



# CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

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CJCSI 1301.01D  
12 February 2011

## JOINT INDIVIDUAL AUGMENTATION PROCEDURES

### References:

- a. Joint Pub 1-02, 12 April 2001 (as amended through April 2010), "Department of Defense Dictionary of Military and Associated Terms"
- b. Joint Pub 1-0, 16 October 2006, "Doctrine for Personnel Support to Joint Operations"
- c. Joint Pub 3-0, 17 September 2006, includes Change 2, 22 Mar 10, "Doctrine for Joint Operations"
- d. Joint Pub 5-0, 26 December 2006, "Doctrine for Planning Joint Operations"
- e. 10 USC 151, 153, 162, 164, 167, 3031, 5031, 8031, 12301, 12302 and 12304

### 1. Purpose

a. This instruction establishes the procedures for requesting the assignment of Joint Individual Augmentation (JIA) to meet unfunded, temporary manpower requirements of a combatant command or other government agency (OGA) while participating in President of the United States or SecDef -directed or -approved operations. This instruction is intended for use in conjunction with the definitions and doctrinal guidance found in references a-d. The authority of this guidance is based in reference e. The goals of this process are to:

(1) Ensure JIA positions are consistent with strategic policy. Combatant Commanders (CCDRs) ensure JIA positions and Joint Manning Documents (JMD) are prioritized to support the strategic policies within the combatant command's Area of Responsibility.

(2) Provide the best-qualified, available Service member or Department of Defense civilian to the supported combatant command in a timely manner.

(3) Ensure the accountability of personnel filling JIA positions by entering standard name line (SNL) information utilizing the electronic Joint Manpower and Personnel System (eJMAPS).

b. Operations may require JIA positions to support permanent organizations, temporary organizations, and United Nations (UN) or multinational force (MNF) mission requirements. To accomplish these goals, the supported combatant commands must anticipate potential JIA positions and provide a validated JMD in a timely manner to their Service components for input, and to the Joint Staff (JS) for review and sourcing approval. The JS will forward CCDR -validated and -approved requirements to USJFCOM to coordinate for Service sourcing. The positions must be filled promptly to ensure personnel arrive at their temporary duty location on time, as requested by the supported combatant command. Staffing delays or Service unique procedures must not keep a supported combatant command's operational positions from being filled.

2. Cancellation. CJCSI 1301.01C, 1 January 2004, "Joint Individual Augmentation Procedures" is canceled.

3. Applicability. CJCSI 1301.01D applies to the Joint Chiefs of Staff, Services, CCDRs, combatant command joint activities, joint FPs, and DOD agencies.

4. Policy. Title 10, USC, gives combatant commands authority to organize and employ forces necessary to accomplish the command's missions (reference e). This instruction establishes procedures to assign individuals to meet combatant command 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 CJCSI 1001.01 series "Joint Manpower and Personnel Program", 1210.01 series "Joint Training for U.S. Personnel Assigned to NATO Organizations" and 1600.01 series "Joint Manpower Program Procedures" and other CJCS publications.

a. The eJMAPS will be used to record JMD JIA positions and to record the name of individual occupying the position

b. All JIA positions will be consistent with strategic policy.

c. Force providers will provide the best-qualified, available Service member or DOD civilian to support the CCDR.

d. JIA will not be used to fill permanent manning shortfalls or to fill joint training or exercise positions.

- e. JIA will fill taskforce headquarters requirements.
- f. JIA will not be tactically deployed.
- g. Sourcing by JIA is meant to be the last method for obtaining manpower for positions
- h. Active, Reserve, National Guard, or DOD civilian personnel may be tasked to fill JIA positions.

5. Definitions. See Glossary

6. Responsibilities. The JS, CCDRs, Joint Force Providers (JFP), Force Providers (FP), Services, and applicable Defense agencies shall carry out the requirements of this instruction.

a. Director, Joint Staff Directorate –

(1) The JS J-3, in concert with the J-5 and J-1, will establish the appropriate global priorities using the Guidance of the Employment of the Force (GEF) and the Force Allocation Decision Model (FADM) guidance.

(2) The JS J-1 will establish JIA policy and procedures and ensure JIA management conforms to guidance outlined in this instruction.

(3) The JS will prioritize JMD sourcing in accordance with SecDef-approved FADM and GEF.

b. Commander, U.S. Joint Forces Command (CDRUSJFCOM) –

(1) CDRUSJFCOM, as the Joint Force provider for JIA requirements, will identify and recommend sourcing solutions for conventional JIAs and coordinate with USSOCOM for special operations force (SOF) JIA requests.

(2) CDRUSJFCOM will submit agreed-upon sourcing solutions to JS J-1 for inclusion in the SecDef Operations Book (SDOB).

c. Combatant Commanders –

(1) The CCDRs will submit validated JMDs in accordance with Global Force Management (GFM) timelines, fill JMD requirements with assigned or Service Component forces whenever possible, and track personnel filling JIA positions using eJMAPS.

(2) CCDRs will establish internal priorities for filling JIA positions to support national military priorities within their AOR.

7. Summary of Changes. The most significant change to this instruction is that the JIA process is now integrated into GFM. All changes are in accordance with GFM processes.

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include combatant commands), other federal agencies, and the public may obtain copies of this instruction through the Internet from the CJCS Directives Home Page--[http://www.dtic.mil/cjcs\\_directives](http://www.dtic.mil/cjcs_directives). Copies are also available through the Government Printing Office on the Joint Electronic Library CD-ROM.

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

For the Chairman of the Joint Chiefs of Staff:



WILLIAM E. GORTNEY  
VADM, USN  
Director, Joint Staff

Enclosures:

- A -- Joint Individual Augmentation Sourcing Procedures
- B -- Joint Individual Augmentation Process
- C -- Joint Manning Documents
- D -- Validation Message Essential Tasking Information
- GL - Glossary

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ENCLOSURE A

JOINT INDIVIDUAL AUGMENTATION SOURCING PROCEDURES

1. Joint Individual Augmentation. Joint Individual Augmentation enables CCDRs to augment existing units and organizations with temporary personnel resources enabling them to perform assigned joint missions. Outlined below is the process for requesting, managing, and accounting for JIAs.

a. Initial Tasking (Emergent JIA Positions). The President or Secretary of Defense assigns missions to a CCDR (designated the supported CCDR) and identifies the supporting CCDRs, Services, and agencies. The supported CCDR is responsible for establishing, validating, and prioritizing the requirements necessary to support the mission. Enclosure B diagram illustrates the JIA process flow. JS J-3, in concert with the J-5 and J-1, will establish the appropriate global priorities using GEF and FADM guidelines. GEF priority assignment determines a JMD's minimum sourcing level.

(1) The JTF commander or supported CCDR will document JMD requirements in eJMAPS using the format provided in Enclosure C. The supported CCDR, after validation, will forward the JMD, and desired report date for each new position, to its Service component commands for ability to source from assigned forces; to validate Skill Codes/Skill Categories; match Position Descriptions; and to ensure there are no overlapping requirements. CCDR Service components will have 5 business days to internally staff the new JMD and reply to the CCDR. The Service component will report to the supported CCDR positions they will source and assign individuals to the JMD per Service policies. The supported CCDR will then send the JMD with recommended GEF Prioritization and numeric ranking priority to the JS J-1 for JFP sourcing of any un-sourced positions.

(2) The JS will initiate the JIA process once the supported CCDR's request is received per Enclosure D. The JS will review the JMD positions to ensure a unit or units cannot provide the same capabilities. The JS J-1 is responsible for supervising the JIA sourcing process. During the first phase of the process, the validated JMD is sent to USJFCOM to staff the JMD via an electronic collaborative tool to FPs. FPs are defined as the Service headquarters (or their designees), DOD Combat Support Agencies (CSAs), USSOCOM, OSD(P), and supporting CCDRs to identify potential sourcing solutions. The FPs should identify JIA requirements they can source and provide that information via the electronic collaborative tool.

(3) If sourcing solutions cannot be identified, then USJFCOM will initiate the second phase of sourcing. FPs will review all remaining unsourced positions and 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.

(4) The GFM intent is to develop a sourcing solution for supported CCDR's JMD within 45 days of receipt by the JS.

(a) USJFCOM will submit agreed-upon sourcing solutions to JS for inclusion in the SDOB resulting in a modification to the appropriate FY GFM Allocation Plan (GFMAP) Order.

(b) 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. USJFCOM will analyze the information and develop a sourcing course of action (COA) recommendation to the JS. The JS will review, staff, and submit the sourcing COA to the next available modification of the GFMAP. The recommended sourcing solution will be reviewed by the Chairman and the Secretary of Defense for final resolution. Once resolved, the JS will release a modification to the current FY GFMAP.

(5) The FPs will move JIA personnel once ordered in the SDOB to meet specified latest arrival dates (LADs). The FPs will follow combatant command reporting instructions to ensure JIAs arrive by the requested LAD and meet all personnel readiness requirements.

(6) Requirements for the augmentation of an existing JMD between FY GFMAPs will be considered an out-of-cycle (OOC) request. The OOC request should only be submitted if additional mission capabilities are required by a JTF commander and validated by the supported CCDR. The OOC request will be considered only as a result of SecDef-directed or CCDR-directed mission change.

(a) All OOC requests require justification and documented mission change.

(b) Only new, deleted, and significantly changed requirements will be addressed for sourcing during the OOC 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.

b. Rotational Requirements. The supported CCDR will review and revalidate JMD requirements annually according to the SecDef FY PLANORD



and GFM timeline. Unchanged and validated JMD positions will continue to be filled as ordered in the previous FY GFMAP. During revalidation, CCDRs will verify desired FP regardless of current sourcing. 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 for requirements they no longer have the ability to sustain or to request USJFCOM relook current risk/binning to determine best joint solution. Sourcing solutions will be developed in accordance with GFM process and base order timelines.

c. Crisis and Contingency Response Situations. The supported CCDR should task JIA positions initially to CCDR staff, CCDR's Standing Joint Force HQ (SJFHQ), and CCDR Service components since those personnel will generally take no longer than 72 to 96 hours to report to the deployed duty location. Emergent needs should be addressed using IMA or JTMD fills. For positions that cannot be sourced from in-theater assets, the capability requested should be sent to JS J-3, via the Request for Forces (RFF) process for sourcing during emergent situations. The JIA sourcing process is a deliberate planning process designed for sourcing within 90-120 days of completion of the SDOB process and 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.

d. Special Operations Forces (SOF). The SOF skills listed below, Civil Affairs (CA) and Psychological Operations (PSYOP) requirements are not appropriate for inclusion on a conventional JMD as JIA requirements. CCDRs should initially pass SOF requirements through the theater special operations command (TSOC) for validation and sourcing. For crisis response situations, the supported CCDR can pass the JMD positions directly to their TSOC. If SOF, CA, and PSYOP capabilities are needed on conventional JMDs, then these should be requested via Request For Forces. USSOCOM is the supporting CCDR for all SOF positions and skills, excluding Reserve CA and PSYOP. USSOCOM will only consider JIA requirements that directly support a SOF mission, unit, or LNO duties.

(1) SOF positions include only those designators for Army Special Forces (18x), Army Special Operations Aviation (K4), Civil Affairs (38A, 38B), Psychological Operations (37A, 37F), 75th Ranger Regiment personnel, Navy SEALs (113x, SO), Air Force Special Operations Pilots and Navigators (11S/12S), Air Force Special Tactics (1C2, 13DXB), Air Force Special Weather (1W0X2), and Marine Corps Critical Skills Operators.

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

(3) The United States Army Civil Affairs and Psychological Operations Command (USACAPOC) is assigned to United States Army Reserve Command. As a matter of policy, USSOCOM and U.S. Army do not have the ability to task USACAPOC for conventional CA/PSYOP reserve forces. USJFCOM is the supporting CCDR for all reserve CA/PSYOP positions and skills through its components; however, these requests should be for a unit capability.

e. General Officer/Flag Officer (GO/FO) Sourcing. Requests for GOFO billets are coordinated through the combatant command General Officer Matters Office (GOMO) and the JS GOMO office to obtain sourcing.

f. Nominative (NOM) Sourcing. Generally these are aide-de-camp, personal assistant, chief of staff, or senior enlisted advisor type requirements to GO/FOs; these must be kept to a minimum since the filling of these requirements occurs outside of normal Service fill processes. Identification of a person to fill nominative requirements is the responsibility of the CCDR/JTF. The CCDR/JTF will inform the Service on the name desired to fill the requirement; Services make the determination if the Service member will deploy and then execute any appropriate deployment orders. CCDRs/JTFs must identify the desired fill for a nominative billet in sufficient time for Services to train, equip, and process the member.

g. Contract and Other Government Agency (OGA) Sourcing. Contract and OGA fills are coordinated by the CCDR through contracts or Memorandums of Agreement/Understanding with the OGAs.

2. JIA contributions to Multinational Force (MNF) Organizations. The Secretary of Defense, through the Chairman, approves U.S. Force contributions to MNFs. NATO positions are coordinated through the SHAPE/USNMR bidding process. MNF positions, approved by the Secretary of Defense, are sourced as described above. The JS-approved MNF requirements will be forwarded to USJFCOM for sourcing as described in Enclosure A, paragraphs 1a (1)-(5). The supported CCDR is responsible for tracking and accounting for JIAs as described previously.

3. Procedures for UN or Multilateral Observer JIA. The Secretary of the Army is the Executive Agent for all UN or Multilateral Observer positions. The Secretary of the Army's designated agent is responsible for developing and maintaining the JMD for UN or Multilateral Observer JIA positions and requesting sourcing as defined in Enclosure A paragraphs 1a (1)-(5).

4. Washington Headquarters Service (WHS) and Office of Secretary of Defense (OSD). Requests for DOD support to other organizations will be coordinated through WHS or OSD. Positions, other than details, determined to be JIA sourcing solutions will be coordinated using the process above. Positions

determined as details will be coordinated in accordance with DODI 1000.17, "Detail of DOD Personnel to Duty Outside the Department of Defense".

5. Notes and Remarks for JMD Positions. The following notes and remarks apply to JMD positions.

a. The supported CCDR will provide reporting instructions, realistic LADs, etc., for the FPs (including supporting CCDRs, joint activities, and DOD agencies) to follow.

b. The supported CCDR will ensure all validated JIA positions are mission specific and essential to support the President of the United States or SecDef -directed or -approved operations; and are not used to fill permanent manning shortfalls. The CCDR validation process for the proposed JMD should include but not be limited to:

(1) Eliminating requirements for non-essential functions.

(2) Eliminating those requirements that establish duplicative stovepipe organizations or functions within the theater. This includes prioritization of JMDs (and JIAs by skill category, if necessary) within CCDR theaters of operation.

(3) Ensuring maximum use of reach back, contractors, 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 RFF and JIA.

c. Involuntary extensions of JIAs beyond their planned rotation date are subject to the concurrence of the Service or supporting agency. However, the supported CCDR may involuntarily extend JIAs up to 14 days in a combat zone beyond their expected tour completion date. Extensions greater than 14 days, or beyond 365 days, require SecDef approval. Joint Federal Travel Regulations (JFTR), U2145, limits the period an individual may be assigned TDY at one location to 179 days. The CCDR and deputy commander have the authority to waive this requirement, but that authority may not be delegated. The supported CCDR will notify the Service component and JS, J-1 of involuntary extensions prior to the effective date via message or memorandum signed by a GO/FO. Exceptions to this authority are RC Service members mobilized under Title 10, USC, section 12302, who cannot be extended past the date of their orders without approval from the parent Service and in no case past 24 months; or section 12304, who cannot be extended past 270 days total activated time (this includes time to redeploy and be deactivated). Allowances must be made for the RC Service member to: redeploy, out process, travel to home of record, and use (or be compensated for) accrued leave per Service

policies. RC members who perform JIA duties in a voluntary status (e.g., Title 10, USC 12301d, Active Duty Operational Support (ADOS)) may not be involuntarily extended.

d. Curtailment of a JIA for essential reasons (medical, family emergency, etc.) 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 CCDR will work with the deployed command to find and deploy a replacement (if required) with minimal gap in the deployed position.

e. At the discretion of the Service, use of RC, NG, Individual Ready Reserve (IRR) and DOD civilian personnel are acceptable, 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). If IRR assets are tasked, a minimum of 45 days will be required for IRR assets to report, in process, train and travel.

f. In situations involving Low Supply/High Demand (LS/HD) skills or skill sets generic to the Services (e.g., chaplains, intelligence, linguists), when practical, the supported CCDR will consider establishing a rotation plan among the supporting Services.

ENCLOSURE B  
JIA PROCESS FLOW DIAGRAM

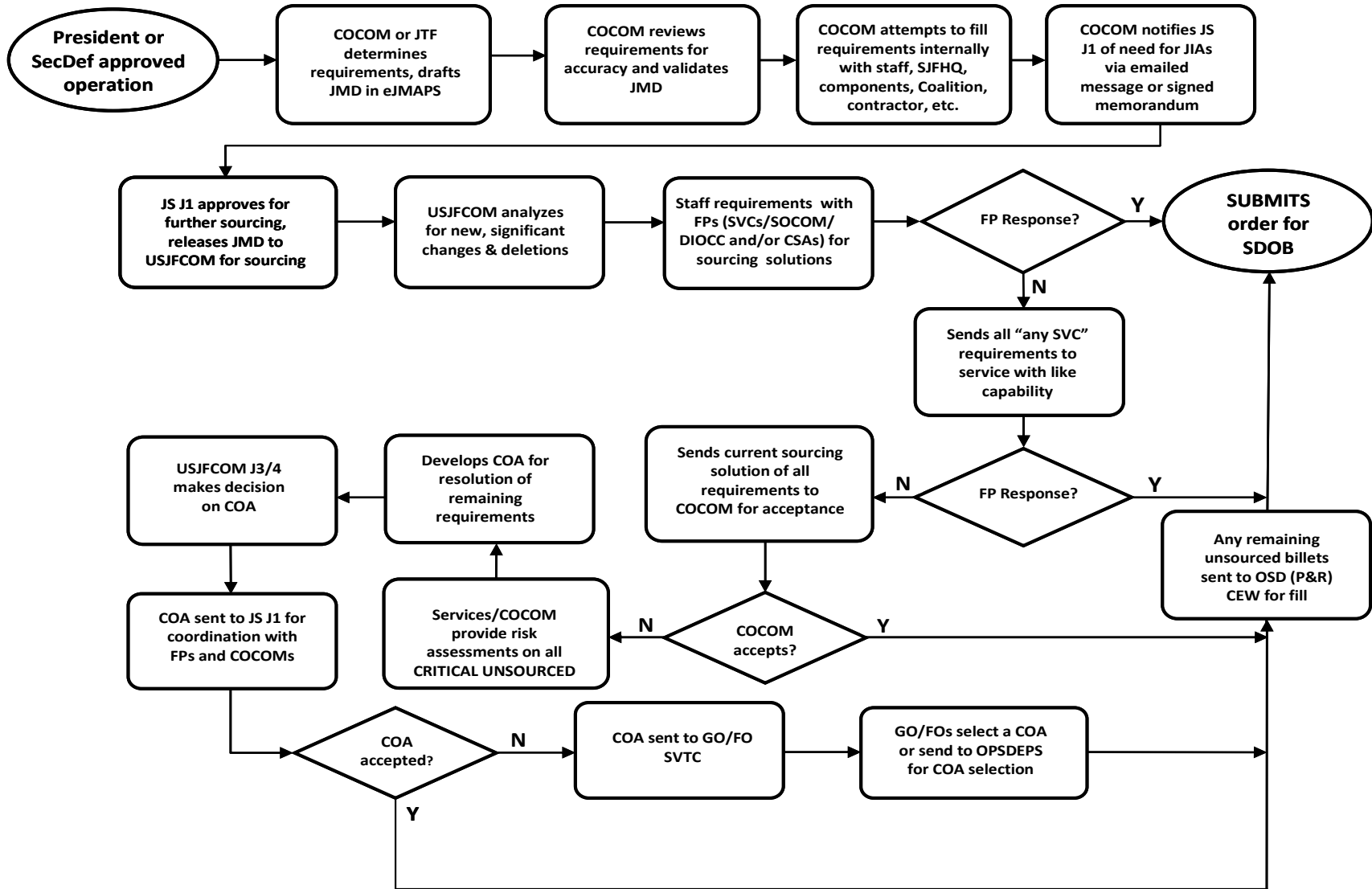


Figure 1. JIA Process Flow Diagram

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ENCLOSURE C

JOINT MANNING DOCUMENTS

1. Joint Manning Documents (JMDs) will be created in eJMAPS in accordance with established business rules for the use of eJMAPS. JMDs and new billets submitted for sourcing will at a minimum include the following completed fields in eJMAPS:

- a. Supported CCDR
- b. eJMAPS Activity
- c. Activity
- d. Department
- e. NATO ID – (NATO JMDs only)
- f. Position Number – system will automatically assign number to new positions
- g. Service
- h. Billet Title
- i. Grade
- j. Clearance – (indicate minimum acceptable security clearance)
- k. Skill Code 1
- l. Skill Code 2 – (if applicable)
- m. Critical – check box if a critical requirement on JMD
- n. Civilian Acceptable – check box if requirement can be filled by a DOD civilian
- o. Source Type – (JIA, Unit, Contractor, Coalition, or OGA)
- p. Tour Length – justification for tour lengths of 12 months should be included in the validation message
- q. LAD – required for all new, newly sourced and change of FP positions

r. 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 nominative process, the word “Nominative” will be added to this field.

s. Any Source – indicate if alternate sourcing solutions are acceptable

t. Skill Category – assign based on required skill

u. Source – If the position will be filled by a combatant command component, indicate the combatant command in this field (i.e., USEUCOM, USSOUTHCOM, USPACOM)

v. Source POC

w. Change Reason – if any

x. Effective Date – Should be the effective date of change and/or FY rotational requirements

y. Location – Indicate the GEOLOC where the billet is assigned

z. Position Description – 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.

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

a. Force Providers – identify personnel selected to fill ordered JIA requirements by name, grade, service, SSN, component and planned arrival date per established eJMAPS business rules.

b. CCDR – will ensure the following data is updated in eJMAPS:

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

(2) At a minimum 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 personnel including (but not limited to) DOD military, government civilian, contractor and coalition personnel assigned to the JMD from arrival in theater until departure from theater.

(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.

c. Upon publication of the GFMAP Annex D and/or modifications CCDR will update eJMAPS to reflect ordered sourcing and administrative changes.

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ENCLOSURE D

ESSENTIAL TASKING INFORMATION

The following essential information is required (when applicable) for inclusion in all CCDR JIA JMD Validation or Request messages/memorandums:

1. Supported CCDR / Agency.
2. Classification of operation.
3. Applicable references.
4. CCDR point of contact (POC) with phone number and email.
5. Statement in message that the CCDR has validated the JMD and approves release of message.
6. Statement of the prioritization of the new JMD against other existing CCDR validated JMD requirements.
7. Identification of changes in JMD from FY GFMAP Order, specifically if there is growth or reduction in force request.

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## GLOSSARY

Individual Service Augmentee (ISA) – An individual augment sourced internally within the Service to meet Service-specific requirements and tasks. It is a position established and validated under approved Service procedures for the purpose of satisfying a grouping of tasks, capable of being performed by one individual, for which no authorized position has been established in the unit's manning documents.

Individual Mobilization Augmentee (IMA) – An individual reservist who receives training and is pre-assigned to an active component organization, a selective service system, or a federal agency billet that must be filled on, or shortly after, mobilization. IMAs train on a part-time basis with these organizations to prepare for mobilization. Inactive duty training for IMAs is decided by component policy and can vary from 0 to 48 drills per year.

Joint Individual Augmentation/Augmentee (JIA) – A JIA is an unfunded temporary manpower requirement (or member filling an unfunded temporary manpower position) identified on a JMD by a supported CCDR to augment Joint Task Force staff operations during contingencies. A JIA will fill Task Force HQ 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. This includes positions at permanent organizations required to satisfy an elevated mission in direct support of contingency operations. 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. Either Active or Reserve Component, National Guard, or DOD civilian personnel can fill JIA positions. Individual mobilization augmentees (IMAs) filling, or activated to fill, their IMA billets are not considered a JIA.

Joint Manning Document (JMD) – A manning document which identifies all manning billets essential to the command and control of a HQ organization. The JMD should only include HQ functions and not base operating support requirements or units below the Joint Task Force HQs. JMDs for permanent activities with a Joint Table of Distribution (JTD) or Joint Table of Mobilization Distribution (JTMD) should only identify JIA positions for temporary military or DOD personnel. JMDs for activities without a JTD or JTMD (e.g., some JTFs) should identify all positions required for that activity to support the mission. Positions should be identified as Unit, Coalition, Contractor, OGA, or JIA fill on the JMD.

Joint Table of Distribution (JTD) – A manpower document that identifies the permanent positions and enumerates the spaces that have been approved for each organizational element of a joint activity for a specific fiscal year

(authorization year), and those spaces which have been accepted for planning and programming purposes for the four subsequent fiscal years (program years).

Joint Table of Mobilization Distribution (JTMD) – A manpower document which identifies the reserve positions for mobilization and enumerates the spaces that have been approved and funded for each organizational element of a permanent joint activity for a specific fiscal year.