UNITED STATES ARMY

THE CHIEF OF STAFF

JUL 10 2008

MEMORANDUM FOR DISTRIBUTION WITH HQDA MANNING GUIDANCE

SUBJECT: HQDA Active Component Manning Guidance for FY 2008-2010

1. The enclosed manning guidance reflects my manning strategy for the Army over the next 18-24 months—the period during which we will complete our growth and begin to bring ourselves back in balance.

2. Our efforts to transform the force while fighting this war have resulted in near-term personnel shortages across the non-deployed elements of our Army. Over the next two years we know we will not meet everyone's needs. This guidance reflects my priorities to get us through this tough period. We will progressively expand our ability to bring all units to their appropriate level of fill by 2011. By then we will have completed our growth and 98% of our modular reorganization, giving us the 21st Century Army we have been building for the last four years.

Encl

GEORGE W. CASEY, JR.
General, United States Army

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF G-1
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WASHINGTON DC 20310-0300

REPLY TO
ATTENTION OF

DAPE-MP

JUL 10 2008

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: HQDA Active Component (AC) Manning Guidance for Fiscal Years (FY) 2008-2010

1. Purpose: Establish AC manning priorities and associated manning floors for the remainder of FY 2008 thru FY2010.

2. Scope. Winning the Global War on Terrorism (GWOT), in an environment of persistent conflict and Army modular Transformation, remains the Army's top priority. Manning initiatives, priorities and actions are designed to support this environment. Personnel allocation decisions rely heavily on whether a unit is deployed, preparing to deploy, or not deployed. The purpose of this memorandum is to provide clear and definitive guidance on how the Army will be manned while operating during this period of persistent conflict, with significant officer and selected enlisted MOS skill shortages. The manning guidance contained in this memorandum supersedes HQDA Active Component Manning Guidance for Fiscal Year 2007, dated 1 March 2007.

3. Manning Environment.

a. The Army is entering its seventh year of persistent conflict, and operational demand continues to outpace supply. Most Brigade Combat Teams (BCTs) are experiencing their third or fourth combat rotations, with unit dwell periods at approximately one year. In addition, the Army is experiencing an increasing percentage of non-deployable Soldiers, which degrades deployed strength and necessitates the over-manning of BCTs. Individual Soldier dwell challenges will continue to rise during FY 2008-2010, adding additional complexity to the challenge of efficiently managing the force, especially in regards to low density/high demand critical skills specialties. Emerging requirements (i.e. Transition Teams, Worldwide Individual Augmentation System (WIAS), Joint Manning Document (JMD) and modular headquarters conversion requirements) will continue to challenge the inventory of senior grade personnel both officers and NCOs. The Army's officer inventory is projected to remain short captains and majors in the FY 2008-2010 period. Shortages also exist in specific warrant officer and enlisted specialties.

b. While approved MTOE and TDA documents indicate personnel authorizations by skill and grade, the current AC manning environment precludes Army Human Resources Command (AHRC) from manning all authorizations to the documented grade and skill. Commanders must understand this friction and accept that some personnel authorizations must be filled with substitutions or not at all.

4. Responsibilities.

a. The Office of the Deputy Chief of Staff, G-1, Director of Military Personnel Management (DAPE-MP), is responsible for formulating, coordinating, publishing and oversight of the AC Manning guidance.

b. The Office of the Deputy Chief of Staff, G-3 provides visibility:

(1) Of all units projected to deploy, by Unit Identification Code (UIC), as early as possible but NLT six months prior to the Latest Arrival Date (LAD), to AHRC.

(2) Of all Mission Readiness Exercise (MRE) or Mission Rehearsal Exercise (MRX) schedules, as early as possible but NLT six months prior to MRE/MRX, to AHRC.

(3) Of all units projected to assume special mission requirements such as GRF, CCMRF and PTDO, that may warrant a higher priority as early as possible but NLT six months prior to unit assumption of mission, to AHRC.

c. The Commander, US Army Human Resources Command (AHRC):

(1) Implements the AC Army Manning Guidance.

(2) Conducts necessary coordination with deploying and redeploying brigades to maximize readiness and to facilitate the meeting of applicable reset goals.

d. Commands/Unit Commanders/Installation Commanders:

(1) Implement and adhere to the AC Army Manning Guidance outlined in this document, to include implementing applicable initiatives to mitigate manning shortages.

(2) Provide AHRC with a list of deploying BCTs, Multi-Functional and Functional Support Brigades and Operational Headquarters by UIC as early as possible but NLT six months prior to the MRE/MRX start date established by the DCS, G-3/FORSCOM.

(3) Provide AHRC with a list of other deploying units at the battalion, company, or detachment level by UIC as early as possible but NLT six months prior to LAD as

established by the DCS, G-3/FORSCOM. If inside the six month window, notify AHRC within 48 hours of the unit receiving a Deployment Order (DEPORD).

(4) Ensure Soldiers arriving at their installation/theater are assigned to the organization designated by AHRC IAW the pinpoint assignment information and special instructions on each Soldier's orders. Deviations must be approved by AHRC.

(5) Cross-level Soldiers in deploying units/UICs to ensure all deploying elements not directly managed by AHRC are sufficiently manned as outlined in paragraph 5 below. If cross leveling cannot achieve the specified floors established in paragraph 5, Commands must notify AHRC.

(a) Parent Brigade level Headquarters are responsible for ensuring fill of their co-located subordinate units.

(b) AHRC will fill geographically separated/dispersed elements from the Parent Brigade Level Headquarters through inbound assignments or by cross-leveling on the installation.

(6) Ensure units are updating their eMILPO Non-Available Deployment Tracking Module for each assigned or attached Soldier. eMILPO non-availability Soldier coding should match the non-available Soldiers carried in the monthly Unit Status Report (USR) IAW AR 220-1. Ensure units are executing timely and accurate eMILPO updates of Soldiers' individual dwell time.

(7) Soldiers in a temporary non-deployable status (not including Warriors in Transition) should remain with the unit until they are deployable again, performing rear detachment duties commensurate with their duty limitations. Permanently non-deployable Soldiers should be cross-leveled on the installation. If no such cross-leveling assignment is available on the installation, then coordinate with AHRC for reassignment to another installation. Coordinate reassignment actions with AHRC if movement is between Commands.

(8) Utilize Warrior Transition Units (WTUs) when appropriate. Specific guidance is contained in the Warrior Transition Unit Consolidated Guidance located at http://www.armyg1.army.mil/wtu/docs/WTUConsolidatedGuidanceAdministrative.pdf.

(9) Reassign deployable Soldiers performing rear detachment/garrison duties to deploying units to the maximum extent possible.

(10) Utilize non-deployable Soldiers to perform rear detachment duties when possible, in order to maximize employment of deployable personnel.

(11) Ensure Soldiers deploying have the appropriate dwell time IAW current policies. Exceptions to dwell time requirement must be approved by the first General Officer in the chain of command.

(12) Ensure officers and enlisted personnel comply with AHRC assignment instructions. Commands will comply in circumstances that require Soldier curtailment from overseas duty assignments. The meeting of Army manning priorities is contingent on AHRC's ability to manage and move individual Soldiers. AHRC has final approval authority over deviations to assignment instructions.

(13) Mitigate manning shortages. Commanders must utilize the following mitigation strategies within the current manning environment to improve unit readiness:

(a) Utilize officer substitutions within the same grade, one grade lower or one grade higher where possible to fill shortages.

(b) Utilize enlisted substitutions within the same grade, one grade lower or two grades higher to fill shortages.

(c) Maximize grade and MOS substitution to fill critical needs.

(d) Fill vacant AC positions with Individual Ready Reserve (IRR) and Retiree Recall personnel.

5. AC Manning Priorities.

a. The following describes the manning priority categories and fill percentage expectations for both enlisted and officer personnel fill. Percentages are based on the authorizations in the Personnel Management Authorization Document (PMAD).

(1) FY 2008-2010 Manning Priority Categories and Standards:

Deployers (Manning Goal ≥ 100% Assigned)			
GRF/PTDO BCTs Transition Teams Deploying Units: See Specified Policy	USCENTCOM MNF-I MNC-I MNSTC-I CSTCA	ARCENT HQ 93% Special Mission Units USASOC USSOCOM	
Priority Missions (Manning Goal 90% - 100% Assigned)			
USAFRICOM HQ* PMS Recruiters* USAREC Co CDRs* Drill Sergeants*	IET CDR/XO* WTU Cadre* TT Training BDE* USA Element WHCA NATO PE JIEDDO	Old Guard AETF (5/1AD) JTF-GTMO RTB EUSA (-OCPK) ARNORTH	CCMRF BCT* 20th Support Command (Chemical, Biological, Radiological, Nuclear, or High Explosive [CBRNE])
*Will be manned at 100%			
Remainder of Units (Filled in accordance with available Army inventory)			

(2) FY 2008-2010 Deployers Category Specified Policy:

(a) This document provides specified grade band fill for Deployers.

(b) Deploying Brigade Combat Teams (BCTs):

(1) ≥90% assigned at MRE/MRX-45 days (Specified Fill: ≥80% FG fill; ≥80% CPT/LT fill; ≥80% MSG/SFC fill)

(2) 105% assigned enlisted strength at LAD-90 days

(3) 95% assigned officer strength at LAD-90 days

(4) Commanders must manage non-deployable Soldiers to maintain 95% deployed strength.

(c) Deploying Combat Aviation Brigades (CABs):

(1) ≥90% assigned at MRE/MRX-45 days (Specified Fill: ≥80% FG fill; ≥80% CPT/LT fill; ≥80% MSG/SFC fill)

(2) 100% assigned strength at LAD-90 days

(3) Commanders must manage non-deployable Soldiers to maintain 90% deployed strength.

(d) Deploying Multi-Functional and Functional Support Brigade Headquarters and Operational Headquarters with an MRE/MRX (Minus Sustainment BDEs and ESC/TSC HQs):

(1) ≥85% assigned at MRE/MRX-45 days (Specified Fill: ≥70% FG fill; ≥80% CPT/LT fill; ≥80% MSG/SFC fill)

(2) 100% assigned at LAD-90 days

(3) Commanders must manage non-deployable Soldiers to maintain 90% deployed strength.

(e) Deploying Sustainment Brigade Headquarters and Operational Headquarters (ESC/TSC) with an MRE/MRX:

(1) ≥80% assigned at MRE/MRX-45 days (Specified Fill: ≥70% FG fill; ≥75% CPT/LT fill; ≥75% MSG/SFC fill)

(2) 95% assigned at LAD

(3) Commanders must manage non-deployable Soldiers to maintain 85% deployed strength.

(f) All other deploying units not listed previously at the battalion, company, or detachment level:

(1) 95% assigned at LAD

(2) Commanders must manage non-deployable Soldiers to maintain 85% deployed strength (ensured by higher HQs and/or Installation).

(g) External (AHRC-sourced) Transition Teams will be filled to 100% assigned strength.

(1) Requirements will be filled with maximum specialty and MOS substitution flexibility. Deploying teams will have varying degrees of substitution based upon available inventory.

(2) No Soldier or officer will deploy for more than one involuntary Transition Team tour.

(h) GRF/ PTDO designated units will be filled to 100% assigned strength by the date the unit assumes the mission. Fill percentage is predicated on AHRC having notice six months prior to assumption of mission date. No notice changes to GRF/PTDO missions will require a minimum of 120 days from notification to AHRC for the unit to be filled to 100% assigned strength.

(3) FY 2008-2010 Priority Missions Category Specified Policy:

(a) Transition Team Training Brigade Cadre will be filled to 100% assigned strength. It is the goal of AHRC to fill 30% of authorized E6/E7/E8 and CPT/MAJ Cadre billets with personnel who have had a previous Transition Team assignment.

(b) CCMRF designated units will be filled to 100% assigned strength by the date the unit assumes the mission. Fill percentage is predicated on AHRC having notice six months prior to assumption of mission date. No notice changes to CCMRF missions will require a minimum of 120 days from notification to AHRC for the unit to be filled to 100% assigned strength.

(c) ADVON for designated new build BCTs (# 44, 46, 47 and 48) will be filled at 80-100% of HQDA approved ADVON model. Additional fill will be IAW requisite EXORDs. Restationing units will work with AHRC to designate ADVONs out of existing unit resources.

(4) FY 2008-2010 Remainder of Units Category Specified Policy:

(a) Filled in accordance with available Army inventory. Not all commands within this category will be manned at the same level.

(b) Goal is to increase fill of Generating force units to ≥80% assigned strength by the beginning of FY11.

b. Deploying Forces:

(1) Units will not exceed 105% assigned strength.

(2) Stop Loss/Stop Move (SL/SM) will be implemented 90 days prior to the Earliest Arrival Date (EAD) and remain in effect up to 90 days after redeployment IAW applicable published guidance. Deletion of assignments and deferments of reenlistment assignments that have report dates in the SL/SM window (D-90 to R+90) will occur upon unit coordination with AHRC IAW applicable published guidance. AHRC has final approval authority over deviations to assignment instructions.

(3) Deployed and deploying units will experience shortages in certain officer, warrant officer and enlisted specialties and grades where Army inventory cannot support 100% fill. Deploying units will be manned at the same level as other deploying units in shortage specialties based upon the available distributable inventory.

c. Redeploying Forces: Soldiers assigned to redeploying units are stabilized for 90 days following redeployment in accordance with applicable SL/SM guidance and current RESET model. Soldiers designated for assignment are not required to report to their new assignment until after their stabilization period. Exceptions will be limited to critical transformation assignments and actions in which Soldiers volunteer to depart early with a LTC commander's approval for enlisted and Colonel-level approval for officers IAW SL/SM guidance.

d. RESET Pilot:

(1) HQDA began conducting a RESET pilot test of eight active component (AC) units in Dec 2007. RESET pilot units include 4/25 IBCT, 82d CAB, 43rd ASG HQ, 2/82 IBCT, 1/3 HBCT, 82d Div HQ, 864 Eng Bn, and 173d IBCT. Additional units will be added to the pilot.

(2) Parent brigade level headquarters will manage personnel reset of echelon below brigade units IAW personnel reset guidelines.

(3) RESET Pilot Unit Specified Policy:

(a) ≥80% assigned enlisted 42A/92Y from Return through Return +180 days (R+180).

(b) Officers and MSG/SFC ≥70% assigned as soon as possible after Return but NLT R+180.

(c) ≥80% assigned and ≥75% Senior Grade (SGT and above) at R+180.

(d) Level of fill beyond R+180 IAW paragraph 5.a.(2) above.

(4) HQDA G-3 will continue to publish additional information and guidance regarding the HQDA RESET Pilot test and its application throughout the Army. Our goal is to eventually RESET all brigade-sized units IAW the manning goals outlined in paragraph 5.d.(3) above.

e. The Lifecycle Manning Model and ARFORGEN Focused Manning Model:

(1) ARFORGEN Focused Manning will replace the current Lifecycle Manning Model and remain effective until there is a return to a BOG/Dwell ratio of 1:2.

(2) ARFORGEN Focused Manning is event-driven and applies to all brigade-sized units. Units will be manned and prioritized based on deployment (LAD), major training exercises (MRE/MRX), and redeployment (Return) dates at levels depicted in paragraph 5.a.(2) above.

(3) ARFORGEN Focused Manning Specified Policy:

(a) Unit Manning cycles will begin at Return + 91 days, continue through the next deployment, and end at Return + 90 days.

(b) AHRC and units will begin coordination at Return – 180 days.

(c) The manning goal for these units is ≥80% assigned fill at Return + 180 days.

(d) After Return + 180 days, AHRC will man units IAW the guidance contained in this document.

(1) For units with LADs, manning standards will vary by unit type but will be tied to MRE and LAD. AHRC will maximize the number of newly assigned Soldiers with sufficient retainability to meet the timeline of the pending deployment.

(2) For units without LADs, manning will be based on available inventory IAW priorities contained in this document. These units will be maintained by means of the Individual Replacement System. AHRC will assign Soldiers who meet the service retainability requirement for assignments to CONUS units or meet the overseas tour length requirement for OCONUS units, as outlined in AR 614-30, Overseas Service.

(e) Stabilization will be achieved through application of RESET manning policies and current stop loss/stop move policy. Units will continue to receive individual replacements as needed throughout the manning cycle.

(f) Units currently under Lifecycle Manning will complete their lifecycle during their next RESET Phase 2 period, and then transition to ARFORGEN Focused Manning.

f. FY 2008-2010 Modular Conversion Specified Policy:

(1) Army Service Component Commands (ASCCs) undergoing modularity or otherwise experiencing growth will be filled at the following percentages at E-Date/IOC:

(a) OCP-Korea: 70% assigned (minimum 55% officer* and 100% enlisted)
(b) USARPAC: 60% assigned (minimum 40% officer and 80% enlisted)
(c) USAREUR: 60% assigned (minimum 40% officer and 80% enlisted)
(d) USARSO: 60% assigned (minimum 40% officer and 80% enlisted)
(e) SETAF: 60% assigned (minimum 40% officer and 80% enlisted)

*Goal is to reach 55% officer fill NLT January 2009

(2) Future fill and FOC will be based on available Army inventory.

g. Army Medical Department (AMEDD) MTOE units are subject to the same manning guidance as prescribed for similar type units. The AMEDD will continue to use the Professional Filler System (PROFIS) for deployed and deploying units with designated PROFIS positions as reflected in the Medical Operational Data System (MODS).

6. Personnel Supplemental Fill (Passbacks). Passback is the process for the Reserve Components (RC) to request AC personnel to fill RC shortages.

a. Manning levels for RC deployed units should not exceed AC deployed fill rates through the use of Passbacks.

b. Requirements for shortage skills passed back from the RC to the AC will be filled at a percentage consistent with the average for deployed AC units. For instance, if 35F NCO fill of deployed AC units is 85%, then RC units will not be filled higher than 85% using "passback" 35F AC Soldiers.

7. This guidance is effective immediately. Changes and supplements to this guidance will be published as required.

GINA S. FARRISEE
Brigadier General, GS
Director of Military
Personnel Management

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