidance.

3. Combatant Commanders

a. Ensure all approved JIA positions are mission-specific and essential to support operations directed or approved by the President of the United States or SecDef.

b. Ensure JIAs are not being used to fill permanent manning shortfalls or joint training or exercise positions. Filling permanent manpower and training (including scheduled exercise) billets is covered by references j through l and other CJCS publications.

c. Source JMD requirements with assigned Service Component forces to the maximum extent possible. CCDRs will establish internal priorities for filling JIA positions to support national military priorities within their AORs or functional mission areas.

d. For new JMDs requesting to stand up a new HQ organization, CCMDs will submit a CCDR-signed request that specifies the following: mission,

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authorization to execute the mission (i.e., EXORD), proposed prioritization, proposed placement on the Global JMD Prioritization list, and requested applied acceptable minimum sourcing percentage.

e. Submit unit and JMD/JIA requirements to JS J-1/J-3 and GO/FO requirements to JS GO/FO Matters.

f. Submit approved JMDs IAW GFM timelines and GFM Allocation Planning Order (PLANORD).

g. Review all CCMD requirements annually to ensure operational necessity.

h. During annual review and for emergent/change requests, approve JMD requirements by:

(1) Eliminating requirements rendered nonessential due to mission change or that are no longer required.

(2) Eliminating those requirements that establish duplicative stove-piped organizations or functions within the AOR or functional mission area. This includes prioritization of JMDs (and JIAs by skill category, if necessary) within CCDR theaters of operation.

(3) Ensuring maximum use of reach-back, alternative sourcing solutions, and centralized joint organizations (e.g., regional contracting and intelligence centers).

(4) Implementing checks and balances to ensure the same capabilities are not being tasked via a request for forces (RFF) and JIA.

(5) Prioritizing JIA positions based upon mission priority, not fill rate. This is especially critical in skills that are high demand and low density (HD/LD).

(6) Reference r outlines a typical HQ construct. However, not all HQs will require all the elements outlined. Further, allocation is often limited and high grade plates are often problematic. Therefore, careful consideration should be applied when requesting O-6, O-5, E-9, and E-8 requirements. These personnel normally come at the expense of leadership removal from Service units.

(7) Standard unit solutions and formations will form the core element of a JMD. Use of unit solutions and formations are required in an effort to

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minimize stress on FP readiness due to individual augmentation demand as directed in the NDS and NMS.

i. Create and provide reporting instructions to JS for the FPs (including supporting CCDRs, joint activities, and DoD Agencies) to follow. These will be included in the annual GFMAP annexes.

j. CCDRs will track personnel filling JMD positions using FMTS on SIPR.

4. Force Providers

a. Provide a qualified, available Service member to the supported CCMD.

b. Coordinate with JS J-1 on requirement details and JS J-35S on sourcing actions.

c. Identify and assess ability to source and sustain JIA requirements based on proposed sourcing solutions.

d. Provide JS J-35S with risks to sourcing for requirements for which FPs possess a capability.

e. Ensure FMTS position numbers are annotated on all JIA orders.

f. Coordinate with the supported CCDR regarding training requirements for civilians supporting the designated mission or operation.

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ENCLOSURE B

JOINT INDIVIDUAL AUGMENTATION SOURCING PROCEDURES

1. Joint Individual Augmentation. JIAs enable CCDRs to augment existing units and organizations with temporary personnel resources enabling them to perform assigned joint missions. JIAs are temporary, borrowed manpower that remove expertise from operational units. This directly impacts Service and FP readiness and should be used economically. Outlined below is the process for requesting, managing, and accounting for JIAs.

a. Initial Tasking. The President or SecDef assigns missions to a CCDR (designated the supported CCDR) and identifies the supporting CCDRs, Services, and Agencies. The supported CCDR is responsible for establishing, approving, and prioritizing the requirements necessary to accomplish the mission. Figure 1 in Enclosure B illustrates the JIA process flow. JS J-1, in coordination with the JS J-3 and JS J-5, will establish the appropriate global JMD priorities using NDS, NMS, and JSCP guidelines. The Global Competition Framework informs a JMD's applied minimum sourcing percentage. JS J-1 shall present all new JMDs to an OpsDepts Tank or GFMB for approval. At a minimum, the presentation should include mission justification, recommendations for the JMD's categorization on the Global Competition Framework, priority on the Global JMD Prioritization list, and the applied acceptable minimum sourcing percentage.

(1) The JTF commander or supported CCDR will document JMD requirements in FMTS using the format provided in Enclosure C. After approval, the supported CCDR will forward the JMD and desired report date for each new position to its Service Component commands. This will provide the opportunity to source from assigned forces in order to verify that skill codes/skill categories match position descriptions, and to ensure there are no overlapping requirements. CCDR Service Components will have five workdays to internally staff the new JMD and reply to the CCDR. The Service Component will notify the supported CCDR positions they will source, how long they will source them for, and assign individuals to the JMD per Service policies. The supported CCDR will then forward the JMD with recommended Global Competition Framework designation and numeric ranking priority to the JS J-1 for validation, approval, and joint sourcing of any unsourced JIA requirements.

(2) CCMDs shall employ unit capability-based force constructs as Joint Force HQ elements.

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(3) The JS will initiate the JIA process once the supported CCDR's request is received, per Enclosure D. The JS J-1 will review the JMD positions in coordination with the JS J-3 to ensure a unit solution or unit formation cannot provide the same capabilities. Upon validation by the JS J-1, the validated JMD is sent to JS J-35S to staff the JMD via an electronic collaborative tool (currently LOGBOOK) to FPs. FPs are defined as: the Military Departments, the U.S. Coast Guard, USCYBERCOM, USSOCOM, CCDRs with assigned forces, DoD Agencies, and Office of the Secretary of Defense (OSD) organizations. JS J-35S will also coordinate with DoD Combat Support Agencies (CSAs) regarding JIA requests. The FPs should identify JIA requirements they can source. If a FP nonconcur to sourcing a requested requirement, the FP will follow the risk procedures per reference m. FPs will provide their responses via the electronic collaborative tool.

(4) If sourcing solutions cannot be identified, JS J-35S will initiate the second phase of sourcing. FPs will review all remaining unsourced positions, submit their ability to source via the electronic collaborative tool, and submit risk assessments for those positions they are unable to source. At the completion of this phase, the supported CCDR will receive proposed sourcing solutions for concurrence. Unacceptable sourcing solutions require further risk analysis and course of action development.

(5) JS J-35S and JS J-1 will collaborate to submit sourcing solutions for the SDOB, resulting in a modification to the appropriate fiscal year (FY) GFMAP Order.

(6) Risk analysis will be conducted for requirements without acceptable sourcing solutions after two unsuccessful rounds of attempted sourcing. FPs and CCDRs shall provide individual risk assessments for unsourced requirements by skill category and grade using the online risk assessment tool per reference m. JS J-35S will analyze the information and develop a sourcing course of action (COA) recommendation.

(7) The JS will review, staff via an action package, and submit the sourcing COA to the next available modification of the GFMAP. Throughout the COA recommendation process, if there are Service or CCMD nonconcurs to the JS-recommended COA, the JS may attempt to reconcile the differences through a GO/FO secure video teleconference (SVTC), OpsDepts Tank, or Joint Chiefs of Staff Tank. A sourcing solution that remains contentious will be reviewed by CJCS, with SecDef making a final decision via the SDOB.

(8) The JS J-35S will track the status of newly ordered solutions.

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(9) The FPs will deploy JIA personnel once ordered in the SDOB to meet specified latest arrival dates (LADs). The FPs will follow CCMD reporting instructions to ensure JIAs arrive by the requested LAD and meet all personnel readiness requirements. In addition, FPs will ensure that FMTS position numbers are annotated on all orders, allowing for more efficient force management and accountability.

b. Crisis and Contingency Response Situations. The supported CCDR should task JIA positions initially to CCDR staff or CCMD Service Components, since those personnel will generally take no longer than 72 to 96 hours to report to the deployed duty location. Emergent needs may be addressed through voluntary activation of RC assets assigned against the JTMD; however, involuntary activation could take at least 30-60 days before personnel are in place. For positions that cannot be sourced from assigned forces, the capability requested should be sent to JS J-3, via the RFF process, for sourcing during emergent situations. The JIA sourcing process is a joint planning process designed for sourcing within 90–120 days of completion of the SDOB process and is therefore often inappropriate for crisis response situations. Normally, JIAs are requested for requirements that will endure after 120 days and are intended to backfill short-term responders in a lengthy operation.

c. Rotational Requirements. The supported CCDR will review and reapprove JMD requirements annually according to the SecDef FY PLANORD and GFM timelines. Unchanged and validated JMD positions will continue to be filled as ordered in the previous FY GFMAP. During re-approval, CCDRs will verify desired FP, regardless of current sourcing.

(1) The JFC will request the same FP as the year prior unless unique/one-time sourcing was in effect. Relief from filling unchanged, previously ordered requirements prior to the SecDef signature on the FY GFMAP Base Order will be accomplished through passbacks. Passbacks are submitted by each FP to JS J-35S for requirements they no longer have the ability to sustain or to request risk reevaluation of the best joint solution.

(2) In situations involving HD/LD skills or skill sets generic to the Services (e.g., chaplains, intelligence, linguists), JS J-35S as the Global Joint Force Coordinator will consider establishing a rotation plan among the supporting Services.

(3) Sourcing solutions will be developed IAW GFM policies, processes, and base order timelines.

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d. Emergent/Change Requirements. Requirements for the change or addition of positions to an existing JMD between FY GFMAPs Base Orders will be considered as an emergent/change request. Consolidated requests are due to the JS J-1 semi-annually on 15 January and 15 July. Requirements will be submitted to the JS in “Approved” status by the CCMDs in FMTS, before validation will occur. “Proposed” or “Work-in-Progress” will not be accepted or validated. The emergent/change request should only be submitted if additional mission capabilities are required by a JTF commander and approved by the supported CCDR. The emergent/change request will be considered only as a result of SecDef-directed or CCDR-directed mission change. Each validated JMD is capped at the validated JIA requirement number. Growth to JIA contributions of any specific JMD without a corresponding validated JIA offset from the same JMD requires OpsDepts or GFMB approval.

(1) All requests require justification and documented mission change. New requirements and requirements undergoing significant change will include the mission justification, and operational risks if the requirement is not sourced.

(2) Only new, deleted, and significantly changed requirements will be addressed for sourcing during the staffing process. Significant changes include requirements that would affect Services’ existing sourcing decisions (e.g., FP, grade, skill, security clearance, tour length, and restrictive remarks that affect sourcing). Administrative changes (minor changes) will also be validated and staffed with the FPs; however, FPs will not be relieved of an ordered sourcing commitment in the event of nonconcur (i.e., administrative) changes. See Enclosure C, paragraph 3, for guidance on creating new FMTS position numbers if there is a significant change to a requirement. NOTE: Change of Service in an emergent/change request or rotational (annual) re-approval may result in loss of sourcing.

e. Do Not Fill. JIA requirements will not be ordered in the GFMAP while marked as “Do Not Fill” or “Do Not Source,” unless the condition is of short-term duration (less than 3 months). Prepare to Deploy Order status does not meet the intent of JIA sourcing and will not be included in the GFMAP Annex D.

f. Nominative Sourcing. Normally, these requirements are for the following positions: aides-de-camp, personal assistants, chiefs of staff, or senior enlisted advisors to GO/FOs. Nominative (NOM) requirements are ordered as “NOM” in the GFMAP as opposed to the nominee’s Service. These must be kept to an absolute minimum since the sourcing of these requirements occurs outside of the normal Service fill processes. Identification of a person to fill NOM

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requirements is the responsibility of the CCDR/JTF. The CCDR/JTF will inform the Service of the person desired to fill the requirement (i.e., by-name request). Services will make the determination whether the requested Service member is available to deploy and will produce appropriate deployment orders. CCDRs/JTFs must identify the desired fill for a NOM billet in sufficient time for Services to train, equip, and process the member.

g. Special Operations Forces. JMD positions for SOF skills, to include Special Operations Civil Affairs (CA) and Military Information Support Operations (MISO) personnel, are processed using the procedure above, except that the positions are staffed through the theater special operations command (TSOC) for approval and potential internal sourcing. In crisis response situations, supported CCDRs can pass the JMD positions directly to their TSOCs. USSOCOM is the supporting CCDR for all SOF positions and skills, excluding conventional CA and MISO. USSOCOM will only consider JIA requirements that directly support a SOF mission, unit, or liaison officer duties. All other conventional CA and MISO capabilities should be requested via an RFF.

(1) SOF positions include only those designators for Army Special Forces (18x), Army Special Operations Aviation (K4), Special Operations CA (38A, 38B), Special Operations MISO (37A, 37F), 75th Ranger Regiment personnel, Naval Special Warfare (113x, SO, SB), Air Force Special Operations Pilots and Navigators (11S/12S), Air Force Special Operations Pilots, Combat Systems Officers, RPA Pilots, Special Mission Aviators (11S/12S/18S/1A9), and Air Force Special Warfare (19Z, 1Z1, 1Z2, 1Z3, 1Z4), and Marine Corps Special Operations (0370, 0372, 8071).

(2) Non-SOF JIA skilled positions to support a TSOC should be approved and requested through the supported CCDR, as defined previously. Neither the TSOC nor USSOCOM should be tasked to provide non-SOF skilled personnel.

h. Use of Active Component/Reserve Component. At the discretion of the Service, use of RC personnel are authorized, when the JIA meets the supported CCDR's tasking requirements for the position. If RC assets are tasked, the Service will provide the man-days, travel, and per diem funding needed to deploy the individual (unless specified otherwise). Additional instructions for accessing the RC are documented in reference h. Use of RC personnel should be transparent to the supported CCDR.

2. General/Flag Officer Sourcing. Requests for GO/FO billets are coordinated through the CCMD GO/FO Matters (GOMO) and the JS GOMO to obtain

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sourcing. GO/FO positions will not be approved on a JMD until sourcing through JS GOMO office is approved by CJCS. JS J-1 and JS GOMO will synchronize annually to ensure that GO/FO positions documented on a JMD are approved for joint sourcing. Reference i applies.

3. Senior Executive Service Sourcing. For SES positions outside of the Ministry of Defense Advisors program, CCMDs will work directly with the FPs to source required personnel via their support agents. In cases where an organization does not have a support agent, the JS J-1 Senior Leader Management Office will liaise the data call process between the FPs and Fourth Estate for nominations to fill positions in JMDs until a combatant command support agent is designated via the SDOB or a memorandum of agreement (MOA) or memorandum of understanding (MOU). SES positions are not ordered in the GFMAP; instead, they are coordinated directly by the CCMD and sourcing FP or agency.

4. Department of Defense Expeditionary Civilian Sourcing. The DoD-EC workforce includes all DoD civilians deployed to support expeditionary operations. References f, m, and n provide detailed guidance on the process to request and source DoD civilians via the allocation process.

5. Unit Sourcing. Units are sourced on the JMD when a FP can meet the CCDR's request for a capability best by sourcing a standard unit. CCDRs should not specify or make by-name unit requests when requesting joint forces IAW GFM Allocation policies and procedures in references m and n. Unit requests will be submitted to JS J-3 IAW GFM PLANORD and allocation policies and procedures. Unit Force Tracking Number (FTN) will be annotated against each corresponding unit JMD position in FMFS.

6. Contract and Other Government Agency Sourcing. Contractor positions and OGA fills are coordinated and maintained by the CCDR through contracts or MOA/MOU with the OGAs.

7. Contributions to Multinational Organizations. SecDef, through CJCS, approves U.S. contributions to multinational organizations (MNs). NATO Crisis Establishment (CE) requirements are coordinated through the U.S. National Military Representative (USNMR) IAW the Supreme Headquarters Allied Powers Europe (SHAPE) bidding process. The establishment and maintenance of a JMD to augment or support a NATO CE will follow JS GFM policies and business rules. MN positions, approved by SecDef, are sourced as described above. The JS-approved MN requirements will be forwarded to JS J-35S for sourcing as described in Enclosure A, paragraphs 1.a.(1)-(7). The supported

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CCDR is responsible for tracking and accounting of JIA contributions to MN organizations.

a. Prior to submitting a formal U.S. bid through USNMR to SHAPE, JS J-5 will coordinate with affected CCMDs, USNMR, J-13, and J-35 to properly document consensus of U.S. interests in filling specific CE positions. JS J-5 is responsible for gaining explicit SecDef approval of any increase in U.S. personnel commitments beyond current approved levels.

b. NATO CE post numbers shall be annotated in FMTS.

8. Procedures for United Nations Military Observers

a. SecDef directs DoD support to United Nations (UN) missions IAW reference o. The UN requests DoD support via a *note verbale* to the Department of State (DOS). This generates an exchange of Executive Secretary (ExecSec) memoranda between DoD and DOS. The UN Military Observers (UNMILOBS) deployment approval process requires significant screening prior to acceptance by the UN.

b. The Secretary of the Army (SecArmy) is the Executive Agent for all U.S. UNMILOBS positions. SecArmy's designated staff agent, U.S. Military Observers Group (USMOG), is responsible for developing and maintaining the JMD for UNMILOBS JIA positions and requesting sourcing as defined in Enclosure A, paragraphs 1.a.(1)–(5). USMOG publishes a reporting timeline six months prior to the LAD or rotational replacement date. The ordered FP will provide a name and the requisite documents to the USMOG no later than 120 days prior to deployment to account for UN personnel approval and passport/visa processing timelines. FPs will ensure individuals meet medical deployability and position specific requirements as outlined in USMOG FMTS reporting instructions. USMOG will immediately notify the ordered FP once an individual's nomination has been accepted, or a discrepancy precluding acceptance of a service member is identified. If the UN declines the nomination or the individual is non-deployable, USMOG will immediately notify the FP to enable sourcing of a replacement. The UN does not allow skillset or rank deviations.

9. ExecSec, Office of the Secretary of Defense. All requests to detail DoD personnel to a non-DoD agency shall be formally staffed through OSD for decision per references g and q. Each request shall be addressed to the ExecSec and will include a statement of duties along with the proposed duration of the detail, funding basis, security clearance requirements, and requested personnel attributes (grade/rank, skills, and qualifications). The

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ExecSec will assess compliance with current DoD policy and, if appropriate, coordinate submitted detail requests with the applicable OSD Components. Final disposition on all requests that fall under reference q rests with the ExecSec. Approval authority for all others will be in compliance with current DoD policy as delegated by the SecDef and/or Deputy Secretary of Defense. For the JS, the Vice Director, Joint Staff retains authority to detail a member of the JS outside the DoD per reference p.

10. Personnel Management Notes

a. Deployment length. Deployment length is subject to the concurrence of the FP or supporting agency.

b. Tour Extensions

(1) Involuntary extensions of JIAs beyond the SecDef-ordered deployment length are subject to the concurrence of the Service or supporting agency. The supported CCDR may involuntarily extend JIAs up to 30 days beyond the SecDef-ordered deployment length for tours less than 365 days. Extensions greater than 30 days past the SecDef-ordered deployment length or any extension beyond 365 days requires SecDef approval. Only SecDef may authorize an involuntary extension of a JIA 30-days or more beyond the SecDef-approved deployment duration. Only SecDef may involuntarily authorize or extend a JIA deployment past 365 days.

(2) Individuals may voluntarily request a waiver of the 365-day restriction and/or 30-day maximum extension in writing. Waiver approval authority is the first GO/FO in the individual's parent (i.e., home station) chain of command, with Service notification. Service rotations within the SecDef-ordered deployment duration do not require SecDef approval for extension, provided they do not violate the original SecDef-ordered timeline.

(3) Exceptions to this authority are RC Service members under title 10, U.S. Code, section 12302, who cannot be extended past the date of their orders without approval from the parent Service, and in no case past the limitations set forth in references e and h.

(4) For the RC, all activities, including redeployment, out-processing, traveling to home of record, and use of (or compensation for) accrued leave, must be accomplished within the statutorily limited number of days. RC members who perform JIA duties in a voluntary status (e.g., reference e, "Active Duty Operational Support") may not be involuntarily extended.

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c. Curtailment. Curtailment of a JIA for essential reasons (e.g., medical, family emergency, legal) does not change the deployment timeline for the replacement unless circumstances require out-of-cycle relief. Time remaining on tour and position criticality must be considered before requiring out-of-cycle relief. The supported CCMD will work with the deployed command to find and deploy a replacement (if required) with minimal gap in the deployed position.

d. Backfills. Unless specifically requested by the CCMD, FPs are not required to provide backfills within 90 days of the effective date of inactivation of a requirement. When there are FP changes to ordered requirements, the incumbent's FP is not required to provide a rotational fill if within 90 days of the ordered LAD of the new FP. Gaps in coverage from FP changes may be coordinated by the JFC and approved if the FPs can support via personnel extensions or accelerated LADs.

11. JTF HQ will ideally be manned using homogenous Service programmed/funded units, teams, and elements whenever possible. Unfunded individuals (i.e., JIAs) used to staff a JTF HQ will be used to ideally provide a subject-matter expert or a unique experience level to enable a programmed capability.

12. JIAs are restricted to employment in execution of operational level HQ missions and roles only. JIAs are not to be employed in tactical operations, or assigned to remote field locations. Routine HQ functions including inspections, contract oversight, engineer planning, anti-terrorism/force protection assessments, and the like are to be executed with security protection and returned to the HQ as soon as possible.

13. JIAs may deploy with a personal protective weapon when specified. Any additional requirement above personal sidearm should be accompanied with extensive justification seeking the additional arming requirement.

14. Position Management Notes. In the absence of a specific special authority, any temporary Joint HQ establishment supported by a JMD that exists in excess of 36 months will be reviewed by the CCMD for opportunities to migrate to permanent manning solutions.

a. Evaluate current mission and manning levels of the organization.

b. Conduct manpower/resources analysis.

c. FMTS position numbers will not be reused or recycled. Once a position is no longer required, it will be inactivated to capture position history.

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d. Estimate mission duration, and where estimate exceeds five years, propose a transition to permanent manning solutions in conjunction with the JS J-1 reference j.

JOINT INDIVIDUAL AUGMENTATION PROCESS FLOW DIAGRAM

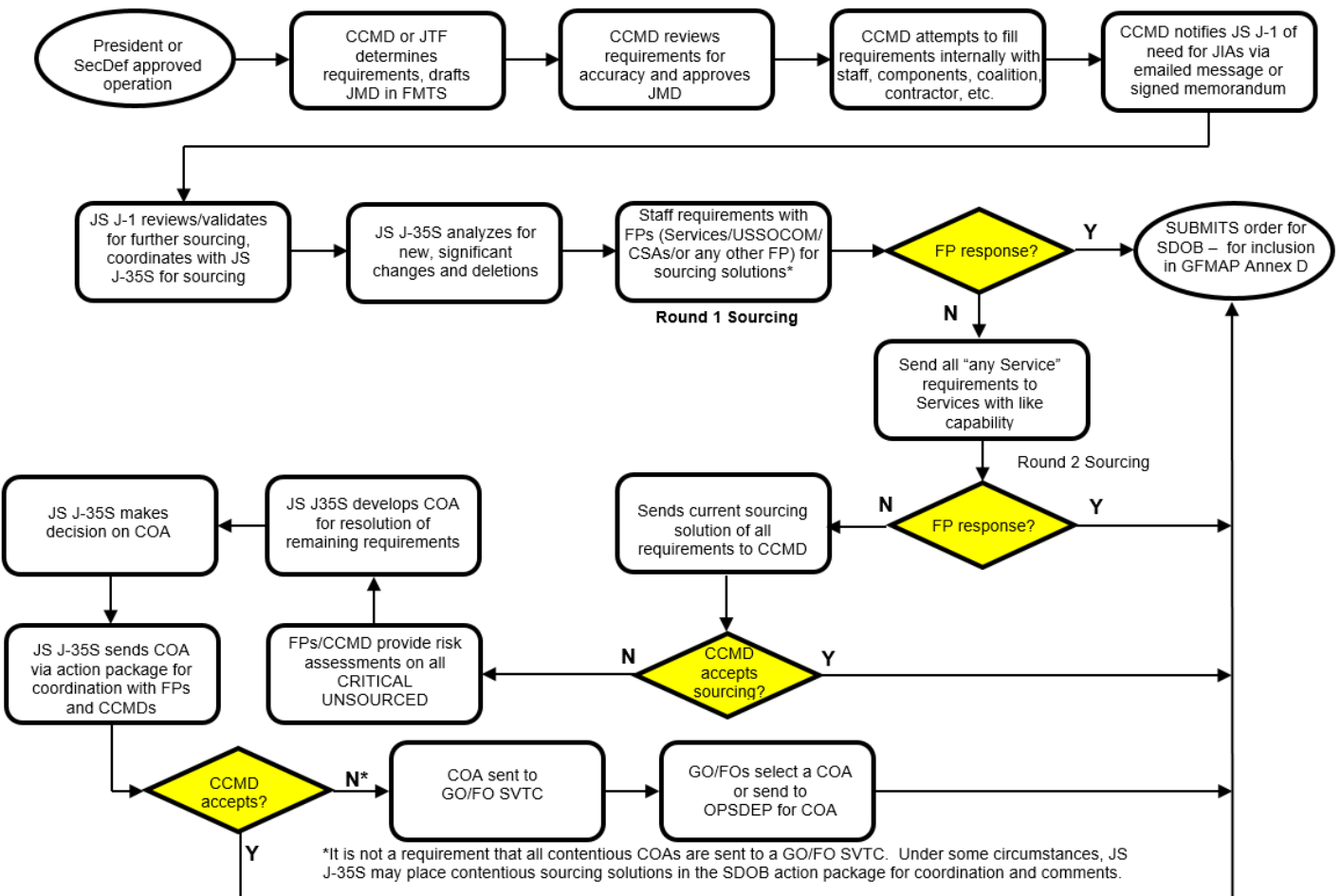


Figure 1. JIA Process Flow Diagram

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ENCLOSURE D

JOINT MANNING DOCUMENTS

1. JMDs will be created in FMTS IAW established business rules for the use of FMTS. JMDs and new billets submitted for sourcing will at a minimum include the following completed fields in FMTS:

- a. Supported CCDR.
- b. FMTS Activity Number.
- c. Activity Name.
- d. Department.
- e. NATO Position Number (NATO JMDs only).
- f. Position Number—FMTS will automatically assign number to new positions.
- g. Service—FP sourcing will be adjudicated by J-35(S).
- h. Billet Title.
- i. Grade.
- j. Clearance (indicate minimum acceptable security clearance).
- k. Skill Code 1.
- l. Skill Code 2 (if applicable).
- m. Civilian Acceptable (check box if requirement can be filled by a DoD civilian).
- n. Source Type (JIA, Unit, Contractor, Coalition, GO/FO, or OGA).
- o. Tour Length—justification for tour lengths of 12 months should be included in the approval message.
- p. LAD—required for all new, newly sourced and change of FP positions.

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q. Remarks—Include remarks that would affect sourcing, such as gender-specific requirements, grade restrictions, grade/skill/service substitutions, and any training/course completion requirements for the position. If the position will be filled through a NOM process, the word “Nominative” will be added to this field.

r. Any Source—indicate if alternate sourcing solutions are acceptable.

s. Skill Category—assign based on required skill.

t. Source—If the position will be filled by a CCMD Component, indicate the CCMD in this field (i.e., USEUCOM, USSOUTHCOM, USINDOPACOM). If the position will be a unit fill (i.e., Source Type is UNI), enter the full 11-character FTN from JCRM.

u. Source point of contact.

v. Change Reason—data field must be completed with brief description of change and intent when position is submitted as part of a quarterly emergent change request.

w. Effective Date—should be the effective date of change and/or FY rotational requirements.

x. Location—indicate the geographical location (GEOLOC) where the billet is assigned.

y. Position Description—provide a detailed description of the duties associated with the position. Duties should reflect the **primary** duties the incumbent will perform. Comments on specific qualifications or additional training are to be made in the “Remarks” field, not in the position description.

z. Legacy Number—enter old JMD position number of requirement when creating a new position due to a significant change in grade, skill, GEOLOC, etc.

aa. FTN—If the position will be a unit fill (i.e. Source Type Unit) enter the last 4–6 digits of the FTN from JCRM.

2. The requirement for supported CCDRs, FPs, and applicable Defense Agencies to track personnel filling JMD positions and report status utilizing FMTS shall be accomplished as follows:

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a. FPs—identify personnel selected to fill ordered JIA requirements by name, grade, Service, SSN, Component, and planned arrival date per established FMTS business rules. Include FMTS position numbers on all orders supporting JMDs. FPs will grant read only access to the Service system that contains name identification for GFMAP ordered requirements to the JS. The JS will use this access to monitor compliance with the GFMAP and engage with the Services on data refinement when/if sending the data forward; time permitting.

b. CCMDs will ensure the following data is updated in FMTS:

(1) Ensure personnel are updated as arrived into ordered positions once they are “boots on the ground.”

(2) At a minimum, the actual arrival date, planned rotation date, and arrived status fields should be updated.

(3) In cases where FP required information was not previously included, these fields should be updated upon arrival.

(4) Maintain personnel fill data for all HQ personnel including (but not limited to) DoD military, DoD civilians, contractors, and coalition personnel assigned to the JMD from arrival until redeployment from the JTF.

(5) For voluntary JIA extensions, the new rotation date will be updated in the “new rotation date” field.

(6) Upon departure of personnel, update actual departure date and status fields.

(7) Upon publication of the GFMAP Annex D and/or modifications, update FMTS to reflect ordered sourcing and administrative changes.

3. CCMDs should create new FMTS line numbers under the following circumstances:

a. Skill code change outside of the general skill family, regardless of Service. Changes within related skill areas (e.g., Army Logistics 91 to 92) will not require a new position to be created.

b. Grade change from officer to enlisted or vice-versa. Exceptions to this rule may be made for certain skill sets that can potentially be interchangeable (e.g., E-7 and O-3 in the Air Force contracting field).

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c. GEOLOC change outside of the original AOR or from outside the continental United States to within the continental United States. CCMDs should consider creating a new line in this case, as predeployment training or required personal equipment would levy a different requirement upon the FP.

NOTE: Changing a requested primary FP alone is not a basis for a new FMTS number; the skill for the requirement is still the key condition. Change of Service in an emergent/change request or rotational approval may result in loss of sourcing. As such, activities should carefully consider changing JIA requirements if the current sourcing solution is acceptable.

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ENCLOSURE E

APPROVAL MESSAGE ESSENTIAL TASKING INFORMATION

1. The following essential information is required (when applicable) for inclusion in all CCDR JIA JMD approval or request messages/memorandums:
 - a. Supported CCDR/Agency.
 - b. Classification of operation.
 - c. Applicable references.
 - d. CCDR point of contact with phone number and e-mail address.
 - e. Statement in message that the CCDR has approved the JMD and approves release of message.
 - f. Statement of the prioritization of the new JMD against other existing CCDR-approved JMD requirements.
 - g. Categorization of emergent/change request (routine, urgent, or immediate).
 - h. Identification of changes in JMD from FY GFMAP Order; specifically, whether there is growth or reduction in force request.
 - i. For emergent requirements and requirements undergoing significant change, provide the authority that covers the requirement, mission justification, operational risks if the requirement is not sourced, and mitigation measures the command can employ to reduce the operational risks if not sourced.

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ENCLOSURE F

VALIDATION CHECKLIST

1. JS J-1 validates all JMD/JIA requirements. References m and n provide overall criteria for validation of requirements submitted by CCMDs. The following checklists will be utilized to validate JMD/JIA requirements.
2. The OpsDepts or the GFMB approves new JTF HQs JMDs validated by JS J-1. The OpsDepts or the GFMB assigns a priority and an acceptable minimum sourcing percentage with the recommendation of the JS J-1. This also applies when an existing JMD's requirements significantly increase. In all other cases, new JIA positions will require a valid, ordered position, from the same JMD activity.
3. Emergent Request
 - a. The JMD/JIA requirement includes all required elements detailed in Enclosures C and I of reference m, and are administratively correct.
 - b. Each requirement provides sufficient justification that the requested capability is not already allocated or assigned in sufficient quantity.
 - c. The request passes any required legal or policy review.
 - d. JMD/JIA sourcing is the appropriate method for this request.
 - e. President- or SecDef-approved authorities exist to support the request.
 - f. The specific request has not been previously decided.
 - g. The requested JIA is not already on a JTD.
4. Rotational/Change Request Validation Criteria
 - a. Has a valid and detailed justification been provided for each change?
 - b. Has there been an update to the EXORD and/or mission statement?

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ENCLOSURE G

REFERENCES

- a. DoD Dictionary of Military and Associated Terms, November 2021
- b. JP 1-0, 1 December 2020, “Joint Personnel Support”
- c. JP 3-0, 17 January 2017, “Joint Operations”
- d. JP 5-0, 1 December 2020, “Joint Operation Planning”
- e. Title 10, U.S. Code, sections 151, 153, 162, 164, 167, 3031, 5031, 8031, 12301, 12302, 12304a, 12034b, and 12301d
- f. Defense Tasking Memorandum 17-004, 25 January 2017, “Department of Defense Expeditionary Civilian Workforce”, Incorporating Change 1, 19 April 2021
- g. DoDI 4000.19, 16 December 2020, “Support Agreements”
- h. DoDI 1235.12, 4 February 2010, “Accessing the Reserve Components (RC)”, Incorporating Change 1, 28 February 2017
- i. CJCSI 1331.01 Series, “Manpower and Personnel Actions Involving General and Flag Officers”
- j. CJCSI 1001.01 Series, “Joint Manpower and Personnel Program”
- k. CJCSI 1210.01 Series, “Joint Training for U.S. Personnel Assigned to NATO Organizations”
- l. CJCSI 1600.01 Series, “Charter for United States European Command NATO Manning Division”
- m. CJCSM 3130.06 Series, “Global Force Management Allocation Policies and Procedures”
- n. Global Force Management Implementation Guidance
- o. DoDD 2065.01E, 17 March 2017, “DoD Personnel Support to the United Nations”

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- p. JSM 1300.01 Series, “Military Personnel Administration”
- q. DoDI 1000.17, 30 June 2020, “Detail of DoD Personnel to Duty Outside the Department of Defense”, Incorporating Change 1, 30 June 2020
- r. JP 3-33, 9 June 2022, “Joint Force Headquarters”

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GLOSSARY

Force Providers. Force Providers include Secretaries of the Military Departments, Combatant Commanders (CCDRs) with assigned forces, U.S. Cyber Command, U.S. Special Operations Command, the U.S. Coast Guard, DoD Agencies, and OSD organizations that provide force sourcing solutions to CCDR force requirements. (GFMIG)

Individual Mobilization Augmentee. An individual reservist attending drills who receives training and is preassigned to an Active Component organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Also called IMA. (JP 4-05)

Joint Individual Augmentation/Augmentee. A Joint Individual Augmentation/Augmentee (JIA) is an unfunded temporary manpower requirement (or member filling an unfunded temporary manpower position) identified on a Joint Manning Document by a supported Combatant Commander to augment Joint Task Force staff operations during contingencies. A JIA will fill task force headquarters requirements. Tactical-level deployment is not appropriate for JIA sourcing. Sourcing by JIA is meant to be the last method for obtaining manpower for positions. Aside from mandated personal protective equipment, JIAs will not deploy with additional equipment. Neither collective team training nor specialized training exceeding 1–2 weeks should be needed. Active Component, Reserve Component, or DoD civilian personnel can fill JIA positions. Individual mobilization augmentees (IMAs) filling, or activated to fill, their IMA billets are not considered JIAs.

Joint Manning Document. A personnel document that captures joint headquarters (HQ) requirements for the mission. It is not a sourcing vehicle. Categories for sourcing include unit, General Officer/Flag Officer, coalition, contractor, and Joint Individual Augmentee (JIA). JIA sourcing is the last method for obtaining personnel, even when augmenting permanent organizations during high operational tempo. The optimal sourcing method for a Joint Manning Document is a core unit around which to build the Joint Task Force (JTF) HQ. Requests for Forces are submitted for enabling units that provide capabilities not resident in the core unit. JIAs support the JTF HQ with skill not resident in the core unit or enabling unit.

Joint Table of Distribution. A manpower document that identifies the positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year (authorization year) and those spaces which have been accepted for planning and programming

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purposes for the 5 subsequent fiscal years (program years). Also called JTD.
See also joint manpower program. (Joint Publication 1-02)

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