



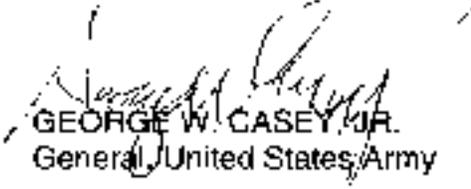
UNITED STATES ARMY
THE CHIEF OF STAFF

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The enclosed manning guidance reflects my manning priorities and strategy for the Army through Fiscal Year (FY) 2011.

Fiscal Year 2011 will be a transition year as we move toward implementation of ARFORGEN aim points in FY 2012. This transitional Manning Guidance will provide interim aim points, based on assigned strength, for deploying units. Our Army has undergone major transformation and will continue to require the resources and manpower to complete these projects; however, winning the nation's wars remains our top priority.

End


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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: HQDA Active Component (AC) Manning Guidance for Fiscal Year (FY) 2011

1. Purpose. The purpose of the Army Manning Guidance is to establish AC manning priorities, manning goals, and responsibilities at all levels for the accomplishment of these goals.

2. Scope. The Army remains in an environment of high demand with critical shortages preventing the meeting of all manning requirements. Manning priorities, strategies, and goals are designed to support our Army in this environment. Personnel distribution decisions continue to be a function of a unit's mission and deployment status: deployed; preparing to deploy; or not expected to deploy. FY 2011 will be a transition year as we move toward implementation of ARFORGEN Interim Aim Points in FY12. This transitional Manning Guidance will provide Transitional Aim Points, based on assigned strength, for deploying units. Based on our successful rebalancing of the force and a projected decrease in demand, we expect to be positioned to begin implementing ARFORGEN Interim Aim Points in 2d Quarter FY12. The manning guidance contained in this memorandum supersedes HQDA Active Component Manning Guidance for Fiscal Years (FY) 2008-2010, dated 10 July 2008.

3. Manning Environment.

a. We need an Army that is a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces for Full Spectrum Operations and to hedge against unexpected contingencies – at a tempo that is predictable and sustainable for our all-volunteer force. To achieve this, we must continuously adapt our force and the institutions that support and generate it.

b. The Army is in its ninth year of persistent conflict, and operational demand continues to exceed the available supply.

(1) Sustained stress on the force has contributed to an increasing percentage of non-available Soldiers, degrading deployed strength, necessitating the over-manning of deploying units, and requiring units to work with their Soldiers early and often in their Army Force Generation (ARFORGEN) cycle in order to return Soldiers to an available status.

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(2) Individual Soldier dwell challenges will continue and must be managed at the individual level, especially for low density/high demand critical skill specialties.

(3) Emerging requirements (e.g., Transition Teams; Advisory and Assistance Brigades [AAB]; Modular Brigades augmented for Security Force Assistance [MB-SFA]; Joint Manning Documents [JMD]; and other requirements managed via the Worldwide Individual Augmentation System [WIAS]) create added friction in manning, especially at the senior grade levels – both officer and noncommissioned officer (NCO).

(4) The officer inventory is currently projected to remain short majors through FY 2023, but the Army is reviewing options to balance requirements and inventory. Shortages also exist in specific warrant officer and enlisted specialties.

(5) Intermediate Level Education (ILE) graduation schedules (summer and winter) will continue to dictate the arrival of ILE-qualified majors to the force.

c. The Army's manning strategy has been adapted to meet the requirements of ARFORGEN in order to ensure a continued supply of trained and ready units to Combatant Commanders. The Army will accept shortfalls in the Generating Force, units not designated as "Priority Missions," and units not in designated ARFORGEN force pools in order to ensure the capability of deployed and deploying units.

(1) The reduction of the use of Stop Loss has created additional demand for replacements in deployed and deploying units.

(2) The approved Temporary End Strength Increase of 22K will assist in the over-manning of deploying units (Skill Level 10/20) as outlined in this guidance to offset non-available Soldiers and Army losses in units deploying without Stop Loss. AHRC will man deploying Brigade Combat Teams (BCT) between 105% and 110% enlisted strength prior to Latest Arrival Date (LAD) in order to achieve minimum deployed strength of 95%. BCT fill at LAD is dependent upon the applicable theater casualty package and number of replacements required for projected ETS/retirement losses between LAD and LAD + 180 days.

(3) Despite this temporary increase, we do not have the luxury of allowing any unit to exceed the prescribed level of fill outlined in this manning guidance. In particular, we must ensure that commands do not retain Soldiers in excess of their authorized strength or prescribed manning priority. Army Human Resources Command (AHRC) does not assign excess to units, and when such conditions exist AHRC will work with the unit to release excess Soldiers for other Army requirements.

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d. The Personnel Management Authorization Document (PMAD) is derived from approved Modified Table of Organization and Equipment (MTOE) and Table of Distribution and Allowances (TDA) documents and indicates personnel authorizations by grade and skill. AHRC attempts to fill all units to the authorized skill and grade.

(1) The current manning environment precludes 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 grade/skill substitutions or not at all. Authorized grade and skill substitutions will be in accordance with DA Pam 611 21 and/or the current MOS Substitution Message (ALARACT 234/2009).

(2) JMDs and other requirements approved by the Army G-3 but not documented on unit MTOEs or TDAs are also filled in accordance with the grade and skill that is validated by the G-3.

(3) MTOE and TDA updates are reflected in the PMAD. However, fill of new authorizations will be dependent on existing priorities and available inventory.

e. AHRC will resource only documented requirements, defined as MTOE, TDA, validated JMD requirements, validated W AS requirements, and other requirements as validated by the Army G-3. The Army G-3 will establish the fill priority for emerging requirements in relationship to existing priorities contained in this guidance.

(1) Request for Forces (RFF) requirements that exceed documented MTOE/TDA authorizations will not be sourced by AHRC, except as validated by the Army G-3.

(2) By Name Requests (BNR) that are not designated for a documented/validated requirement will not be supported.

(3) Approved documentation/validated requirements that are approved late will be supported on a timeline that provides sufficient time for a Soldier and his or her Family to move.

(4) Commanders must take the lead to ensure legitimate requirements are validated through HQDA and establish realistic expectations within their commands for fill of emerging requirements.

f. Soldier availability and medical readiness status are increasingly significant in making unit manning and personnel assignment decisions. Soldiers with a Medical Readiness Classification (MRC) code of 1, 2, and 4 are considered eligible for AHRC assignment to deploying units. Soldiers with an MRC code of 3A (condition can be

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corrected within 30 days) are considered eligible for AHRC assignment to deploying units provided the report date is at least 90 days prior to the unit's scheduled deployment (LAD) or after the unit's redeployment. Soldiers with an MRC code of 3B (condition requiring more than 30 days to correct) are not eligible for AHRC assignment to deploying units. MRC codes will not restrict AHRC assignment to non-deploying units whether MTOE or TDA.

4. Responsibilities.

a. Core Enterprise Forums. With the Enterprise approach to manning, equipping and training the Army, there is an opportunity to identify unique solutions to our current manning environment. The Army G-1 and AHRC welcome the opportunity to involve all key stakeholders to leverage efficiencies that will improve readiness across the force, reduce the stress on our Formations/Soldiers/Families, and ensure we continue to sustain a premier fighting force.

b. The Commander, Army Medical Command (MEDCOM) ensures timely and accurate update of Medical Protection System (MEDPROS) data at the point of service.

c. The Office of the Deputy Chief of Staff, G-1, Directorate of Military Personnel Management (DAPE-MP), is responsible for formulation, coordination, publication and oversight of the AC Manning Guidance.

d. The Office of the Deputy Chief of Staff, G-3/5/7 provides visibility to AHRC:

(1) Of all units projected to deploy, by Unit Identification Code (UIC), as early as possible but Not Later Than (NLT) six months prior to LAD.

(2) Of all Collective Training Exercise (CTE) schedules for BCTs, Combat Aviation Brigades (CABs), Functional/Multi-Functional Support Brigades, Division/Corps Headquarters, and Sustainment Headquarters, as early as possible but NLT six months prior to CTE.

(3) Of all units projected to assume special mission requirements that may warrant a higher priority, such as Global Response Force (GRF), Prepare to Deploy Order (PTDO), and CBPNE Consequence Management Response Force (CCMRF), by task organization and UIC, as early as possible but NLT six months prior to unit assumption of mission.

(4) Of validated emerging/undocumented requirements, to include priority of fill and identification of bill payers as applicable.

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(5) Of MTOE, TDA, and JMD updates.

(6) Of the current Integrated Requirement Priority List (IRPL).

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

(1) Implements the HQDA AC Manning Guidance. AHRC "business practices" for manning the Army with the highest level of personnel as soon as possible will continue.

(2) Balances the needs of the Army with the professional development needs of Soldiers and the personal needs of Soldiers and Families.

(3) Will ensure airborne units are given first priority of assignment of airborne qualified personnel in accordance with the IRPL priority provided by the DCS, G-3/5/7.

f. Commanders at all levels:

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

(2) Screen, identify, properly code, and work to resolve Soldiers with both temporary and permanent non-available conditions, returning as many of them as possible to an available status as soon as possible. The goal is no more than 10% of a unit's population in a non-available status to ensure deployable strength of 95%. Soldier Readiness Program (SRP) checks must be done early and often in the ARFORGEN cycle, with a final SRP conducted within 60 days of LAD.

(a) Update the eMILPO Non-Available Deployment Tracking Module with all applicable non-available codes for each assigned or attached Soldier.

(b) In coordination with supporting MEDCOM activities, ensure MEDPROS data is accurate and current for each assigned or attached Soldier. Proper maintenance of MEDPROS data will ensure accuracy of Soldier MHC codes, which will be used by AHRC to determine a Soldier's medical availability for assignment to deploying units.

(c) Ensure availability coding in eMILPO and MEDPROS matches the availability coding in the monthly Unit Status Report (USR) in accordance with AR 220-1.

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(3) Retain Soldiers in a temporary non-available status (not including Warriors in Transition) in their assigned units until they are available again. Permanently non-available Soldiers should be cross-leveled on the installation to a unit not scheduled for deployment. If no such cross-leveling assignment is available on the installation, units should coordinate with AHRC for reassignment to another installation.

(4) Senior Commander (SC) has the authority to divert inbounds within the installation to meet immediate readiness requirements of deployed or deploying units. Commanders exercising Training and Readiness Authority (TRA) have the authority to cross-level personnel between their collocated units to meet readiness requirements of deployed and deploying units. AHRC will be notified of all diversions. Coordinate reassignment actions with AHRC if movement is between Army Commands. SCs are responsible for mitigating shortages created by diversions. When diversions create critical shortages and for all other actions requiring AHRC involvement, units must provide AHRC sufficient time to reassign a Soldier (minimum 30 days) and/or provide a backfill (minimum six months).

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

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

(7) Ensure units are completing timely and accurate eMILPO updates of Soldiers' individual dwell time. Ensure deploying Soldiers meet dwell time requirements in accordance with current policies. Exceptions to dwell time requirements must be approved by the first General Officer in the Soldier's chain-of-command.

(8) Enforce officer professional development timelines in accordance with DA PAM 600-3 with respect to company command time (12 to 18 months) and time in Key and Developmental (KD) positions (18 to 24 months).

(9) Provide AHRC with a list of deploying BCTs, CARs, Functional/Multi-Functional Support Brigades, Division/Co ps Headquarters, and Sustainment Headquarters by UIC as early as possible but NLT six months prior to the CTE start date established by Forces Command (FORSCOM).

(10) Provide AHRC with a list of all other deploying units at the battalion, company, or detachment level by UIC as early as possible but NLT six months prior to LAD. If inside the six-month window, notify AHRC within 48 hours of the unit receiving a Deployment Order (DEPOD).

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(11) Ensure Soldiers arriving at an installation/theater are assigned to the organization designated by AHRC in accordance with the pinpoint assignment information and special instructions on each Soldier's orders. Deviations must be coordinated with AHRC, except as outlined in paragraph 4.f.(4) above.

(12) Ensure all Soldiers comply with AHRC assignment instructions. Commands will comply in circumstances that require Soldier curtailment from overseas duty assignments. The Army's ability to meet manning goals in accordance with priorities is contingent on AHRC's ability to manage and move individual Soldiers. AHRC has final approval authority over deviations to assignment instructions, except as outlined in paragraph 4.f.(4) above.

(13) Cross-level Soldiers in deploying units/UICs to ensure all deploying elements not directly managed by AHRC (below brigade level) are sufficiently manned as outlined in this guidance. If cross-leveling cannot achieve the specified goals established in this guidance, commands must notify AHRC NLT six months prior to LAD.

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

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

(14) 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>.

(15) Mitigate manning shortages. Within the current manning environment, commanders must utilize the following mitigation strategies 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 Military Occupational Specialty (MOS) substitution to fill critical needs.

(d) Fill vacant AC positions with Retiree Recalls where appropriate.

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(e) Work to "grow" Sergeants (E-5).

(f) Special Mission Units (SMU) will utilize officer and enlisted substitutions within the same grade, one grade lower or one grade higher where possible to fill shortages. SMUs will maximize MOS substitution to fill critical needs. SMUs will provide AHRC Special Management Division (SMD) a critical mission needs statement when pursuing Soldiers in an Army shortage MOS.

(g) SCs coordinate with AHRC as necessary to address shortages that cannot be resolved on the installation.

(16) Select and schedule for training Soldiers as needed to fulfill special skill requirements not resident in the unit (e.g. aviation maintenance).

5. AC Manning Priorities.

a. Table 1 describes the manning priority categories and fill percentage goals for both enlisted and officer personnel fill. Percentages are measured against the authorizations in the Personnel Management Authorization Document (PMAD). Within each category, all units are represented in alphabetical order; listing does not imply prioritization within a category.

(1) FY 2011 Manning Priority Categories and Standards:

Deployers / DFF-Level Manning (see Note 1)			
(Manning Goal ≥ 100% Authorized)			
AAB/M 387 A Augmental Co	6th ABCT	Special Mission Units	JECENTDOM HQs
AF-AK-100s	6th MA	TF Patriot	JEFOR A
ARCLN 10 (31st)	6th LP	TF 4th	JESDOM
CSIC-A	PT 1001s	Transit Teams	JASOC
Deploying Units			
See Support Policy			
Priority Missions / CEF-Level Manning (see Note 2)			
(Manning Goal 90% - 100% Authorized)			
AETF	EUSA (3rd Army HQs)	OC Guard	Wf, JCEY
ARNCPT-1	ILTC 20000	PMST	30th Infantry Brigade
COMBAT Center	JIFDNC	Facilities	20th Support Spt H-C
COCCM MI-C Base/ln	JTF-GTYO	FIC	IC/Chemical, Biological,
Contingency Support	Mobile Theater/Trains	USA Fleet/WHCA	Radio/Signal, Nuclear,
Training (OSDF)	Quads (WRTOV)	USA RED Co-CDRs	or High Explosive
Unit Support (A&E) (Infantry Support)	RA TOAF	USFI	(CBF/NE)
Will be manned as DIA			
Remainder of Units			
(Fill needs range will vary by Army (word of))			
<p>Note 1: Deployment Capabilities (see OSDF). Available units are listed to execute planned operations requirements and those currently executing deployment. The FY 2011 Manning Guidance will allow 2011-level manning priorities.</p> <p>Note 2: Contingency/Operational Units (COU). Reserving units in DFF. Available Units (Unit) are organized to meet operational tasks and that agency requirements. These units are capable of rapid deploy, but are not yet alerted to deploy. The FY 2011 Manning Guidance will define CEF-level manning priorities.</p>			

Table 1

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(2) FY 2011 Deployers Category Specified Policy:

(a) Beginning in 2d Quarter FY 2012, ARFORGEN Interim Aim Points will be Return-based metrics and apply to both deploying (DEF) and contingency (CEF) units.

(b) During FY 2011, Transitional Aim Points will be LAD-based metrics and apply to deploying (DEF) units. Deployers will be manned in accordance with ARFORGEN Manning policy as outlined in this guidance. Deployers will be manned to appropriate levels based on their rotation through the designated ARFORGEN Force Pools: RESET; Train/Ready; and Available.

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

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

(2) AHRC will not involuntarily assign a Soldier to more than one tour as a combat advisor (Transition Team or BCT Augmentation).

(3) The appropriate theater of operations must replace operational losses internally. If an in-theater replacement is not available, the appropriate headquarters may request replacements via WIAS. Effective with the transition of the Transition Team Training Mission to Fort Polk (as of 1 September 2009), there is no Transition Team replacement bench.

(d) Advisory and Assistance Brigade (AAB) and Modular Brigade augmented for Security Force Assistance (MB-SFA) Augmentation will be filled to 100% authorized strength.

(1) Augmentation teams will have varying degrees of officer substitution based upon available inventory.

(2) AHRC will not involuntarily assign a Soldier to more than one tour as a combat advisor (Transition Team or BCT Augmentation).

(a) Global Response Force (GRF) units designated by HQDA EXORD will be filled to 100% authorized strength by the assumption of mission date specified in the order.

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(1) Fill percentage is predicated on AHRC having notice six months prior to assumption of mission date as well as available inventory.

(2) In the event of no-notice changes to GRF missions, AHRC requires a minimum of 120 days from notification to fill the unit to 100% authorized strength.

(3) Army G-3 must identify all active component UICs comprising the GRF. Subordinate elements belonging to other than the GRF mission headquarters must be given priority of fill by their higher headquarters. Parent brigade-level headquarters are responsible to ensure, through priority of fill and cross-leveling, that subordinate elements belonging to other than the GRF mission headquarters are filled to 100%.

(f) Prepare to Deploy Order (PTDO) units designated by HQDA EXORD will be filled to 100% authorized strength by the assumption of mission date specified in the order.

(1) Fill percentage is predicated on AHRC having notice six months prior to assumption of mission date as well as available inventory.

(2) In the event of no-notice changes to PTDO missions, AHRC requires a minimum of 120 days from notification to fill the unit to 100% authorized strength.

(3) Parent brigade-level headquarters are responsible to ensure through priority of fill and cross-leveling that subordinate elements below brigade level are filled to 100%.

(3) FY 2011 Priority Missions Category Specified Policy:

(a) 162d Infantry Brigade Cadre will be filled to 100% authorized strength. It is the goal of AHRC to fill at least 30% of authorized E6/E7/E8 Observer/Controller billets and CPT/MAJ Cadre billets with personnel who have had a previous Transition Team assignment.

(b) CBRNE Consequence Management Response Force (CCMRF) units designated by HQDA EXORD will be filled to 100% authorized strength by the assumption of mission date specified in the order.

(1) Fill percentage is predicated on AHRC having notice six months prior to assumption of mission date as well as available inventory.

(2) In the event of no-notice changes to CCMRF missions, AHRC requires a minimum of 120 days from notification to fill the unit to 100% authorized strength.

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(3) Army G-3 must identify all active component UICs comprising the CCMRF. Subordinate elements belonging to other than the CCMRF mission headquarters must be given priority of fill by their higher headquarters. Parent brigade-level headquarters are responsible to ensure, through priority of fill and cross-leveling, that subordinate elements belonging to other than the CCMRF mission headquarters are filled to 100%.

(c) COCOM Management Headquarters (MHQ) Baseline required to be manned at 100% includes the U.S. Army Element (USAE) for each respective headquarters: USAE AFRICOM (W6L6AA); USAE CENTCOM (W4FGAA); USAE EUCOM (W092AA); USAE JFCOM (W09ZAA); USAE NORTHCOM (W6CTAA); USAE PACOM (W093AA); USAE SOCOM (W3P2AA); USAE SOUTHCOM (W096AA); USAE STRATCOM (W1BMAA); and USAE TRANSCOM (W3LBAA). However, AHRC will not manage to UIC level. AHRC will ensure that each COCOM headquarters is filled to a level that permits the manning of the headquarters baseline at 100%. Army expects the COCOM to ensure that resources are allocated appropriately in order to meet the requirements established by the Deputy Secretary of Defense. Army will not provide backfills for Soldiers based on diversion/reassignment within the COCOM.

(4) FY 2011 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) ADVON for activating units will be filled to 80-100%, by phase, of the HQDA-approved ADVON model for BCTs or as specified in the requisite EXORDs for other units. Grade and MOS substitution will be utilized to the maximum extent possible.

(c) Except as specified in Table 1, Army Service Component Command (ASCC) Headquarters will be considered "Remainder of Units" and will compete for fill based on available inventory and current priorities.

h. Deploying Forces:

(1) Units will be targeted for fill in accordance with metrics prescribed in Annex A. Exceptions are allowed for non-deployers and Army losses in deploying units.

(2) Units deploying on or after 1 January 2010 will not be subject to Stop Loss. These units will remain subject to Stop Movement (SM), which will be implemented 90 days prior to LAD and remain in effect up to 90 days after redeployment in accordance

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with applicable published guidance. Deletion of assignments and deferment of reenlistment assignments that have report dates in the SM window (D-90 to R+90) will occur upon unit coordination with AHRC in accordance with applicable published guidance. AHRC has final approval authority over deviations to assignment instructions. The following deployment policies apply to all units deploying without Stop Loss:

(a) Soldiers assigned to deploying units who will have at least six months remaining in service prior to their contractual Expiration of Term of Service (ETS) or approved separation/retirement date as of the unit's LAD will deploy with the unit (ETS at or beyond LAD + 180 days). Enlisted Soldiers who do not have sufficient time remaining in service to complete the entire deployment (ETS between LAD + 180 days and Return + 90 days) will be offered an incentive to extend to complete the deployment. Soldiers who do not reenlist, extend, or amend/withdraw their separation/retirement requests will be returned to their home stations a minimum of 90 days prior to ETS/separation/retirement for transition processing.

(b) Soldiers assigned to deploying units who have an ETS or approved separation/retirement date on or after the unit's LAD but will have less than six months remaining in service prior to their contractual ETS or approved separation/retirement date as of LAD (ETS between LAD and LAD + 179 days) will not deploy. Enlisted Soldiers will be offered Deployment Extension Incentive Pay (DEIP) to extend to complete the deployment. Enlisted Soldiers who do not reenlist or extend will be involuntarily separated from the Army up to 90 days prior to their contractual ETS. Involuntary separation will not apply to Soldiers with less than three years of active service or with six or more years of total service.

(c) AHRC will provide replacements prior to LAD for enlisted Soldiers who will not deploy due to insufficient time remaining in service. The unit Rear Detachment, in coordination with the MSE G-1, will provide replacements for in-theater losses dependent on unit strengths, available inventory, and projected redeployment dates and will coordinate with AHRC for home-station backfills.

(d) AHRC will manage the non-available population with an MRC code of 3B with the SC, MSE and unit. Soldiers with an MRC code of 3B will be reassigned out of the deploying unit and replaced by AHRC between RESET and LAD-210.

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

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c. **Redeploying Forces:** Soldiers assigned to redeploying units are stabilized for 90 days following redeployment in accordance with current SL/SM guidance, as applicable, and current RESET modal. Soldiers designated for assignment are not required to report to their new assignment until after their stabilization period. AHRC will give priority consideration for TDA assignments to returning Soldiers with multiple deployments. Exceptions to post-deployment stabilization policy are as follows:

(1) Soldiers may volunteer to depart early with a Lieutenant Colonel Commander's approval for enlisted and Colonel Commander's approval for officers in accordance with SL/SM guidance.

(2) No post deployment stabilization waivers are permitted for NCOs nominated for assignment to U.S. Army Recruiting Command (USAREC) to serve as Detailed Recruiters. These Soldiers must complete a 90-day stabilization period before attending the U.S. Army Recruiting Course at Fort Jackson.

(3) AC Behavioral Health Specialists (68X) assigned or attached to deployed AC units will be stabilized in their currently assigned/attached units for a minimum of 90 days after return from deployment.

(4) Select AC Human Resources Specialists (42A) and Unit Supply Specialists (92Y) assigned to deployed AC units will be stabilized in their currently assigned units for a minimum of 180 days after return from deployment in order to maintain 80% MOS strength throughout RESET.

(5) AC Field Surgeons (62B) and Behavioral Science Officers (67D) assigned to deployed AC units or attached to deployed AC BCTs will be stabilized in their currently assigned/attached units for a minimum of 90 days after return from deployment.

d. **ARFORGEN Manning:**

(1) ARFORGEN Manning is event-driven and applies to all ARFORGEN-available brigade-sized units. Units are manned and prioritized based on movement through the ARFORGEN force pools: RESET; Train/Ready; and Available. ARFORGEN Manning enables the implementation of Transitional Aim Points.

(a) Units in the RESET force pool will be manned based on redeployment (Return) dates. Units in RESET will continue to compete for resources with next-to deploy units.

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(b) Units in the Train/Ready force pool will be manned based on Assigned Mission CTE and deployment (LAD) dates. CTEs include Mission Rehearsal Exercise (MRE), Mission Readiness Exercise (MREX), Aviation Training Exercise (ATX), or other collective validation event as approved by FORSCOM. For units with extended dwell conducting both a Core Mission and Assigned Mission validation event, CTE-based metrics apply to the Assigned Mission validation event timeline. For CABs participating in multiple Assigned Mission CTEs, CTE-based metrics apply to the latest CTE (closest to LAD).

(c) Units in the Available force pool will be maintained at specified manning goals. Parent Brigade Level Headquarters will manage personnel RESET of echelon below brigade units in accordance with personnel RESET guidelines.

(d) The manning goals by force pool and unit type are as outlined in Annex A, ARFORGEN Manning Transitional Aim Points.

(2) ARFORGEN Manning Specific Policy:

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

(b) Units with LADs: See Annex A. AHRC will maximize the number of newly assigned Soldiers with sufficient retainability to meet the timeline of the pending deployment. LAD changes inside of AHRC's ability to react will create further challenges that may not be overcome by the LAD date. AHRC's reaction time is equivalent to the amount of warning we provide Soldiers and Families of an impending move.

(c) Units without LADs: Manning is based on available inventory in accordance with 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 assignments to OCONUS units, as outlined in AR 614-30, Overseas Service.

(d) AHRC and units will begin formal RESET coordination at Return minus 180 days. This includes, but is not limited to, an AHRC-led Personnel RESET teleconference, unit completion of the officer Personnel Disposition Roster (PDR), and AHRC (EPMD) issuance of the Personnel RESET Rules of Engagement (ROE).

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(a) Stabilization will be achieved through application of RESET manning policies and current Stop Loss/Stop Movement policy, as applicable. Units will continue to receive individual replacements as needed throughout the manning cycle.

e. Army Medical Command (MEDCOM) MTOE units are subject to the same manning guidance as prescribed for similar type units. MEDCOM 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).

8. Professional Development.

a. Command Tour and Key Developmental Tour Lengths.

(1) Centralized Selection List (CSL) Commands and Key Billets.

(a) Chief of Staff, Army (CSA) directs limited changes of CSL commands/key billets while unit is deployed in support of Overseas Contingency Operations (OCO). Brigade and Battalion Commanders will only change command in theater by exception under extraordinary circumstances. This policy applies when the majority of the command is deployed and the commander or key billet position resides with the unit in the deployed theater.

(b) Command Slating Guidance for FY12. Generally, AHRC will slate, subject to CSA approval, Brigade and Battalion Commanders for Deployed Expeditionary Force (DEF) commands for a 36-month command tour and Brigade and Battalion Commanders for Contingency Expeditionary Force (CEF) commands for an 18- to 24-month command tour. To allow maximum opportunity for broadening experience, selected officers who are slated for a DEF command as a LTC will be slated for a CEF command as a COL, and vice versa, whenever possible.

(c) Command Prerequisites. Beginning in FY13, AHRC will implement new prerequisite requirements for command and promotion to ensure equitable opportunities based on performance and potential. Senior Service College (SSC) will be a requirement before an officer can assume Colonel (O-6) level command; Intermediate Level Education (ILE) will be a requirement before promotion to Lieutenant Colonel; and ILE will be a requirement to be considered for Lieutenant Colonel (O-5) level command. The VCSA will be the approval authority for all Senior Service College deferrals. Implementation guidance/ALARACT on prerequisites is forthcoming.

(2) Company/Detachment Commands. Company/Detachment changes of command will be planned by the Brigade or equivalent commander. These changes of

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command may occur in theater. The desired company/detachment command tour length is 12 to 18 months, or up to 24 months total when commanding two companies. Whenever possible, company/detachment changes of command should be planned so that company commanders can remain in place throughout the unit RESET period (Return through Return + 180 days).

(3) **Command Sergeant Major and First Sergeant Stabilization.** There will be no planned Command Sergeants Major changes of responsibility while a unit is deployed in support of OCO. This policy applies when the majority of the command is deployed and the Command Sergeant Major position resides with the unit in the deployed theater. Generally, Command Sergeant Major tour lengths will be between 24 and 36 months, with planned changes of responsibility occurring during unit RESET. Changes of responsibility of Brigade and Battalion Command Sergeants Major will occur approximately 90 days prior to or after respective unit changes of command. First Sergeant changes of responsibility will be planned by the Battalion Commander/Command Sergeant Major. These changes of responsibility may occur in theater. The desired First Sergeant tour length is 18 to 24 months. Whenever possible, First Sergeant changes of responsibility should be planned so that First Sergeants can remain in place throughout the unit RESET period (Return through Return + 180 days).

b. **Key and Developmental (KD) Assignments.** KD assignment lengths are designated in DA PAM 600-3. Field grade Key and Developmental (KD) assignments will normally be 24 months in length and may be extended by exception for up to 36 months. Officers who have completed KD assignments must be released as directed by AHRC to attend Professional Military Education (PME) and/or meet requirements in the Generating Force. Retaining Soldiers in KD assignments beyond established professional development goals impedes AHRC's ability to fill units in RESET with educated officers and maintain the health of our generating force, especially at Combat Training Centers (CTCs) and schoolhouses.

c. **Early Release from Theater.**

(1) **Officers.** Commanders need to complete coordination and move officers prior to deployment whenever possible. This does not preclude returning officers during a deployment if replacements are on hand, particularly captains who have completed 12 to 18 months in company command and majors who have completed KD time. As we look to move some officers prior to their unit's redeployment, leaders must be involved in the assignment process. Brigade-level commanders, with appropriate authorization from their chain-of-command, must coordinate individual actions with AHRC. We want what is best for the officer and unit while keeping an eye on the needs of the greater Army. AHRC, in coordination with FORSCOM, will work with deployed commanders on a case-by-case basis to identify individual officers to redeploy from theater to take

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advantage of professional development opportunities and to bring their expertise into the generating force.

(2) **Noncommissioned Officers.** Early redeployment for NCO Educational System (NCOES) courses is limited to Soldiers selected for the Sergeants Major Academy. These Soldiers will only be released from theater if the affected unit's manning levels at Skill Level 50 in the Military Occupational Specialty (MOS)/Career Management Field (CMF) support and coordination with theater has been completed. Other NCO movements from deployed elements will be considered on a case-by-case basis.

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

a. Passbacks will not be supported unless maximum allowable MOS and grade substitution has been applied and shortages remain.

b. Manning levels for RC deployed units should not exceed AC deployed fill rates through the use of Passbacks. Requirements for shortage skills passed back from the RC to the AC will be filled at a percentage consistent with the MOS/grade average for deployed AC units. For instance, if 35F fill of deployed AC units averages 85%, then RC units will not be filled higher than 85% of 35F authorizations using "passback" AC Soldiers.

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

Encl



GARY H. CHEEK
Brigadier General, GS
Director of Military
Personnel Management

ANNEX:

A – Manning Aim Points, Brigade Combat Teams

B – ARFORGEN Manning Transitional Aim Points

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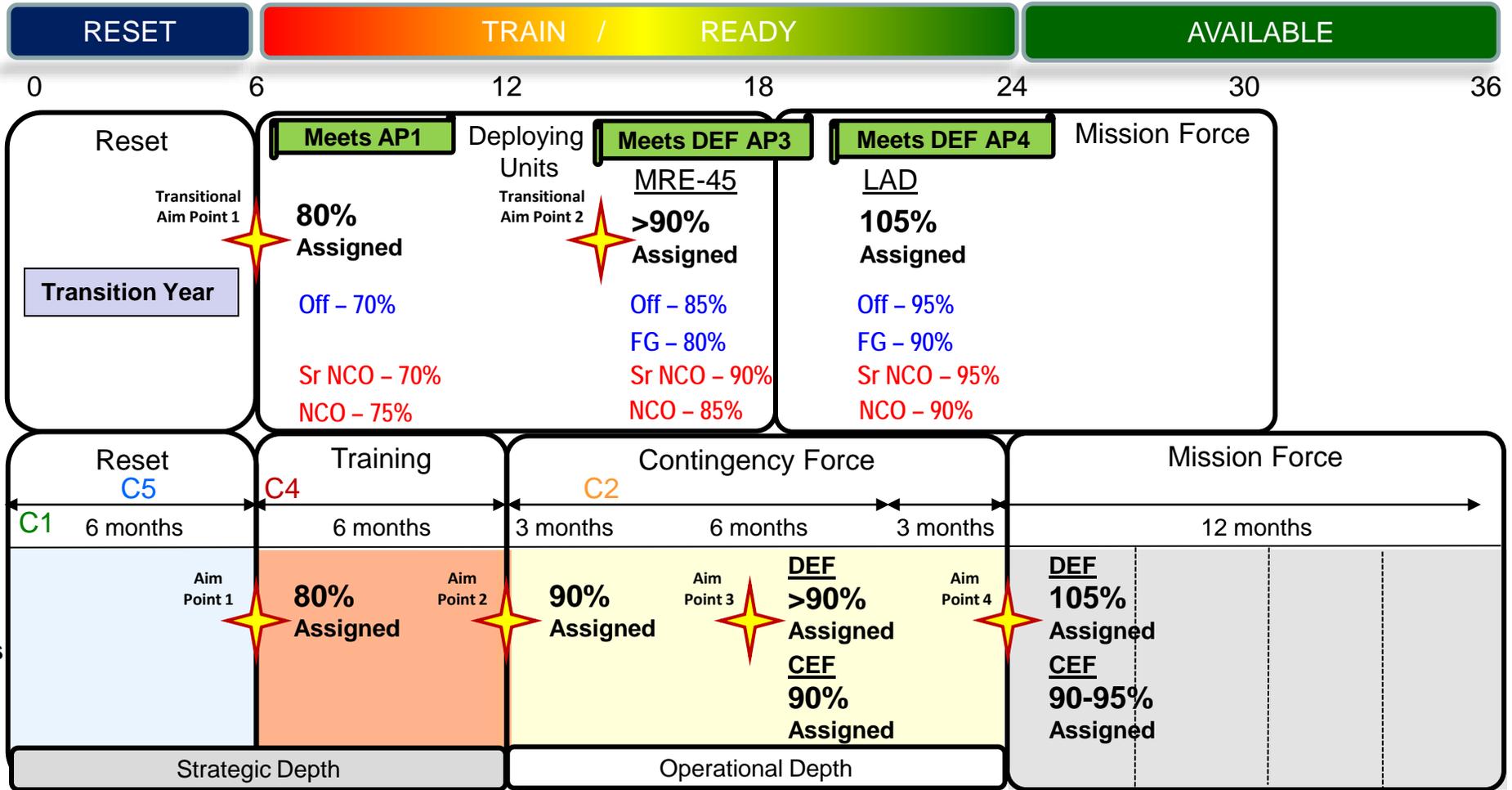
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Commander, U.S. Army Human Resources Command



Annex A Manning Aim Points

Brigade Combat Teams



Note: FY11 BCTs do not achieve 1:2 BOG:Dwell so ARFORGEN cycle is less than 36 months

All % are aggregate assigned strength

**Annex B
FY 11 HQDA AC Manning Guidance
ARFORGEN Manning
Transitional Aim Points**

	RESET								Train / Ready							Available							
	Return through Return + 180 Days								Return + 180 Days through LAD (6-9 months)							LAD through Return							
	Assigned Strength	Officers	Field Grade Officers	Senior NCOs (E7/E8)	NCOs	Special Skills	PME	Stability	Assigned Strength	Officers	Field Grade Officers	Senior NCOs (E7/E8)	NCOs	Special Skills	PME	Stability	Assigned Strength	Officers	Field Grade Officers	Senior NCOs (E7/E8)	NCOs	DBE Redline	Stability
BCTs	80% Aggregate at R+180	70% Aggregate at R+180		70% Aggregate at R+180	75% Aggregate at R+180	Enlisted 42A and 92Y maintained at 80% Aggregate	Commands release redeploying officers for PME based on school availability	Officer 62B and 67D, Enlisted 68X stabilized through R+90	>90% Aggregate at MRE-45; 105% Aggregate at LAD-90	85% Aggregate at MRE-45	80% Aggregate at MRE-45	90% Aggregate at MRE-45	85% Aggregate at MRE-45	11, 13, 19 Series NCOs -- 85% Aggregate at MRE-45	ACC CPTs 33% CCC at MRE-45; Dependent on release of officers for PME during RESET	≤ 10% AHRC Take-Outs between MRE and LAD	Maintained at 105% Aggregate	95% Aggregate at LAD	90% Aggregate at LAD	95% Aggregate at LAD	90% Aggregate at LAD	90% Aggregate BOG at LAD+30	Enlisted casualty package NLT LAD+60 for OEF units; Replacements for in-theater losses situation-dependent
CABs	80% Aggregate at R+180	70% Aggregate at R+180		70% Aggregate at R+180	75% Aggregate at R+180	Enlisted 42A and 92Y maintained at 80% Aggregate	Commands release redeploying officers for PME based on school availability		90% Aggregate at CTE-45; 100% Aggregate at LAD-90	CO 80% Aggregate at CTE-45; WO 85% Aggregate at CTE-45	80% Aggregate at CTE-45; 90% Aviation Field Grades at LAD-90	80% Aggregate at CTE-45	85% Aggregate at CTE-45		ACC CPTs 33% CCC at CTE-45; Dependent on release of officers for PME during RESET	≤ 10% AHRC Take-Outs between CTE and LAD	Maintained at 105% Aggregate	CO 95% Aggregate at LAD; WO 100% Aggregate at LAD	85% Aggregate at LAD	90% Aggregate at LAD	90% Aggregate at LAD	90% Aggregate BOG at LAD+30	Enlisted casualty package NLT LAD+60 for OEF units; Replacements for in-theater losses situation-dependent
Functional / Multi-Functional Support Brigade	80% Aggregate at R+180	70% Aggregate at R+180		70% Aggregate at R+180	75% Aggregate at R+180	Enlisted 42A and 92Y maintained at 80% Aggregate	Commands release redeploying officers for PME based on school availability	Officer 62B stabilized through R+90	85% Aggregate at MRX-45; 95% Aggregate at LAD-90	80% Aggregate at MRX-45	70% Aggregate at MRX-45	80% Aggregate at MRX-45	85% Aggregate at MRX-45			≤ 10% AHRC Take-Outs between MRX and LAD	Maintained at 100% Aggregate	90% Aggregate at LAD	80% Aggregate at LAD	85% Aggregate at LAD	90% Aggregate at LAD	80% Aggregate BOG at LAD+30	Enlisted casualty package NLT LAD+60 for OEF units; Replacements for in-theater losses situation-dependent
Division / Corps Headquarters	85% Aggregate at R+180	70% Aggregate at R+180		80% Aggregate at R+180	80% Aggregate at R+180		Commands release redeploying officers for PME based on school availability	Officer 62B stabilized through R+90	85% Aggregate at MRX-45; 90% Aggregate at LAD-90	80% Aggregate at MRX-45	70% Aggregate at MRX-45	85% Aggregate at MRX-45	85% Aggregate at MRX-45			≤ 15% AHRC Take-Outs between MRX and LAD	Maintained at 95% Aggregate	85% Aggregate at LAD	80% Aggregate at LAD	90% Aggregate at LAD	95% Aggregate at LAD	80% Aggregate BOG at LAD+30	Enlisted casualty package NLT LAD+60 for OEF units; Replacements for in-theater losses situation-dependent
Sustainment Headquarters (Sustainment Brigades, ESCs, TSCs)	80% Aggregate at R+180	70% Aggregate at R+180		70% Aggregate at R+180	75% Aggregate at R+180	Enlisted 42A and 92Y maintained at 80% Aggregate	Commands release redeploying officers for PME based on school availability	Officer 62B and 67D, Enlisted 68X stabilized through R+90	80% Aggregate at MRX-45; 90% Aggregate at LAD-90	75% Aggregate at MRX-45	70% Aggregate at MRX-45	75% Aggregate at MRX-45	80% Aggregate at MRX-45			≤ 15% AHRC Take-Outs between MRX and LAD	Maintained at 95% Aggregate	85% Aggregate at LAD	80% Aggregate at LAD	85% Aggregate at LAD	90% Aggregate at LAD	80% Aggregate BOG at LAD+30	Enlisted casualty package NLT LAD+60 for OEF units; Replacements for in-theater losses situation-dependent
All Other Deployers (Echelons below Brigade)	Parent Brigade-Level Headquarters are responsible for ensuring fill of their deploying subordinate elements. Parent Brigade Level Headquarters are responsible for ensuring fill of their co-located subordinate units by prioritizing gains and cross-leveling Soldiers in deploying units/UICs to ensure all deploying elements not directly managed by AHRC (below brigade level) are sufficiently manned. If cross-leveling cannot achieve the specified goals for Boots-on-the-Ground (BOG) strength IAW applicable Deploy by Exception (DBE) guidance, commands must notify AHRC. AHRC will fill elements geographically separated/dispersed from the Parent Brigade Level Headquarters through inbound assignments or by cross-leveling on the installation.																						
Definitions	42A	Human Resources Specialist		62B	Field Surgeon		67D	Behavioral Science Officer	68X	Behavioral Health Specialist	92Y	Unit Supply Specialist	ARFORGEN	Army Forces Generation	ATX	Aviation Training Exercise	BCT	Brigade Combat Team					
	BOG	Boots on the Ground		CAB	Combat Aviation Brigade		CCC	Captains Career Course	CO	Commissioned Officer	CTE	Collective Training Exercise (Later of MRX, ATX, or other collective validation event as approved by FORSCOM)				DBE	Deploy by Exception	ESC	Expeditionary Sustainment Command				
	LAD	Latest Arrival Date		MRE	Mission Rehearsal Exercise		MRX	Mission Readiness Exercise	NCO	Noncommissioned Officer	NLT	Not Later Than	OEF	Operation Enduring Freedom	PME	Professional Military Education	TSC	Theater Sustainment Command					
	WO	Warrant Officer	NOTE: All metrics greater than or equal to (≥) unless otherwise specified.																				