CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

JOINT MANPOWER AND PERSONNEL PROGRAM

Reference: See Enclosure S.

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

2. <u>Cancellation</u>. CJCSI 1001.01, 28 December 2004 incorporating change 1 dated 13 March 2008, "Joint Manpower and Personnel Program" is canceled.

3. <u>Applicability</u>

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

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

4. <u>Policy</u>. This instruction prescribes the procedures for the Chairman of the Joint Chiefs of Staff, CCAs, combatant commands, North Atlantic Treaty Organization, and other joint activities to gain consideration for new joint manpower requirements, attribute changes to existing joint manpower billets, and manage the data element in the Electronic-Joint Manpower and Personnel System (E-JMAPS).

5. <u>Definitions</u>. See Glossary.

6. <u>Responsibilities</u>. See Enclosure A.

7. <u>Summary of Changes</u>

    a. Discusses the revised joint manpower validation process (Enclosure C).

    b. Differentiates when the Joint Staff J-1 is lead for requirements determination and validation and when other agencies are lead for processing requirements determination and validation (Enclosure C).

    c. Requires combatant commands to add or remove all programmed manpower during the next change manpower package (CMP) cycle following the programming action (resource management decision) approval (Enclosure E).

    d. Proposes an effective date no less than 6 months from the submission date of the CMP for recommended changes during the execution year or on a special case basis (e.g., incumbent, nominative, or delayed programming action). (Enclosure E.)

    e. Requires combatant commands to submit their joint table of distribution (JTD) changes during the first month of their approved cycle. Joint table of mobilization and distribution (JTMD) submissions must be within the second month, if not prior (Enclosure E).

    f. Removes the requirement for the Services and other resource providers (i.e., USDI, TMC, DSCA, USSOCOM) to provide applicable DOD Future Years Defense Program (FYDP) exhibits to the joint activities annually following the President's budget submission (Enclosure E).

    g. Discusses the revised Resource Decision Process (Enclosure F).

    h. Removes the Joint Duty Assignment List (JDAL) Procedures enclosure. Instruction disseminated through CJCSI 1330.05, 1 May 2008, "Joint Officer Manpower Program Procedure."

    i. Updates changes to the NATO structure; incorporates additional position types in E-JMAPS; reinforces the role of the NATO Manning Division; authorizes NATO to validate its own requirements (Enclosure L).

j. Includes the updated responsibilities, functions, relationships, and authorities of the Under Secretary of Defense for Intelligence (Enclosure M).

8. Releasability. This instruction is approved for public release; distribution is unlimited. DOD components (to include the combatant commands, other federal agencies, and the public) may obtain copies of this instruction through the Internet from the CJCS Directives Home Page-- http://www.dtic.mil/cjcs_directives.

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

for
B. E. GROOMS
RADM, USN
Vice Director, Joint Staff

Enclosures:

    A -- JMP: Responsibilities
    B -- JMP: Process Overview
    C -- JMP: Requirements Determination and Validation
    D -- JMP: The Database and the Documents
    E -- JMP: Change Manpower Package
    F -- JMP: Resource Decision Process (RDP)
    G -- Electronic-Joint Manpower and Personnel System (E-JMAPS)
    H -- E-JMAPS Standard Manpower Organizational and Data Elements Policy
    I -- Joint Personnel Program (JPP) Management
    J -- Joint Manpower and Personnel Interface with Services Processes
    K -- Joint Mobilization Requirements and Reserve Support to Joint activities
    L – U.S. Manpower for North Atlantic Treaty Organization (NATO) Military Commands and Agencies
    M -- Agencies in the National Intelligence Program (NIP) and Military Intelligence Program (MIP) Manpower
    N – U.S. Manpower in Security Cooperation Organizations (SCOs)
    O – U.S. Special Operations Command (USSOCOM) Manpower Major Force Program Eleven
    P -- Defense Health Program (DHP) Manpower Major Force Program Eight
    Q -- Manpower Funded by the Transportation Working Capital Fund (TWCF)
    R -- Defense Acquisition Career Workforce Major Force Program Seven
    S -- References

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DISTRIBUTION

Distribution A, B, C, and JS-LAN plus the following:

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ENCLOSURE A

JMP: RESPONSIBILITIES

1. <u>Introduction</u>. Reference d lists responsibilities and authority with administration and support of forces.

2. <u>Responsibilities</u>

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

(1) Provide DOD policy guidance for the JMP.

(2) Review budget submissions to ensure that manpower resources are programmed to support the JMP.

(3) Ensure that all joint activities establish a JMP per applicable directives.

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

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

(1) Develop guidelines and criteria for determining, validating, documenting, and prioritizing joint manpower requirements.

(2) Develop and maintain procedures for implementing and executing the JMP.

(3) Develop procedures and guidelines to synchronize joint manpower actions with the DOD Planning, Programming, Budgeting, and Execution (PPBE).

(4) Approve JMPs and subsequent manpower changes in coordination with the Military Departments.

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

c. Combatant commanders and Directors of CCAs are responsible for establishing a JMP and will:

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

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

(3) Submit proposed changes to their JMP to the Chairman of the Joint Chiefs of Staff for coordination and inclusion in the Resource Decision Process (RDP).

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

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

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

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

ENCLOSURE B

JMP: PROCESS OVERVIEW

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

2. <u>Components of the JMP</u>. The JMP has three principal components: the Joint Manpower Validation Process (JMVP), the joint table of distribution (JTD), and the joint table of mobilization and distribution (JTMD). Unless specifically declared otherwise, all guidelines pertaining to the JTD also apply to the JTMD. See Enclosure D for details on these documents.

3. <u>Joint Manpower Process</u>

    a. The process is essentially a cycle following:

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

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

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

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

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

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

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

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

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

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

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

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

(b) Joint Staff/J-1 reviews and coordinates CMPs with the Services and Chairman's Controlled Activities (CCAs) and advises joint activities of their status.

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

(d) If approved, Joint Staff/J-1 updates the JTD and informs the Services and CCAs in an "implementer" to continue the joint manpower cycle.

(e) If the Service or Defense Agency cannot support the identified joint requirement or the request contains an inappropriate skill, grade, or Service, then recommend alternatives that will help the command accomplish its mission.

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

d. The RDP, Enclosure F, is used when commanders and directors require increases in joint manpower to support missions assigned by higher authority (e.g., POTUS/SecDef Directed and Unified Command

Plan based, EXORDS, or as directed by National Security Presidential Directives, laws, or treaties, and cannot be sourced internally).

5. Review and Update Requirements

Shifting situations, missions and workloads drive changes in manpower requirements

Commander develops and submits Change Manpower Package (CMP) to adjust funded manpower to new situation or for submission into RDP for issues requiring growth in joint manpower

Joint Staff J-1 administers CMP and RDP process

Approval based upon type changes requested, lead time required, and availability of resources

1. Mission & External Taskings

Evolving missions based on shifting tasks and world situations

Higher Headquarters Taskings
    Presidential
    SecDef
    CJCS

Title 10 tasks commander to determine mission requirements for specified theater or functional area of responsibility

4. Document Funded Requirements

e-JMAPS documents joint manpower requirements to feed other systems

Provide underpinning for other systems
  - Personnel assignment actions
  - Joint duty assignment reporting
  - Forecasting outyear personnel & training requirements
Must contain adequate position level detail
Where: Activity, location, department
What: Service, grade, skill/specialty, mil/civ, PEC, RIC
  - Unique language, education, and training requirements

2. Determine Manpower Requirements

Minimum manpower to effectively and efficiently accomplish mission

Commander defines organization structure & manpower requirements
  - Military and civilian mix
  - Peacetime, wartime, contingency, augmentation
  - Active, Reserve, Other (non-US mil, contract)

3. Validate and Resource Requirements

Fiscal reality prevents funding all commander manpower requirements

Validate requirements
  - Externally Controlled
  - Manpower Validation Board
  - Manpower Surveys

Resource Decision Process
  - Urgency of requirements
  - Availability of offsets
  - Impact if not resourced

Figure B-1. Joint Manpower Program Process

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ENCLOSURE C

JMP: REQUIREMENTS DETERMINATION AND VALIDATION

1. <u>Introduction</u>. The initial tasks in the joint manpower process are to:

   a. Define the command's missions, tasks, and functions.

   b. Determine and validate the manpower requirements.

2. <u>Organization, Missions, and Functions</u>. The initial step in the joint manpower process is to define all of the missions, tasks, and functions assigned to the activity by higher authority and establish an organizational structure to carry out these functions. The organization structure will be documented in E-JMAPS and is the basis for determining the manpower requirements needed to perform the assigned missions.

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

   a. Manpower requirements will be stated in terms of the minimum manning required to accomplish the command's approved missions and workload.

   b. Joint manpower requirements normally should be based on the average workload expected to continue for at least 36 months. Joint manpower requirements should not be adjusted in reaction to temporary changes in workload. Short-duration taskings should be supported through augmentation, temporary duty (TDY) tasking, civilian overhire or other solutions, which are temporary in nature.

   c. Commanders and directors should satisfy nominal changes in requirements associated with existing missions and functions by internal manpower realignments, and they should be submitted with their semi-annual CMP. Such workload changes will not be used as justification for joint manpower growth or an out-of-cycle request.

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

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

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

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

h. Dual-hatting between a joint activity and a Service Component should be avoided, except as directed for G/FO positions as specified in reference a or agreed upon in an MOU as a part of the host command or component support to a combatant command.

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

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

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

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

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

n. Internal reorganizations engendered by rotation of G/FOs should be handled through realignment rather than billet change to ensure the incumbents do not lose credit on the JDAL.

p. FYDP is uploaded to E-JMAPS into the Resource module no later than 60 days after approval of the President's Budget (PB). Any resulting change to a joint activity will be submitted in the next CMP cycle or within 6 months (whichever is less).

q. Other considerations applicable to joint activities:

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

(2) Supervisory and administrative position guidelines: No dedicated deputy positions are authorized below deputy director. The title "deputy" may be used below deputy director level, but the position must be a working supervisor. No dedicated supervisor positions are authorized below division level.   The title "branch chief" may be used, but it must be assigned to a working supervisor. No dedicated administrative positions should be authorized for organizations below division level with less than 15 positions.

(3) There should be only one dedicated senior-enlisted advisor in each joint command. Other Services may be represented on an additional-duty basis.

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

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

6. <u>Externally Controlled Joint Manpower</u>. This category of manpower is allocated, funded, and controlled by a specialized resource provider for a specific purpose and tracked by a special program element code (PEC). In general, the joint activities have very limited control over these positions. For example:

a. <u>Intelligence</u>. These are the National Intelligence Program (NIP) and Military Intelligence Program (MIP). They are located in separate NIP and MIP activities and identified by specific PECs. Intelligence positions other than NIP/MIP are not externally controlled. The Joint Staff (JS) J-1 does not approve new requirements for military and civilian military intelligence program billets. The Joint Staff J-2 will approve new, externally controlled, military and civilian intelligence program billets through the Joint Intelligence Manpower Validation Board (JIMVB) Process. See Enclosure M.

b. <u>Security Cooperation Organizations (SCOs)</u>. Most positions in SCOs are funded by either Title 22 (Foreign Military Sales and Foreign Military Financing Administration accounts) or Title 10 (O&M) funding. In specified foreign countries, with which the United States has a treaty of mutual security assistance to provide military advisors, trainers, technical support, and equipment, some SCO positions are partially funded by the receiving nation. Specialized PECs are provided to the Defense Security Cooperation Agency to account for the Title 22 Security Assistance funded billets: PEC 1001xxx for "Support to Other Nations" and PEC 1002xxx, "'Foreign Military Sales." SCO positions in other PECs are not externally controlled and are approved by the JCS J-1. See Enclosure N.

c. <u>Theater Special Operations Commands (TSOCs)</u>. Positions in this category are funded and determined by USSOCOM. Only TSOC positions in PEC 11504xx are externally controlled, and new manpower requirements are approved by USSOCOM. USSOCOM HQ positions with a HQ PEC, along with any MFP-2 PECs in the TSOCs, are not externally controlled and are approved by the JS J-1. See Enclosure O.

d. <u>Defense Health Program (DHP)</u>. DHP manpower constitutes most, but not all, military medical manpower; combat support medical units are not controlled by DHP. DHP positions are closely funded, controlled, and managed by ASD(HA) (manpower requirements approved by ASD(HA)). These positions are identified by PECs beginning with "08077," e.g., PEC 08077XX; other medical positions are not externally controlled. See Enclosure P.

e. <u>Transportation Working Capital Fund (TWCF)</u>. The TWCF is a revolving fund using a businesslike, buyer-seller approach. USTRANSCOM staff and DCS positions funded by the TWCF are in PECs 0408090DJT (Combatant Headquarters--USTRANSCOM, DWCF), or 0408020DJT (USTRANSCOM Activities, DWCF) and as such the JS J-1 does not approve new manpower requirements. See Enclosure Q.

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

g. Counterdrug. Civilian positions in the Counterdrug Support program (begins with PEC 020114xxx) are externally controlled and must be validated and approved by the OSD Counterdrug Program Manager. Military positions are validated and approved by JS J-1.

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

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

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

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

c. Requests for new joint manpower must be submitted to the Joint Staff for validation following the process outlined in Figure C-2. Minor revisions to this process will be annotated in the JMVP Guide. Combatant commands (COCOMs) submit requests via memorandum to the Director, Joint Staff early in the CY. J-1 will then convene a Joint Mission and Manpower Assessment Team (JMMAT) to analyze the request and make recommendations to the OpsDeps Tank. The Tank makes decisions whether or not to endorse the mission brought forward by the COCOM for further resourcing consideration (Figure C-3). If not endorsed, the request is returned to the COCOM without action. If endorsed, the request moves to a JMVB for sizing (attributes such as grade, skill, quantity, etc). JMVB validated billets are initially documented on the JTD/JTMD as unfunded requirements. During PBR deliberations, the PPBE process determines whether these the requirements receive funding.

(1) The JMMAT is led by the Director, JS/J-1. Service, J-3, J-5, and J-8 representatives are the core members. When a COCOM's new manpower request involves non-MIP intelligence skills, a JS/J-2 representative will participate. This team is chartered with synchronizing Planner Level input, analyzing and coordinating the combatant command manpower request focusing on the mission, and ultimately making recommendations to the OpsDeps Tank.

(2) The COCOM requesting new joint billets is required to provide mission and billet offsets for the manpower request before a JMMAT will be conducted. Only legitimate offsets will be discussed at the OpsDeps Tank.

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

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

(1) A POTUS or SecDef decision.

(2) The OpsDeps (Tank) process.

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

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

f. JS/J-1 will update the JTD and/or the JTMD to reflect the results of the JMVP.

Joint Manpower Requirements Factors

How many needed? | What skills & grades? | Where are positions needed? | Type of Resource needed? | What is urgency/ duration? | What is mission/ tasking?

Resource Detail

Peacetime/ Wartime/ Contingency | Active/ Reserve Component | Military/ Civilian/ Contractor | PCS/ TDY/ Augment-ation

Activity Detail

Location | Command/ Activity | Department/ SUIC

Billet Detail

Skill/ Specialty | Grade/ Rating | Resource Indicator Code | JDA Number | Position Number | Position Title | Functional Code | Program Element Code

Figure C-1. Manpower Requirements Considerations
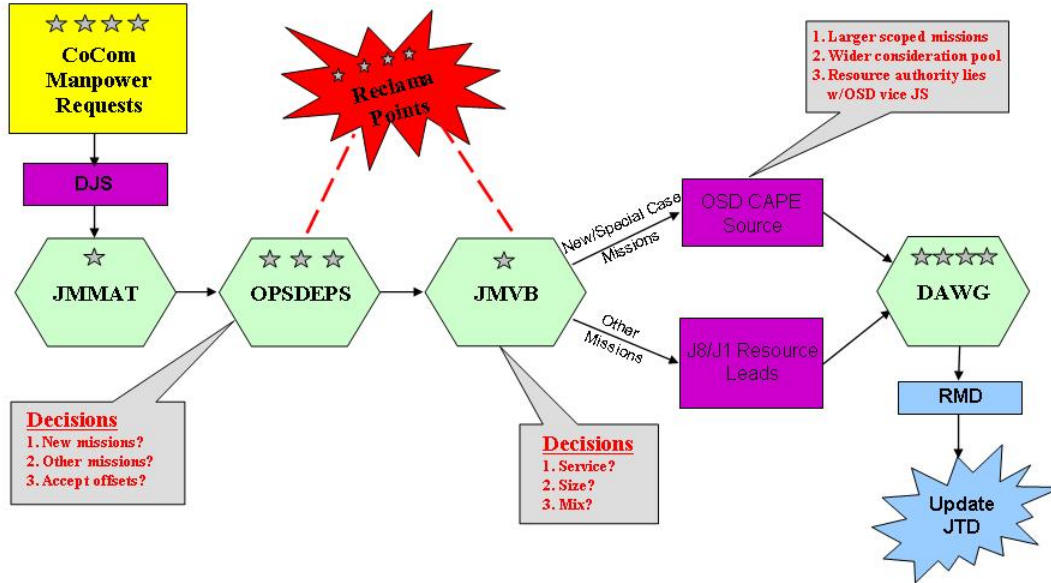
Figure C-2. Joint Manpower Validation Process
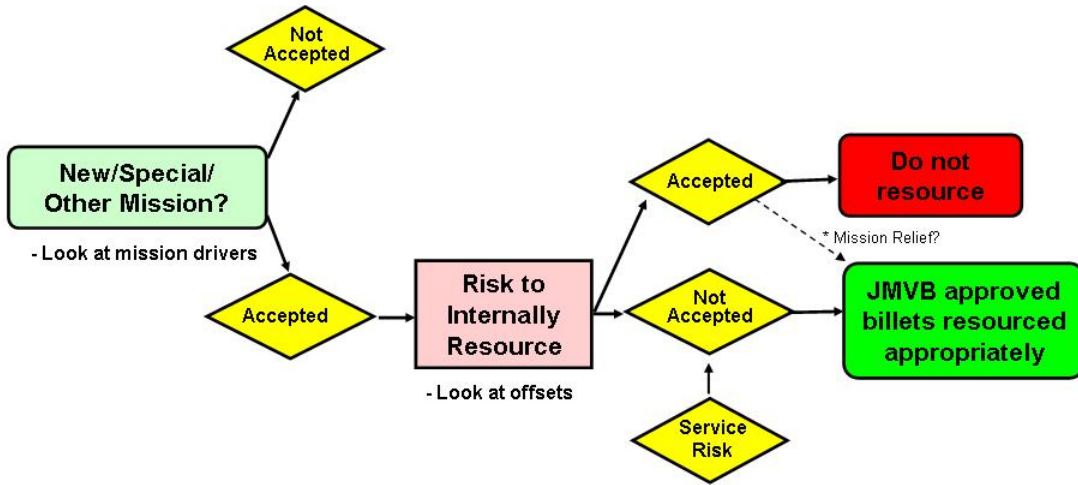
OPSDEPS TANK Decision Points

Figure C-3. OPSDEPS Tank Decision Points

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ENCLOSURE D

JMP: DATABASE AND DOCUMENTS

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

2. <u>JTD</u>. The JTD is both a requirements document and an authorization document. The JTD shows the funding authorized for joint manpower requirements in the PFY, the CFY, and the next 5 program years in accordance with the FYDP.

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

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

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

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

3. <u>Annual Roll Forward of the Database</u>

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

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

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

(3) Required for the JDAL.

    b. The annual archiving of current manpower data during the "roll forward" of the database to the next fiscal year occurs at the end of the current year. E-JMAPS allows changes to the data after it has been archived to history. The appropriate Joint Staff JMD action officer will accomplish the manpower changes to history at each command

4. <u>JTMD</u>. The JTMD is the mobilization equivalent of the JTD and is an integral part of the JMP. There are two differences between the JTD and the JTMD: the JTMD will have the mobility block checked (i.e., mobility equals "Y"), and the resource identification code (RIC) will indicate a Reserve Component position with either drills (units or IMA) or other (IMA).

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

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

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 POSITION  RIC  DESCRIPTION                   J/C GRD  N/R SVC SKILL   SKILL2 SKILL3 SVC UIC PEC      NATO POST NUMBER 2010  2011 2012 2013 2014 2015 FY
   SVC BILLET ID   Eff Date-Status    Posn Status Clearance  REMARKS CODE                                                                 Batch #
     Location            BILLET COMMENT                                                                                                   Group ID
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   001/04--0110    10/01/2008-Active   A          S                                                                                       001279
     Mohringen

  00086000  0200 OPERATIONS SPECIALIST        GS12 P   A   1810                      W6L6AA  0201990JF  CDR  3001       1     1    1    1    1    1   2010
                  10/02/2009-Active   A          S
     BERLIN, GERMANY     FY10 PDM III ADD

  00076143  0103 ADMIN CHIEF TO THE COMMANDER  E8   P   M   0193                     TA8     0201990JF  CDR  12         1     1    1    1    1    1   2009
   MS412700050     10/01/2008-Active   A         T-SCI                                                                                    001279
     Mohringen

  00082259  0101 ENLISTED AIDE, COMMANDER     E8   NR  A   92G                       W6L6AA  0201990JF                  -     -    -    -    -    -   2009
                  10/01/2008-Active   A          S
     Mohringen           NON-REQ COMMANDER'S ENLISTED AIDE
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                                                     Page 1

                                                  UNCLASSIFIED/FOUO
```

Figure D-1. Sample Joint Table of Distribution

```
                                              UNCLASSIFIED/FOUO
EJ00002.sqr                         JOINT TABLE OF MOBILIZATION DISTRIBUTION - APPROVED ONLY
Instance: 135592                                       AFRICOM
ALL SERVICES                                  Everything Under the Command                              Printed: 10/20/2009
---------------------------------------------------------------------------------------------------------------------------
DEPT      DEPARTMENT TITLE              ACTIVITY      DIRECTORATE      OFFICE SYMBOL                        PROGRAM  YEARS
  POSITION  RIC  DESCRIPTION                   J/C GRD   N/R SVC SKILL   SKILL2 SKILL3 SVC UIC PEC      NATO POST NUMBER 2010 2011 2012 2013 2014 2015 FY
    SVC BILLET ID   Eff Date-Status   Posn Status Clearance  REMARKS CODE                                                       Batch #
      Location           BILLET COMMENT                                                                                         Group ID
---------------------------------------------------------------------------------------------------------------------------

B21700001  OFFICE OF THE COMMANDER       B2170                            0001
  00086148  0011 MOBILIZATION ASST                  O7   N   N   1000                 41099   0901545JF  JTMD 7        0    0    0    0    0    0   2010
    2788980        10/03/2009-Active    A        S                                                                              
      Stuttgart          BILLET APPROVED BY CJCS 29 JUN 09.

  00086069  0011 EXECUTIVE ASST                     O5   P   N   1000   9930          41099   0201990JF  JTMD 3        1    1    1    1    1    1   2010
    2789017        10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.

  00086210  0019 OPERATIONS OFFICER                 O5   P   F   16G4                 PE1RFDZ00201990JF  JTMD 4        1    1    1    1    1    1   2010
    000001871R     10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.  SKILL 2 IS 16R4.

  00085985  0105 EXECUTIVE OFFICE MANAGER           E9   P   A   00Z                  W6L6AA  0201990JF  JTMD 1        1    1    1    1    1    1   2010
                 10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.
                         Totals For Department: B21700001  OFFICE OF THE COMMANDER      FUNDED:      3    3    3    3    3    3
                                                                              NOT FUNDED:    1    1    1    1    1    1
                                                                                REQUIRED:    4    4    4    4    4    4

B21700011  FOREIGN POLICY ADVISOR        B2170                            0011
  00085987  0007 ASST DEP FOREIGN POLICY ADV        O6   P   A   01A                  W6L6AA  0201990JF  JTMD 10       1    1    1    1    1    1   2010
                 10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.

  00085988  0105 SR ENL ASST TO DEP FOREIGN POL     E8   P   A   42A                  W6L6AA  0201990JF  JTMD 11       1    1    1    1    1    1   2010
                 10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.
                         Totals For Department: B21700011  FOREIGN POLICY ADVISOR      FUNDED:      2    2    2    2    2    2
                                                                              NOT FUNDED:    0    0    0    0    0    0
                                                                                REQUIRED:    2    2    2    2    2    2

B21700012  PUBLIC AFFAIRS                B2170                            0012
  00085990  0019 PUBLIC AFFAIRS OFFICER             O4   P   F   35P4                 PE1RFDZF0201990JF  JTMD 15       1    1    1    1    1    1   2010
    000001761R     10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.

  00086215  0019 PUBLIC AFFAIRS OFFICER             O4   P   F   35P4                 PE1RFDZF0201990JF  JTMD 14       1    1    1    1    1    1   2010
    000001851R     10/01/2009-Active    A        S                                                                              001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21. FY10.

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                                                      Page 1

                                              UNCLASSIFIED/FOUO
```

Figure D-2. Sample Joint Table of Mobilization Distribution

```
                                           UNCLASSIFIED/FOUO
EJ00002.sqr                      JOINT TABLE OF DISTRIBUTION - ACTIVE and MOBILIZATION - APPROVED ONLY
Instance: 145192                                        AFRICOM
ALL SERVICES                         Activity: B2170 HQ USAFRICOM - Including Sub-Activities                   Printed: 01/15/2010
-----------------------------------------------------------------------------------------------------------------------------
DEPT      DEPARTMENT TITLE            ACTIVITY      DIRECTORATE     OFFICE SYMBOL                              PROGRAM  YEARS
  POSITION  RIC  DESCRIPTION                J/C GRD  N/R SVC SKILL  SKILL2 SKILL3 SVC UIC PEC    NATO POST NUMBER 2010  2011  2012  2013  2014  2015  FY
    SVC BILLET ID   Eff Date-Status    Posn Status Clearance  REMARKS CODE                                                           Batch #
      Location            BILLET COMMENT                                                                                             Group ID
-----------------------------------------------------------------------------------------------------------------------------

B21700010  SENIOR ENL ADV            B2170                          0010
  00075646  0200 ADMIN SENIOR ENLISTED LEADER      GS7  P  A  0301               W6L6AA  0201990JF CDR 21        1     1     1     1     1     1     2009
    010/03--0110   10/01/2008-Active   A      S                                                                                      001279
      Mohringen
                        Totals For Department: B21700010  SENIOR ENL ADV            FUNDED:      3     3     3     3     3     3
                                                                              NOT FUNDED:      0     0     0     0     0     0
                                                                                REQUIRED:      3     3     3     3     3     3

B21700011  FOREIGN POLICY ADVISOR    B2170                          0011
  00083347  0175 FOREIGN POLICY ADVISOR            SES O NR V  0131             W6L6AA  0201109JF POLAD 1186     -     -     -     -     -     -     2009
                   10/01/2008-Active   A      T-SCI                                                                                  001780
      Mohringen           STATE DEPT

  00076312  0004 DEP FOREIGN POL ADVISOR           J   O6  P  F  16F1           PE1RFDZF0201990JF POLAD 49      1     1     1     1     1     1     2009
    000000201R     10/02/2008-Active   A      T-SCI
      Mohringen           POLITICAL ADVISOR

  00085987  0007 ASST DEP FOREIGN POLICY ADV       O6   P  A  01A               W6L6AA  0201990JF JTMD 10       1     1     1     1     1     1     2010
    011/03--0110   10/01/2009-Active   A      S                                                                                      001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21.  FY10.

  00076027  0200 EXECUTIVE ASST                    GS12 P  A  0301              W6L6AA  0201990JF POLAD 50       1     1     1     1     1     1     2009
    011/01--0110   10/01/2008-Active   A      S                                                                                      001279
      Mohringen

  00085988  0105 SR ENL ASST TO DEP FOREIGN POL    E8   P  A  42A               W6L6AA  0201990JF JTMD 11       1     1     1     1     1     1     2010
    011/02--0110   10/01/2009-Active   A      S                                                                                      001829
      Stuttgart          PBD 705, 28 OCT 08; pages 20-21.  FY10.

  00076028  0200 FOREIGN POL ADVISOR ADMIN         GS7  P  A  0341              W6L6AA  0201990JF POLAD 51       1     1     1     1     1     1     2009
    011/03--0110   10/02/2008-Active   A      S                                                                                      001279
      Mohringen           CHANGE TITLE
                        Totals For Department: B21700011  FOREIGN POLICY ADVISOR      FUNDED:      5     5     5     5     5     5
                                                                              NOT FUNDED:      0     0     0     0     0     0
                                                                                REQUIRED:      5     5     5     5     5     5

B21700012  PUBLIC AFFAIRS            B2170                          0012
  00076296  0001 DIRECTOR                          J   O6  P  A  46A             W6L6AA  0201990JF OUTREACH 515  1     1     1     1     1     1     2009
    012/01--0110   10/01/2008-Active   A      T-SCI                                                                                  001279
      Mohringen

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                                               Page 5
                                           UNCLASSIFIED/FOUO
```

Figure D-3. Sample Joint Table of Distribution – Active and Mobilization

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ENCLOSURE E

JMP: CHANGE MANPOWER PACKAGE

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

2. <u>Types of Changes</u>. Proposed changes to the JMP fall into the following categories:

   a. <u>"Automatic" Changes</u>. These are minor changes but represent the vast majority of the changes requested by joint activities. Since automatic changes do not require Service coordination, the joint activity may submit a CMP at any time and update the E-JMAPS database. Table E-1 lists those manpower changes that are considered "automatic."

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

      (1) Changes to any skill code.

      (2) Uncompensated grade growth.

      (3) Mismatches between existing validated manpower authorizations and the existing personnel inventory to fill those authorizations.

      (4) Changes that request additional manpower requirements and authorizations.

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

Definition of "Automatic" Change in e-JMAPS

Changes to the following data elements do not require Service approval and will be processed as "Automatic" changes in e-JMAPS:

Department

Billet Title

Language

Fluency

Security Clearance Level

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

Functional Code

NATO Post Number

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

Realignments within the same activity and:

No change in Grade

No change in Service

No change in Skill Code

No change in Subspecialty Code (SPCODE)

No change in Additional Code (ADCODE)

No change in PE Code

No change in RI Code

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

No change in SUIC

No change in JDAL Fields

No change in Nominative/Rotational Field

Navy BSC

* Detailed Job Description

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

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

** Although listed as "Automatics," until such time e-JMAPS can be modified, these changes will have to be submitted to J1/JMD for approval and update due to current e-JMAPS configuration.

Table E-1. Definition of "Automatic" Change in e-JMAPS

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

(1) These changes should be submitted via the semi-annual CMP process because, frequently, the resource providers can reach consensus on these issues to accommodate the needs of the combatant commander or other joint activity.

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

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

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

3. <u>JMP Change Process</u>. Joint activities submit proposed changes via E-JMAPS to the Joint Staff/J-1 for approval and coordination with impacted Services. Approved changes are posted to the JTD or JTMD; changes that cannot be supported are returned to the requester. Figure E-1 shows the basic process for submission and review of proposed changes to the JMP. The specific responsibilities for execution of this process are described in the following paragraphs.

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

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

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

(b) Combatant commands will explain individual billet change requests on the "Detailed Change Reason" link under E-JMAPS CMP Position Data.

(2) Establish the proposed effective date for the change. Ensure sufficient lead time (See Figure J-1) for Service personnel actions or FYDP programming actions has been allowed (See Figure F-3). Only changes of a highly critical nature will be effected during the execution year. Propose an effective date no less than 6 months from the submission date of the CMP for recommended changes during the execution year, or on a special case basis (e.g., incumbent, nominative, or delayed programming action).

(3) Identify suitable trade-off resources. Positions already coordinated and programmed for deletion are not acceptable as trade-offs because they have already been removed from the Service FYDP.

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

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

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

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

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

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

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

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

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

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

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

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

(4) Services should return a planners memorandum if they do not agree with changes the COCOMs propose.

(5) The Services should support all approved joint authorizations. However, mismatches sometimes occur between approved joint authorizations and the Services' existing personnel inventory to fill the authorizations. The mismatch is more significant between O3 and O4 officer positions since this delineates the boundary between JDAL and non-JDAL billets. For those skills and grades that are critically short, the Services may coordinate a suitable substitution with the impacted joint activity and the Joint Staff/J-1.

4. <u>General JMP Change Overview</u>. The following guidelines, together with the CMP cycles (Figure E-2), the Coordination Matrix (Figure E-3), and the CMP Process (Figure E-4) govern submission and approval of proposed changes to joint manpower requirements.

a. Changes to joint manpower requirements for the CFY (i.e., the execution year) must be held to the absolute minimum because they require redistribution of allocated resources and do not allow for training, requisitions, and PCS moves. These changes **will be made only** when directed by the

Chairman of the Joint Chiefs of Staff or on an **exception basis with the approval** of the affected Services.

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

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

　　d. Changes to joint manpower requirements for the coming fiscal year (i.e., the budget year) should allow time for requisitioning, training, and PCS moves.
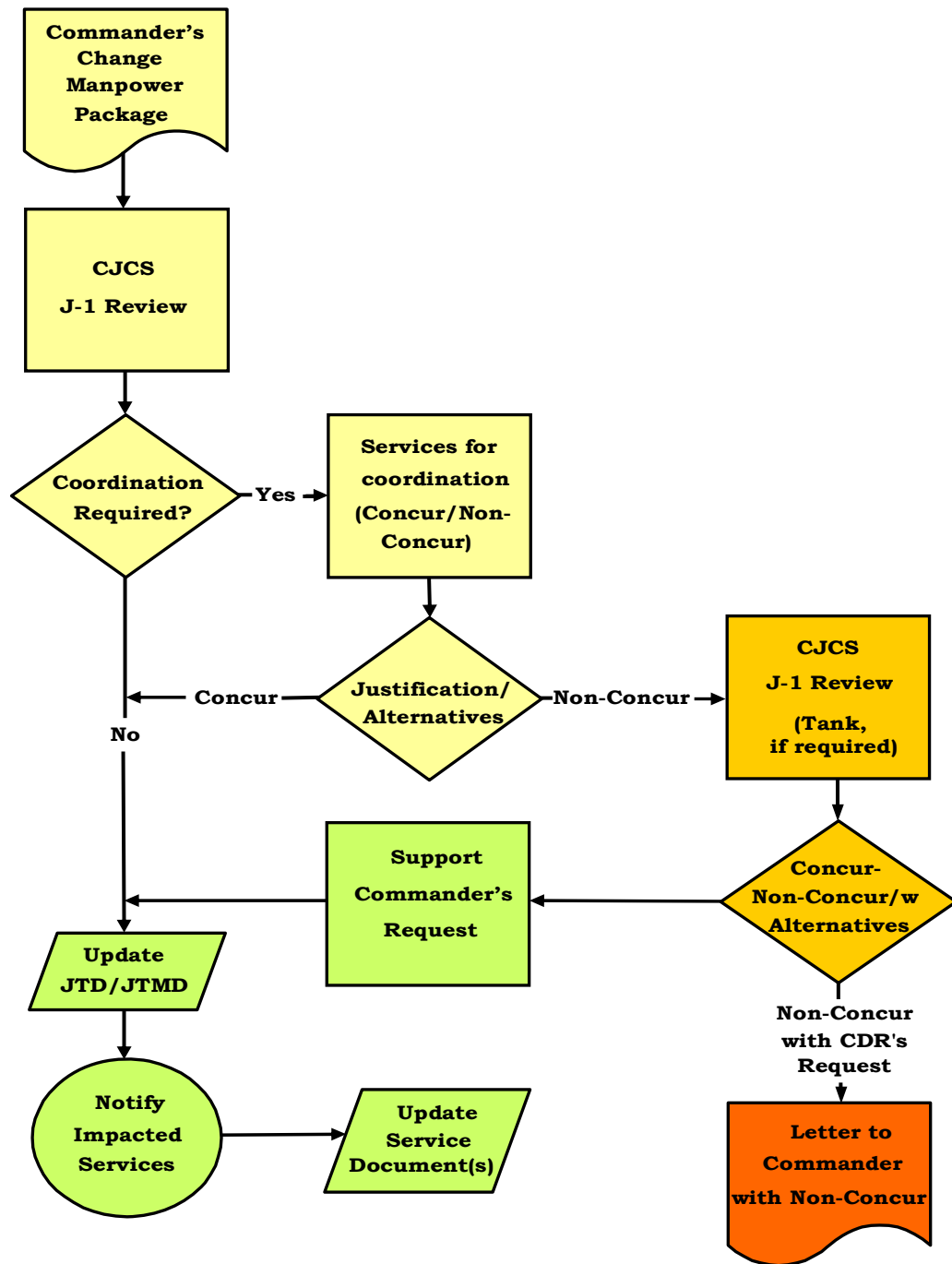
```
┌─────────────┐
│ Commander's │
│   Change    │
│  Manpower   │
│  Package    │
└─────────────┘
       │
       ▼
┌─────────────┐
│    CJCS     │
│  J-1 Review │
└─────────────┘
       │
       ▼
    ◇ Coordination Required? ◇ ──Yes──▶ ┌──────────────┐
            │                            │ Services for │
            No                           │ coordination │
            │                            │ (Concur/Non- │
            │                            │   Concur)    │
            │                            └──────────────┘
            │                                   │
            │                                   ▼
            │                  ◇ Justification/ Alternatives ◇
            │          ◀──Concur──         │        ──Non-Concur──▶ ┌──────────────┐
            │                                                        │    CJCS      │
            │                                                        │  J-1 Review  │
            │                                                        │  (Tank,      │
            │                                                        │ if required) │
            │                                                        └──────────────┘
            │                                                               │
            │                                                               ▼
            │        ┌──────────────┐                          ◇ Concur- Non-Concur/w Alternatives ◇
            │        │   Support    │ ◀───────────────────────
            │        │ Commander's  │
            │        │   Request    │
            │        └──────────────┘                              Non-Concur
            ▼                                                       with CDR's
     ┌─────────────┐                                                 Request
     │   Update    │                                                    │
     │  JTD/JTMD   │                                                    ▼
     └─────────────┘                                            ┌──────────────┐
            │                                                    │  Letter to   │
            ▼                                                    │  Commander   │
        ( Notify )  ──▶ ┌──────────────┐                        │ with Non-Concur│
        ( Impacted)     │   Update     │                        └──────────────┘
        ( Services)     │   Service    │
                        │ Document(s)  │
                        └──────────────┘
```

**Figure E-1.
Joint Manpower Program Change Process
Not Requiring Joint Growth**

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

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

g. Manpower authorizations should not be adjusted in response to contingency operations or temporary changes in workload. Short-duration requirements less than 36 months should be supported through augmentation, civilian overhire, TDY, or other short-term solutions and not through realignment or addition of permanent manpower resources.

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

5. <u>Timelines for Submitting JMP Changes</u>. All JMP changes that **are not considered "automatics" should be submitted semi-annually**, unless the changes fall under Enclosure F guidelines. Figures E-2 and E-4 depict the semi-annual JMP change schedule and process for joint activities.

a. Combatant commands and the CCAs are divided into groups to balance the throughput for the joint manpower system. For example, a routine CMP sent to the Joint Staff in October should be staffed with appropriate approved changes applied to E-JMAPS by the following January. COCOMs will submit their JTD changes during the first month of their approved cycle; **otherwise, they will not be allowed to submit until their next scheduled cycle.** JTMD submissions must be within the second month, if not prior. Exceptions to this submission policy will require justification from the COCOM/J1 to the JS J-1/JMD Diision Chief. See Figure E-2 for the construct using a notional schedule.

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

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

6. Timing of CMPs

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

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

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

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

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

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

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

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
COCOM A COCOM B	CMP Submit	CMP Staffing	Coord/ Publish JTD				CMP Submit	CMP Staffing	Coord/ Publish JTD			
COCOM C COCOM D		CMP Submit	CMP Staffing	Coord/ Publish JTD				CMP Submit	CMP Staffing	Coord/ Publish JTD		
COCOM E COCOM F COCOM G				CMP Submit	CMP Staffing	Coord/ Publish JTD				CMP Submit	CMP Staffing	Coord/ Publish JTD
COCOM H COCOM I COCOM J	Coord/ Publish JTD				CMP Submit	CMP Staffing	Coord/ Publish JTD				CMP Submit	CMP Staffing

Annual Roll Forward

Figure E-2. Notional Change Manpower Package (CMP) Cycles

Example:
a. During month of January 2010 (FY 10) - during their first regular submission cycle of the year, COCOM A submits a CMP for FYDP programmed changes commencing in FY 11.

b. Late January 2010 - The Joint Staff/J-1 reviews and staffs the request.

c. Late February 2010 - The Services coordinate on the request.

d. March 2010 - Upon receipt of the Services' favorable reply, the Joint Staff/J-1 updates the JTD and notifies the Services and requesting activity.

e. Late March – Early April 2010 - The approved changes are updated in the Services' manpower data systems (effective 1 Oct 2010) to trigger a new personnel assignment requisition that may occur throughout FY11. See Enclosure K to forecast when the individual will report to COCOM A for duty.

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

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

Figure E-3. Coordination Matrix

Joint Manpower Change Process
• Changes requested by Joint Activity
• Changes directed by Program Budget Decisions
  (PBDs) or Program Decision Memorandums (PDMs)
• Changes in support of directed new missions
• Changes caused by Services
• Changes in technology, mission, world situation

J-1 Gatekeeper
Joint Activity submits changes to J-1 for action

Organization Data
Authorized Strength
Authorized Service
Authorized Grade
Program Element Code
Resource Indicator Code
Functional Code
Skills/Specialties Req
Security Clearance Req
Critical JDA Billet
Dual-Hat Position
Nominative/Rotational Position
Language Req
Experience Req
Education Req

J-1 JMD
Administration
Coordination
Processing

Services
Coordination
Programming
Personnel

e-JMAPS
Updated JTD
Updated JTMD
Outyear Forecast

Quality People, Trained and Ready for Joint Operations

Impacted Action
• POM Build
• Execution Year Changes (rare)
• Budget Year Changes (limited)
• Program Year Changes (target year)
• OSD/Service Actions

Figure E-4.   Change Manpower Package (CMP) Process

ENCLOSURE F

JMP: RESOURCE DECISION PROCESS (RDP)

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

2. Overview

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

b. RDP creates standardized mechanisms, linked to the PPBE, to address requests for additional joint manpower resources systematically as well as a process to re-allocate joint manpower based on a comprehensive review of requirements.

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

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

e. Reviews new joint manpower requests to ensure compliance with the DepSecDef-directed COCOM Management Headquarters (MHQ) baseline (reference ac).

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

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

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

4. <u>New Joint Manpower Request</u>

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

    b. New manpower requests should be submitted in accordance with the Joint Manpower Validation Process outlined in Enclosure C, paragraph 7. JMVB approved new manpower should enter the PBR process through a COCOM nominated issue paper and will compete for resourcing against Department-wide priorities via an OSD-led manpower issue team. Manpower actions that are pre-approved with Services, Joint Staff and other COCOMs can enter the PBR process through a memorandum of agreement entered into the Manpower Management System. Resourced manpower will be documented in a Resource Management Decision.

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

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

    e. The Joint Staff/J-1 will update the JTD and/or the JTMD to reflect the results of the RMD.

5. <u>Resourcing Options</u>

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

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

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

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

(4) Reallocation may entail shifting of manpower from one joint activity to another as well as changing Service mix among joint activities. Example: A new requirement called for 50 Army and 50 Air Force positions. The command tasked to provide the manpower could provide 100 Air Force positions but no Army positions. Therefore, the command was reduced by 100 Air Force positions, 50 of which were then exchanged with 50 Army positions in other commands in order to meet the new manpower requirement.

b. When the OpsDeps Tank directs external resourcing (i.e., new, directed mission), the OSD/CAPE-led manpower issue team will consider resourcing options from all sources (i.e., Services, Agencies, COCOMs, OSD, and the Joint Staff).

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ENCLOSURE G

ELECTRONIC-JOINT MANPOWER AND PERSONNEL SYSTEM (E-JMAPS)

1. <u>Introduction</u>. E-JMAPS supports the JMPP. E-JMAPS is a management information system that provides an automated method to coordinate manpower changes and track personnel at the Joint Staff, combatant commands, CCAs and other joint activities. The capabilities of E-JMAPS are discussed in detail in the E-JMAPS User's Guide.

2. <u>Purpose of the System</u>. E-JMAPS allows the Joint Staff, combatant commands, CCAs, and other joint activities to maintain, review, modify, and report manpower requirements while providing a personnel database using manpower as the hierarchy. Additionally, E-JMAPS provides an interface to the JDAMIS for joint officer management.

3. <u>Overview of E-JMAPS</u>. E-JMAPS has been designed to provide users with the capability to manage manpower and personnel data. E-JMAPS provides an automated system to provide functional needs as follows:

    a. <u>Manpower Requirements Management</u>. Provides a method to coordinate manpower changes at the Joint Staff, COCOMs, CCAs, NATO, and other joint activities.

    b. <u>Military Personnel Management Information</u>. Provides a method to store and report personnel information for individuals assigned to the Joint Staff, combatant commands, CCAs and other joint activities.

    c. <u>Personnel Security</u>. Provides a method to store and report position, personnel, and security information for the Joint Staff, COCOMs, CCAs, and other joint activities. This capability is currently only available for the Joint Staff but will be incorporated for combatant command use under Phase II software release.

    d. <u>Managing Mobilization and Other IAs</u>. Provides a method to track and report the mobilization and individual augmentation of personnel to the Joint Staff, combatant commands, CCAs, and other joint activities.

4. <u>Technical Architecture and System Requirements</u>. E-JMAPS application is based on PeopleSoft Human Capital Management (HCM) 8.9, using PeopleSoftTools 8.49, and has been documented using PeopleBooks 8.3 release. E-JMAPS resides in the Joint Staff Information Network SECRET (JSIN-S). The JSIN-S network is a small network providing limited client

access to the SECRET Internet Protocol Router Network (SIPRNET). The JSIN-S network provides external connectivity to the E-JMAPS user community (the Joint Staff, NATO, JMD, PSD, Joint Staff J-Code Military Secretaries, Joint Staff Security Office, four CCAs, Military Service Manpower Planners, and ten combatant commands).

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

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

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

8. Future Direction with E-JMAPS. E-JMAPS will evolve and expand as the joint community gains greater understanding of the PeopleSoft application. Additionally, the employee self-service capabilities for some personnel data for members assigned to the Joint Staff, combatant commands, CCAs, and other joint activities should be implemented.

9. Long-Term Objective. The long-term objective will be to move toward a functional and technical architecture where the environment, infrastructure and hardware are shared and integrated with other DOD systems. Future system development should be toward a dynamic, on-line system that:

    a. Provides access for all users at the appropriate level.

    b. Standardizes terminology and data descriptors across the Services and all joint activities.

    c. Permits appropriate users to access data elements and validation tables.

    d. Permits appropriate users standard reports and query capability.

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

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

g. Protects and secures classified and personnel information.

10. <u>Reference Documents</u>. E-JMAPS users may consult the E-JMAPS User's Guide on the E-JMAPS home page for specific system guidance.

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ENCLOSURE H

E-JMAPS STANDARD MANPOWER ORGANIZATION AND DATA ELEMENTS

1. Standard Organizational Elements. The order and designation of organizational elements in E-JMAPS will be:

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

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

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

2. E-JMAPS Required Manpower Data Fields. The following data fields are required to be filled in to define a joint manpower requirement:

    a. Effective Date. See Chapter One of the E-JMAPS User's Guide on proper use of effective dates.

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

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

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

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

d. Position Status. Will default to "Work in Progress." Shows status of position (e.g., proposed, approved). See E-JMAPS User's Guide on how to change from "Work in Progress" to "Proposed" status.

e. Title. This field is automatically populated when the skill code or job code is entered.

f. Position Type. Required for each military position.

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

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

(3) Dual-Hatted Positions. A position requiring grade O-6 and below with duties in two organizations (e.g., combatant command and one of its Service component commands).

(a) Position Type of "Dual Hat" will be used for each position. The joint position must list the Service Billet I.D.

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

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

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

(a) Manpower Overage/National Overage (E-JMAPS code "O")

(b) Non-Quota (E-JMAPS code "Z")

(c) Quota Single Service (E-JMAPS code "Q")

(d) Quota Service Rotational (E-JMAPS code "B")

(e) Quota Service Nominative (E-JMAPS code "C")

(f) Quota International Rotational (E-JMAPS code "E")

(g) Quota Rotational International Nominative (E-JMAPS code "G")

(h) Twinned Post (E-JMAPS code "W")

(i) VNC (Voluntary National Contribution) (E-JMAPS code "V")

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

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

i. <u>Program Element Code (PEC)</u>. List the appropriate PEC assigned to each billet. This allows for tracking of externally controlled assets and compliance with management headquarters ceilings and resource allocation decisions.

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

(1) Each military position in a joint activity must be linked to a specific Service to track funding and assignment responsibilities. E-JMAPS will automatically assign the Service depending on the RIC assignment.

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

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

l. <u>Service Billet ID (for military)</u>. Enter the appropriate Service billet ID for each current military position. This provides the necessary crosswalk of each Service position to each Service database. Air Force equals position number from unit manpower document (UMD), Navy equals billet identification number (BIN), Army equals paragraph/line number (para/ln) derived from "The Army Authorization," and Marine Corps equals Billet Identification Code (BIC). This field will be blank if position is new or if an Army position is moved between

activities. On position moves, current Service billet ID must be listed in the "Remarks" section. This field will be completed after commands receive updated Service documents.

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

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

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

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

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

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

s. Salary Plan.   Fill in the appropriate military or civilian code. Identify whether the incumbent should be military or civilian using the following guidelines.

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

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

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

(4) Consider the use of outsourcing for non-combat functions if it is more economical. However, contract services may not be used solely to circumvent military or civilian ceilings.

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

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

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

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

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

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

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

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

v. Job Code

(1) In the case of civilian positions, commands should show the civilian occupational series in the "Job code" field and the type of civilian position (e.g., General Skill (GS), Senior Executive Service (SES), Wage Grade (WG)) in the "Salary Plan" field.

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

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

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

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

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

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

4. Classification of E-JMAPS Reports

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

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

5. <u>E-JMAPS Production Support Staff (PSS)</u>. The PSS assists the Office of the Chief Information Officer (OCIO) and Joint Staff/J-1 in supporting and maintaining the production release of E-JMAPS. PSS is responsible for Tier II and Tier III support functions during core business hours, 0700-1900 EST/EDT, Monday through Friday. Tier level Support Functions include:

a. <u>Tier-I</u>. The first line of customer contact, logging, user information gathering, and initial troubleshooting. An OCIO contractor currently provides Tier-I help desk support.

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

c. <u>Tier-III</u>. The third level of support is defined as referral from the E-JMAPS Tier-II support where a more specialized E-JMAPS technician is required. An E-JMAPS technician is defined as a PeopleSoft HCM V8 application specialist, an E-JMAPS hardware specialist, or an E-JMAPS custom application specialist. Tier-III will also include referral to OCIO Network Operations Branch for issues associated with SIPRNET architecture.

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ENCLOSURE I

JOINT PERSONNEL PROGRAM (JPP) MANAGEMENT

1. <u>Introduction</u>. E-JMAPS allows the Joint Staff, combatant commands, CCAs and other joint activities the capability to effectively manage their personnel assets using a common system. E-JMAPS provides comprehensive visibility of joint personnel assets outside of the Military Departments and allows an automated link for manpower and personnel data (matching spaces to faces).

2. <u>Personnel Processes</u>. E-JMAPS allows Joint Staff/J-1, combatant commands, CCAs, and other joint activities to maintain, review, modify, and report all personnel actions while providing a personnel database using manpower as the hierarchy.

    a. E-JMAPS provides an automatic interface to the DMDC database to populate selected personnel data fields for those military and civilian personnel currently assigned to the Department of Defense. Upon entering a person's Social Security Number, the following fields will be automatically transferred from DMDC.

    (1) DEERS Date of Birth.

    (2) DEERS Sex Code.

    (3) DEERS Ethnicity-National Origin Code.

    (4) DEERS Service Occupation Code.

    (5) DEERS Education Level Code.

    (6) DEERS Organization Code.

    (7) DEERS Service Code.

    (8) DEERS Personnel Category Code.

    (9) DEERS Last Name.

    (10) DEERS First Name.

    (11) DEERS Middle Name.

    (12) DEERS Cadency Name.

(13) DEERS Mailing Address Country Code.

(14) DEERS Mailing Address Line 1.

(15) DEERS Mailing Address Line 2.

(16) DEERS Mailing Address City Code.

(17) DEERS Mailing Address State Code.

(18) DEERS Mailing Address Zip Code.

(19) DEERS Mailing Address Zip Extension Code.

(20) DEERS Home Telephone Number.

(21) DEERS Unit Location Country Code.

(22) DEERS Unit Identification Code.

(23) DOD Race Code.

(24) Language One Code.

(25) Language Reading Proficiency.

(26) Language Speaking Proficiency.

(27) Language Proficiency Date.

(28) UIC Address Line 1.

(29) UIC Address Line 2.

(30) UIC Address Line 3.

(31) UIC Address Line 4.

(32) UIC Address State Code.

(33) UIC Address Zip Code.

(34) Pay Grade.

(35) Rank Effective Date.

(36) Initial Entry Date.

(37) Primary Service Occupation Code.

(38) Duty Service Occupation Code.

(39) Secondary Service Occupation Code.

(40) Marital Status Code.

(41) Joint Service Spouse Social Security Number Identifier.

(42) Joint Service Spouse Service Branch Classification.

(43) Joint Service Spouse Pay Plan Grade Identifier.

(44) Home of Record U.S. State Alpha Code.

(45) Home of Record Country Code.

(46) Person Birth Place U.S. State Alpha Code.

(47) Person Birth Place Country Code.

(48) Electronic Data Interchange -- Personal Identifier (EDI-PI)

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

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

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

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

f. The Joint Staff is required to fill in the following data fields for all assigned personnel:

(1) Social Security Number (Employee ID).

(2) Effective Date (on all panels requiring an effective date).

(3) Name.

(4) Home Address.

(5) Business Address (enter room number).

(6) Phone numbers (business and home).

(7) Gender.

(8) Service.

(9) Highest Education Level.

(10) Language Code.

(11) Marital Status.

(12) Military Status.

(13) Date of Birth.

(14) Birth Country.

(15) Birth Location.

(16) Ethnic Group.

(17) Action and Reason Fields.

(18) Position Number.

(19) Employee Class.

(20) Salary Administration Plan.

(21) Grade.

(22) Grade Entry Date.

(23) Step (Civ).

(24) Step Entry Date (Civ).

(25) Rank Code.

(26) Rating Scale.

(27) Probation Date (New Civ Hire).

(28) Civilian Service Computation Date or Military Active Duty Service Date.

(29) Date Last Increase (Civ).

(30) Emergency Contact Data.

(31)Employee Review Data.

g. The combatant commands, CCA, and other joint activities are required to fill in the following data fields for all assigned personnel.

(1) Social Security Number (Employee ID).

(2) Effective Date.

(3) Name.

(4) Gender.

(5) Service.

(6) Military Status.

(7) Date of Birth.

(8) Position Number.

(9) Rank Code.

(10) Skill Code.

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

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

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

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

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

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

ENCLOSURE J

JOINT MANPOWER AND PERSONNEL INTERFACE WITH SERVICES PROCESS

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

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

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

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

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

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

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

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

e. Joint Manpower Change Requests. All changes to manpower and personnel requirements will be made effective at least 12 to 18 months from the documentation of the implementer. The changes must first enter the Army's manpower system to allow visibility of changes in requirements. For example, the FY 04 changes made to Army documents in October 2003 will have an effective date of September 2004. The Army converted from two manpower change windows to one per year. Given the uniqueness of joint activities, the Army will continue to provide two manpower change updates to the joint community per year--February-April and August-October.

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

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

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

(2) Manpower changes are received from the Joint Staff to the Navy with a 30-day response time. Navy manpower analysts review changes and forward uncompensated changes to the appropriate subject matter experts (functionals) for chop. Uncompensated changes consist of upgrade and skill (designator/rate) changes. Navy's guideline for skill changes can be reviewed in the OPNAVINST 1000.16. Additional information to assist combatant commands in planning manpower changes can be found at the following Web site: U.S. Navy, BUPERS Online, AMD access, https://www.bol.navy.mil (NIPRnet – accessed 17 September 2010) (Reference ag).

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

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

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

(2) Detailers normally program assignment actions with a 9- to 12-month lead time. The lead time varies depending on the position requirements,

the individual's current assignment, the deployment schedule of his or her current command, and en route training required.

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

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

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

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

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

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

(1) Organizations are responsible to communicate their manning requirements via requisitions to AFPC or annual colonel's game plan. Include all the details; mandatory and desired requirements (i.e., top secret clearance mandatory), joint duty assignment -- critical, critical PRP required, foreign language skills, school requirements, etc.

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

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

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

a. Total Force Structure Management System (TFSMS)

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

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

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

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

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

(2) The most recently published ASR is used to compare current, assignable, military inventory with the authorized requirement to prepare

staffing goals. The ASR is simultaneously used in developing future military manpower inventory.

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

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

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

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

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

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan

13-month manpower change leadtime (minimum)

Routine CMP Submission Cycle						Routine CMP Submisision Cycle						Routine CMP Submission Cycle
CMP Submission	CMP Staffing	Implement Publish JTD										
			Update Service Manpower System 1-13 Months									
				Personnel Assignment Lead Time								
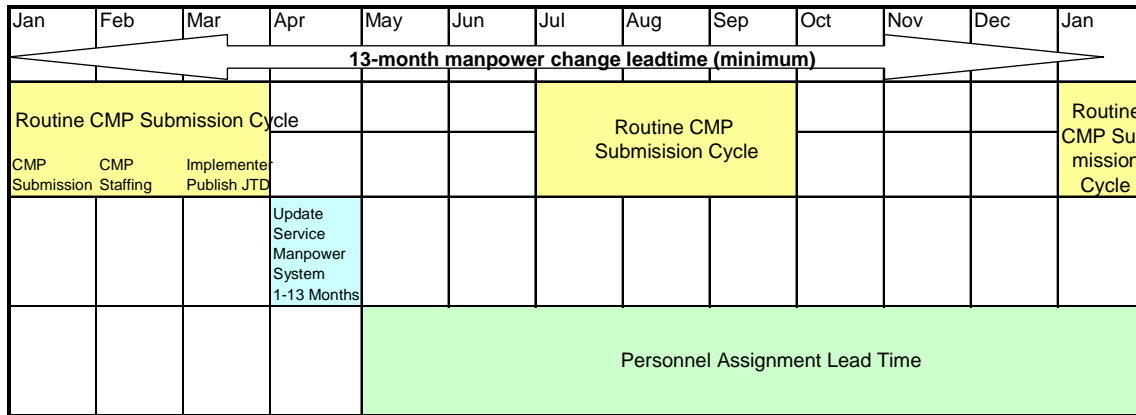
Figure J-1. Joint Manpower Planning Window

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

**Figure J-2. Service Manpower-Personnel
Interface Comparison**

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ENCLOSURE K

JOINT MOBILIZATION REQUIREMENTS AND RESERVE SUPPORT TO JOINT
ACTIVITIES

1. <u>Introduction</u>. The six Reserve Components (RCs) of the Department of
Defense are codified in the same laws, primarily titles 10 and 32, United States
Code (USC). However, management of each of those RCs may vary among the
Military Services. The Coast Guard Reserve is also codified in title 10, but
provisions of Title 14, USC also apply to that force. Just as joint activities vary
in mission and Service mix, so do their use and mix of the RCs. The most
commonly employed RC support to the Joint Staff and combatant commands
are IMAs, units, and Active Guard/Reserve (AGR)/Full Time Support (FTS)
personnel.

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

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

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

      (2) IMA Training Requirements

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

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

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

   b. <u>SelRes Units</u>. These units are manned and equipped to serve and/or
train either as operational units or as augmentation units. Members of SelRes

units have a training requirement of a minimum of 14 days of AT and 48 scheduled drills each year per reference h.

      (1) <u>Operational Units</u>. Train and serve as units.

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

3. <u>SelRes Requirements Determination</u>. The Joint Staff and combatant command headquarters and subordinate activities are authorized SelRes to support augmentation requirements.

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

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

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

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

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

    a. Army Reserve and Army National Guard AGR personnel.

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

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

    d. Marine Corps Active Reserve (AR) personnel.

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

5. <u>Guidelines for AGR and FTS Positions</u>

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

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

6. <u>JTMD</u>. The JTMD identifies the additional manpower and organization required to shift to a wartime, contingency, or mobilization footing. Although SelRes requirements are listed on the JTMD, all AGR/FTS requirements are listed on the JTD.

    a. Like the JTD, the JTMD requirements are defined by activity, PEC, and category.

    b. JTMDs also indicate the drilling category of the augmentee. In turn, the category determines the peacetime level of Reserve training and sourcing.

    c. Augmentation requirements must be coordinated with the applicable Services and RCs for funding approval and sourcing.

    d. The DOD code on the JTMD shows precisely where the position will be used during mobilization. For example, if an O-4 logistician will be a member of the watch section in the Logistic Readiness Center in USTRANSCOM during mobilization, then that position will be assigned the same DOD code within the Logistics Readiness Center.

    e. Since the JTMD is an extension of the JTD, it should be reviewed routinely to ensure that it reflects:

        (1) Mobilization needs of the organization.

        (2) The organization of the current JTD.

    f. The JTD and JTMD can be set up either as a combined database and printout or as two separate documents. Figure D-3 is an example of the combined JTD and JTMD format.

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

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

    b. <u>Active Duty Operational Support (ADOS)</u>. Authorized voluntary AD for RC personnel appropriations (ADOS-AC funded or ADOS-RC funded) to support AC or RC programs, respectively. The purpose of ADOS is to provide the necessary skilled manpower assets to support existing or emerging requirements. Authorization of ADOS shall be managed pursuant to Issuances

established by the Service Secretary concerned. Management of ADOS tours should be in accordance with DODI 1215.06, paragraph 6.1.4.2.1.

ENCLOSURE L

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

1. Activities Concerned (see Reference ah)

   a. Allied Command Operations (ACO).

      (1) Supreme Headquarters Allied Powers Europe (SHAPE)

         (a) ACO Counter-Intelligence (CI)

         (b) Joint Electronic Warfare Core Staff (JEWCS)

      (2) Joint Force Command (JFC) HQ Brunssum

         (a) Maritime Command (MC) HQ Northwood

            1. Standing NATO Maritime Group (SNMG) 1

         (b) Force Command (FC) HQ Heidelberg

         (c) Air Command (AC) HQ Ramstein

            1. Combined Air Operations (CAOC) Finderup

            2. Combined Air Operations (CAOC) Uedem

      (3) Joint Force Command (JFC) HQ Naples

         (a) Maritime Command (MC) HQ Naples

            1. Standing NATO Maritime Group (SNMG) 2

         (b) Force Command (FC) HQ Madrid

         (c) Air Command (AC) HQ Izmir

            1. Combined Air Operations (CAOC) Larissa

            2. Combined Air Operations (CAOC) Poggio Renatico

(4) Joint Force Command (JFC) HQ Lisbon

(5) NATO Airborne Early Warning Force (NAEWF)

b. Allied Command Transformation (ACT)

(1) HQ Allied Command Transformation (ACT)

(2) Joint Warfare Center (JWC)

(3) Joint Force Training Center (JFTC)

(4) Joint Analysis Lessons Learned Center (JALLC)

(5) NATO Undersea Research Center (NURC)

c. NATO Communication and Information Systems (CIS) Services Agency (NCSA)

(1) HQ NCSA

(2) NATO CIS School (NCISS) Latina

(3) NATO Programming Center (NPC)

(4) NCSA CIS Logistics Depot (CLD)

(5) NATO Signal Regiment (NSR)

(a) 1st NATO Signal Battalion (NSB1)

(b) 2nd NATO Signal Battalion (NSB2)

(c) 3rd NATO Signal Battalion (NSB3)

(6) Brunssum Sector

(7) Lisbon Sector

(8) Mons Sector

(9) Naples Sector

(10) Norfolk Sector

d. The U.S. Element, International Military Activities, NATO Military Committee (MC). Included are:

(1) U.S. Delegation to the NATO MC (USDELMC, the U.S. Military Representative's (USMILREP's) staff)

(2) NATO Standardization Agency

(3) International Military Staff (IMS)

(4) NATO Consultation, Command and Control (C3) Agency

(5) NATO Defense College (NADEFCOL)

(6) NATO School (subordinate to USJFCOM)

(7) Research and Technology Agency.

(8) NATO Airborne Early Warning (NAEW) and Control Program Management Agency (NAPMA)

e. U.S. National Military Representative (USNMR) to Supreme Headquarters Allied Powers Europe (SHAPE)

f. U.S. Mission to NATO (USNATO)

g. ACO Multinational Subordinate (Sub) -= Force HQs/Memorandum of Understanding (MOU) Organizations

(1) Combined Air Operation Centers (CAOCs)

(2) Southern Region Maritime Special Entities

(a) Maritime Air Allied Naval Forces (MARAIRNAPLES)

(b) Submarines Allied Naval Forces South (SUBSOUTH)

(3) Naval Striking and Support Forces NATO (STRIKFORNATO)

(4) NATO Rapid Deployable Corps (NRDC) HQs

(a) Allied Rapid Reaction Corps (ARRC)

(b) NRDC Italy

(c) NRDC Spain

(d) NRDC Turkey

(e) NRDC Germany/Netherlands

(f) NRDC France

(g) NRDC Eurocorps

(5) NATO Deployable Corps (NDC) HQ Northeast

(6) High Readiness Force (HRF) Maritime

(a) HRF (M) France

(b) HRF (M) Spain

(c) HRF (M) Italy

(d) HRF (M) United Kingdom

(7) NATO Special Operations Headquarters (NSHQ)

g. ACT Multinational Centers of Excellence (COE)/Memorandum of Understanding (MOU) Organizations

(1) COE Defense Against Terrorism (DAT)

(2) COE Joint Air Power Competence Center (JAPCC)

(3) COE Command & Control (C2)

(4) COE Cooperative Cyber Defense (CCD)

(5) COE Military Engineering (MILENG)

(6) COE Human Intelligence (HUMINT)

2. <u>Responsibilities</u>. In addition to the responsibilities stated in other applicable parts of this instruction:

a. The Office of the USNMR SHAPE and U.S. National Liaison Representative (USNLR) SACT are responsible for:

(1) USNMR provides liaison between SHAPE, the Department of Defense, and supporting agencies in accordance with CJCSI 5111.01 series, which outlines specific responsibilities.

(2) USNLR, similarly to USNMR, provides liaison between ACT, the Department of Defense, and supporting agencies in accordance with CJCSI 5130.01, which outlines specific responsibilities.

(3) Advising Joint Staff and USEUCOM J1 NATO Manning Division (ECJ1-N) on which manpower and personnel policy issues warrant attention and recommending a course of action, as necessary.

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

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

Note: HQ USEUCOM/ECJ5 and/or USJFCOM, with advice from ECJ1-N, are the U.S.-designated lead/executive agents for negotiating, concluding, and changing U.S. contributions to multinational organizations. The Executive agents coordinate with ECJ1-N on proposed U.S. manpower contributions and submit directly to the Joint Staff in conjunction with the proposed MOU submissions.

b. The USMILREP NATO MC is responsible for:

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

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

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

c. ECJ1-N will perform COCOM-level manpower and personnel functions for U.S. contributions to NATO in accordance with CJCSI 1600.01, which outlines specific responsibilities.

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

3. <u>U.S. Manpower Contribution Validation Process</u>

   a. <u>General</u>

      (1) NATO manpower policies and procedures, agreed by the United States, are covered in reference j.

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

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

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

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

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

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

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

(9) Dual-status posts

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

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

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

b. <u>Review and Approval of PEs and MOUs</u>

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

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

(a) ACO, NAEWF, NCSA through USDELMC Registry to ECJ1-N and Joint Staff J-1.

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

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

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

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

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

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

c. NATO Command Structure (NCS) restructuring.

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

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

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

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

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

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

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

- Effectiveness

  o Focus on military effectiveness

  o Limit rotational posts to only those absolutely necessary

- Influence

  o Maintain or increase U.S. influence

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

- Manpower affordability

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

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

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

- Personnel supportability

  o U.S. cannot accept new manpower requirements in shortage/stressed skills or rated positions without identification of offset(s) without Service concurrence.
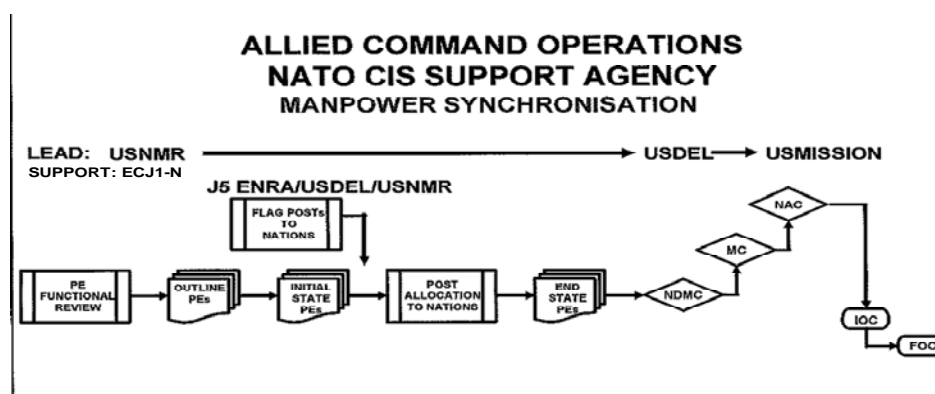
Figure L-1. Illustrative Example – ACO/NCSA Restructure
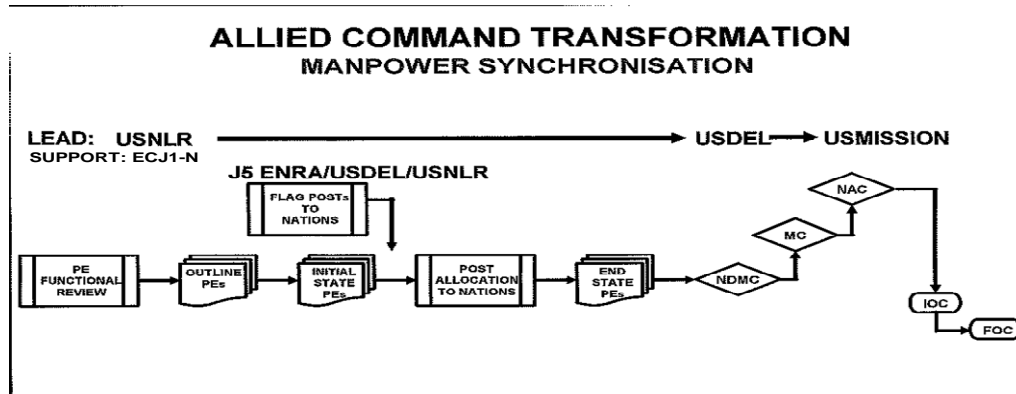
Figure L-2. Illustrative Example – ACT Restructure
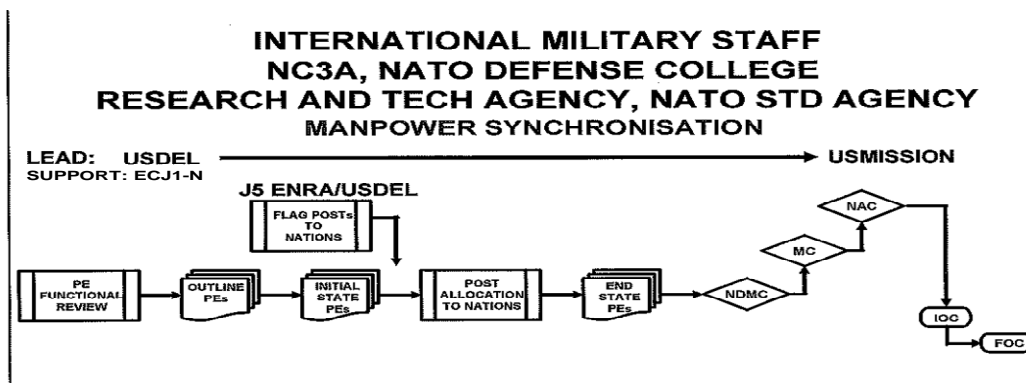
Figure L-3. Illustrative Example – IMS/Agencies Restructure

Illustrative PE Review Summary

o The aim of the NATO Command Structure PE Functional Review is to examine the PEs of specified NCS HQs against the future SC missions in order to identify best working structures and the most economical use of manpower.

o SCs deliver a Final Report of the Functional Review, including Outline PEs, which are then agreed/approved by the MC.

o At the very end of the Functional Review process, a Senior Officials Group recommends that further manpower savings should be considered with the aim of reducing the total number of posts by 30 percent while maintaining the ability to meet the full range of operational requirements. This recommendation was agreed by Ministers under the condition that the implementation of the new NCS should not be delayed.

o From this time both processes (planning and implementing the new NCS and analyzing the scope for further reductions) were running in parallel.

o Both SCs issued Initial State PEs (comprising all required details including Job Descriptions for 11,000 military posts but less post allocation to nations). These PEs were then agreed/approved by, in turn, the NDMC, MC, and North Atlantic Council (NAC).

   o Once ISPEs are approved, posts are allocated to nations in a bidding process (Manning Conferences). The bidding process results in ESPEs.

   o Both SCs deliver proposals plus risk assessments for further savings in time for Ministerials.

   o NDMC/MC agreement and NAC authorization of all ESPEs.

   o IOC and FOC dates set and agreed/approved.

  d. U.S. Support of NATO Exercises

      (1) NATO discontinued use of emergency establishment (EE) after the end of the Cold War.

      (2) U.S. representatives to NATO -- USNATO, USDELMC, USNMR-SHAPE, USNLR-ACT -- are authorized SelRes to support augmentation

requirements. As joint activities, U.S. representatives to NATO should determine their augmentation requirements in accordance with Enclosure K.

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

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

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

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

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

d. Special USDELMC procedures for IMS NQ posts.

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

(2) ECJ1-N will review request for personnel supportability and forward to Joint Staff J-1 with recommendations for formal staffing with Services.

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

d. Special procedures for NDC NQ posts:

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

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

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

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

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

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

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

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

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

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

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

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

c. Upon receipt of the request, the Joint Staff J-1 will staff the request per procedures established in subparagraph 3b above. If recommended for approval, the Joint Staff J-1 will forward the request to ASD(FMP) in the next update of the JDAL.

ENCLOSURE M

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

1. Introduction. The fundamental legal basis for the National
Intelligence Program (NIP) is reference l, which outlined specific roles and
responsibilities of the Director of National Intelligence (DNI) and the
major components of the Intelligence Community (IC). References x and
y, respectively, prescribe the duties of the Under Secretary of Defense for
Intelligence and the Military Intelligence Program (MIP).

2. Relationship to the Office of DNI. All national intelligence activities
are consolidated into the NIP under the cognizance of the DNI. Reference
l articulates the roles and responsibilities of the DNI and the major
organizations funded under the NIP, and it outlines criteria used to
assign a program to the NIP. The Program Manager of each NIP program
develops the program and budget submission as an input to the NIP,
participates in the NIP approval process, and oversees execution of funds
appropriated for NIP-funded operations and activities.

3. Relationship to the USD(I). All military intelligence activities are
consolidated into the MIP under the cognizance of the USD(I).
References v and w articulate the roles and responsibilities of the USD(I)
and the major organizations funded under the MIP and outline criteria
used to assign a program to the MIP. The Component Manager of each
MIP program develops the program and budget submission as an input
to the MIP and the Department's budget, participates in the
Department's approval process, and oversees execution of funds
appropriated for MIP-funded operations and activities.

4. Joint Manpower Considerations. After the President's budget is
submitted each year, joint activities will adjust the NIP and MIP
manpower on their JTD to reflect the same manpower shown for all years
in the President's budget. Each NIP Program Manager and MIP
Component Manager is responsible for all manpower allocated to their
program. Annual procedural guidance from each program will list all
PECs. No NIP or MIP PEC can be changed without prior coordination
and approval of the program/component manager. A PEC change that
entails movement of resources into or out of a program will use the
functional transfer process outlined in guidance provided annually by
either ODNI and USD(I), as appropriate. MIP PECs consist of all PECs
that end with "L" (or "BQ" for National Geospatial Intelligence Agency
(NGA MIP) imagery analyst billets).

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ENCLOSURE N

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

1. Activities Concerned

    a. Security Assistance Augmentation to U.S. Defense Attaché Office.

    b. Military Assistance Advisory Groups.

    c. Offices of Defense Cooperation.

    d. Offices of Defense Representative.

    e. Military Liaison Offices.

    f. U.S. Military Groups.

    g. Joint U.S. Military Assistance Groups (JUSMAG).

    h. Offices of Military Cooperation.

    i. Mutual Defense Assistance Offices.

    j. U.S. Liaison Offices.

    k. Military Assistance Program.

    l. U.S. Military Training Mission.

    m. Office of Security Cooperation

    n. U.S. Embassies.

    o. Other similar SCOs assigned to U.S. diplomatic missions that
manage security assistance/cooperation programs.

2. Statutory Basis. Reference m governs the resourcing of SCOs.
Reference n sets forth policy and procedures based on this legislation.

3. Responsibilities. The staffing of an SCO is the responsibility of the
combatant command in coordination with the Defense Security
Cooperation Agency (DSCA).

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

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

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

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

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

4. SCO Manpower Coordination

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

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

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

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

5. <u>Joint Manpower Considerations</u>

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

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

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

    a. Authorized personnel strength and composition.

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

    c. Host-nation forces and programs.

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

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

    f. Geographic Service balance.

    g. Grade required and justification.

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

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

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ENCLOSURE O

U.S. SPECIAL OPERATIONS COMMAND (USSOCOM) MANPOWER MAJOR
FORCE PROGRAM ELEVEN

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

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

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

4. Planning and Programming. USSOCOM MFP-11 funding requests are
approved by the Secretary of Defense. Although USSOCOM funded activities
do not need to rely on the Services to fund their manpower authorizations,
USSOCOM nevertheless coordinates closely with the Services to ensure
manpower is planned, programmed and available for assignment to MFP-11
funded activities. Services will be afforded the opportunity to review and
comment on all USSOCOM manpower authorization changes to facilitate
preparation of their personnel manning plans, POM, and budget.

5. Cycles and Approving Authority. The Chairman of the Joint Chiefs of Staff
is the approving authority for all joint manpower and associated documents.
These manpower documents are coordinated with the Services to determine
their ability to support required grades and specialties. USSOCOM considers

both joint and Service-specific manpower requests from MFP-11 funded activities and recommends authorized manpower levels to the Secretary of Defense during development of the POM. Theater CDRs inform USSOCOM of unfunded manpower requirements through their IPL. Semi-annual manpower changes for other than USSOCOM's JTD can be forwarded at any time for validation by USSOCOM; but, if validated, the changes may not be considered for authorization until POM development unless the validated requirement is being satisfied using existing MFP-11 resources.

6. <u>USSOCOM Procedures</u>

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

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

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

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

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

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

  e. New outyear joint authorizations will be acquired through the MFP-11 POM with CJCS concurrence in coordination with the Services.

7. Programming of Theater SOC Manpower

    a. Command and funding authority for the SOCs are separate and distinct responsibilities.

        (1) Command resides with the theater CDR. The CDR will request manpower funding of theater SOC requirements through the Joint Staff.

        (2) Funding authority rests with USSOCOM, which will develop a balanced special operations program that will include adequate and affordable manpower for the SOCs of the theater CDRs.

    b. Each theater SOC will submit its manpower requirements to the theater CDR. The theater CDR's IPL will be used to indicate priority for theater SOC manpower.

    c. Theater SOCs will submit manpower requirements, along with other requirements, to HQ, USSOCOM, as prescribed in reference s. During the Strategic Planning Process (SPP) process, MFP-11 requirements will be prioritized for resourcing.

    d. All theater SOC JTDs will be coordinated with HQ, USSOCOM, prior to Joint Staff coordination with the Services.

8. Management Headquarters Ceiling (MHC). USSOCOM receives a MHC (separate from the Services' controlled ceiling) directly from the Secretary of Defense. USSOCOM controls and allocates this ceiling for HQ, USSOCOM, and its Service components.

9. Civilian Authorizations. MFP-11 civilian authorizations are Defense agency civilians who are managed to budget and funded directly from USSOCOM. FYDP civilian levels are targets for CDRs that may be exceeded with USSOCOM approval only if a validated requirement exists. Although USSOCOM-funded civilians are administered by the respective Service's personnel system, control of the positions rests with USSOCOM.

10. MFP-11 Service Distribution. During the POM and budget development, USSOCOM will coordinate with the Services regarding the total number of joint MFP-11 positions required by Service and position category and the distribution of those positions among various joint MFP-11 activities. The Chairman of the Joint Chiefs of Staff, however, must concur in the activity distribution of these positions, and the theater CDRs, if applicable, must coordinate proposed manpower changes via JTD change to the Joint Staff.

11. Management of MFP-11 Resources. USSOCOM has authority for managing MFP-11 manpower resources. Resources will be aligned, reduced, or

programmed, as determined by CDR SOC and concurred with by
ASD(SO/LIC&IC).

ENCLOSURE P

DEFENSE HEALTH PROGRAM (DHP) MANPOWER
MAJOR FORCE PROGRAM EIGHT

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

   a. All these activities are under the direction and control of the ASD(HA).

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

      (1) Developing a unified medical program and budget.

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

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

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

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

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

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

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

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

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

e. The DHP funded, managed, and tracked positions within a combatant command are externally controlled.

ENCLOSURE Q

MANPOWER FUNDED BY THE TRANSPORTATION WORKING CAPITAL FUND
(TWCF)

1. <u>Introduction</u>. The Secretary of Defense established the Defense Business Operations Fund (later changed to the Defense Working Capital Fund (DWCF)) in October 1991 under the authority of reference u. It merged into a single fund the former stock and industrial funds and several activities previously funded with direct appropriations. The DWCF financial structure contains four working capital funds (Army WCF, Navy WCF, Air Force WCF, and the Defense-Wide WCF). Its purpose is to improve the delivery of support services to the Department's operating forces while reducing the cost of operations. The DWCF financial structure links cost and performance through total cost visibility and full cost recovery.

2. <u>Activities Concerned</u>. The TWCF is aligned as an Activity Group under the Air Force WCF. The TWCF consists of the common-user transportation functions of the following areas: the Military Surface Deployment and Distribution Command, the Military Sealift Command, the Air Mobility Command, the Defense Courier Center (DCC), and the USTRANSCOM staff. Major programs supported are port operations, traffic management, sealift, and airlift.

3. <u>General</u>. The TWCF is a revolving fund using a businesslike, buyer-seller approach. Transportation customers establish requirements and are charged, through a rate structure, for the transportation services received. The TWCF uses unit cost accounting to forecast and control costs and monitors monthly plans for key financial indicators such as cash, net operating results, and accounts receivable/payable against actual accounting data. Unlike profit-oriented commercial businesses, the TWCF strives to break even in prices charged to customers. Revenue from customers sustains the full cost and the continuous cycle of TWCF business operations.

4. <u>Planning and Programming</u>. USTRANSCOM's TWCF budget submission is submitted to, and approved by, the USD(C). CDRUSTRANSCOM (in a fiduciary role) works closely with the Military Departments (in their organize, train and equip role) to optimize and properly size TWCF manpower levels. USTRANSCOM negotiates closely with the Services to ensure manpower is planned, programmed and made available for assignment to TWCF activities. USTRANSCOM reimburses the Military Departments for the cost of TWCF

military positions; TWCF civilians are paid directly through the fund. TWCF activities are responsible to manage within Service military end strength ceilings.

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

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

ENCLOSURE R

DEFENSE ACQUISITION CAREER WORKFORCE
MAJOR FORCE PROGRAM SEVEN

1. Introduction. Reference ab provides for special management of a career Acquisition Corps within the Department of Defense.

2. Service Secretaries and DOD Component Responsibilities. Service Secretaries will provide education, training, and career development opportunities for members of their acquisition workforce. The heads of the DOD components with significant acquisition responsibility have similar responsibilities in their respective components.

3. Acquisition Career Management Responsibilities. The Under Secretary of Defense for Acquisition, Technology, and Logistics is charged by the Secretary of Defense to manage the DOD acquisition force.

     a. The Service Acquisition Executive is authorized to carry out the powers, functions, and duties of the Service Secretary to manage the acquisition corps within each Service.

     b. Directors of Acquisition Career Management assist Service Acquisition Executives in these responsibilities.

     c. Acquisition Career Program Boards run Acquisition Corps Selection Boards and perform the traditional community management functions of accession, training, education, and career development.

4. Joint Manpower Considerations

     a. Acquisition manpower authorizations are not externally controlled; they are not identified by an exclusive PEC; and they are not funded by another resource provider.

     b. Changes made to acquisition positions will be submitted through the normal JMP process.

     c. Services should coordinate proposed changes to acquisition positions with their respective Directors of Acquisition Career Management.

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ENCLOSURE S

REFERENCES

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b. DODI 1300.19, 31 October 2007, and Change 2, 16 February 2010, "Joint Officer Management Program Procedures"

c. Electronic Joint Manpower and Personnel System (eJMAPS), Users Guide, Version 7

d. Title 10, United States Code, sections 115, 115A, 153, 164-166

e. Title 10, United States Code

f. DOD 1312.1-I, March 2001, "Occupational Conversion Index"

g. DODI 1235.11, 24 May 2007, "Management of Individual Mobilization Augmentees (IMAs)"

h. DODI 1215.06, 7 February 2007, and Change 2, 24 December 2008, "Uniform Reserve, Training and Retirement Categories"

i. DODI 1205.18, 4 May 2007, "Full-Time Support (FTS) to the Reserve Components"

j. Allied Administrative Publication (AAP 16 (C)), "Manpower Policies and Procedures"

k. CJCSI 5130.01 Series, "Relationships Between Commanders of Combatant Commands and International Commands and Organizations"

l. CJCSI 1600.01 Series, "Charter for United States European Command NATO Manning Division"

m. JSI 5711.01 Series, "Action Processing"

n. Executive Order 12333, 4 December 1981, "US Intelligence Activities" (as amended by Executive Orders 13284 (2003), 13355 (2004) and 13470 (2008).

o. The Foreign Assistance Act of 1961 and the Armed Export Control Act

p. DOD 5105.38-M, 3 October 2003, "The Security Assistance Management Manual (SAMM)"

q. NSDD Number 38, 2 June 1982, "Staffing at Diplomatic Missions and their Constituent Posts"

r. DODI 5132.13, 9 January 2009, "Staffing of Security Cooperation Organizations (SCOs) and the Selection and Training of Security Cooperation Personnel"

s. Title 10, United States Code, section 138

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u. U.S. Special Operations Command Directive l-9, 22 May 1997, "USSOCOM Strategic Planning Process"

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x. DODD 5143.01, 23 November 2005, "Undersecretary of Defense for Intelligence"

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aa. DODI C-5105.81, 6 November 2008, "Implementing Instructions for DOD Operations at U.S. Embassies (U)"

ab. DODI 5100.73, 1 December 2007, and Change 1, 10 September 2009, "Major DOD Headquarters Activities"

ac. DepSecDef memorandum, 8 February 2010, "Combatant Command Management Headquarters Manpower Baseline"

ad. Title 10, United States Code, Chapter 87

ae. JSM 5100.01 Series, "Organization and Functions of the Joint Staff"

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Enclosure S

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GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AC	Active Component
ACO	U.S. Contribution to Allied Command Operations
ADOS	active duty operational support
ADT	active duty for training
AFSC	United States Air Force specialty code
AGR	Active Guard and Reserve
AMD	activity manning document
ASD (FMP)	Assistant Secretary of Defense (Force Management Policy)
ASD (HA)	Assistant Secretary of Defense (Health Affairs)
ASD (SO/LIC)	Assistant Secretary of Defense (Special Operations/ Low-Intensity Conflict and Interdependent Capabilities)
ASI	additional skill identifier
ASR	authorized strength report
AT	annual training
BES	budget estimate submission
C2	command and control
CBJB	Congressional Budget Justification Book
CBRN	chemical, biological, radiological and nuclear
CCA	Chairman of the Joint Chiefs of Staff (CJCS)-Controlled Activity
CDA	Congressionally-Directed-Actions
CDR	commander
CFY	current fiscal year
CMP	change manpower package
COM	chief of mission
CPA	Chairman's program assessment
CSA	combat support agency
DCI	Director of Central Intelligence
DCS	Defense Courier Service
DDS	Dynamic Distribution System
DepOpsDeps	Services deputy operations deputies
DHP	Defense Health Program

DIA	Defense Intelligence Agency
DIRMO	Defense Intelligence Resources Management Office
DJS	Director, Joint Staff
DMDC	defense manpower data center
DMRD	defense management resource decision
DOD	Department of Defense
DPG	Defense Program Guidance
DSCA	Defense Security Cooperative Agency
DWCF	Defense Working Capital Fund
EA	executive agent
EAIS	Enlisted Assignment Information System
EE	emergency establishment (NATO)
E-JMAPS	electronic-Joint Manpower and Personnel System
FCB	Functional Capabilities Board
FM	functional manager
FOUO	For Official Use Only
FTS	full-time support (USNR)
FY	fiscal year
FYDP	Future Years Defense Program
G/FO	general/flag officer
GDIP	General Defense Intelligence Program
GS	general skill
HQ	headquarters
IA	individual augmentee
IADB	Inter-American Defense Board (CCA)
IC	intelligence community
ICAOCs	Interim Combined Air Operation Centers
IDT	inactive duty training
IMA	individual mobilization augmentee
IMS	international military staff
IPL	integrated priority list
JDA	joint duty assignment
JDAL	Joint Duty Assignment List
JDAMIS	Joint Duty Assignment Management Information System
JFTC	Joint Force Training Center
JMAPS	Joint Manpower and Personnel System
JMD	joint manpower division
JMIP	joint military intelligence program
JMP	joint manpower program

JMPP	joint manpower and personnel program
JPP	joint personnel program
JSIN	Joint Staff information network
JSO	joint specialty officer
JSPS	Joint Strategic Planning System
JTAMDO	Joint Theatre Air and Missile Defense Organization (CCA)
JTD	joint table of distribution
JTF	joint task force
JTMD	joint table of mobilization and distribution
JUSMAG	Joint United States Military Advisory Group
JWC	U.S. Contribution to Joint Warfare Center
MBI	major budget issue
MC	military committee
MFP	major force program
MHC	management headquarters ceiling
MIB	Military Intelligence Board
MOS	military occupational specialty
MOU	memorandum of understanding
NAEW	NATO Airborne Early Warning
NAPMA	NATO Airborne Early Warning and Control Program Management Agency
NATO	North Atlantic Treaty Organization
NDC	NATO Defense College
NDU	National Defense University (CCA)
NFIP	National Foreign Intelligence Program
NQ	nonquota (NATO)
NSA	NATO Standardization Agency
NU	Nationality Undetermined (NATO)
OAIS	Officer Assignment Information System
OCIO	Office of the Chief Information Officer
OF	officer (NATO)
OMB	Office of Management and Budget
OpsDeps	Services operations deputies
OR	other ranks (NATO)
OSD	Office of the Secretary of Defense
PBD	program budget decision
PBG	program budget guidance
PCS	permanent change of station
PE	peacetime establishment (NATO)
PEC	program element code
PFY	past fiscal year

PM	program manager
PMAD	Personnel Management and Authorization Document
PMGM	program manager's guidance memorandum
POM	program objective memorandum
PPBE	Planning, Programming, Budgeting, and Execution
PSC	principle subordinate command
PSD	personnel services division
PSS	production support staff
QFR	questions-for-the-record
RC	Reserve Component
RDP	resource decision process
RIC	resource indicator code
RMD	resource management decision
SACT	U.S. contribution to Supreme Allied Command Transformation
SAMAS	The Structure and Manpower Authorization System
SC	NATO strategic command
SCO	security cooperation organization
SecDef	Secretary of Defense
SELRES	Selected Reserve
SES	Senior Executive Service
SIPRNET	SECRET Internet Protocol Router Network
SOC	special operations command
SOF	special operations forces
STRIKFORSOUTH	Naval Striking and Support Forces Southern Europe
SUIC	service unit identification code
TAADS-R	The Army Authorization Document System-Redesign
TDY	temporary duty
TFMMS	Total Force Manpower Management System
T/MR	Table of Manpower Requirements
TWCF	transportation working Capital Fund
UMD	unit manpower document
USC	United States Code
USD(C)	Under Secretary of Defense (Comptroller)
USDELMC	U.S. Delegation to the NATO Military Committee
USD (P&R)	Under Secretary of Defense for Personnel and Readiness
USLO	United States liaison officer
USMILREP	United States military representative
USNMR SHAPE	U.S. National Military representative Supreme Headquarters Allied Powers Europe
USSOCOM	U.S. Special Operations Command

USTRANSCOM   United States Transportation Command

VNC   Voluntary National Contribution (NATO)

WCF   Working Capital Fund
WG   wage grade

GLOSSARY

PART II—DEFINITIONS*

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

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

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

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

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

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

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

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

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

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

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

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

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

change manpower package. The document in E-JMAPS used to forward a change request. Also called CMP.

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

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

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

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

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

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

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

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

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

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

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

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

Electronic-Joint Manpower and Personnel System. The secure, Web-based system for the management of joint manpower and personnel. Also called E-JMAPS.

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

execution year. The current fiscal year.

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

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

full-time equivalent. Civilian FYDP end strength is measured in the budget in whole manpower spaces and full-time equivalents. In order to obtain an FTE, divide the total number of hours worked (or programmed) by the number of compensable hours in the fiscal year to obtain the FTE; e.g., 2000 hours worked/1000 compensable hours = 2 FTEs. Also called FTE.

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

Future Years Defense Program. The program and financial plan for the Department of Defense as approved by the Secretary of Defense. The FYDP

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

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

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

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

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

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

joint activity. An activity, operation, or organization in which elements of more than one Military Department of the United States, as reflected in joint manpower program documents, perform joint missions under the auspices of

OSD, the Chairman of the Joint Chiefs of Staff, or the commander of a combatant or combined command.

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

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

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

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

joint manpower program. The document that reflects an activity's mission, functions, organization, current and projected manpower needs, and, when applicable, its required mobilization augmentation. A recommended joint manpower program also identifies and justifies any changes proposed by the

commander/director of a joint activity for the next 5 fiscal years. Also called JMP. (Joint Pub 1-02.)

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

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

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

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

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

joint table of mobilization distribution. A manpower authorization document that identifies the organization of the peacetime structure and the additional positions required to augment the existing positions on the JTD in time of mobilization. Also called JTMD.

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

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

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

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

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

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

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

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

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

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

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

mobilization. 1. The act of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve Components, as well as assembling and organizing personnel, supplies, and materiel. Mobilization of the Armed Forces includes, but is not limited to, the following categories: (1) selective mobilization -- expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack; (2) partial mobilization -- expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security; (3) full mobilization -- expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, as well as all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security (Reserve personnel can be placed on active duty for the duration of the emergency plus 6 months); and (4) total mobilization -- expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security. Also called MOB. (Joint Publication 1-02.)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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