

**Army Regulation 600-8**

**Personnel—General**

# **Military Personnel Management**

**Headquarters  
Department of the Army  
Washington, DC  
1 October 1989**

**Unclassified**

# ***SUMMARY of CHANGE***

AR 600-8

Military Personnel Management

This revision--

- o Prescribes the policies that govern the Military Personnel System (chap 1).
- o Provides a managerial framework to describe the military personnel work requirements in the field (chap 2).
- o Institutionalizes an integration process for use in managing the Military Personnel System (chap 3).
- o Describes the manpower authorization and requirements process for use in staffing military personnel field organizations (chap 4).
- o Outlines organizational standards for the tables of distribution and allowances (TDA) and the modification table of organization and equipment (MTOE) for the Military Personnel system units (chap 5).

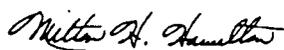
Personnel—General

Military Personnel Management

By Order of the Secretary of the Army:

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**History.** This UPDATE printing publishes a new Army regulation. This publication has been reorganized to make it compatible with the Army electronic publishing database. No content has been changed.

**Summary.** This regulation prescribes the policy, managerial framework, organization

of field units, and the manpower staffing process of the Military Personnel System.

**Applicability.** This regulation applies to the Active Army. Chapters 1, 2, and 3 apply to the Army National Guard and the U.S. Army Reserve.

**Proponent and exception authority.** Not applicable.

**Army management control process.** This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE–MPM), WASH DC 20310–0300.

**Interim changes.** Interim changes to this regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy

interim changes on their expiration dates, unless sooner superseded or rescinded.

**Suggested Improvements.** The proponent agency for this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, U.S. Total Army Personnel Command (TAPC–PDO), Alexandria, VA 22332–0474.

**Distribution.** Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block number 2204, intended for command levels C, D, and E for Active Army, and D and E for ARNG and USAR.

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# Chapter 1 The Military Personnel System

## Section I General

### 1-1. Purpose

a. This regulation establishes policy, a managerial framework, and the manpower requirements process of the Military Personnel (MILPER) System. It is an extension of the standard installation organization (SIO) prescribed by AR 5-3. This regulation synchronizes the peacetime requirements of the garrison and tactical MILPER System.

b. This regulation outlines the organizational structure of the Military Personnel Division (MPD) of the Deputy for Personnel and Community Activities (DPCA) and its tactical counterparts. Tactical counterparts of the MPD are as follows:

- (1) Corps AG.
- (2) Division G1/AG.
- (3) Brigade S1/AG (Separate brigades only).
- (4) Personnel Service Company (PSC).
- (5) Replacement Company.
- (6) Postal Company.

### 1-2. References

Required and related publications are listed in appendix A.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1-4. Responsibilities

a. *The Deputy Chief of Staff for Personnel (DCSPER)*. The DCSPER will serve as the senior Army policy official for the MILPER System and will provide Headquarters, Department of the Army (HQDA) supervision of all personnel policy formulation, programs, goals, architecture, standards, structures, and resources.

b. *The Deputy Chief of Staff for Operations and Plans (DCSOPS)*. The DCSOPS exercises final authority over the resourcing of the MILPER system to include the allocation of units, manpower authorizations, and funding.

c. *The Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM)*. The CG, PERSCOM will manage the daily operations of the Army's MILPER System by—

- (1) Appointing a HQDA program manager for the MILPER System.
- (2) Designating HQDA proponents for each MILPER System function and multifunction programs.
- (3) Interacting with the Reserve Components to integrate the common requirements of all three components.
- (4) Directing MILPER operations in the field.
- (5) Serving as the functional proponent for the Army's MILPER System.

d. *The Commanding General, U.S. Army Soldier Support Center (CG, USASSC)*. The CG, USASSC, as a joint owner in managing the Army's MILPER System, is responsible for—

- (1) Ensuring that subject matter experts and doctrinal proponents for each function and multifunction program are appointed.
- (2) Ensuring combat development proponents are appointed for each MILPER function and multifunction program.
- (3) Formulating doctrine, combat developments, unit organizational structure, and training.

e. *The Chief, National Guard Bureau (CNGB)*. The CNGB will support the Army's MILPER System by—

- (1) Appointing proponents for the function and multifunction programs of the MILPER System.
- (2) Using the managerial framework described in chapters 1, 2, and 3 as a basic frame of reference.

f. *The Chief, Army Reserve (CAR)*. The CAR will support the Army's MILPER System by—

(1) Appointing proponents for the function and multifunction programs of the MILPER System.

(2) Using the managerial framework described in chapters 1, 2, and 3 as a basic frame of reference.

g. *Commandant, Adjutant General School (Commandant, AG School)*. The Commandant, AG School will—

- (1) Appoint subject matter experts (one for each MILPER function and multifunction program) and doctrinal proponents.
- (2) Publish doctrinal literature for the MILPER System.
- (3) Operate the AG School.
- (4) Serve as the branch proponent for the Army's MILPER System.
- (5) Write doctrine, establish personnel training requirements, and conduct training.

(6) Serve as the executive agent to CG, PERSCOM.

h. *Commanding General, Forces Command (CG, FORSCOM)*. The CG, FORSCOM is the proponent command responsible for the development and maintenance of the Army's Manpower Staffing Standards System (MS-3) for the Military Personnel Division (less Postal Operations and the Reception Battalion).

i. *Commanding General, U.S. Army Training and Doctrine Command (CG, TRADOC)*. The CG, TRADOC is the MS-3 proponent command for the Reception Battalion.

j. *Commander, U.S. Army Manpower Requirements and Documentation Agency (Commander, USAMARDA)*. The Commander, USAMARDA will—

(1) Serve as the DCSPER's functional manager and executive agent for the MILPER System MS-3 process.

(2) Determine the manpower requirements and documentation of the MILPER System.

(3) Serve as the MS-3 proponent command for Postal Operations.

k. *The Commanding General, U.S. Army Personnel Information Systems Command (CG, PERSINSCOM)*. The CG, PERSINSCOM will support the peacetime and wartime automation requirements of the MILPER System.

l. *The Chief, Resource Management Operating Activity (C, RMOA), Headquarters, Forces Command (HQ, FORSCOM)*. The C, RMOA will—

(1) Serve as the Army's operational agent in the MILPER System MS-3 process.

(2) Develop and maintain manpower staffing standards under the technical direction of the Commander, USAMARDA.

m. *Commanders of major Army commands (MACOMs) and major subordinate commands (MSCs)*. Commanders of MACOMs and MSCs will—

(1) Designate proponents for each of the MILPER System function and multifunction programs.

(2) Ensure that an integrator is appointed within the office of the senior MILPER leader.

(3) Provide technical direction to MILPER activities, installations and units.

n. *Commanders of installations military communities, and mobilization stations*. Commanders of installations, communities, and mobilization stations will—

(1) Designate the Chief, Military Personnel Division (C, MPD) as the MILPER System functional proponent.

(2) Designate proponents for each of the MILPER System function and multifunction programs.

(3) Ensure that an integrator is appointed within the office of the senior MILPER leader.

(4) Ensure proper utilization of personnel.

(5) Provide appropriate support to the MILPER System.

o. *The Chief, Military Personnel Integration Division (C MPID), PERSCOM*. The C, MPID will—

(1) Serve as the MILPER System program manager.

(2) Publish on a quarterly basis, the system of functional proponenty coordinating network.

(3) Guide HQDA proponents in execution of their departmental level responsibilities.

(4) Publish and maintain an operating charter for any command review councils.

(5) Serve as the executive agent to the CG, USASSC.

(6) Manage The COMMON (Command Modernization) process

(7) Manage the managerial framework and the Military Personnel Manpower Requirements Process (MILPERMAP).

(8) Manage an automated database and a management information system to support the MILPERMAP.

(9) Control changes to the MILPER System.

(10) Serve as the executive agent for the MILPER System in all matters related to MILPER integration.

(11) Ensure the contents of this regulation and FM 12-6 are synchronized.

*p. HQDA functional proponents.* HQDA functional proponents and program managers will—

(1) Ensure the efficient and cost-effective execution of MILPER function and multifunction programs on an Army-wide basis to include the peacetime, mobilization, and wartime dimensions of the MILPER System.

(2) Operate informal networks to coordinate the following:

(a) Mutual functional requirements with their counterparts in the reserve components, and at MACOM and installation-levels.

(b) Automation requirements with CG, PERSINSCOM.

(c) Training requirements with the Commandant, AG School.

(d) Doctrinal requirements with CG, USASSC.

## Section II

### Organizing for Military Personnel Support

#### 1-5. Mission

The MILPER System mission is two dimensional. The peacetime mission of the MILPER System provides services to commanders, soldiers, family members, and retirees. During wartime, the MILPER System—

*a.* Directs the personnel portion of the Army's wartime command and control system.

*b.* Collects, processes, and manages combat-essential MILPER information and executes decisions of commanders.

*c.* Delivers replacements, mail, and other vital wartime services to commanders and soldiers on the battlefield.

*d.* Ensures the Tactical MILPER units execute the MILPER system and at the same time, prepare for rapid deployment in support of their wartime mission.

#### 1-6. Doctrine

MILPER leaders will use this regulation and FM 12-6 to direct peacetime operations, plan for transition to war, and direct operations on the Airland Battlefield.

#### 1-7. Managerial framework

*a.* An overarching concept called the managerial framework (chap 2) is used to direct, manage, and operate the MILPER System. The framework parts are—

(1) A functional description of the MILPER System.

(2) A set of MILPER functions that subdivide the MILPER System into manageable segments.

(3) A number of MILPER tasks that describe the HQDA-directed work requirements of the MILPER System.

(4) A set of integrated MILPER publications to govern the MILPER System, the managerial framework, and the MILPERMAP.

*b.* The MILPER community will operate within the managerial framework to accomplish the following:

(1) Integrate the requirements of the MILPER doctrine, tactics,

techniques, policies, procedures, automation support, training requirements, and manpower for the Active Army and Reserve Components.

(2) Develop and train MILPER leaders and workers.

(3) Establish responsibilities for MILPER work at all levels of command.

#### 1-8. Manpower requirements process

*a.* The MILPERMAP is used to link the managerial framework to the Army's manpower system. MILPERMAP is further described in chapter 3.

*b.* The MILPERMAP is a formal managerial process that connects the following into a coordinated program:

(1) The (MS-3).

(2) The key work standards and standard branch framework.

(3) The system of functional proponents.

(4) The MILPER integration program.

*c.* The MILPERMAP provides MILPER leaders with tools to manage the MILPER system and compete in the manpower authorization process. It validates all MILPER work requirements at the installation-level and allows the integration of changes.

#### 1-9. Models

*a.* The managerial framework combined with the MILPERMAP is pictured at figure 1-1. In conceptual terms—

(1) The pillars represent major techniques used to communicate requirements between the agencies at the top of the system and the work force at installation-level.

(2) The foundation represents the synchronization of the MS-3, a network of functional proponents, and a branch framework to build an efficient, standardized, and adequately staffed organization at installation-level.

(3) The superstructure of the model represents functional proponents and other key agencies working as an integrated, disciplined whole with the MILPERMAP to direct the MILPER System.

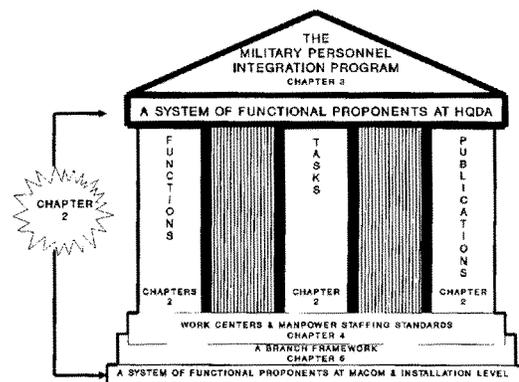


Figure 1-1. The Military Personnel Manpower Requirements Process

*b.* The model at figure 1-2 shows how the MILPERMAP is used to develop the table of distribution and allowances (TDA) for the garrison MPD. A similar model at figure 1-3 is used to show how the MILPERMAP develops the augmentation TDA for modified table of organization and equipment (MTOE) MILPER units.

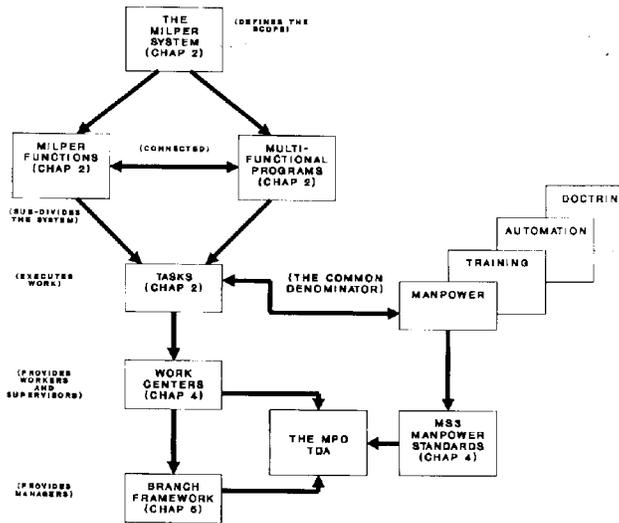


Figure 1-2. How the MILPERMAP supports the Garrison MPD

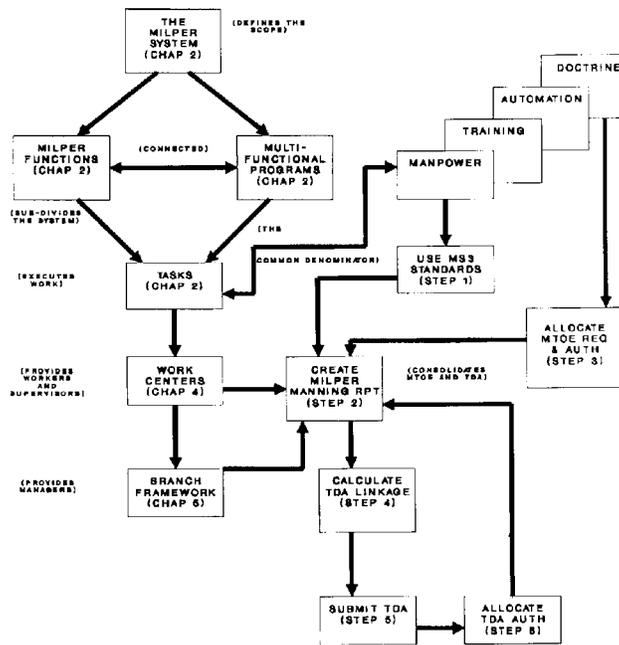


Figure 1-3. How the MILPERMAP supports MTOE MILPER units

## Chapter 2 Military Personnel System Framework

### 2-1. General

This chapter focuses on the foundations of the managerial framework. Key elements of the framework are function and multifunction programs, tasks, and governing publications. The managerial framework is used to link the MILPERMAP with the Army's manpower process. A functional description of the Army's MILPER system is located at appendix B.

### 2-2. MILPER function

A MILPER function is a manageable segment of the MILPER System that is at a point where responsibility can be fixed with a specific person at each level of command. Each function involves work at the installation-level that is directed by HQDA functional

proponents and is included in its own governing MILPER publication. MILPER functions are listed in figure 2-1. The "(D)" indicates functions that are normally executed on the airland battlefield.

- Awards and decorations (D)
- Band operations (D)
- Career planning and retiree support
- Casualty operations (D)
- Enlisted evaluations (D)
- Enlisted management (D)
- Enlisted promotions and reductions (D)
- Enlisted transfers and discharges (D)
- Flagging
- Identification documents (D)
- Leaves and passes (D)
- Line of duty (D)

MILPER database management (D)  
Officer evaluations (D)  
Officer management (D)  
Officer procurement (D)  
Officer promotions (D)  
Officer transfers and discharges (D)  
Personnel accounting and strength reporting (D)  
Personnel security clearances (D)  
Postal operations (D)  
Reassignment  
Recruiting  
Retention  
Sponsorship  
Survivor benefits  
Transition processing

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Note:  
(D) denotes deployable.

**Figure 2-1. Military personnel function programs**

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### 2-3. Multifunction programs

MILPER multifunction programs have the same characteristics as a MILPER function except that they are major work requirements involving more than one MILPER function. Work requirements of a program are either derived from, or executed through, MILPER functions. For example, the Processing Program is derived from MILPER functions that require execution of individual personnel processing requirements. However, the Manpower Mobilization Program establishes a number of work requirements that must be included in supporting MILPER functions. Figure 2-2 lists the multifunction programs within the MILPER System. The "(D)" indicates programs that are normally executed on the airland battlefield.

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Battalion S1 management (D)  
Casualty management (D)  
Exceptional family members  
Manpower mobilization  
MILPER automation (D)  
MILPER information management (D)  
MILPER integration  
Orders (D)  
Personnel processing  
Quality assurance  
Replacement operations (D)  
Soldier applications  
Soldier reception  
Special pay programs  
Strength management (D)  
Trainee and student support  
Transition management  
Unit manning

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Note:  
(D) denotes deployable.

**Figure 2-2. Military personnel multifunction programs**

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### 2-4. Functional proponent system

a. A system of functional proponents will be established to identify and link the operators who are responsible for the MILPER work at all levels of command. The system (fig 2-3) is operated by the following major activities:

- (1) PERSCOM.
- (2) NGB.
- (3) OCAR.
- (4) Installations.
- (5) MACOM's.
- (6) USASSC.

b. Within each major activity, the senior MILPER manager designates leaders to assist in managing the MILPER System. Proponents and program managers are appointed to manage each MILPER function and multifunction program. Also, a MILPER integration program manager is appointed as the overall manager of the system for the activity and will interact with higher and lower echeloned counterparts.

c. The USASSC designated subject matter experts (SME) will coordinate with respective HQDA functional proponents and program managers in training and doctrine development. Informal coordination meetings will be conducted periodically.

d. The system of functional proponents is two dimensional (see fig 2-3). The vertical dimension links battalions, installations, MACOMs, and HQDA in a technical channel. The horizontal dimension links the Active Army, the Reserve Components, and the doctrinal, automation, training, and manpower communities. HQDA functional proponents and program managers operate informal networks and conduct periodic meetings in coordinating matters associated with their functions and programs, both vertically and horizontally.

### 2-5. Occupational specialties

There are a number of operational relationships among the MILPER

function and multifunction programs that provide the basis for establishing military personnel occupational specialties. These specialties, based on the functional description of the MILPER System and their association with MILPER function and multifunction programs, are listed in table 2-1.

## 2-6. Principles of support

A principle of support is established for each MILPER function and multifunction program. They are general policy statements that explain the nature of the work required by each MILPER function and multifunction program. They are the major reasons for executing the function or program in terms of contribution to the Army's life cycle model. Principles of support appear in the following documents:

- a. This regulation (to define the scope of each MILPER function and multifunction program) (See app C).
- b. MILPER System function and multifunction Army regulations.
- c. FM 12-6.

## 2-7. Standards of service

The standards of service summarize a number of major precepts that establish requirements for manpower and other resources. MILPER standards fall into one of the following two categories:

- a. *Work standards.* Key work standards are general policy statements that establish work requirements for each MILPER function and program. The intent of the work standard is to provide a mechanism to summarize the major requirements for review and validation by senior leaders. Once validated, the attendant manpower requirements can be established in the TOE or TDA. The MILPERMAP is described in chapter 4.
- b. *Organizational standards.* Organizational standards are for the

garrison and tactical MILPER units. These standards are explained in chapter 5.

## 2-8. Tasks

a. The MILPER task describes the work required to execute MILPER functions at installation-level. It is the common denominator within the MILPERMAP that links doctrine, training, manpower, and automation used to modernize the MILPER System. PERSCOM will inventory MS-3 recognizable MILPER tasks in the Manpower Requirements Process Database (MAPDB).

b. Tasks are either structured or unstructured. Structured tasks are HQDA-directed work requirements for installation-level execution. Unstructured tasks are general tasks involved in program management, functional planning, and functional meeting and workshop attendance.

c. MILPER tasks (mandated operating instructions) are presented in a standard manner, normally as a table, in governing MILPER publications. A task consists of the following elements:

- (1) Task-specific functional rules.
- (2) Sequential steps required to execute the task.
- (3) Identification of the work center responsible for executing each step.
- (4) A statement of the work required at each step.

## 2-9. Publications

The four types of publications used in managing the MILPER System and directing work to be executed by MILPER soldiers are—

- a. AR 600-8, which prescribe the Military Personnel System.
- b. Army regulations in the 600-8 series which serve as a sole reference for each particular function and program.
- c. FM 12-6, that provides the doctrinal dimension of the MILPER System.

**Table 2-1**  
**Military Personnel (MILPER) Occupational Specialties**

Occupational specialties	Military personnel strength management	Military personnel information management	Military personnel service management	Military personnel automation
<b>MILPER functions</b>	Enlisted management Leaves and passes Officer management Officer procurement Personnel accounting and strength reporting Reassignment Recruiting Retention Sponsorship	Enlisted evaluations Enlisted promotions and reductions Flagging Officer evaluations Officer promotions Personnel security clearances Transition processing	Awards and decorations Career planning and support Casualty operations Enlisted transfers and discharges Identification documents Line of duty Officer transfers and discharges Postal operations Survivor benefits	MILPER database management
<b>MILPER programs</b>	Battalion S1 management Exceptional family members Replacement operations Special pay programs Strength management Trainee and student support Unit manning	Orders MILPER information management MILPER integration Personnel processing Quality assurance Soldier reception	Casualty management Soldier applications Transition management	MILPER automation

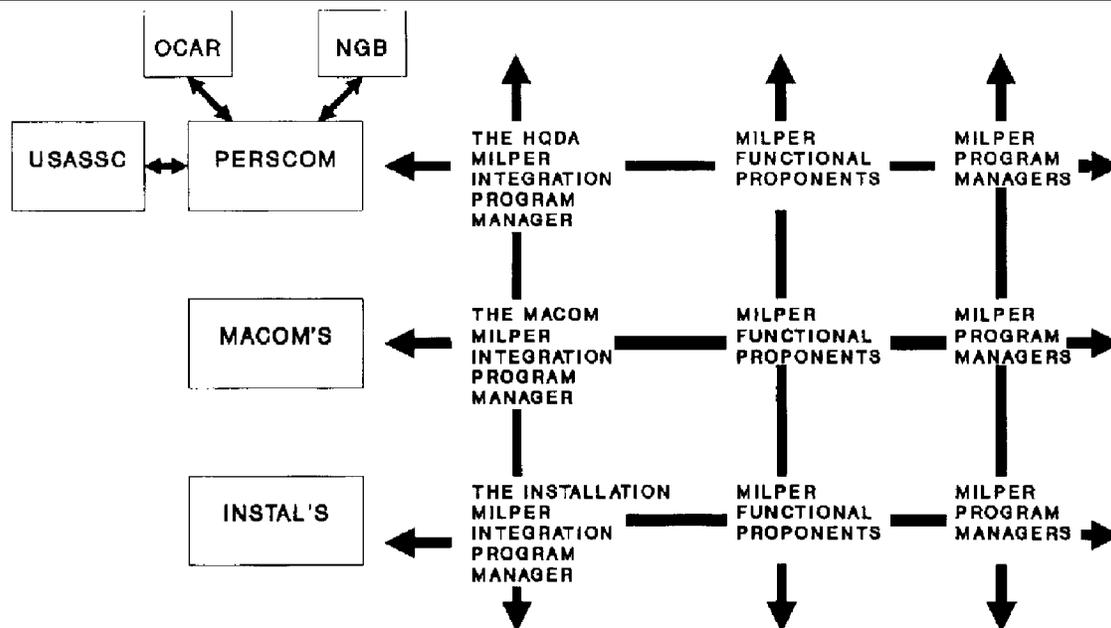


Figure 2-3. The system of functional proponents

## Chapter 3 Military Personnel Integration

### 3-1. General

MILPER integration unifies the full range of activities across the active and Reserve Components to achieve efficient field operations and to respond to the complete range of peacetime requirements and mobilization contingencies. It also unifies doctrine, manpower, training, and automation requirements in execution of each MILPER function and multifunction program at the installation-level.

### 3-2. Program management

a. PERSCOM and USASSC share major portions of the MILPER System. USASSC, as the specified proponent, manages MILPER concepts, doctrine, tactics, techniques, and procedures for the battlefield. PERSCOM, as the functional proponent, executes MILPER System policies and directs procedures to accomplish functions and programs in peacetime and in wartime. The C, MPID, PERSCOM, is the program manager for MILPER Integration and serves as the PERSCOM executive agent to the USASSC while the Commandant of the AG School serves as the USASSC executive agent to PERSCOM.

b. The basic foundation documents and concepts of the MILPER System are listed below and must have PERSCOM and USASSC agreement to change them.

- (1) AR 600-8.
- (2) FM 12-6.
- (3) The managerial framework.
- (4) The MILPERMAP.
- (5) The principles of support.
- (6) The standards of service.

c. A Command Modernization (COMMON) Process is used to identify, prioritize, and manage key modernization actions, and to link modernization requirements to the total Army analysis (TAA) process. Representatives to the Council of Colonels (discussed in para 3-2d) assist in the execution of key HQDA modernization actions within the MACOM. Issues for The COMMON Process are submitted to PERSCOM (TAPC-PDO) for incorporation at the next scheduled meeting of the Council of Colonels.

d. Command reviews

(1) *MILPER System General Officer Steering Committee (GOSC)*. Periodic reviews are conducted at the general officer-level to review the MILPER System, the COMMON process, and the

MILPER Integration Program. Composition of the GOSC is identified in table 3-1.

(2) *MILPER System Council of Colonels (COC)*. Periodic in-process reviews are conducted in conjunction with MACOM personnel conferences and other senior-officer forums at the Colonel-level to review and manage The COMMON process, and the MILPER Integration Program. Progress reports and requests for guidance are then presented at the MILPER GOSC. Composition of the COC is identified in table 3-1.

(3) *MILPER System Manpower Requirements Advisory Council (MRAC)*. An action officer-level Manpower Requirements Advisory Council (MRAC) meets quarterly to coordinate MILPER manpower modernization issues and advise the COC. Composition of the MRAC is identified in table 3-1.

Table 3-1  
Military personnel system review councils

Organizations (Office symbol)	GOSC	COC	MRAC
Commander, PERSCOM	X		
PERSCOM (TAPC-EPZ-A)	X		
PERSCOM (TAPC-OPZ-A)	X		
PERSCOM (TAPC-PDZ-A)	X		
PERSCOM (TAPC-MOZ-A)	X		
PERSCOM (TAPC-MOZ-B)		X	
PERSCOM (TAPC-PDO)		X	X
PERSCOM (TAPC-FSZ)		X	
PERSCOM (TAPC-RA)		X	
Commander, PERSINSCOM	X	X	
Commander, USASSC	X		
USASSC (ATSG-AG)		X	
USASSC (ATSG-DD)		X	
USASSC (ATSG-DT)		X	
OCAR (DAAR-PE)		X	
NGB (NGB-ARP)		X	
ADCSPER (DAMO-FD)	X		
ODCSOPS (DAMO-FDL)		X	
ADCSPER (DAPE-MP)	X		
ODCSOPS (DAPE-MBI)		X	
Commander, 1st PERSCOM	X		
1st PERSCOM (AEUPE-TPPO)		X	X
FORSCOM J1	X		
FORSCOM (FCAG)		X	X
TRADOC DCSPAL	X		
TRADOC (ATPL-AG)		X	
Commander, 8th PERSCOM		X	X

**Table 3-1**  
**Military personnel system review councils—Continued**

Organizations (Office symbol)	GOSC	COC	MRAC
USARCENT (AFRD-AG)		X	X
WESTCOM (APPE-AG)		X	X

### 3-3. Managing change

Requirements for new work or changes to current HQDA-directed work (tasks) will be announced in a series of controlled MILPER messages and memorandums. The program manager for the MILPER System (PERSCOM) controls the release of these documents and coordinates with HQDA functional proponents and program managers to accomplish the following:

- (1) Fix pronency within the system of functional proponents.
- (2) Identify new work in the form of task descriptions.
- (3) Identify automation requirements.
- (4) Coordinate new work with the USASSC.
- (5) Adjust the MAPDB (para 3-4).
- (6) Inform the MS-3 developers of new work requirements.
- (7) Identify new training requirements for the AG School.

### 3-4. Manpower requirements process database

The manpower requirements process database (MAPDB) is used to support and assist in controlling the MILPER Integration Program. It is the sole source of information related to HQDA-directed tasks to be performed by the field operators. The MAPDB is maintained and distributed on the Tactical Army Combat Service Support Computer System (TACCS) as part of SIDPERS-3, Version I, Tier III, for use by the installation-level MILPER integrators. It is shared with the doctrinal, functional, automation, training, and manpower communities at the top of the system. Ownership of the key MAPDB data elements is shown in table 3-2. Requests for changes to the MAPDB are processed by PERSCOM (TAPC-PDO).

**Table 3-2**  
**Functional responsibilities for key MAPDB data elements**

Key MAPDB data elements	Responsible agency*
Functional proponent	PERSCOM
Function/Program title	PERSCOM/USASSC
Subfunction title	PERSCOM/USASSC
Task title	HQDA Proponent
Integration control number	PERSCOM
Internal control review risk	HQDA Proponent
Branch	HQDA Proponent
Task keyword	HQDA Proponent
Primary work center	HQDA Proponent
Secondary work center	HQDA Proponent
MS-3 validation	USAMARDA
Task criticality	USASSC
Skill level	USASSC
The structure	USASSC
Wartime applicability	USASSC

\*TRADOC is responsible for reception battalion and training and student support portions of the MAPDB.

## Chapter 4

### Military Personnel Manpower

#### 4-1. General

*a.* AR 570-4 and AR 570-5 prescribe the policies and procedures for executing manpower management plans, programs, and budgets for TDA and MTOE organizations. It relates augmentation and mobilization documents to the development of manpower staffing standards.

*b.* There is no optional work within the HQDA-directed MILPER System. The size of the essential work force needed to execute the functions and programs is determined by using MS-3 workload factors. The TDA must recognize the residual manpower requirements or the installation commander (and tactical counterparts) must do all or parts of the following:

- (1) Lower the standards of service for the command.
- (2) Divert soldiers from non-personnel skills to reinforce the tactical personnel units.
- (3) Reduce the demands for nonfunctional work (e.g., details, field exercises, and training) to provide MTOE personnel units with additional hours of productive functional work.
- (4) Require soldiers in tactical MILPER units to work beyond the number of hours normally expected of other soldiers to provide additional hours of functional production.

#### 4-2. Manpower strategy

To effectively compete in the Army's manpower process, the MILPER manpower strategy focuses on the following:

- a.* PERSCOM supporting the MS-3.
- b.* USAMARDA approving and publishing work-driven manpower staffing standards for the MILPER System.
- c.* MACOM and installation-level MILPER leaders using the MAPDB in competing for a fair share of the available TDA authorizations against the requirements recognized by the MS-3 and for use in reporting aggregate authorization shortfalls to PERSCOM (TAPC-PDO).
- d.* PERSCOM (TAPC-PDO) participating in the total Army analysis (TAA) process to highlight the need for adequate MILPER System resourcing.

#### 4-3. Manpower Staffing Standards System

*a.* The MILPER System's MS-3 is a continual effort designed to clearly identify HQDA-directed work requirements, and to develop and apply manpower staffing standards. The program is executed in phases, which are described below.

- (1) The preliminary phase identifies the MILPER work centers and results in a measurement plan.
- (2) The measurement phase compares the work requirements in the field against the measurement plan.
- (3) The computation phase results in the development of manpower staffing standards for each MILPER work center.
- (4) The publishing phase results in MILPER manpower staffing standards being published, and then later reviewed to determine if any adjustments are necessary.
- (5) The adjustment phase results in manpower requirements being adjusted annually.

*b.* Changes to HQDA-directed work requirements may lead to remeasurement and new standards.

*c.* Central to operating effectively in the MS-3 process is correct field MILPER unit organization alignment by work center. MS-3 recognized work centers are listed in figure 4-1.

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Army post offices  
Battalion S1  
Customer service  
Enlisted and flagged records  
Evaluations  
Identification cards and tags  
In-and-Out processing  
MPD, G1/AG (A managerial HQ)  
MPD support  
Officer records  
Personnel plans and actions  
Personnel reassignment  
Promotions  
Replacement support  
Retention  
SIDPERS interface division or branch  
Soldier actions  
Strength management  
Trainee and student processing  
Transition center  
Other MILPER additives as required (e.g. Garrison postal support, Casualty operations, etc.)

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**Figure 4-1. Military personnel work centers**

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*d.* Command unique manpower requirements. MS-3 recognizes “command unique” MILPER work since it is necessitated by mission, or geographical location, and or the composition of the force. To be recognized, these work requirements must be approved by USAMARDA. “Command preference” work requirements (generated locally to satisfy command prerogatives or work not HQDA-directed as part of the MILPER System) will not be recognized. To request approval of a “command unique” requirement, the installation MILPER functional proponent will forward a request as follows:

(1) Through the installation resource manager for evaluation and forwarding to the MACOM resource manager.

(2) From the MACOM resource manager to the MACOM MILPER functional proponent for coordination and return.

(3) From the MACOM resource manager to the Resource Management Operations Activity (RMOA), FORSCOM (FCJ8-RR), Fort McPherson, GA 30330, for review as the overall staffing standards proponent for the MILPER System MS-3.

(4) RMOA will coordinate with PERSCOM (TAPC-PDO) to develop manpower staffing standards and will forward the request to USAMARDA.

(5) USAMARDA takes final action on the request. Approved command unique work requirements are recognized as work load additives in the MPD MS-3 Application Plan.

#### **4-4. Manpower documents**

*a.* Manpower requirements and authorizations for MILPER units are documented in MTOE and TDA. The MTOE provides requirements and authorizations needed to execute the wartime-related MILPER functions and programs listed, indicated by (D), in figures 2-1 and 2-2, respectively.

*b.* The manpower authorizations contained in both documents will be informally consolidated and allocated against MS-3 manpower requirements. The MTOE usually provides the nucleus of the manpower authorizations required in MTOE MILPER units with

TDA augmentation used to reflect residual requirements and authorizations.

*c.* A TACCS produced MILPER Manning Report is used in managing manpower requirements, manpower authorizations and the work force. The MILPER Manning Report also identifies the shortfall in manpower authorizations, and allows MILPER leaders to compete more effectively in the installation and MACOM manpower process.

## **Chapter 5 Military Personnel Organizations**

### **5-1. Standardization strategy**

*a.* Installation and community commanders should make every possible effort to form the MILPER unit work centers described in the MS-3 Application Plan (and this regulation), and accurately maintain the work load factor sources. Where this is not feasible because of local constraints, appropriate justification should be sent to the MACOM for submission to PERSCOM (TAPC-PDO).

*b.* With the assistance of MS-3, the MILPER community is able to develop standard organizations and compete more effectively for manpower. The MILPERMAP provides a strategy, but its effectiveness depends on manpower officials being able to observe work in standard work centers so the manpower staffing standards can be improved and kept current.

*c.* Organizational standardization provides accurate and realistic manpower staffing standards, standard supervisory and managerial job descriptions and grade-levels, enhanced deployability preparedness, and enhanced training and development for MILPER workers.

*d.* Installation-level functional responsibilities extend beyond the boundaries of the branch and encompass all installation-level work requirements. For example, the Personnel Operations Branch is the functional proponent for the MILPER function Leaves and Passes;



b. Use of MTOE MILPER units. The MTOE units listed below are normally employed in the service echelon under the command and control of Personnel Groups.

(1) Personnel Service Companies (PSC) provide direct support to commanders within areas of operation during wartime. In peacetime, the manpower authorizations in the MTOE are combined with those of the TDA to form a consolidated, stand-alone PSC.

(2) Postal companies operate the mail system in overseas commands in peacetime and wartime as an extension of the U.S. Postal System. In peacetime, the MTOE authorizations of the Postal Companies are combined with those of the TDA to form Army Post Offices at community-level in the overseas command.

(3) Replacement companies execute the replacement operations function at corps and theater-levels. In peacetime, the manpower authorizations of the MTOE are combined with those of the TDA to form Replacement Support Work Centers. The MTOE of the Division G1/AG contains manpower authorizations to support replacement operations function for a division on the Airland Battlefield. These resources are used in peacetime to staff a portion of the Replacement Support Work Center.

c. CONUS-based separate brigades. The MILPER system in a CONUS-based separate brigade is supported by the Office of the Brigade S1/AG (MTOE) and an PSC (MTOE). In peacetime, the Brigade S1/AG directs both the MILPER staff and the MILPER service echelons for the brigade. Branch and work center frameworks, and associated functional responsibilities are shown at figure 5-3.

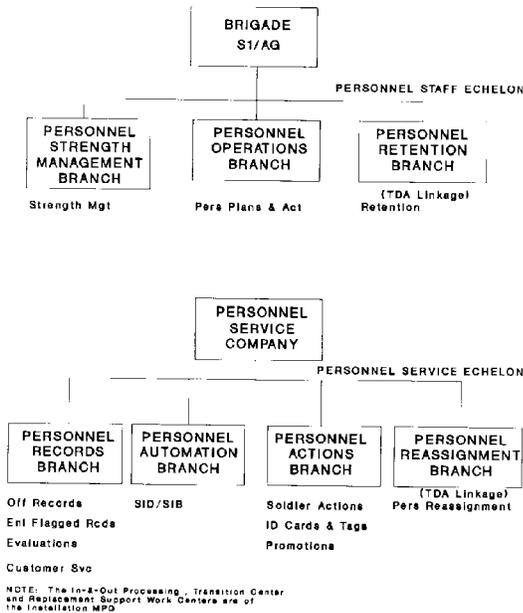


Figure 5-3. CONUS-based separate brigades

d. CONUS-based divisions.

(1) The MILPER system in a CONUS-based division is supported by the installation MPD (TDA), Office of the Division G1/AG (MTOE), and PSC (MTOE).

(2) In peacetime, all three organizations are consolidated into a single MILPER organization under the direction of the G1/AG. The consolidated organization is capable of deploying the MTOE MILPER units on short notice and leaving a fully operational MPD behind to support the garrison after the division deploys. The mobilization TDA is maintained to reflect the total requirements of the installation MPD after mobilization. Branch and work center frameworks, and associated functional responsibilities are shown at figure 5-4.

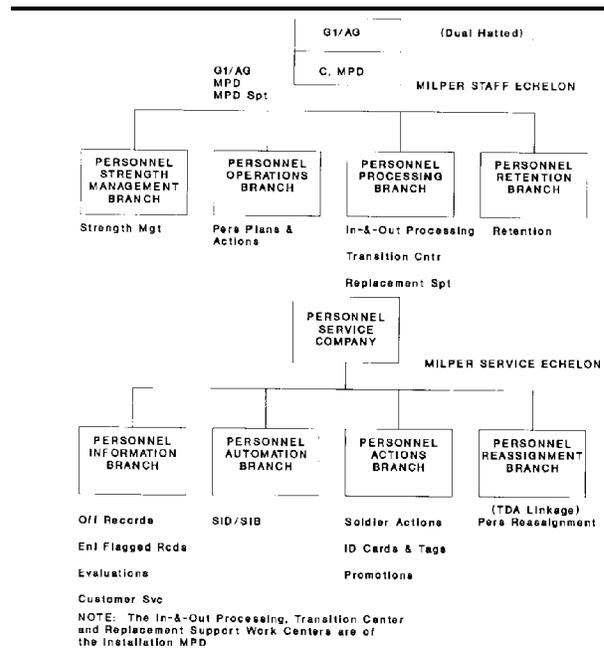


Figure 5-4. CONUS-based divisions

(3) The G1/AG directs both MILPER echelons (staff and service) for the entire installation. The Chief, MPD is redesignated as a Deputy G1/AG for manpower mobilization, retention, and processing.

(4) MTOE military and civilian personnel authorizations are normally used to resource the managers of the branches indicated in table 5-4. MTOE MILPER personnel authorizations are also allocated from the PSC against the Personnel Operations Branch to staff a portion of the MILPER Casualty Management Program. The Personnel Operations Branch requires an MS-3 additive to support the Postal Operations function.

Table 5-4 Military Personnel Branch manager resourcing

Branch	Authorization	
	MOTE	Civilian
Personnel Actions	X	
Personnel Automation	X	
Personnel Information	X	
Personnel Operations	X	
Personnel Processing		X
Personnel Reassignment		X
Personnel Retention	X	

e. CONUS-based corps.

(1) MILPER System in a CONUS-based corps is supported by five MILPER structures. They are—

- (a) Installation MPD (TDA).
- (b) Office of the Corps AG (MTOE).
- (c) Personnel Group (MTOE).
- (d) Office of the Division G1/AG (MTOE).
- (e) MILPER Units (i.e., PSC, postal company) (MTOE).

(2) In peacetime, the installation MPD and Corps AG are consolidated into a single organization under the direction of the Corps AG. The Corps AG also directs the MILPER staff echelon for the entire installation, less any assigned divisions. The Personnel Group commander directs the MILPER service echelon for the entire installation. The G1/AG of each division directs the MILPER staff echelon and the Replacement Operations function for the division. The PSC are aligned with and support specific populations (e.g., a

division, a corps non-divisional force, or (any other combination of organizations). Replacement companies are used to staff the Replacement Support Work Center.

(3) The Corps AG is the triple-hatted MILPER leader for the entire installation. The Chief, MPD is redesignated as a Deputy Corps AG for manpower mobilization, retention, and processing. A mobilization TDA is maintained to reflect the total requirements of the installation MPD after mobilization. Stand-alone PSC (to include TDA linkage in peacetime) are maintained to provide a rapid deployment capability. Each branch of the consolidated organization is manned with sufficient TDA manpower to provide a basic operational capability should the division be deployed.

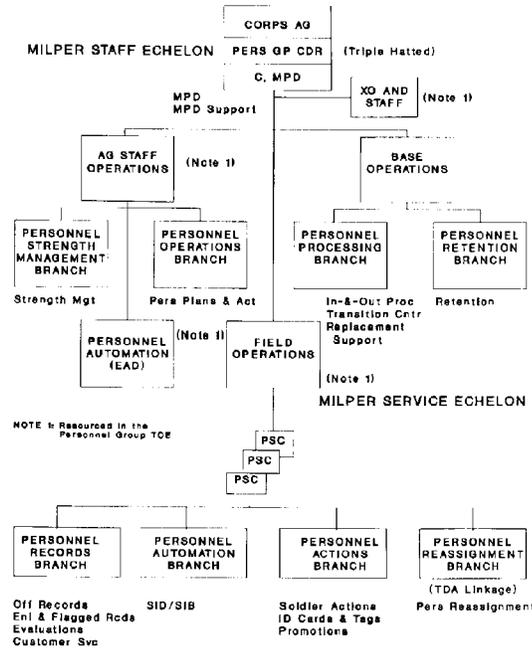


Figure 5-5. CONUS-based corps installation

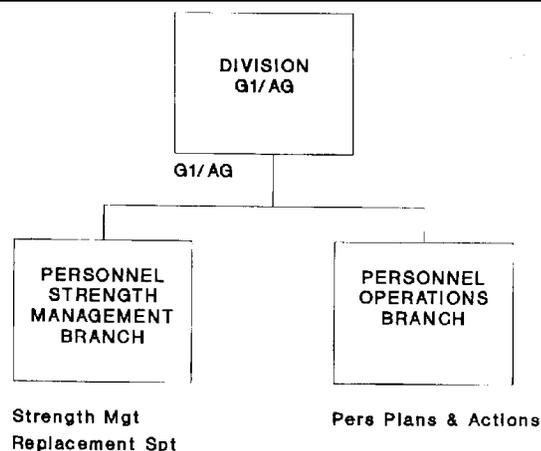


Figure 5-6. Branch framework for a CONUS-based division collocated with a corps

(4) MTOE military and civilian personnel authorizations are normally used to resource the managers of the branches indicated in table 5-4.

(5) Each PSC requires an MS-3 additive to perform the Casualty

Operations function. The Personnel Operations Branch requires an MS-3 additive to support the Postal Operations function.

(6) The branch framework for a corps and the work centers associated to each branch are at figure 5-5. The branch framework for a division collocated with a corps and the work centers associated to each branch are at figure 5-6.

f. Overseas-based brigades, divisions and corps.

(1) The MILPER System in overseas-based corps is supported by four MILPER structures. They are the Office of the Corps AG (MTOE), Personnel Group (MTOE), Office of the Division G1/AG (MTOE), and MILPER units (i.e., the PSC, Postal Company) (MTOE).

(2) The Corps AG directs the MILPER staff echelon for the Corps. The Personnel Group commander directs the MILPER support echelon (less the Personnel Processing Branch) for all units within the Corps area of operation. The G1/AG of each division directs the personnel staff echelon and the Replacement Operations function for the division. The Theater commander decides which organization element will execute control over the in-and-out processing work centers. Each PSC stationed overseas requires an MS-3 additive for the Casualty Operations function.

(3) The branch framework for a corps stationed overseas, and the work centers related to each branch, are shown at figure 5-7. The branch framework for a division stationed overseas, and the work centers related to each branch, are shown at figure 5-8.

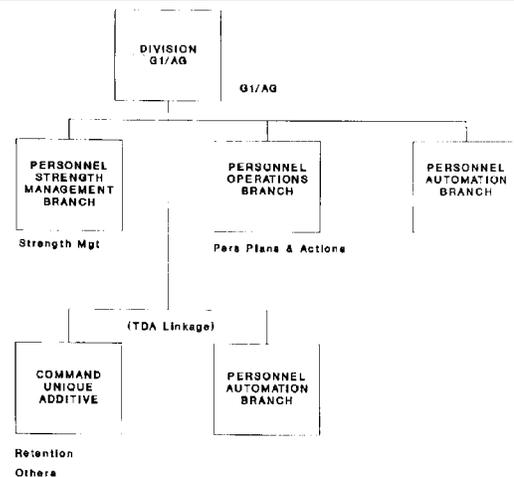


Figure 5-8. Branch framework for the MILPER staff echelon of an overseas-based division

### 5-5. Activation and inactivation

Activation and inactivation of MILPER units must have the advance approval of the CG, PERSCOM. Organizational structure will conform to that prescribed in this regulation. The following procedure is in addition to AR 310-49 requirements. Letters of intent (exempt report, AR 335-15, para 7-2b) to constitute, activate, inactivate, or modify a unit will be forwarded through command channels to Commander, U.S. Total Army Personnel Command (TAPC-PDO), 200 Stovall Street, Alexandria, VA 22332-0474 and will contain the following:

- (1) Mailing address of the unit.
- (2) Supported units (by unit identification code (UIC)) and strength of each.
- (3) Distance, in miles, between the MILPER unit and supported units, if geographically dispersed.
- (4) Location of servicing finance unit, and a statement of concurrence with the proposal.
- (5) Authorized and assigned personnel (officer, enlisted, and civilian) within the unit.
- (6) Proposed date of activation or inactivation.
- (7) Supporting justification.

(8) Statement of additional manpower and funding resources required. Forwarding commander will state whether additional resources (for activation only) required are available within the command.

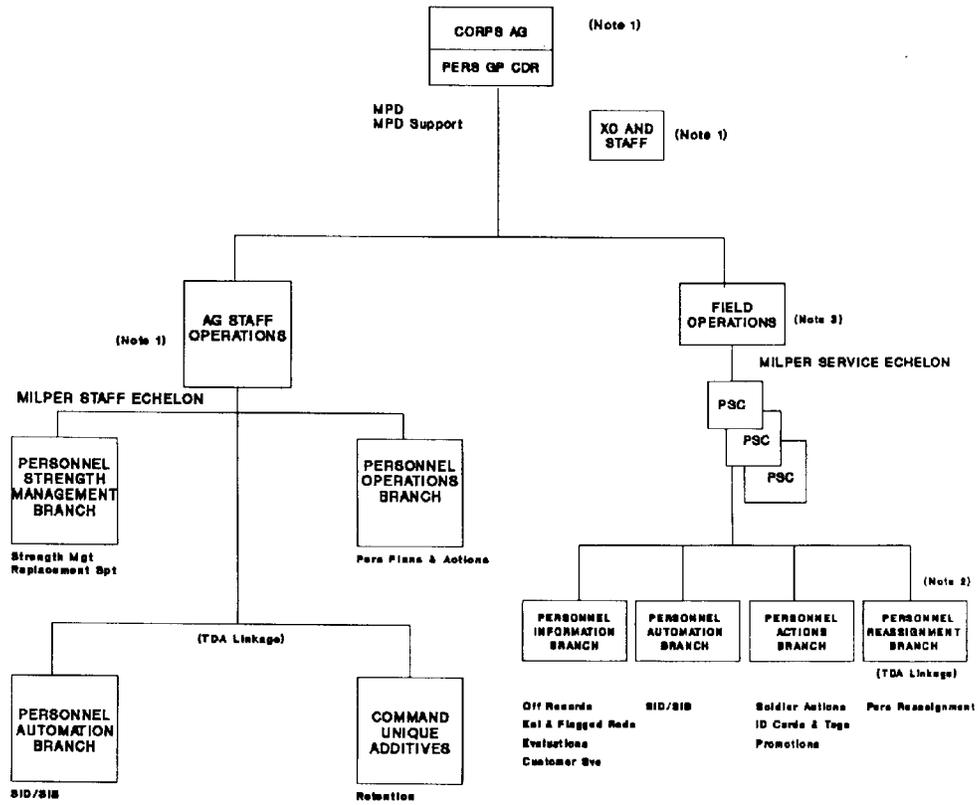
(9) A copy of the coordinated action document with parent and supporting MACOMs comments (if the request is for inactivation and tenant or satellite units are involved).

**Table 5-1  
Functional Responsibilities and Structure of the Military Personnel Division (MPD)**

Branch	Work centers	MILPER functions (note 1)	MILPER programs (note 2)
MPD Headquarters	MPD (G1/AG) MPD support		Manpower mobilization
Personnel Strength Management	Strength management Personnel reassignment	Enlisted management Officer management Reassignment Sponsorship	Exception family members Special pay programs Strength management Unit manning
Personnel Operations	Personnel plans and actions Soldier actions	Awards and decorations Casualty operations Enlisted transfers and discharges Leaves and passes Line of duty Officer procurement Officer transfers and discharges Personnel security clearances Postal operations (note 3)	Battalion S1 management Casualty management MILPER integration Orders Quality assurance Soldier applications
Personnel Services	Officer records Enlisted and flagged records Evaluations Customer service Promotions	Enlisted evaluations Enlisted promotions and reductions Flagging Officer evaluations Officer promotions	MILPER information management
Personnel Processing	In-and-Out processing Replacement support Identification cards and tags Transition center	Career planning and retiree support Identification documents Survivor benefits Transition processing	Personnel processing Replacement operations Transition management
Personnel Retention	Retention	Retention	
Personnel Automation	SIDPERS interface division and branch, division, or branch	Personnel accounting and strength reporting MILPER database management	MILPER automation
Trainee and Student Processing	Trainee and student processing		Trainee and student support

Notes:

1. Two functions are not listed because they are not the responsibility of the MPD. They are band operations and recruiting.
2. The multifunction program soldier reception is not listed.
3. In the garrison MILPER System, postal operations is limited to postal directory service, inspections, and planning.



Note 1 - This office is resourced in the Pers Gp TOE.  
 Note 2 - The Transition Center is not utilized OCONUS.  
 Pretransition Processing is an MS-3 additive.  
 Note 3 - The In-A-Out Processing Work Center is placed by the MACOM. Army Post Offices are normally directed by a Theater-Level Command and Control Activity.

Figure 5-7. Branch framework for the MILPER staff and service echelons of an overseas-based corps

## Appendix A References

### Section I Required Publications

#### AR 5-3

Installation Management and Organization. (Cited in para 1-1.)

#### AR 570-5

Manpower Staffing Standards System. (Cited in para 4-1.)

#### FM 12-6

Personnel Doctrine. (Cited in paras 2-9 and 3-2.)

### Section II Related Publications

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

#### AR 310-49

The Army Authorization Documents System (TAADS).

#### AR 570-2

Manpower Requirements Criteria.

#### AR 570-4

Manpower Management.

## Appendix B Functional Description of the Military Personnel System

### B-1. Program strategy

*a.* In 1985, the Army initiated a program to discipline the manpower requirements process for the Military Personnel (MILPER) System at the installation level. Within the context of the program, discipline meant to ensure that all MILPER work requirements were valid, efficiently described in governing publications, accounted for in the Army's Manpower System, and appropriately resourced.

*b.* In the early stages of the program two major systemic problems surfaced:

(1) The absence of a universally accepted frame of reference to describe the MILPER System, and

(2) The lack of a formal process to link Headquarters, Department of the Army (HQDA-directed) MILPER work requirements to the manpower system.

*c.* To correct the systemic problems, a three-year effort was dedicated to establishing a managerial framework (described in chaps 1 and 2) and a Manpower Requirements Process (described in chap 4) for the MILPER System. This regulation prescribes the use of the framework and the process, as basic tools for use in operating and disciplining the MILPER System.

### B-2. The Army functional framework

*a.* To put the MILPER System in perspective it is necessary to start with the broadest concept at the top, i.e., the Army, and move through seven levels of subdivision to develop a hierarchy of functional terms. These terms that describe the MILPER System are listed below in descending order and pictured in figure B-1.

- (1) The Army.
- (2) Combat service support.
- (3) Manning the force.
- (4) Personnel service support.
- (5) Personnel management.
- (6) MILPER activities.
- (7) MILPER functions.
- (8) MILPER tasks.

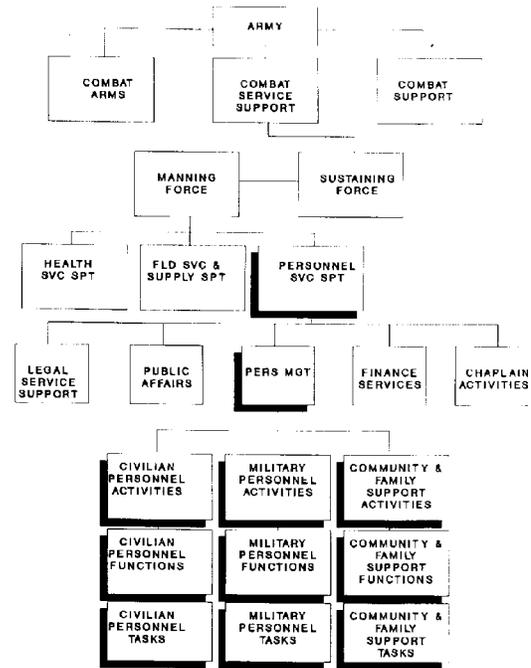


Figure B-1. The Army functional framework

*b.* Combat service support is the management of the activities that man-the-force and sustain-the-force. Its related parts are logistics and personnel service support.

*c.* Manning-the-force is the management of personnel service support, health service support, and field services and supply support.

*d.* Personnel service support is the management of the following:

- (1) Personnel management.
- (2) Public affairs management.
- (3) Legal management.
- (4) Financial management.
- (5) Chaplaincy management.

*e.* The term "personnel management" has at least two meanings as it is used at different levels of the Army. In a general sense, personnel management describes the process of managing people. In this context, it refers to broad concepts such as procurement, classification, utilization, and assignment. Within the MILPER System, personnel management is a more precise concept. It refers specifically to the management of the following activities in support of Army people:

- (1) MILPER activities.
- (2) Community and family activities.
- (3) Civilian personnel activities.
- (4) Other general personnel management activities, such as voting, education, safety and heraldry.

*f.* The term "MILPER activities" is synonymous with the terms "MILPER management", "MILPER operations", and "MILPER System". It is the management of the following:

- (1) MILPER strength management work.
- (2) MILPER information work.
- (3) MILPER service work.
- (4) Recruiting and retention work.
- (5) Band operations.

*g.* MILPER functions are major segments of the MILPER System that break the MILPER System into manageable program segments. (See chap 2).

*h.* The MILPER task is the final step in the hierarchy of terms. It

is used to describe the work required to execute the MILPER sub-functions at installation-level. (See chaps 2 and 4).

## Appendix C Principles of Support for the Military Personnel System

### C-1. MILPER Functions

The principles of support for the MILPER functions are as follows:

- a. Awards and decorations.*
  - (1) Enables commanders to recognize soldiers for valor, meritorious service, and achievement; and to document and record that recognition for historical purposes.
  - (2) Recognizes members of other military departments, foreign allies, and U.S. civil servants for their meritorious contributions to the Army's success in mission accomplishment.
  - (3) Recognizes veterans and the next of kin of soldiers.
  - (4) Supports the Army's personnel life-cycle function of sustainment.
- b. Band operations.*
  - (1) Provides music to promote troop morale, unit esprit, and civil/military relations in support of military operations.
  - (2) Supports the Army's personnel life-cycle function of sustainment.
- c. Career planning and retiree support.*
  - (1) Assists soldiers in career planning and the retirement process; and serves the retired population as part of the total Army.
  - (2) Supports the Army's personnel life-cycle function of transition.
- d. Casualty operations.*
  - (1) Records, reports, and accounts for casualties in an expeditious manner.
  - (2) Notifies and assists the next of kin and family members.
  - (3) Supports the Army's personnel life-cycle function of sustainment.
- e. Enlisted evaluations.*
  - (1) Evaluates the performance of soldiers above the rank of specialist (SPC) (i.e., Sergeant (SGT) thru Command Sergeant Major (CSM)), in peacetime and wartime.
  - (2) Supports the Army's personnel life-cycle function of professional development.
- f. Enlisted management.*
  - (1) Distributes enlisted soldiers based on available inventory and priorities established by Headquarters, Department of the Army (HQDA) to meet the unit readiness of field commanders.
  - (2) Develops the enlisted force through programs that govern the training, career development, assignment, and utilization of soldiers.
  - (3) Supports the Army's personnel life-cycle function of distribution.
- g. Enlisted promotions and reductions.*
  - (1) Provides a centralized promotion selection process in peacetime for promotion to the ranks of Sergeant First Class (SFC) and above.
  - (2) Provides a semi-centralized promotion selection process in peacetime for promotion to SGT and Staff Sergeant (SSG).
  - (3) Authorizes commanders to advance soldiers to Specialist (SPC) and below.
  - (4) Retains Army-wide equity during hostilities as long as the supporting systems (i.e., the centralized and semi-centralized process) are practical and affordable.
  - (5) Supports the Army's personnel life-cycle function of professional development.
- h. Enlisted transfers and discharges.*
  - (1) Provides a mechanism to terminate the services of an enlisted soldier prior to the terms of the original contract (both voluntarily and involuntarily).
  - (2) Provides authority to transfer enlisted soldiers from one military service to another.
    - (3) Provides authority to discharge enlisted soldiers from all forms of military obligation.
    - (4) Supports the Army's personnel life-cycle function of transition.
      - i. Flagging.*
        - (1) Guards against the accidental execution of specified favorable personnel actions for soldiers not in good standing.
        - (2) Supports the Army's personnel life-cycle function of sustainment.
      - j. Identification documents.*
        - (1) Issues identification cards to persons likely to become prisoners-of-war so as to comply with the Articles of the Geneva Convention of 1949.
        - (2) Issues identification tags to military personnel.
        - (3) Supports the Army's personnel life-cycle function of sustainment.
      - k. Leaves and passes.*
        - (1) Supports health, morale, motivation, and efficiency.
        - (2) Supports the Army's personnel life-cycle function of sustainment.
      - l. Line of duty.*
        - (1) Determines if a soldier's disease, injury, underlying condition, or death, was due to the soldier's intentional misconduct or willful negligence, or occurred during a period of unauthorized absence.
          - (2) Supports the Army's personnel life-cycle function of sustainment.
      - m. Officer evaluations.*
        - (1) Evaluates the performance of officers (i.e., warrant officer (WO) thru major general (MG)) in peacetime and wartime.
        - (2) Supports the Army's personnel life-cycle function of professional development.
      - n. Officer management.*
        - (1) Distributes officers (less Army Medical Department (AM-MED) officers) to meet the needs of the Army.
        - (2) Manages officers to ensure the presence of the leadership and technical skills necessary for mission accomplishment.
        - (3) Supports the Army's personnel life-cycle function of distribution.
      - o. Officer procurement.*
        - (1) Procures the right number and type of officers (less AMMED officers) of high military merit, to meet the Army's authorized strength levels.
          - (2) Supports the Army's personnel life-cycle function of acquisition.
      - p. Officer promotions.*
        - (1) Provides centralized promotion selection process in peacetime for promotion to all ranks, except Chief Warrant Officer Two (CW2), First Lieutenant (1LT), Lieutenant General (LTG), and General (GEN).
          - (2) Retains Army-wide equity during hostilities as long as the supporting systems (i.e., the centralized process) are practical and affordable.
          - (3) Authorizes commanders to promote officers to the ranks of CW2 and 1LT.
          - (4) Supports the Army's personnel life-cycle function of professional development.
      - q. Officer transfers and discharges.*
        - (1) Provides a mechanism to terminate the services of an officer prior to the terms of the original contract (both voluntarily and involuntarily).
          - (2) Provides authority to transfer officers from one component to another.
          - (3) Provides authority to discharge officers from all military obligations.
          - (4) Supports the Army's personnel life-cycle function of transition.
      - r. Personnel accounting and strength reporting.*
        - (1) Accounts for soldiers and reports their duty status as the foundation for critical battlefield decisions.

(2) Operates a command and control strength reporting system to manage the personnel combat power of the tactical force.

(3) Reconciles personnel accounting and strength reporting information over time.

(4) Supports the Army's personnel life-cycle function of sustainment.

*s. MILPER database management.*

(1) Consolidates current and projected personnel information on soldiers and units in a number of command data bases (i.e., SID-PERS) to serve as the basis for command decisions and projected battlefield requirements.

(2) Extracts combat essential personnel information from the command data bases and provides consolidated databases to corps and theater-level strength, casualty, and postal managers.

(3) Supports the Army's personnel life-cycle function of sustainment.

*t. Personnel security clearances.*

(1) Manages and operates the Army's classified systems and programs in a manner which denies compromise of classified information to adversaries of the United States.

(2) Supports the Army's personnel life-cycle function of sustainment.

*u. Postal operations.*

(1) Manages and operates a postal network to move, deliver, and collect mail in the deployed force to contribute to the fighting will of soldiers.

(2) Provides an alternative delivery system for personnel information.

(3) Delivers official mail to include spare parts and medical supplies.

(4) Supports the Army's personnel life-cycle function of sustainment.

*v. Reassignment.*

(1) Maintains a set of reassignment eligibility rules.

(2) Verifies the eligibility of soldiers to satisfy PERSCOM assignment instructions.

(3) Supports the Army's personnel life-cycle function of distribution.

*w. Retention.*

(1) Retains quality soldiers and maintains proper strength levels in all components of the total Army force.

(2) Supports the Army's personnel life-cycle function of acquisition.

*x. Sponsorship.* Sponsorship assists soldiers, civilian employees, and families during the reassignment and transition process, so as to—

(1) Assist families geographically separated from the principal because of duty or travel requirements.

(2) Improve unit cohesion and readiness by decreasing distractions which hamper personal performance and mission accomplishment.

(3) Support the Army's personnel life-cycle function of sustainment.

*y. Survivor benefits.*

(1) Counsels and assists soldiers and their families on the benefits of the Survivor Benefits Program.

(2) Supports the Army's personnel life-cycle function of transition.

*z. Transition processing.*

(1) Performs transition processing requirements.

(2) Prepares soldiers and family members for transition to the next phase of Federal service.

(3) Helps make future Army alumni proud of their service and look forward to continued affiliation.

(4) Supports the Army's personnel life-cycle function of transition.

## **C-2. Multifunction programs**

The principles of support for the multifunction programs are as follows:

*a. Battalion S1 management.*

(1) Intensively manages the personnel service support workload in the Battalion S1 and at unit-level.

(2) Conserves combat arms manpower and supports the Army's personnel life-cycle function of sustainment.

*b. Casualty management.*

(1) Ensures the personnel and logistical processes involved in casualty management are effectively and efficiently integrated together at all levels.

(2) Supports the Army's personnel life-cycle function of sustainment.

*c. Exceptional family members.*

(1) Identifies and provides special assignments to soldiers who have an exceptional family member(s).

(2) Supports the Army's personnel life-cycle function of distribution.

*d. Manpower mobilization.*

(1) Ensures the manpower readiness of the military and civilian personnel systems to mobilize and transition from peacetime to wartime.

(2) Ensures all military personnel functional regulations and systems adequately address the actions required to transition the Reserve Component force to wartime operations as a part of the total Army's combat force.

(3) Exercises the military functional requirements of the manpower mobilization process in support of Army exercises or contingency operations.

(4) Prepares to execute replacement allocation priorities for the battlefield based on ODCSOPS guidance.

(5) Supports the Army's life-cycle function of deployment.

*e. Orders.*

(1) Provides orders to substantiate entitlements and documents of key events.

(2) Supports the Army's personnel life-cycle function of sustainment.

*f. MILPER automation.*

(1) Periodically reviews and improves existing automation products.

(2) Produces new products to support functional requirements within PERSCOM and in the field, for all components, and for the complete spectrum of operations (i.e., peacetime, mobilization, and wartime).

(3) Supports the Army's personnel life-cycle function of sustainment.

*g. MILPER information management.*

(1) Provides a record of critical personnel information about soldiers to support battlefield decisions and to satisfy the nation's obligation to retain historical information for its veterans.

(2) Provides a manual source of information on skills, grades, numbers, and physical limitations as a back-up to the electronic personnel databases.

(3) Supports the Army's personnel life-cycle function of sustainment.

*h. MILPER integration.*

(1) Integrates the military personnel function and multifunction programs; and organizational structure to provide an effective and efficient operating system to meet the Army's requirements in the field for peacetime, mobilization, and wartime.

(2) Supports the Army's personnel life-cycle function of sustainment.

*i. Personnel processing.*

(1) Efficiently accomplishes all administrative actions required to relocate soldiers.

(2) Ensures soldiers are ready for short notice deployment to meet contingency requirements.

(3) Efficiently processes the mobilizing force as it enters active duty.

(4) Assists in the family movement process.

(5) Prepares soldiers for movement.

(6) Supports the Army's personnel life-cycle function of sustainment.

*j. Quality assurance.*

(1) Regularly reviews military personnel operations in the field, using both top of the system indicators and field visits, to identify and correct systemic and procedural problems.

(2) Reinforces and modifies internal control review requirements to minimize the risk of fraud, waste, abuse, and mismanagement.

(3) Maintains, analyzes, publishes, and acts on periodic performance indicators for field operations.

(4) Supports the Army's personnel life-cycle function of sustainment.

*k. Replacement operations.*

(1) Coordinates the support and delivery of replacements and return to duty soldiers, including orders issuance, personnel accounting, logistical support, personnel processing, and transportation.

(2) Supports the Army's personnel life-cycle function of distribution.

*l. Soldier applications.*

(1) Identifies, standardizes, streamlines, and provides automation tools to support the soldier application process.

(2) Supports the Army's personnel life-cycle function of sustainment.

*m. Soldier reception.*

(1) Receives, processes, and indoctrinates new soldiers enroute to the training base.

(2) Supports the Army's personnel life-cycle function of acquisition.

*n. Special pay programs.*

(1) Identifies, standardizes, streamlines, and provides automation tools to support the special pay process.

(2) Supports the Army's personnel life-cycle function of distribution.

*o. Strength management.*

(1) Assesses an organization's combat power and plans for future operations, and assigns replacements on the battlefield.

(2) Predicts the need for and provides a mixture of individuals and small units as replacements to sustain the combat power on the battlefield.

(3) Includes the technique and the decision process used to allocate replacements to the fighting force, and to assess the combat capabilities of units from the personnel perspective.

(4) Supports the Army's personnel life-cycle function of distribution.

*p. Trainee and student support.*

(1) Supports trainees and students in the training base.

(2) Supports the Army's personnel life cycle function of distribution.

*q. Transition management.*

(1) Discharges or releases soldiers from active duty.

(2) Assists soldiers in their transition to another stage of Army affiliation.

(3) Improves the quality of the force through the Qualitative Management Program.

(4) Fosters a positive image of the Army in the eyes of Congress and the public.

(5) Protects soldiers rights while preventing claims against the Army.

(6) Implements Army cost reduction initiatives.

(7) Supports the Army's personnel life-cycle function of transition.

*r. Unit manning.*

(1) Uses units in the distribution process as a force multiplier through the use of soldier cohesion.

(2) Supports the Army's personnel life-cycle function of distribution.

## Glossary

### Section I Abbreviations

<b>AG</b> Adjutant General	<b>MAPDB</b> manpower requirements process database	<b>TDA</b> table of distribution and allowances
<b>AG school</b> Adjutant General school	<b>MARC</b> Manpower Requirements Advisory Council	<b>TOE</b> table of organization and equipment
<b>AR</b> Army regulation	<b>MILPER</b> military personnel	<b>TRADOC</b> United States Army Training and Doctrine Command
<b>C</b> Chief	<b>MILPERMAP</b> Military Personnel Manpower Requirements Process	<b>UIC</b> unit identification code
<b>CDR</b> commander	<b>MPD</b> Military Personnel Division	<b>USAMARDA</b> U.S. Army Manpower Requirements and Documentation Agency
<b>CFSA</b> Community and Family Support Agency	<b>MPID</b> Military Personnel Integration Division	<b>USARCENT</b> U.S. Army Central Command
<b>CG</b> commanding general	<b>MS-3</b> Manpower Staffing Standards System	<b>USAREUR</b> United States Army, Europe
<b>CIR</b> circular	<b>MTOE</b> modified table of organization and equipment	<b>USASSC</b> United States Army Soldier Support Center
<b>CONUS</b> continental United States	<b>NGB</b> National Guard Bureau	<b>WESTCOM</b> United States Army Western Command
<b>COC</b> Council of Colonels	<b>OCAR</b> Office of the Chief, Army Reserve	<b>Section II Terms</b>
<b>COMMON process</b> command modernization process	<b>ODCSOPS</b> Office of the Deputy Chief of Staff for Operations	<b>Band operations</b> Management of the Army's bands.
<b>D</b> deployable; Execute on the Airland Battlefield	<b>ODCSPER</b> Office of the Deputy Chief of Staff for Personnel	<b>Combat service support</b> The management of the activities that man-the-force and sustain-the-force.
<b>DA</b> Department of the Army	<b>PERSCOM</b> Total Army Personnel Command	<b>Command-preference</b> Locally resourced work requirements that are generated to satisfy command prerogatives; but, will not be recognized by HQDA and the MS-3 process as a part of the MILPER System.
<b>DCSOPS</b> Deputy Chief of Staff for Operations and Plans	<b>PERSINSCOM</b> Personnel Information Systems Command	<b>Command-unique</b> Work that is necessitated by the mission of a command, or the geographical location, and/or the composition of the force.
<b>DCSPER</b> Deputy Chief of Staff for Personnel	<b>PSS</b> personnel service support	<b>Council of Colonels</b> Colonels of specific organizations that oversee the MILPER integration process; advise the CG's, USASSC, and PERSCOM; and organize and conduct the annual command reviews.
<b>DPCA</b> Deputy of Personnel and Community Activities	<b>PSC</b> Personnel Service Company	<b>Function</b> Defined segments of the MILPER System. The point where responsibility rests with a specific person at all levels of command.
<b>FM</b> field manual	<b>RMOA</b> Resource Management Operating Activity	<b>Functional proponent</b> Those responsible for the MILPER functional work at all levels.
<b>FORSCOM</b> Forces Command	<b>SID/SIB</b> SIDPERS Interface Division; SIDPERS Interface Branch	<b>General Officer Steering Committee</b> General officers of specific organizations that review and adjust the priorities and goals of the MILPER integration process.
<b>HQDA</b> Headquarters, Department of the Army	<b>SIDPERS</b> Standard Installation/Division Personnel System	
<b>MACOM</b> major Army command	<b>SIO</b> standard installation organization	
<b>MAP</b> manpower requirements process	<b>TAA</b> total Army analysis	
	<b>TACCS</b> Tactical Army Combat Service Support (CSS) Computer System	

**Horizontal dimension**

One-half of the system of functional proponents that link the Active Component, Reserve Components; and the doctrinal, automation, training, and manpower communities.

**Integration process**

The process that unites the pieces of MILPER network in support of the MILPER System.

**Key word**

A word (or two words) identified within the task title to provide a basis for alphabetizing tasks within the MAPDB.

**Managerial framework**

Used to direct, manage, and operate the MILPER System.

**Managerial work**

Includes tasks required to manage a major, installation-wide MILPER function or multifunction program.

**Manning-the-force**

The management of personnel service support, health services support, and field services and supply support.

**Manpower staffing standard**

An equation that describes the mathematical relationship between the workload factors and the allowed man-hours for each work category.

**MAPDB (Manpower Requirements Process Database)**

Consist of key data elements to support the MILPER integration process.

**MILPERMAP (Military Personnel Manpower Requirements Process)**

A formal managerial process that provides MILPER leaders with the necessary tools to help manage the MILPER System and compete for adequate manpower authorizations at all levels.

**MILPER manning reports**

A TACCS-generated report used to manage manpower requirements and authorizations, and the work force.

**MILPER service echelons**

Operates in direct support of units located throughout a designated area of operation under the direction of a corps.

**MILPER support echelons**

Operates as a part of a separate brigade, a division, a corps, or other tactical major command headquarters.

**MILPER System**

Consists of nine levels, beginning at the top of the system (HQDA—Army), going down to the last level (task-level).

**MS-3 validation**

Identifies within the MAPDB, the fact and the date that the tasks were included in a manpower staffing standard.

**Multifunction program**

Major work requirements within the MILPER System that involve more than one MILPER function. The point where responsibility rests with the specific person at all levels of command.

**Peacetime dimension**

One of the two integrated dimensions of the MILPER System that provide a significant number of peacetime-related services to commanders, soldiers, family members, and retirees.

**Personnel automation**

Management of the command's personnel database, product of a command and staff management tool, and fielding of new and improved automated personnel systems.

**Personnel information**

A group of military personnel functions and programs that are related to the soldier's personnel record.

**Personnel services**

A group of military personnel functions and programs that pertain primarily to soldiers as individuals.

**Personnel service support**

The management of personnel, public affairs, legal, financial, and chaplaincy management.

**Personnel strength management**

A group of military personnel functions and programs that are related to the Army's personnel strength in both numbers and skills.

**Policy**

A general objective or rule governing a MILPER function or multifunction program.

**Primary work center**

Is the work center responsible for initiating a task.

**Principles of support**

General policy statements that describe the nature of the work required by each MILPER function and multifunction program (the "what" and the "why" ) and are the major reason for executing the function or the program in terms of its contribution to the Army's life-cycle model.

**Program managers**

Those responsible for the MILPER multifunction programs.

**Recruiting and retention**

A group of military personnel functions related to the accession and retention of soldiers.

**Rule**

Executes both policy statements and specific operating tasks; an absolute criteria that applies to a specific process (task).

**Secondary work center**

Is the work center that finalizes a task whenever the steps cross organizational boundaries.

**Skill level**

Identifies the MILPER category (i.e., Officer, Warrant Officer, or Enlisted Personnel) and the level of difficulty associated with each task.

**Standards of service**

Summarizes a number of major percepts that underpin the MILPER System and establishes requirements for manpower and other resources. They describe, for each function and program, where the work is to be done and the criteria for excellence (the "when" and the "how").

**Step**

The sequential parts of a task.

**Structure**

Identifies the tasks for which HQDA operating instructions (tasks) are required and available.

**Subject matter experts**

Responsible for coordinating wartime and training requirements with the HQDA functional proponents.

**Sustaining-the-force**

Ensures the continuity of tactical operations through the uninterrupted provision of supplies, field services, maintenance, transportation, medical, and personnel service support to field commanders.

**Task**

The smallest unit of work activity that has a meaning to the performer. It has a beginning and an end, and is measurable.

**Task criticality**

Identifies the key tasks of concern to the doctrinal and training communities for use in structure and training development.

**Task title**

Consists of an active verb, followed by a short description of the work to be done.

**TACCS**

A ruggedized, portable, microcomputer system designed for field use.

**Vertical dimension**

One-half of the system of functional proponents that link the battalions, installations, MACOMs, and HQDA in a technical channel.

**Wartime applicability**

Identifies the tasks that will be performed on the battlefield.

**Wartime dimension**

One of the two integrated dimensions of the MILPER System that deliver vital wartime service to the Airland Battlefield; directs the personnel portion of the Army's wartime command and control; and collects, processes, and manages combat essential MILPER information and executes decisions for commanders.

**Work center**

A group of personnel that use similar machines, processes, methods, and operations, to perform homogeneous type work usually located in a centralized area.

**Work center description**

Listing of responsibilities of a work center arranged hierarchically from broad categories of work to precise sub-tasks.

**Workload factor definition**

A work unit or end-product that represents the work done in a work center and that can be related to the manpower required to accomplish the mission of the work center.

**Workload factor source**

The documentation required for each manpower staffing standard to substantiate the workload during the initial application, and during each subsequent annual reapplication, of the manpower staffing standard.

**Section III****Special Abbreviations and Terms**

There are no special terms.

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