

## Chapter 13

### Military Human Resource Management

*“My vision is a comprehensive and integrated Army Human Resource System that enables the manning, readiness and well-being of the Army through transformed systems, programs, policies and procedures. We will create momentum within the Human Resource community so that when the Army arrives at the Objective Force, we are there waiting for them.”*

LTG John LeMoyne, Deputy Chief of Staff, G-1

#### Section I Introduction

##### 13-1. Military human resource management (MHRM)

The term “human resource management” (HRM) has been accepted by the Army leadership and over time has been integrated into policy and doctrine formerly used to describe the functions of “personnel management” and “personnel administration.” These last two terms may never totally disappear from our lexicon, but “human resource management” more accurately describes the breadth of this complex discipline. In the most general sense, HRM is a series of integrated decisions about the employment relationship that influences the effectiveness of employees and organizations. Military HRM is the major component of the Army’s overall HRM operations. It has evolved from a supporting role to that of a strategic enabler for the Army. Today’s challenges require informed decisions on force structure requirements, recruiting and retention programs, well-being programs, and personnel readiness from both individual and unit perspectives. HR leaders must possess professional and specialized skills to meet these challenges and manage the programs that comprise the functions and integrating systems of the HR life cycle model.

##### 13-2. Personnel transformation (PT)

Before we discuss existing systems and processes, it is important to introduce Personnel Transformation (PT). These are dynamic times for the Army as it energetically pursues transformation in order to become more relevant and responsive to contingencies across the entire spectrum of military operations. As the quote above indicates, the HR community is active in this process. PT is a Line of Operation of the Army’s Transformation Campaign Plan, and integral to its success. PT is a comprehensive strategy to ensure the military HR system is relevant and responsive for soldiers and commanders now and in the future. PT is multi-faceted, but has four primary components as briefly described below:

*a. Business Process Redesign.* Personnel management procedures of the past included in excess of 1100 processes that were primarily stubby-pencil, work intensive actions that were designed to involve personnel specialists at every level, as well as the chain of command at every level until the specified action reached the appropriate approval authority. Not only did it take an extraordinary length of time to obtain decisions, the prescribed procedures unnecessarily demanded time from numerous individuals. The processes were not efficient and often not effective. Under PT, all these business processes have been, or are being, thoroughly reviewed in order to eliminate those that are not necessary, streamline others to cut out unnecessary contacts, and to apply web technology where possible. Thus far, the result has been a much more responsive HR system that is faster (often times immediate/real time), and more accurate because there are fewer steps and individuals handling the action. Often, soldiers and commanders are empowered to interact with the top of the system without direct involvement with personnel specialists.

*b. Web Technology.* Closely related to the initiative above is the leverage of automation and web technologies for HR activities. While the number of processes being enabled or improved as a result of web applications is growing dramatically as this chapter is printed, a few examples of this initiative today are: ASK (Assignment Satisfaction Key), which allows enlisted soldiers to update their assignment preference statements on-line; Officer Preference Statement is on-line for the officer corps; IWRS (Interactive Web Response System) allows officers and rating officials to check on-line if evaluation reports have been received and processed; “2X a Citizen” is a portal for USAR soldiers at AR-PERSCOM that provides an abundance of information and allows them to verify documents and data in their official file and in some cases update that information on-line; OMPF On-line allows AC soldiers to review their official files on-line from anywhere in the world and negates the need to request a copy of their OMPF from PERSCOM on microfiche; AKO (Army Knowledge On-Line) permits email communication with, and between, every soldier in the Army and allows soldiers access to enormous amounts of information; DAPMIS (DA Photo Management Information System) permits soldiers to review and transmit their official photo digitally; Civilian Personnel Online (CPOL) is an information portal for all to obtain information regarding the dynamic world of civilian personnel management; and eArmyU.com is a web application that allows soldiers access to education opportunities no matter where they are in the world, 24 hours a day, 7 days a week. These are but a few of the ways PT is exploiting web technology. Others will be addressed throughout this chapter, but one just needs to imagine the possibilities that exist with the use of the Common Access Card (SMART Card), which is currently being fielded throughout all of DOD.

## How the Army Runs

*c. Corporate Data Base.* In the pages that follow, you will read about the various databases that support components of the Army. In fact, there are two databases that support the AC (separate databases for officers and enlisted personnel although integrated within TAPDB (Total Army Personnel Database)), the USAR has its own personnel database, and the NG has its own personnel database. The goal of PT is to have a corporate database (Integrated Total Army Personnel Data Base (ITAPBD)) to integrate all these databases, improve data accuracy, allow us to better account for personnel in multi-component units, facilitate manifesting soldiers of all components for deployment, and to perform other HR missions and provide management information to HR managers and commanders that will facilitate operational decisions.

*d. Organizational Change.* Currently, there are personnel organizations (i.e. Personnel Detachments, Personnel Services Battalions, Personnel Groups, and Theater PERSCOMs) providing direct and general support to units and organizations usually on a geographic basis. PT calls for the conversion of HR support in the out-years to a more organic, operational G-1 concept after other aspects of PT are fully implemented.

### 13-3. Military HR life cycle functions

In a broad sense, MHRM describes the process of managing people by performing the essential functions of planning, organizing, directing, and supervising effective procedures necessary in administration and operation of personnel management. The life-cycle HR management functions are derived from the Army's life cycle, as follows.

*a. Personnel structure.* The HR portion of the Army's force development function where personnel requirements and authorizations are determined and documented.

*b. Acquisition.* This function ensures the Army is staffed with the correct grades and skills in numbers sufficient to satisfy force requirements, and has three components.

(1) *Manpower management.* The process of linking accession, retention, and promotion targets to Army requirements as measured against the military manning program in the PPBES.

(2) *Accession and retention management.* The process that converts manpower targets to missions and oversees execution.

(3) *Training integration.* The establishment of a demand for training programs and a system to control input and tracking of trainees and students.

*c. Distribution.* The function of assigning available soldiers to units based on Army requirements and priorities.

*d. Development.* This function begins with accession training and continues throughout a soldier's entire period of service. It includes institutional training, self-development, leader development and supporting programs such as the evaluation, promotion, and command selection systems.

*e. Deployment.* This function enables the Army to transition from the "prepare mode" to the "conduct of military operations" mode. Deployment includes mobilization, deployment, redeployment, demobilization, reconfiguration, non-combatant evacuation, and repatriating.

*f. Compensation.* This function encompasses the management of all pay, allowances, benefits, and financial entitlements for soldiers and retirees. The dollars involved exceed one-third of the Army's total obligation authority.

*g. Sustainment.* This function involves the management of programs to maintain and advance the well being of soldiers, civilians, retirees, and family members.

*h. Transition.* As individuals leave the Active Component (AC) for either the Reserve Components (RC) or civilian life, this function provides assistance to soldiers, Army civilians, and family members.

### 13-4. Human resources (HR) leadership

*a.* Assistant Secretary of the Army (Manpower and Reserve Affairs (ASA(M&RA))) has principal responsibility for the overall supervision of manpower, personnel, and RC affairs.

*b.* The Deputy Chief of Staff (DCS), G-1, as the Army's personnel proponent, determines the broad objectives of the military personnel management system. The DCS, G-1 establishes policy for and exercises ARSTAF proponent supervision of the system's functions and programs. In conjunction with the 2002 HQDA realignment, the ASA (M&RA) and DCS, G-1 were recently merged.

*c.* The CG, U.S. Total Army Personnel Command (PERSCOM) is the Army's functional proponent for the military personnel management system and operates the Army's active component system within the objectives set by the DCS, G-1. The CG, PERSCOM also supports the MHRM system's automation requirements in the design, development, and maintenance of personnel databases and automation systems.

*d.* The CG, U.S. Army Soldier Support Institute (USASSI) develops and coordinates operational concepts, materiel requirements, organization and force design requirements, and integrates training into courses of instruction at the Adjutant General School.

### 13-5. Key military human resource (HR) publications

*a. Army Regulation 600-8, Military Personnel Management.* This regulation establishes the military personnel management system. It describes the functional structure of the system and sets forth the organizational structures that direct, integrate, and coordinate the execution of the system.

*b. Field Manual 12–6, Personnel Doctrine.* This field manual describes the Army’s personnel doctrine and how it fits into the Army’s operational concept, as well as how it supports unit commanders and soldiers. It encompasses the management concepts of personnel information and readiness; replacement, casualty, and postal operations; personnel accounting and strength reporting, and other essential personnel services. As Personnel Transformation (PT) progresses, this publication as well as others, is being updated.

*c. AR 600–3, The Army Personnel Proponent System.*

(1) The U.S. Total Army Personnel Command (PERSCOM) manages the personnel proponent system, designating personnel proponents, assigning their basic responsibilities, and defining the personnel life-cycle management functions. The objectives of the personnel proponent system are to:

(a) Identify a single agent (proponent) responsible for all personnel matters for each career field (officer, warrant, enlisted, and civilian).

(b) Fix responsibility for all career field-related matters.

(c) Ensure that the civilian work force is integrated into the personnel proponent system.

(d) Ensure personnel management policies and programs established by HQDA incorporate career field-related considerations.

(e) Foster awareness and achievement of the objectives of the Officer Personnel Management System (OPMS) (see para 13–34), the Total Warrant Officer System (TWOS), the EPMS, and the Civilian Integration into the Personnel Proponent System (CIPPS).

(2) The functions of personnel proponenty are accomplished through approximately 54 personnel proponent offices in conjunction with the PERSCOM. Together the proponents assist the DCS, G–1 in all personnel-related matters.

(3) The framework for proponenty consists of the eight life-cycle management functions. The personnel proponent system serves as the “honest broker” ensuring fairness, completeness, accuracy, and timeliness of all aspects of the personnel system.

### **13–6. Military occupational classification and structure system (MOCS)**

*a.* The MOCS system translates manpower requirements into specific skills and grade levels. System policy is set forth in AR 611–1, *Military Occupational Classification and Structure Development and Implementation*. DA PAM 611–21, *Military Occupational Classification and Structure*, contains the procedures and detailed officer, warrant officer, and enlisted classification and structure guidance. Both publications are available as electronic publications on the U.S. Army Publishing Agency (USAPA) web site ([www.usapa.army.mil](http://www.usapa.army.mil)).

*b.* Changes to occupational identifiers within the MOCS are generally driven by the requirements determination process (see Chapter 2). Personnel proponents submit proposed changes to the system in accordance with responsibilities in AR 600–3 for recommending classification criteria. The Personnel Occupational Specialty Code Edit (POSC–Edit) System, an automated system maintained by PERSCOM DCSOPS, is the official military occupational edit file used to edit and update data on authorized automated personnel systems. The file is updated based on approved revisions to the MOCS. It contains a listing of all authorized commissioned officer, warrant officer, and enlisted identifiers; grades associated with those identifiers; and other personnel information.

### **13–7. Key terms and interrelated documents and systems at the heart of the human resources (HR) process**

*a. End strength (ES).* The total number of personnel authorized by the Congress to be in the Army on the last day of the FY (30 September). This is normally provided in the *National Defense Authorization Act*.

*b. Force structure allowance (FSA).* The sum of authorized spaces contained in all MTOE units and TDA type organizations.

*c. Total strength.* The total of all personnel serving on active duty in the Army, including soldiers in units and organizations and those in the individuals account.

*d. Operating strength (OS).* Those soldiers available to fill spaces in MTOE units and TDA organizations, sometimes referred to as the “distributable” inventory.

*e. Individuals account.* This account, often referred to as the trainees, transients, holdees, and students (TTHS) account, is comprised of those personnel unavailable to fill spaces in units. The six sub-accounts are trainees, officer accession students, transients, holdees, students, and USMA cadets.

*f. The Active Army Military Manpower Program (AAMMP).* The manpower program is produced as monthly updates and as decision programs for the POM, OSD budget submission, and President’s Budget. It is the report produced by the Enlisted Grades (EG) Model. Inputs are the latest available strength, gains, and loss data. Vital data for the AAMMP comes from (or will come from) several manpower systems, most of which are discussed later in this chapter. These systems include the Budget Allocation Resource of Notional Force (BARON) Model; Competitive Category Army Tracking System (CCATS) Model; MOS Level System (MOSLS); the Individuals Account (IA) Model; and the ATRRS. It also carries six years of historical loss behavior to use as a projective (predictive) database. Using a linear program, the EG Model operates within constraints such as end strengths, man years, and recruiting capability to develop an OS that matches the FSA as closely as possible. Its report (the AAMMP) records and/or

## How the Army Runs

projects strength of the Army; losses and gains; FSA; training inputs; officer, cadet, and female programs; and the TTHS account.

*g. Total Army Personnel Database (TAPDB).* An automated, standardized database containing military personnel data to fully support manning and sustaining functions during peacetime and under mobilization required by PERSCOM, AR-PERSCOM, and the NGB. It consists of integrated but physically distributed databases (Active Officer (TAPDB-AO), Active Enlisted (TAPDB-AE), USAR, ARNG, and Core). TAPDB Core contains selected data elements from each component database needed to support mobilization. Under development as an integral part of Personnel Transformation is the Integrated Total Army Personnel Database (ITAPDB), which will provide the Army with a single, corporate database, making all personnel activities easier and more accurate, better serving soldiers and commanders.

*h. Standard Installation/Division Personnel System (SIDPERS).* This automated personnel information system is currently the Army's primary system. SIDPERS provides commanders with management information reports; performs automated field records maintenance; and provides automated personnel information to the TAPDB-AE and TAPDB-AO. Under Personnel Transformation, the Army Human Resource System (AHRS) is in transition. Divestiture from SIDPERS is taking place as Army personnel policies are revised/streamlined, web technology leveraged (eMILPO), and as the Army transitions to the Defense Integrated Military Human Resources System (DIMHRS). The Army is scheduled to be the first service to implement DIMHRS in FY04. Unlike SIDPERS, eMILPO uses a centralized database and will give near real-time, Army-wide visibility on personnel information.

*i. MOSLS.* This is part of the HQDA decision support system. It is a personnel planning optimization model that computes recommended MOS and grade mix, enlisted accessions, training to support accessions, and in-service reclassification/reenlistment and promotions to maintain force alignment through the POM cycle.

*j. CCATS and BARON.* The CCATS Model uses goal-linear programming to develop optimal officer accessions, promotion rates, promotion pin on points, and forced losses. It maintains force alignment by minimizing the difference between the desired and projected OS in each competitive category and grade. The major inputs are authorizations data, inventory data, loss rates, and promotion targets. The model provides output data that can be imported into spreadsheets or word processing documents for analysis and reporting. The BARON Model outputs support program and budget development, policy analysis, and other management activities.

*k. A2SF (Active Army Strength Forecaster).* This system developed and used by DCS, G-1, will replace several legacy systems used in forecasting both officer and enlisted strengths, gains, losses, and force manning. Using updated methodologies, the object-oriented design of this system provides more accurate and timely forecasting, as well as significantly enhanced detail (rates for specific populations, gender, etc.) to support DCS, G-1 decisions. It draws upon TAPDB for personnel source data and produces the AAMMP as one of its primary reports.

*l. ATRRS.* ATRRS is an automated information system that provides personnel input to training management information for HQDA, MACOMs, schools, and training centers during both peacetime and mobilization operations. The system contains information at the course level of detail on all courses taught by and for the Army. A major product of ATRRS is the ARPRINT.

*m. ARPRINT.* The ARPRINT is a mission document that provides officer and enlisted training requirements, objectives, and programs for the AA, Army RC, DA civilians, other U.S. Services, and foreign military. Training is planned and executed on a FY basis and the goal is to train sufficient numbers in each MOS/branch and functional area to equal the projected authorizations as of the end of the FY.

## Section II

### The structure function

#### 13-8. Military manpower management

In Chapter 5, we addressed unit structure and force planning, describing how the force is sized and configured and how that force is accounted for in the documentation system. This paragraph, which should be viewed as an extension of Chapter 5, will focus on how the Army manages manpower and personnel once the force is configured and sized.

*a.* Manpower management at the macro level is the function of determining requirements, obtaining manpower, and allocating resources. It includes the determination of minimum-essential requirements, alternative means of providing resources, and policies to be followed in utilization of manpower. It involves the development and evaluation of organizational structure and review of utilization. It includes soldiers in the AC, ARNG, and USAR, Army civilian manpower assets, and certain contractor assets when a requirement is satisfied by contractual services rather than by Army military or civilian personnel.

*b.* Manpower managers deal with HR requirements from the perspective of the organizational structure in which they will be most efficiently and economically used. First, they focus on requirements demanding explicit grades and skills to perform specific tasks. Then, they focus on determining which requirements will be supported with authorizations ("spaces"). Finally, they combine force structure authorizations with requirements in the TTHS Account, also referred to as the Individuals Account, to determine the needs of the Army by grade and skill within constraints that

exist. Simultaneously, HR managers focus on supporting requirements through the acquisition, training, and assignment of personnel (“faces”) to authorized positions.

*c.* The Congress, the OMB, OSD, and the OSA are not directly involved in the management of individual military personnel. They do, however, establish policies that prescribe the availability of this resource and the management latitude available to those involved in personnel management. For example, policies which limit permanent changes of station (PCS), establish tour lengths, set officer grade limitations, or place a ceiling on the hire of local national personnel affect the flexibility of personnel managers. OSD and, to a more limited extent, OMB, are involved in the force-structuring process. At the Federal level, the Office of Personnel Management (OPM) (see para 14–5) is a driving force in civilian personnel management.

*d.* Managers above the DA level are concerned primarily with the management of spaces, while at descending levels below HQDA, they are increasingly concerned with the management of people and their associated costs. Much of the work at the departmental level involves decisions dealing with the aggregate of the force structure and inventory rather than the subsets of grade and skill. At lower levels, the HR process turns its focus more towards the “faces” and the management of people. Whenever the force structure changes, there is a significant cause and effect relationship on the many systems that support manpower planning and HR management.

*e.* The Army’s MHRM system and its supporting force structure are organized for war. Modifications have only been made to accommodate the requirements of peacetime stationing of the force. Personnel units actually perform their wartime missions in peacetime. As the Army transitions to war, only the focus of personnel work changes to match the volume, the difficulty of execution, and the level of hostilities encountered. Despite the change in focus, however, the basic personnel mission remains unchanged.

### **13–9. Manpower management at HQDA**

*a.* In managing military manpower at the macro level, the key measurement used by HR managers is the Operating Strength Deviation (OpSD). OpSD is a measurement of how much the OS (faces) is deviating from the FSA (spaces). The OS must not be confused with the FSA. However, the anticipated size of the OS gives a good idea as to how large a structure can realistically be manned. Throughout the year there can be many causes for these deviations, such as unpredicted changes in retention rates and seasonal surges in acquisitions. Personnel managers must constantly monitor the OpSD and adjust personnel policies to ensure the Army has an optimum match of faces to spaces. At the same time, the Army must comply with the congressional mandate to be at the authorized end strength on the last day of each FY.

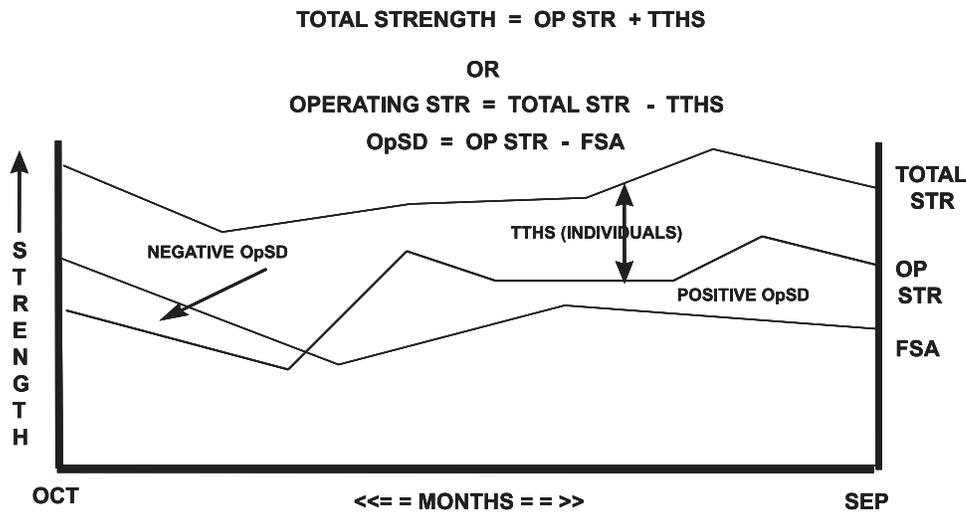
*b.* Although the goal is to minimize the difference (delta) or deviation between the FSA and the OS, some deviation, the OpSD, almost always exists. A positive deviation (OS greater than FSA) means personnel are present in units in excess of structure requirements. A negative deviation (FSA exceeds OS) means the structure is larger than the quantity of personnel available to fill it. The OS is easily computed by subtracting TTHS personnel from the total strength. The OpSD is computed by subtracting the FSA from the OS.

*c.* The size of the OS is affected by fluctuations in the two elements employed in its calculation: the total strength (“ES” at year end) and total TTHS at any particular time. Changes in the OS over time and the magnitude of the FSA affect the OpSD. Often these quantities are compared only at the end of the FY (end strength). However, it is often much more meaningful to view the situation on an average throughout the year by calculating man year values for each of these quantities. This provides more information than the frequently atypical and skewed end strength picture, which represents only one day in the entire year. Figure 13–1 illustrates the relationships between the components of the force just discussed.

*d.* The total number of personnel in TTHS will fluctuate considerably throughout the year due to a variety of reasons, such as the seasonal increase in transients during the summer and in trainees during the fall and winter. Past experience and estimates of the effects of policy changes make the number of personnel in this account fairly predictable. In the recent past, it has averaged about 13 percent of the total strength.

*e.* By knowing the TTHS and total strength projections, manpower planners can easily determine the size of the OS and use that as a basis for developing a FSA for building authorized units. TTHS, FSA, and OSD projections are all contained in the AAMMP.

*f.* The number of personnel in the TTHS is often directly attributable to the personnel policies in effect. Professional development decisions, tour length decisions, and training policies are but a few examples of policies which affect the size of TTHS. Since TTHS has a direct effect on the faces available for FSA manning, these same policies have a direct impact on the number of units and organizations which the Army can field. Thus, manpower and personnel managers face a constant challenge to ensure a balance exists between the use of authorized spaces and the acquisition, training, and distribution of personnel assets to meet the needs of the Army. The stated personnel needs of the Army as expressed in its various organizational documents change on a daily basis as different units and organizations are activated, inactivated, or changed. However, the process of providing personnel to meet these changing needs is much slower.



**13-10. Personnel management authorization document (PMAD)**

The PMAD is built from annual updates of the force structure reflected in the HQDA DCS, G-3 SAMAS and TAADS files. In between command plans, decisions are often made which cause significant changes to authorizations. An updated authorizations document (UAD) which makes adjustments to PMAD authorizations is produced periodically to capture such changes. The personnel community uses PMAD and its most current UAD as the sole source of AC authorizations to UIC, MOS, grade, and ASI level of detail for the current and budget years. The focus of the PMAD and UAD is on detail for near-term distribution. The PMAD is the basis for decisions regarding accessions, training, force alignment, promotions, and distribution of personnel. Throughout this text the term PMAD refers to the PMAD itself or its most current UAD.

**13-11. Notional force (NOF) system**

a. TAADS, SAMAS, and, therefore, PMAD provide affordable MOS and grade requirements only in the execution and budget years. For personnel planning through the POM years, DCS, G-1 has developed a NOF that converts broad force structure guidance into MOS and grade projections. The NOF modifies the PMAD to make force structure changes that have been envisioned by DCS, G-3 but have not been decided or coordinated. The NOF then generates data at MACOM, type code (TYPCO) (modification table of organization and equipment (MTOE), TDA, augmentation TDA (AUGTDA)), MOS, and grade level of detail. The NOF does not generate UIC level of detail. The output from the NOF is available to users of the HQDA decision support system.

b. In contrast to the PMAD, which is focused on the execution and budget years, the NOF is focused on the program years. Combined with the PMAD, the NOF provides a clear picture of affordable authorizations for the AC.

c. When a NOF is not published, for example, because all force structure changes are not announced, the PMAD is the sole document for the execution, budget and POM years. NOFs are built to examine supportability of special projects, specifically the TAA program.

**13-12. Military force alignment**

Force alignment is “managing changing faces and spaces” simultaneously by grade level and CMF/MOS—reshaping a force today to also meet tomorrow’s needs. The always changing AAMMP, PMAD, and budget are intensively managed monthly for the PPBES six-year cycle (see Chapter 9), ensuring military personnel strength is skill-qualified and available for distribution. Force alignment strives to synchronize military personnel programs: promotions, recruiting, accessions, training, reenlistment, reclassification, and special and incentive discretionary pay. Simultaneously, every effort is made to provide professional career development consistent with Army force manning levels for qualified soldiers. Management forums are the functional review (FR), personnel functional assessment (PFA), structure manning decision review (SMDR), monthly military personnel review (M2PR), training requirements arbitration panel/process (TRAP), and CMF reviews. Representation in shaping the officer and enlisted forces involves the entire personnel community in varying degrees of programming and execution. MOSLS is a major planning tool for enlisted

force alignment analysis. The goal: to achieve a PMAD grade-CMF/MOS match to OS for the current year, budget year, and program years.

### Section III The acquisition function

#### 13–13. Enlisted procurement

a. Based on input from the PMAD (authorizations by skill and grade), TAPDB–AE (skills and grades on hand), and the AAMMP (projected accessions in the aggregate), the MOSLS projects the numbers and training requirements for the various MOSs. This in turn is used to develop the annual program (ANNPRO) and the ARPRINT and feeds the personnel input to the ATRRS which is linked to the Recruiting and Training Reservation System (REQUEST) and the Reenlistment Reservation System (RETAIN) (Figure 13–2).

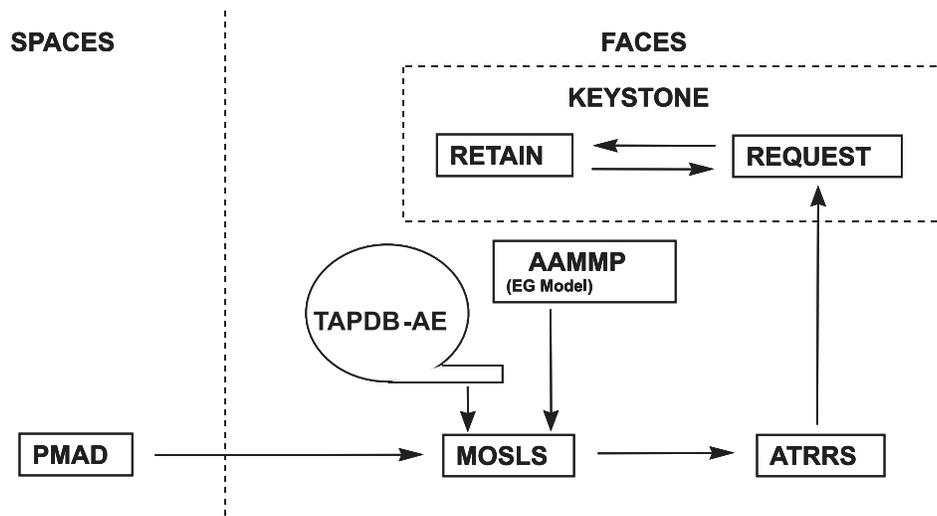


Figure 13–2. Enlisted procurement

b. The mission of the USAREC is to obtain the quantity and quality of recruits to meet both AC and USAR requirements. Enlistment options provide the vehicle by which Army applicants are attracted. The option packages vary and contain such incentives for applicants as training guarantees, unit/station of choice assignments, guaranteed periods of stabilization in a specific unit or area, and payment of bonuses or education incentives. Additionally, the length of the enlistment period varies for certain options and skills.

(1) *Quality constraints.* The recruiter is constrained by quality standards which must be met. A potential enlistee is classified as a result of an Armed Services Vocational Aptitude Battery (ASVAB) which has 10 aptitude areas. ASVAB results place individuals into test score categories and determine both basic enlistment and specific MOS eligibility. Both law and Army policy constrain the number of certain test categories the recruiting force may enlist. The Army non-prior service (NPS) accession quality program seeks to maximize the number of high school diploma graduates and those in the upper test score categories, with a ceiling established for the lower test score categories.

(2) *MOS training targets.* All new soldiers receive a minimum of twelve weeks of initial entry training (IET) prior to becoming available for deployment. All new soldiers recruited by USAREC contract for a specific MOS which is supported by a resourced training seat. Using projections from MOSLS, PERSCOM projects annual IET requirements for new soldiers in the ANNPRO for each MOS. These requirements then feed into the ATRRS. In ATRRS, IET requirements combine with professional development and other training requirements and are presented at the SMDR for resourcing. Once approved by the Army leadership, all training requirements and approved training programs are identified in the ARPRINT.

(3) *Management of recruiting objectives.* REQUEST is an automated enlistment and training space management system designed to support the Army's recruiting and RC retention missions. The system is a worldwide, real-time, interactive system and is the controlling element for recruiters and RC retention NCOs in translating aggregate mission

## How the Army Runs

objectives to the MOS needs of the Army. It uses a worldwide telecommunications network with remote data terminals accessing a common data bank containing the Army's training programs determined by the ARPRINT. ATRRS provides class schedules and quota allocations to REQUEST which becomes visible to Army recruiters to enlist soldiers to fill those quotas. The system provides reservation processing for enlistment options, accession controls, and management information reports from remote data terminals.

(a) REQUEST, designed to enhance the efficiency of Army recruiting, provides the Army with a means of allocating training resources to accessions. Enlistment options during periods of nonmobilization result from a review of the applicant's qualifications based on the ASVAB, physical testing, individual preference, and Army MOS requirements. An automated matching algorithm aligns the applicant's qualifications, desires, and aptitudes to the Army's needs. Qualification checks and other features of the system preclude erroneous enlistments into skills for which the applicant does not qualify.

(b) The REQUEST Unit Distribution Program (RUDIST) adds a unit vacancy and distribution guidance file to the REQUEST System. A portion of the training spaces for those MOSs available under an enlistment option that guarantees a first assignment is allocated to specific units and stations. Allocations of first assignment are based upon projected unit requirements and distribution policies.

(c) The REQUEST System is the controlling element for recruiters in translating aggregate recruiting objectives to the MOS needs of the Army.

### (4) *Military Entrance Processing Station (MEPS).*

(a) Once the recruiter has determined the applicant's desire to enlist and his or her areas of interest, he or she can administer an enlistment screening test which gives an informal indication of how the applicant might fare on the ASVAB. If the applicant continues his or her interest, he or she goes to a MEPS for further processing.

(b) The MEPS is a jointly-staffed Service activity charged with aptitude testing, medical examination, moral evaluation, and administrative processing of applicants for the Armed Forces. DA is the DOD Executive Agent for the MEPS. The Military Entrance Processing Command (MEPCOM) commands and controls the MEPS.

## 13–14. Warrant officer (WO) procurement

a. Warrant officers are single-specialty, system-oriented officers appointed based on technical competence to perform in a single function for an entire career. USAREC procures warrant officer candidates for the AC. DCS, G–1 develops a recruiting goal by MOS for each FY. USAREC uses this and an internally created lead refinement list, to direct recruiting efforts, especially for hard-skill MOSs with existing or projected critical shortages. Most applicants for non-aviation MOS come from the AC enlisted ranks, primarily sergeants and staff sergeants, while aviation applicants generally come from outside the Army. Applicants also come from other in-service sources such as other Services, commissioned officers, and members of the RC.

b. Applications of all eligible individuals are evaluated by a HQDA selection board. USAREC conducts the board which is composed of a field grade officer president and warrant officer members from each branch with applicants to be considered. Those recommended by the board are slated to attend, in a candidate status, the Warrant Officer Candidate School (WOCS). Upon completion of WOCS, candidates receive a conditional appointment to the grade of WO1. Each WO1 attends the appropriate warrant officer basic course (WOBC) to complete certification training and upon graduation their appointment becomes permanent.

c. The recruitment, application processing, and selection of warrant officers for the USAR is performed in a similar manner as the AC. However, USAREC recruits warrant officer candidates against specific USAR unit vacancies. In addition, USAREC accepts and processes applications for Active Guard/Reserve (AGR), IMA, and IRR vacancies. The USAR uses boarding and school-slating procedures similar to those used by the AC. The ARNG solicits applications through announcement of vacancies via an internal recruiting effort. The boarding and school-slating procedures are as determined by each individual State Adjutant General. All RC WO applicants attend WOCS and WOBC. A RC version of WOCS and most WOBCs is available.

## 13–15. Commissioned officer procurement

The PMAD is the basis for projecting officer requirements while the ARPRINT projects the FY officer training needs of the Army by career field. This projection is based on an analysis of the current inventory and the known losses as determined by PERSCOM and the special branches (Chaplain, Judge Advocate General (JAG), and AMEDD). There are some very important constraints associated with the management of officer end strength. First, OSD, with the consent of Congress, mandates officer strength ceilings. Second, Title 10, USC restricts the numbers of officers serving in the grade of major or higher. Third, enough new officers must be brought into the Army each year to ensure an adequate number of trained individuals by grade, branch, functional area, and skill are available, assuming normal attrition, to meet Army requirements over the life cycle of the year group. There is a definite floor below which failure to procure enough officers in a given year will result in a future shortage by grade.

a. *Officer sources.* Sources of officer procurement for basic branch officers include the OCS (see Chapter 15), ROTC, and USMA. FY requirements are determined by DCS, G–1 and filled through the various commissioning programs and Special Branch Programs. To supplement the above precommissioning programs, a few officers may be

accessed each year through direct appointments, recall of reserve officers, recall of retired officers, and the reinstatement of temporary disability retirees.

*b. OCS.*

(1) OCS at Fort Benning, Georgia, trains and commissions officers for the AC and RC. AC OCS graduates receive an USAR appointment and incur a three-year active service obligation. RC graduates receive an USAR appointment and revert to Reserve status after completing officer basic course (OBC) (see 15–20b).

(2) In-service candidates are enlisted soldiers serving on active duty. Semiannual selection boards at PERSCOM select qualified soldier applicants for OCS. Branches are assigned based on the needs of the Army and soldier qualifications and preferences.

*c. ROTC.* The majority of new officer accessions each year are commissioned through ROTC which trains and commissions officers for both the AC and RC. Cadets receive an USAR appointment. They may serve in the AC as an other than Regular Army (OTRA) officer. RC duty is limited to USAR/ARNG officers. Branching is accomplished through a HQDA board based on the needs of the Army and the cadet's qualifications and individual preferences. All ROTC commissioned officers incur an eight-year service obligation and fulfill it in one of the following ways:

(1) *AC.* Scholarship cadets have a four-year active-duty obligation, while nonscholarship cadets have a three-year obligation. The remainder of the eight-year obligation is served in the RC.

(2) *RC.* Scholarship cadets must serve in a TPU all eight years, while nonscholarship cadets must serve at least six years in a TPU. The remaining two years may be spent in the IRR.

*d. USMA.* The USMA trains and commissions officers for active duty. A formal branch selection procedure based on branch quotas established by HQDA is conducted at West Point during the cadets' senior year. The active duty service obligation for USMA graduates is six years and they receive OTRA commissions.

*e. Special branches.* The special branches generally procure officers through their individual programs, and service obligations vary depending upon the program. Medical and Chaplain officer procurement has been assigned to the USAREC.

## Section IV

### The compensation function

#### 13–16. Compensation overview

*a.* Compensation is a relatively recent addition to the military HR life cycle. Over one third of the Army's total obligation authority relates to compensation and only through controlling the cost drivers (number, grade, and skill of soldiers) can the Army manage the dollars appropriated by the Congress. Additionally, compensation is a personnel function in virtually all other elements of the public and private sectors.

*b.* The Army's personnel assets are centrally managed and so are Army resources tied to these assets. We pay against the inventory (assigned strength), but authorizations and personnel policies are the cost drivers.

*c.* Personnel management policies, force structure decisions, and content of the force influence the MPA appropriation requirement. Among these cost drivers are the following:

- Pay rates.
- Stationing plans and manpower.
- Clothing bag.
- Entitlements.
- Reenlistment rates.
- Marital status.
- Size of the Army OCONUS and overseas station allowances.
- Tour lengths.
- Variable housing allowance.
- Force changes.
- Grade and skill content.
- Entitlements.

*d.* The MPA account pays the force, moves the force, subsists the force, and supports the force. Pay includes pay and allowances for officers, enlisted, and cadets. Movement is managed under the PCS account, which is sub-divided into accessions, separations, training, operational, rotational, and unit moves. Subsistence provides payment for the basic allowance for subsistence and subsistence in kind. Finally, support comes in other military personnel costs such as education, adoption, unemployment, death gratuities, and survivor benefit programs.

#### 13–17. Manning program evaluation group (PEG)

At the departmental level, all personnel related programs are contained within the Manning PEG. The Manning PEG has responsibility to determine the valid requirements for those programs in Figure 13–3. All should come together in providing the right skills, at the right place and time.

<b>Pay</b>	<b>Readiness</b>
Military Pay, Army (MPA)	Examining (MEPCOM)
National Guard Pay, Army (NGPA)	PERSCOM/AR PERSCOM
Reserve Pay, Army (RPA)	Reception Battalions
Military Technicians (ARNG)	Recruiting & Advertising
<b>Service Wide Support</b>	Reserve Recruiting/Retention/ Fam Spt
Acquisition Corps	Officer accession programs
Army Broadcasting	<b>Automation Support</b>
Chaplain Support Agency	SIDPERS-3
Correctional Facilities	ACPERs
Disposition of Remains	ATRRS
Regional CPO	KEYSTONE
Civilian Personnel Offices	PERMS
<b>Special Programs</b>	MEPCOM Automation
Army Career Alumni Program	AR PERSCOM Automation
Bands (Special & Garrison)	Total Army Personnel DB
Boy/Girl Scouts	PERSCOM Automation Spt
Golden Knights	USAREC Automation Spt
Junior ROTC	<b>Leader Development</b>
Army Museum Program	Army Continuing Education System
Veterans Education Assistance Pgm	Tuition Assistance
	Army Civilian Training & Education
	Development System (ACTEDS)
	Civilian Intern Program
	ARNG Continuing Education

Figure 13–3. Manning programs

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## Section V

### The distribution function

#### 13–18. Enlisted distribution and assignment

*a. Distribution challenge.* In theory, the distribution planning and assignment processes place the right soldier in the right skill at the right place at the right time. In fact, the system does a very credible job for those MOSs and grades which are nearly balanced, those for which the overseas-to-sustaining base ratio is supportable, and for those in which there is a high density of personnel in substitutable skills. The problem arises in the MOS where these conditions do not exist, and a sharing of shortages is required for all commands. When certain commands, or organizations, are exempted from “shortage-sharing” based upon special guidance, it compounds shortages to be shared by the organizations lower in priority. The readiness cost of this compounded “shortage-sharing” comes to light when each organization must assess its mission capable status in the monthly USR. The personnel component of the USR involves several calculations, but its principal factors are assigned strength, available strength, available senior grade personnel (SGT and above), and MOS qualification.

(1) Enlisted personnel distribution is a very complex business, replete with pitfalls and shortcomings because of the rapidly changing variables which exist—force structure changes, recruiting success, training attrition rates, retention rates, military personnel authorizations, dollar constraints, and most of all, the unpredictability of the individual soldier, his or her health, and his or her family. All of these variables point up the critical factors which govern successful distribution—the accuracy and timeliness of the databases being used for analysis. Authorizations not approved and posted expeditiously to PMAD and individual change data not properly reported for posting on the TAPDB–AE make the already complicated distribution system less responsive.

(2) Soldiers have the ability to influence their assignment in several ways, and one is by submitting an assignment preference statement. They do so via a web based application called ASK (Assignment Satisfaction Key), which allows the soldier to update his/her assignment desires direct with PERSCOM in real-time. This is one of many Personnel Transformation initiatives.

*b. Distribution planning and priorities.*

(1) The basic document which defines priorities for the distribution of enlisted personnel to all units/activities is the FY HQDA AC Enlisted Distribution Policy. DCS, G–1 publishes and distributes this guidance to PERSCOM and to

MACOMs for implementation to unit level. The policy encompasses initial assignments, PCS reassignments, reassignments within commands, and unit moves. Distribution is driven by requirements to fill approved authorizations documented in PMAD/UAD, DMO, space imbalanced MOS (SIMOS) overstrengths, and overstrengths in specific high priority units. Distribution is affected by recruiting and retention goal achievement; unprogrammed losses; and fiscal constraints affecting promotions, PCS movements, and end strength. Special priorities are based on operational and training requirements for special skills, such as Ranger qualifications and linguists.

(2) The enlisted force is currently being distributed against four general priorities based on guidance from the CSA during his 1999 AUSA speech on manning the force. The priorities are: 1) AC divisions, ACRs, and other high priority organizations/positions (e.g. Drill Sergeants, prison guards, recruiters, 75<sup>th</sup> Ranger Regiment, AC/RC positions, CTCs, etc.); 2) early deploying units; 3) the remainder of the TOE Army not previously filled; 4) TDA Army. These priorities were set to first fill our warfighting formations, but had to be accomplished without breaking any organizations in the process. Manning the Force in accordance with the CSA priorities is a key ingredient of the Personnel Transformation initiative.

*c. Enlisted Distribution Target Model (EDTM).*

(1) The EDTM is an automated system which creates enlisted distribution targets by MOS, grade and UIC. The model fills each UIC reflected in the PMAD with projected available inventory from the MOSLS in accordance with the DCS, G-1 distribution policy. This results in an optimum distribution of scarce resources consistent with distribution policy fill priorities. The EDTM constrains the assignment process to coincide with the projected OS targets. It represents the assets the Army realistically expects to be available for distribution.

(2) The EDTM is maintained by the Enlisted Distribution Division, Enlisted Personnel Management Directorate (EPMD), PERSCOM. The targets are produced monthly with EDTM targets for grade bands E1-4, E5-8 and E9. Calendar month (CM) +6 through CM+12 are visible to field personnel managers via Personnel Network (PERNET) using the Enlisted Distribution and Assignment System (EDAS).

*d. Management systems.* PERSCOM uses several automated data-processing systems to distribute, manage, and develop active duty enlisted personnel. These systems are described below and reflected in Figure 13-4.

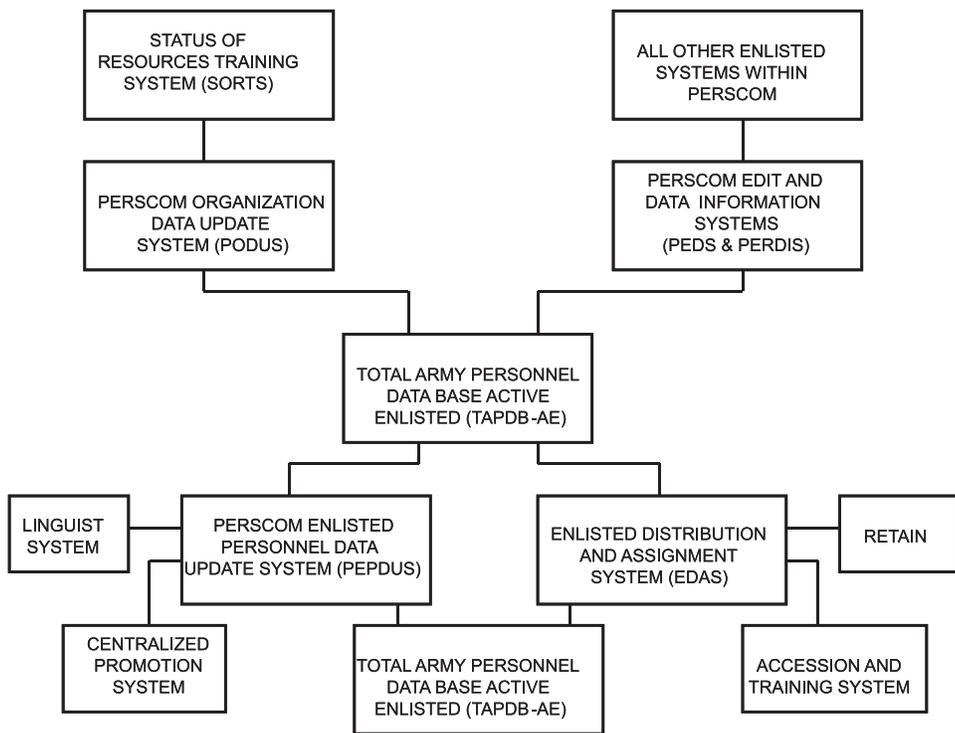


Figure 13-4. Enlisted automation management system

## How the Army Runs

(1) TAPDB is the heart of the overall system. It consists of three logical components containing personnel, requisition, and organizational data. The personnel component (PER DB) contains personnel information on every active duty soldier. PERSCOM and DCS, G-1 use this information to determine Army readiness, strength, promotion eligibles, reassignable personnel, and training requirements. The requisition component (REQ DB) contains information on requirements to move individuals and information on those who have been directed to move (assignments). The organization component (ORG DB) contains information on location and status of Army units; it does not contain any authorization or unit strength information.

(2) PERSCOM Enlisted Personnel Data Update System (PEPDUS) is one of the major systems used to update the data on the TAPDB. It consists of two components, a batch component and an on-line, interactive component that allows managers worldwide to query and update personnel data.

(a) The batch component receives transactions daily from other systems. The primary source is SIDPERS, but other sources such as the Centralized Promotion System and the EDAS submit transactions. PEPDUS is also designed to support mobilization. During a mobilization scenario it is able to process over 500,000 transactions daily. As PEPDUS updates the TAPDB, it also creates transactions that are passed back to SIDPERS (receipt notices, update transactions, DA error notices, etc.), transactions to update the TAPDB Mobilization Databases (TAPDB-MOB), and feedback to other systems. It also creates a file every week which is used by the DCS, G-1 for strength accountability and projections.

(b) The on-line interactive component allows EPMD managers to update data items on the PER DB. Some examples are CONUS and OCONUS assignment preferences, assignment eligibility, and date eligible for return from overseas (DEROS). As EPMD managers update, PEPDUS creates and sends update transactions to the SIDPERS Personnel File.

(3) EDAS is an on-line system which allows EPMD managers to review and update requisition and assignment data. It also provides reports for those managers for strength management of the force. It has several batch programs that exchange information with external systems. Currently, EDAS processes millions of on-line queries/updates each month, and over 95 percent are processed in less than two seconds each. EDAS allows EPMD distribution and assignment managers to work with one collection of information on the same computer. Under previous systems, updates to information occurred only during the weekend; updates are now instantaneous. Consequently, decisions made by one manager are immediately available to all other managers. Moreover, EDAS provides field users the capability to view and in some cases update the same information that distribution and assignment managers use to make decisions. Finally, EDAS reduces the time to validate a requirement, select a soldier to fill the requirement, and transmit the assignment instructions to the field. A more detailed explanation on how EDAS is used in distributing and assigning soldiers is presented in a subsequent section.

(4) Assignment of newly trained personnel.

(a) Permanent unit assignments are based on input to PERSCOM from basic and advanced individual training centers via the Student/Trainee Management System-Enlisted (STRAMS-E), a module within the ATRRS. Information is passed by ATRRS to EDAS which processes newly trained personnel for assignment.

(b) If an individual has an enlistment agreement for a unit in an area, he or she is assigned according to the enlistment contract upon satisfactory completion of training. Soldiers who have no unit/area options are assigned against requirements in accordance with a distribution plan prepared by PERSCOM. Assignment instructions are generated by EDAS and sent directly to losing commands. The transaction is processed through EDAS and is posted to the TAPDB. EDAS advises the gaining command of the assignment.

*e. Enlisted distribution management.* PERSCOM Enlisted Distribution Division manages the strengths of major overseas commands, MACOMs, and special management and functional commands worldwide. To implement the CSA manning guidance, PERSCOM established a direct requisition authority to each of the divisions/ACRs to ensure projected gains to those organizations were not diverted by installation strength managers. Strength managers at PERSCOM project the assigned strength of an activity ranging from the current month's strength out to 12 months, and determine how many soldiers are needed each month to ensure the commands meet targets established by the FY enlisted distribution policy. These aggregate totals (arranged by individual rank and rank bands, i.e., private-specialist, sergeant-staff sergeant, sergeant first class-master sergeant, and sergeant major) are the basis for transition into individual MOS requirements. These "top of the system" strength managers then determine how many requisitions for replacements should be submitted by field commanders.

*f. Overseas requisitions.* Requirements for Korea, USAREUR, and USARPAC are analyzed 10 months into the future (8 months for USARPAC). Using the EDTM targets, distribution managers allocate requisitions to each command at the 4-character MOS level, allowing commands 2 weeks to submit requisitions at the 9-character MOS level, including any other special requirements.

*g. CONUS requisitions.*

(1) For CONUS installations, requisitioning is partially constrained through a process known as requisition allocation plan-CONUS (RAP-C). Since fill of vacancies in CONUS commands is partially based on eligible overseas

returnees, RAP-C keys on DEROS data in the TAPDB-AE and calculates the number of soldiers in an MOS and grade who are expected to return to CONUS in a requisition month (two months after DEROS month). CONUS requisitions are normally validated 12 months out. Distributors at PERSCOM, using the EDTM, allocate these soldiers. If the EDTM requires more requisitions than soldiers returning from overseas, additional requisitions are loaded, which will require CONUS-to-CONUS moves.

(2) The next effort for HQDA distribution managers is validation, whether for CONUS or OCONUS. If an apparent over or under requisitioning exists, the manager attempts to resolve the discrepancy with the command/installation prior to making a decision to validate, or not validate, requisitions. Discrepancies in the two projections may be caused by a proponent-approved authorization change at the unit level not yet recorded in PERSACS, or by more current authorizations data available to PERSCOM through the use of the PMAD, or by more current gain and loss data. The problem is resolved prior to the submission of the validated requisitions for assignment processing in the EDAS.

(3) Distribution managers continually monitor command and installation strength projections and adjust accordingly. Deletions, authorization changes, and other variables may create need for top loading or canceling requisitions.

*h. EDAS.* EDAS (generally described in an earlier section) consists of several major subsystems: management information, requisition, policy, nomination, assignment, and personnel.

(1) EPMD distribution managers use the management information subsystem to determine an organization's authorized, assigned, and projected strength. Managers can obtain this information by MOS, skill, CMF, grade, special qualification identifier (SQI), ASI, language, location (installation, state, country), command, requisition activity code, TPSN, and/or UIC. As described in the preceding paragraphs, this information is used to determine the number of valid requisitions needed to maintain that organization at an acceptable strength level.

(2) After the distribution managers determine the number of valid requisitions, the assignment managers must fill them. The policy and nomination subsystems assist assignment managers by recommending which soldier should be assigned to each requisition and also provide alternate recommendations.

(3) The policy subsystem allows EPMD managers to enter assignment policies into EDAS. For example, soldiers with Homebase/Advanced Assignment Program (HAAP) agreements can only be recommended for assignments which fulfill HAAP agreements.

(4) The nomination subsystem determines the eligibility of soldiers for particular requisitions and recommends (nominates) the best qualified soldier for each specific requisition. The assignment manager reviews the nomination using the nomination review module in the assignment subsystem. If the manager concurs with the nomination, it is converted into an assignment. Upon acceptance of the nomination, assignment instructions are stored in the requisition databases and electronically transmitted to the field. If the manager nonconcurs with the nomination, he or she can obtain alternate recommendations from the system.

(5) In addition to making assignments, the assignment subsystem provides the capability to delete or defer soldiers. If field users have the authority to approve a deletion or deferment, they can complete the action interactively through the assignment subsystem as an alternative to submitting it through SIDPERS. If field users do not have the authority to approve the action, they can request a deletion or deferment electronically through EDAS. The request is sent to a deletion/deferment manager who can act on the request or forward the request to the responsible assignment manager for comments. The assignment manager can electronically annotate his or her concurrence/nonconcurrence on the request and attach comments back to the deletion/deferment manager who then makes the final determination. Throughout this entire process, the field user can interactively monitor the current status of the request.

(6) One important aspect of EDAS is that the system tightly controls access and what the user can do in the system. Some modules allow users to query data, while others allow updates. EDAS controls access by individual user and provides system managers with audit trails which can be used to determine who accessed or changed data in the system. Additionally, EDAS controls which records a user can query and/or update.

(7) The EDAS promotion points update module allows field personnel managers to post promotion point data for soldiers in grades E4 and E5 directly to the TAPDB. This function allows personnel managers to review and update the information that is resident on the TAPDB. This information is then used by PERSCOM to determine the numbers of promotions for each month by MOS. By using the promotion subsystem, field managers can see those soldiers, by name, who were considered eligible for promotion when the calculations were performed. If the data on the soldiers is incomplete or in error, field managers use the EDAS promotion point update and promotion update functions to update the data, promote the soldier, or alert PERSCOM managers as to why soldiers will not be promoted. EDAS returns the promotion on the soldier to SIDPERS which then updates local databases and the DFAS.

(8) EDAS fully supports mobilization scenarios. First of all, the policy subsystem can store and maintain any number of scenarios (peace, limited mobilization, full mobilization, etc.) and the user can invoke any one of the scenarios in seconds. Second, the system can evaluate "what if" questions.

*i. RETAIN.* RETAIN is a real-time automated system that identifies and reserves training spaces or assignment vacancies for potential reenlistees and determines MOS availability for soldiers undergoing reclassification based upon the individual's qualifications and the needs of the Army. It is also used to process enlisted soldiers for reenlistment or reclassification assignments. Soldier's preferences are considered only within the Army's priorities and needs.

(1) If the soldier is requesting a MOS training space, RETAIN accesses the REQUEST system to determine if there

## How the Army Runs

are any AC in-service quotas available for the school the soldier desires. If the seat is available, it allows the retention NCO or reclassification authority to make a reservation and puts the record on the RETAIN wait list for an ultimate assignment in the new MOS upon completion of training. The wait list manager is required to give the soldier an ultimate assignment 120 days prior to the start date of the school. RETAIN is also used to process potential reenlistees for assignments. RETAIN will determine if there are any vacancies available for the installation/overseas area the soldier desires. If a vacancy exists, it will be offered to the soldier. If a vacancy does not exist, the soldier may elect to be put on the RETAIN wait list.

(2) The RETAIN wait list is for those soldiers desiring an installation/overseas area which was not available and no other area/location was available at the time of entry into RETAIN. Each week, after an update from EDAS, the RETAIN system attempts to match soldiers on the wait list to the place they desire to go. After this process, the wait list is printed with the remaining soldiers. The printed wait list is given to the wait list manager in the Reenlistment Management Branch for processing.

(3) RETAIN is a valuable tool that commanders, career counselors, and personnel service centers use in counseling soldiers for reenlistment and reclassification. Since RETAIN is a real-time automated system it can provide valuable, accurate information to the potential reenlistee or soldier involved in reclassification.

*j. Reclassification.* RETAIN also addresses reclassification. Reclassification is a process which provides for migration from one MOS to another. It supports policies and goals to reduce MOS overstrength and alleviate shortages. In addition to individual voluntary requests, mandatory reclassifications are necessary when a soldier loses qualification, for example, loss of security clearance, or disqualifying medical condition. (Referral of soldiers to the disability system may be directed when it is determined there are no requirements for those MOSs in which the soldier may be qualified.). Special reclassification programs, such as "Fast Track," realigns MOS overages through reenlistment and reclassification. Soldiers possessing the overstrength MOS may be allowed to reclassify or reenlist for retraining without regard to expiration of term of service (ETS).

### 13–19. Officer distribution and assignment

The Army is rarely in a position where its officer assets by career field and grade equal the sum total found in authorization documents. This is because these documents are continually amended to reflect changes in mission requirements. Moreover, documentation is generally 5–12 months behind the latest budget and force structure decisions.

*a. Distribution planning.* The officer distribution planners and managers at PERSCOM are influenced by three principal factors in doing their job: officer assets (inventory), authorizations, and priorities. All three are in a constant state of change. Therefore, there is a need for a master distribution plan that will ensure that all commands, agencies, and activities receive, according to priority, an appropriate share of the available officer assets/inventory. The foundation of this master plan is a management tool known as the Officer Distribution Plan (ODP). The ODP brings assets/inventory, authorizations, and priorities into balance and is one of the Army's most important documents for officer distribution planning. It is anticipated that in FY04, ODP will be replaced with the Officer Distribution System (ODS), which will provide commanders greater latitude in distributing officers assets allocated to them and allow distribution adjustments with less required lead time. This new system is currently being refined prior to implementation.

*b. The ODP process.* The ODP is produced annually based on a projected inventory of officers to the end of the budget year compared to projected PMAD authorizations. If the available officer assets matched the requirements identified through the PMAD, by branch, functional area, and grade, officers would simply be assigned against authorizations. However, this is never the case. As with most resources, particularly in peacetime, there is always a greater demand than there is a supply, and officer shortages result. Some system of priorities is needed to help manage these shortages. That system is the PPG portion of the DAMPL, or potentially guidance adjustments from senior Army leaders based on revised priorities or on-going or anticipated operational requirements. After the officer inventory has been compared with the authorizations in the PMAD, a computer system called the Personnel Priority Model (PPM) is used to resolve the differences identified. By use of the PPM, officer assets are apportioned out to the appropriate commands based on the DAMPL and any special distribution guidance as determined by HQDA (Figure 13–5).

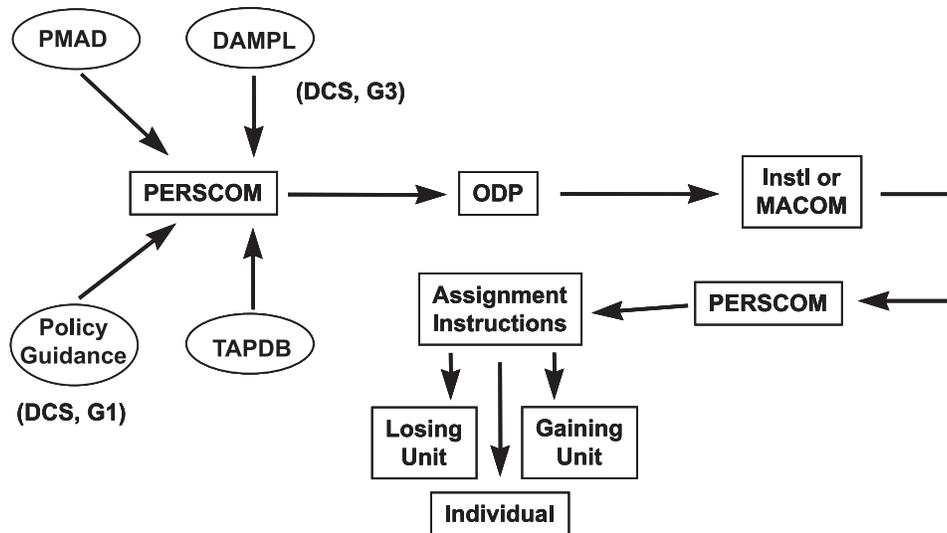


Figure 13-5. Officer distribution

*c. Officer requisition system.* The officer requisition system is designed to fill the officer requirements of all major commands and activities.

(1) *Total Officer Personnel Management Information System (TOPMIS).* This is a fully integrated management information system which supports the officer management process within PERSCOM and at worldwide requisitioning activities. TOPMIS is composed of seven operational modules:

(a) The control module provides security of access and updating, creates individual user profiles, and provides on-line electronic mail service to all TOPMIS users.

(b) The strength module displays operating and projected strength down to the CMF level for MACOMs and requisitioning activities in various report formats.

(c) The goaling and monitoring module displays assignment goals for the FY by grade and CMF. It is also used to plan the ODP and monitor its progress.

(d) The requisition module allows distribution managers and the requisition activity managers to generate, edit, validate (based on the ODP), and update requisitions. This module generates and maintains requisitions based on projected strength. The final product is a list of requisitions for career managers to fill.

(e) The asset/officer record brief (ORB) module provides an on-line version of the ORB and the capability for on-line updating of ORB fields by career managers. This module also provides access to by-name reports of officers assigned and/or on orders.

(f) The assignment module provides access to personnel, requisition, and organization data; provides on-line extract/update capability from the TAPDB-AO; and processes assignments generated by PERSCOM managers in the Officer Personnel Management Directorate (OPMD). Assignment instructions are transmitted electronically on a daily basis to the gaining and losing requisition activity.

(g) The user assistance module allows users to review data name definitions and tables of valid codes used in officer management.

(h) TOPMIS interacts with the TAPDB-AO and is used by assignment and distribution managers of the basic branches, medical department branches, and the Chief of Chaplains and JAG offices. Worldwide requisition/officer management activities can access TOPMIS through the DDN or a variety of MACOM/HQDA host-to-host systems.

(2) *Requisition cycles.* Officer requisitions are generated on an alternating bimonthly basis for either overseas or CONUS. As a general goal, requisitions are validated so that officers will arrive 12 months after validation, which also allows a 12 month notification to the officer concerned. As a normal rule, overseas returnees and school requirements drive the assignment system because these officers must move on time. This is largely due to tour length policies and graduation dates. Others are assigned to replace these personnel and the cycle continues.

(3) *Assignment challenge.* Assignment officers within the divisions and branches of OPMD must take into consideration a wide variety of competing factors in the process of identifying the right officers to fill valid requisitions. Some, but by no means all, of these factors are listed below. They are in no particular order, because each assignment action is unique.

## How the Army Runs

- Army requirements.
- Gaining and losing organizations' requirements.
- Tour equity (CONUS vs OCONUS).
- Time-on-station.
- Professional development.
- Officer preference.
- Joint domicile.
- Compassionate situations.
- CTC experience.
- Joint duty.

### Section VI

#### The development function

##### 13–20. Enlisted development

There must be a way of developing leadership, evaluating and rewarding those who do well, and eliminating those who do not measure up. This section will address some of the programs designed to accomplish these tasks and to create an environment which will motivate men and women to become career soldiers.

##### 13–21. Enlisted personnel management system (EPMS)

*a.* The EPMS provides a logical career path from private to sergeant major, career-long training, and performance-oriented evaluation. Additionally, it is designed to eliminate promotion bottlenecks, provide all soldiers with promotion opportunities, make assignments more flexible, and provide greater challenge by making MOSs more multi-functional.

*b.* A key feature of EPMS is to associate five standardized skill levels for the enlisted ranks, with privates and specialists having skill level 1 and master sergeants and sergeants major having skill level 5. EPMS skill levels were selected so that the vital middle-grade NCOs would be distinct and visible for management purposes.

*c.* Another major feature of EPMS is the Noncommissioned Officer Education System (NCOES) (see Chapter 15) which is discussed in detail in Chapter 15 of this text. EPMS and NCOES are part of the same continuum.

##### 13–22. Enlisted evaluation system (EES)

At the heart of EPMS is the EES. It is used to assist in the identification of soldiers for assignment, promotion, reenlistment, reclassification, special training, elimination, and other personnel management actions. The EES consists of academic evaluation reports (AER) and a NCO evaluation report (NCOER) for sergeant and above. Both reports serve as the official evaluation of duty performance and academic success and provide a record of each individual NCO's potential.

##### 13–23. The NCO leader self-development career model

*a.* The NCO Leader Self-Development Career Model provides enlisted soldiers a guide in the selection of self-development activities recommended by CMF proponents. Career models have been developed by SMEs for each CMF and are published in DA Pamphlet 600–25.

*b.* The career models correspond to the Army's leader development process relating self-development activities to institutional training and operational assignments. The models can help soldiers establish planned, progressive, and sequential self-development programs which enhance and sustain military competencies as well as required skills, knowledge, and attributes (SKAs). The career models also contain CMF-proponent recommended goals, e.g., licensure, certification, or academic degree, and allow soldiers to combine experience and training with self-development activities for career progression as well as goal achievement.

*c.* Activities and goals are recommendations, not requirements, and do not preclude mission assignments and training. Completion does not guarantee advancement. The career models are tools for use by supervisors and professional education counselors to help guide soldiers in their professional and personal growth. They also may be used to help soldiers prepare for NCOES and NCO functional resident courses.

*d.* The elements in the leader development process—education, training, experience, assessment, feedback, and reinforcement—create a dynamic synergy to prepare soldiers for increasing responsibilities. Self-development is the only aspect of that process over which the soldier has direct control. The career model can stimulate involvement in this vital imperative, which should be the goal of every career soldier. To foster this desire requires close cooperation between commanders, supervisors, education counselors, and the soldier.

##### 13–24. Enlisted promotions

*a.* The objectives of the enlisted promotion system are to ensure advancement of the best qualified soldiers, to provide career incentive, to promote soldiers based on potential rather than as a reward for past service, and to identify

and preclude promotion of soldiers who are nonproductive and ineffective. Three programs make up the promotion system: the decentralized program which controls advancements to private through specialist; the semicentralized program which controls promotions to SGT and SSG; and the centralized program which controls promotions to SFC through SGM/CSM.

*b.* Under the decentralized program, authority to appoint and promote soldiers is delegated to local commanders, but there must be compliance with standard policies and procedures established by HQDA. Promotion boards are not required.

*c.* Authority to promote soldiers under the semicentralized program is delegated to field commanders who are serving in an authorized lieutenant colonel or above command position in accordance with guidance from HQDA. In this case, eligible soldiers compete Army-wide on the basis of relative standings by points attained on a standardized point system. Soldiers recommended for promotion are required to appear in person for evaluation by a selection board. Names of soldiers recommended for promotion by the board are placed on a locally maintained recommended list and grouped by MOS in an order of merit based on the total points attained under the point system. HQDA controls the number of soldiers who can be promoted in each MOS by establishing cut-off scores according to the needs of the Army. Soldiers whose scores equal or exceed the announced cut-off scores are promoted without regard to assignment. Those not immediately promoted remain on the recommended list until promoted, unless they are removed for administrative reasons or for cause. Soldiers on a recommended list may request reevaluation to improve their standing.

*d.* Promotions to sergeant first class through sergeant major are centralized and a board convened by HQDA makes selections. Selections are based on the “whole person concept.” No one single factor should be considered disqualifying, but rather an individual’s entire record is given careful consideration. Selections are made on a best-qualified basis in conjunction with Army needs.

### **13–25. Command sergeants major program**

This program ensures the selection and assignment of the best-qualified sergeants major, first sergeants, and master sergeants for command sergeant major positions. These positions are the principal enlisted assistants to commanders of organizations with enlisted troop strength equivalent to a battalion or higher level and commanded by a lieutenant colonel or above. Boards convened by HQDA make selections. A list of those selected is published and maintained within PERSCOM for use in appointing personnel to fill vacancies. Command sergeants major are assigned only to positions which have been designated by the DCS, G–1.

### **13–26. Total army retention program**

This program consists of the AA Retention and RC Transition Programs and is responsible for assisting in manning the force with quality soldiers by achieving and maintaining a balanced career content in the Regular Army enlisted force. The Retention Program also focuses on improving the quality through the retention of trained, qualified, and experienced enlisted soldiers in the correct MOS and grade. Those not retained in the Active Force, being otherwise qualified, are recruited to serve in USAR or ARNG units. AC Retention and RC Transition Program objectives are assigned to the major commands by DCS, G–1 while PERSCOM provides overall program and personnel management of the programs. Personnel and fiscal support of the RC Transition Program is provided by the ARNG and USAR.

### **13–27. Qualitative management program (QMP)**

*a.* This program was developed as a means of improving the enlisted career force and consists of two subprograms—qualitative retention and qualitative screening.

*b.* The qualitative retention subprogram specifies that a soldier cannot reenlist beyond the time-in-service limits established for the soldier’s rank. These limits are called retention control points (RCPs).

*c.* The qualitative screening subprogram is the DA bar to reenlistment aspect of the QMP. Regularly scheduled, centralized promotion/selection boards for sergeant first class, master sergeant, sergeant major/command sergeant major select individuals for promotion or retention in grade, as well as those soldiers to be barred. These boards consider the soldier’s entire record using the “whole person concept,” not just his or her current job or term of service. Soldiers separated with a DA bar receive a reenlistment eligibility code of “4” (no further military service authorized, any branch of Service).

*d.* Bars to reenlistment were designed as a personnel management tool to assist commanders in denying further service to soldiers whose separation under administrative procedures is not warranted, but where service beyond current ETS is not in the best interest of the Army. There are two types of bars to reenlistment: field imposed and DA imposed (QMP). Locally imposed bars and DA-imposed bars to reenlistment are two distinct and separate actions. Imposition of one does not preclude imposition of the other.

*e.* Reenlistment is deemed a privilege and not a right. It is the responsibility of commanders, at all levels to ensure that only those soldiers of high moral character, personal competence, and demonstrated performance are allowed to reenlist in the Army. Reenlistment should be denied soldiers who by their performance, conduct, and potential indicate further service will be non-progressive and unproductive.

*f.* Under QMP, commanders must initiate separation actions not later than 60 days following the date the soldier is notified of the bar unless the soldier elects to retire, appeal, or requests voluntary discharge. If an appeal is denied,

## How the Army Runs

commanders will initiate separation action not later than 60 days from the date of notification of denial. Appeals must be submitted within 90 days of completion of the option statement. Soldiers who have less than 90 days to ETS and who submit appeals may be extended until results of the appeal have been received from CG, PERSCOM.

g. Soldiers who have a DA-imposed bar to reenlistment must separate within 90 days of decision not to appeal or denial of appeal. Soldiers who have 18 but less than 20 years of service on that date may remain on active duty to attain retirement eligibility.

### 13–28. Warrant officer development

a. The implementation of TWOS in 1986, the *Warrant Officer Management Act (WOMA) of 1991*, the Warrant Officer Leader Development Action Plan (WOLDAP) (see para 15–19) in 1992, the Warrant Officer Education System (WOES) (see para 13–30 and 15–19) in 1993 and the Army Training and Leader Development Panel (ATLDP) decisions in 2002, have had a major impact on the management and professional development of warrant officers. The Army's current goal is to recruit warrant officers earlier in their careers, train them better, and retain them longer. In the past, enlisted service was included in personnel management decisions affecting warrant officer careers. About half of all warrants retired after 23 years of combined (enlisted and warrant officer) active Federal service. Under WOMA, decisions on promotions, training, and assignments are based on years of warrant officer service (WOS). A careerist will have an opportunity to serve 30 years of warrant officer service if selected for CW5. All others will have an opportunity to serve up to 24 years of warrant officer service unless twice nonselected for promotion to the next higher grade.

b. Every warrant officer position in authorization documents in the AC has been classified by rank based on the skills, knowledge, abilities, and experience needed in that position. Formerly there was no rank differentiation in warrant officer positions.

### 13–29. Warrant officer management act (WOMA)

a. WOMA provided a comprehensive and uniform personnel management system, similar to DOPMA, for warrant officer appointments, promotions, separations, and retirements. The key provisions of WOMA include:

(1) Authorized the grade of CW5, to include pay and allowances. Maximum number of CW5s on active duty is limited to five percent of the total number of warrant officers on active duty.

(2) Eliminated the dual promotion system and established a DOPMA style promotion system for warrant officers.

(3) Established minimum time in grade (TIG) requirement for consideration for promotion.

(4) Established authority to convene selective retirement boards (SRB) to consider retirement eligible warrant officers for involuntary retirement.

(5) Established the management of warrant officers by years of WOS rather than by active Federal service (AFS). A CW5 may serve for 30 years WOS. Retirement eligibility at 20 years AFS remains unchanged.

(6) Established selective continuation for warrant officers twice nonselected for promotion (very limited use and normally in shortage skills).

(7) Modified the involuntary separation date from 60 days to the first day of the seventh month after board results are approved. This provision applies to warrant officers twice nonselected for promotion and those selected for involuntary retirement.

b. WOMA modernized warrant officer life cycle management, offers all warrant officers the potential for a full career, provides tools to shape the force, and enhances readiness by providing the Army with a highly qualified and experienced WO Corps.

### 13–30. Warrant officer education system (WOES)

WOES is based on a select-train-utilize concept, where warrant officers receive the training required to serve in the next higher grade only after selection for promotion. WOES consists of the following courses: WOCS; WOBC (military education level (MEL) 7); Warrant Officer Advanced Course (WOAC) (MEL 6); Warrant Officer Staff Course (WOSC) (MEL 4) (see para 15–19); and the Warrant Officer Senior Staff Course (WOSSC) (MEL 1) (see para 15–19).

a. The WOAC is a combination of common core and MOS proponent training that prepares warrant officers to serve in CW3 level positions. WOAC is provided in a non-resident common core phase and a resident phase, which includes a common core module and a MOS specific module. Career status is required for enrollment in the non-resident phase and selection for CW3 is a prerequisite for attendance at the resident phase.

b. The WOSC is a resident MOS/branch immaterial course to prepare warrant officers to serve in CW4 positions. Selection for CW4 is a prerequisite for attendance.

c. The WOSSC is a resident MOS/branch immaterial course to prepare warrant officers to serve in CW5 positions up to the HQDA staff level. Selection for CW5 is a prerequisite for attendance.

d. Constructive or equivalent credit is permitted for courses that generate a change to the warrant officer's MEL code. Credit may be granted for active duty experience, service school faculty service, or for attendance at equivalent schools. Warrant officers complete civilian schooling and MOS functional training as required.

e. The proponent for WOES is the Warrant Officer Career Center (WOCC) (see para 15–19) at Fort Rucker, Alabama. The WOCC serves as the TRADOC executive agent for the WOES. The WOCC evaluates Common Core instruction within the proponent specific program of instruction for WOBC and WOAC.

### 13–31. Warrant officer promotions

The AA includes both Regular Army and OTRA warrant officers. Warrant officers are promoted under a single permanent promotion system similar to the commissioned officer system under *Defense Officer Personnel Management Act (DOPMA)* (see para 13–46).

a. Promotions to CW3, CW4 and CW5 for warrant officers on the active duty list (ADL) are administered at HQDA. Promotion authority to CW2 is delegated to commanders in the rank of lieutenant colonel and above. Warrant officers may be promoted to CW2 after completion of 24 months in the grade of WO1 under current policy. WOMA allows CW2 promotion consideration after 18 months in grade. Promotions to CW3, CW4 and CW5 occur at approximately six year intervals that may be adjusted to meet grade and end strength requirements. WOMA allows chief warrant officers to be considered for promotion after the completion of three years in their current grade.

b. The promotion opportunities for warrant officers, based on the first time considered (primary zone) population, and the ideal TWOS pin on point for warrant officer promotions are depicted in Table 13–1. These may be adjusted to meet end strength requirements and other management objectives.

c. Warrant officers twice nonselected for promotion to the next higher grade will be discharged or retired unless selectively continued on active duty to meet a valid Army requirement.

**Table 13–1**  
**TWOS promotion goals**

To grade	Promotion opportunity	Years AWOS
W2	Fully qualified	2
W3	80%	8 +/-0
W4	76%	14 +/-1
W5 <sup>1</sup>	44%	20 +/-1

Notes:

<sup>1</sup> By law the number of CW5s is limited to 5% of the warrant officer force.

### 13–32. Warrant officer retention programs

Currently, voluntary indefinite (VI) status is offered in conjunction with promotion to CW2. The board to consider warrant officers for VI in their fourth year of warrant officer service may be used as a force shaping tool.

a. Regular Army integration is concurrent with promotion to CW3. Officers who decline Regular Army integration will not be promoted and shall be separated 90 days after the declination date or upon completion of any active duty service obligation, whichever is later.

b. Separate Regular Army integration boards were discontinued during the Army drawdown. Future boards are planned to only consider exceptions; for example, an USAR CW3 who requests and is called to active duty to fill a valid requirement.

c. Warrant officers are released from active duty after being twice non-selected for promotion to the next higher grade unless they are selectively continued.

### 13–33. Officer development

The OPMS provides a framework for developing the required number of officers with the necessary skills and for managing the careers of all commissioned officers, except those assigned to the special branches (AMEDD, JAGC, Chaplain Corps). This framework consists of all OPMS career fields, with each one being a grouping of duty positions whose skill, knowledge, and job requirements are mutually supportive in the development of officers to successfully perform in the career field. Each career field contains sufficient duty positions to support progression to the grade of colonel. Military and civilian educational opportunities are also geared to the officer's career field. Army requirements and an individual's qualifications and preference are the major considerations in determining the designation of career fields. OPMS consists of three major and interrelated subsystems: strength management, professional development, and evaluation.

### 13–34. Officer personnel management system III (OPMS III)

In May 1997, the CSA approved implementation of several changes in OPMS as a result of the recommendations of the OPMS XXI Task Force. During 2002, the DCS, G–1 changed the name to OPMS III (vice OPMS XXI) to reflect the system as progressive and evolving to support emerging needs for the 21<sup>st</sup> century.

## How the Army Runs

### *a. Historical perspective.*

(1) OPMS III exists to balance the needs of the Army with the aspirations and developmental requirements of the officer corps. OPMS was instituted in 1972 as a result of the U.S. Army War College Study on Military Professionalism and a follow-on analysis directed by the DCS, G-1. After passage of the DOPMA by Congress in 1981, the CSA ordered a major review to examine the impact of the legislation on OPMS policies. As a result, OPMS II was developed in 1984 to accommodate the changes brought about by DOPMA, including the creation of functional areas, dual tracking and Regular Army integration. In 1987, the CSA directed a review of officer leader development to account for the changes in law, policy, and procedures that had occurred since the creation of OPMS II. As a result of the study, the Leader Development Action Plan was approved for implementation in 1989.

(2) During the last decade plus, the Army has undergone significant changes with widespread effect on the officer personnel system, brought about by the drawdown at the end of the Cold War and by major legislative initiatives. The *DOD Reorganization Act of 1986* ("Goldwater-Nichols") required the Services to improve interoperability and provided the statutory requirements for joint duty assignments, joint tour credit and joint military education. In 1986, Congress also passed Public Law 99-145, which specified the acquisition experiences and education necessary for an officer to be the project manager of a major weapons system. This law later led to the creation in 1990 of the Army Acquisition Corps (AAC). The *Defense Acquisition Workforce Improvements Act of 1990 (DAWIA)* placed additional requirements on Acquisition Corps officers and directed them to single track in their functional area. Congressional Title VII (1992) and XI (1993) Legislation placed additional officer requirements on the AA in their support of the RC. The *Reserve Officer Personnel Management Act (ROPMA) of 1996* brought the RC officer promotion systems in synchronization with the AC. This legislation established a best-qualified promotion system for RC officers, thereby replacing the fully qualified system previously used.

### *b. Initiation of OPMS III.*

(1) With a 12-year span since the last formal OPMS review in 1984, a team of senior field grade officers was assembled to examine a series of OPMS-specific issues and to determine whether a general review of the OPMS was warranted. This OPMS XXI Precursor Study Group ultimately reviewed more than 60 individual issues. Based on the collective body of these issues, the OPMS XXI Task Force convened in July 1996 to review and revise the personnel management system as necessary to ensure its viability for meeting future challenges. The Task Force focused on the development and career management of officers of the Army Competitive Category (ACC). The special branches (Chaplain, JAG, and the branches of the AMEDD) were not specifically addressed although some OPMS XXI issues and solutions dealing with education, officer evaluation, and general promotion policies will apply to them as well.

(2) Consistent with the task of developing capabilities to meet the challenges of the next century, the Task Force linked its work with other ongoing Army planning efforts: Force XXI for the near-term, Army XXI initiatives for the mid-term, and Army After Next projections for the long-term planning environment. In designing the personnel system for the future, the CSA directed the Task Force also create a conceptual framework that integrated OPMS with the Leader Development System, ongoing character development initiatives and the new officer evaluation report (see para 13-37 and 13-42).

(3) The Task Force concluded that, in order for OPMS III to work effectively, three sets of strategic recommendations for change must be jointly addressed.

(a) The first recommendation called for the creation of an officer development system (ODS) as part of an overall Army development system. ODS will encompass and integrate officer leader development, character development, evaluation and personnel management.

(b) The second recommendation recognized the need to adopt a holistic, strategic human resource management (SHRM) approach to officer development and personnel management for the 21st Century.

(c) The final strategic recommendation by the Task Force called for the creation of an officer career field-based management system composed of four career fields: Operations, Operational Support, Institutional Support and Information Operations. Under OPMS III, officers are designated into a single career field after selection for major and serve and compete for promotion in their designated career field from that point on (Figure 13-6).

(d) The results of these strategic recommendations, approved by the CSA in December 1997, form the basis for the changes to OPMS.

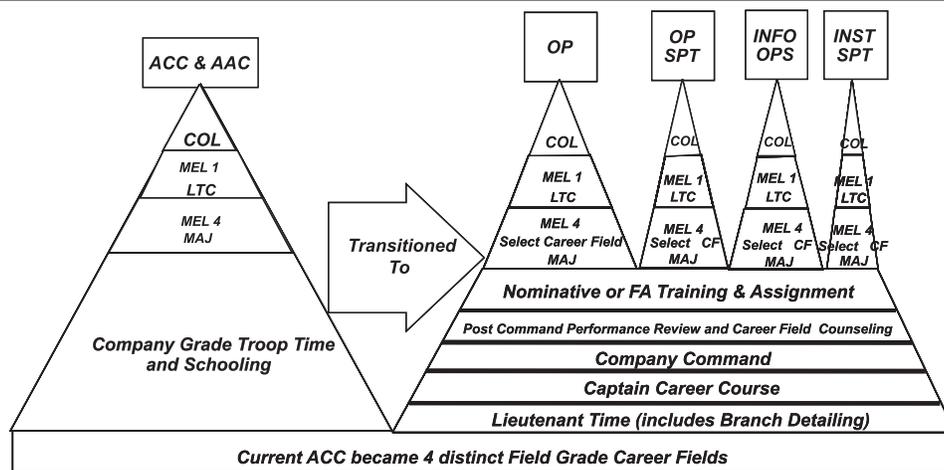


Figure 13–6. OPMS III career fields

### 13–35. Fundamentals of officer management

The Army needs, and will continue to need, the finest officers imbued with the warfighting ethos and with the right skills, knowledge and experience to meet effectively any challenges. Further, the Army continues to be a values-based organization, steeped in core principles and beliefs that set the "muddy boots" soldier apart as a unique professional. In order to grow an Officer Corps with the right skills, knowledge and attributes to respond to evolving future challenges—to remain ready not only today, but also tomorrow—OPMS III changed many aspects of how officers are managed, developed and promoted.

*a. Career field based management.* Officers are developed in only one branch, and the branch remains primary for the first ten years of an officer's career (an exception exists for those officers being branch detailed as a new lieutenant). Coincident with selection for promotion to major, all ACC officers are designated into one of four career fields. Officer preference will be a key factor in terms of board selection criteria in the career field designation process.

*b. Functional areas.* Functional areas are not directly related to any specific branch. Incorporating what are referred to as nonaccession specialties, functional areas provide a management and development system to effectively use the vast talents of a diverse officer corps.

*c. Career fields and functional areas.* OPMS III restructures the ACC by grouping interrelated branches and functional areas into officer management categories called career fields. Each career field has a coordinator who is the senior Army leader responsible for oversight of the personnel proponents who collectively comprise his or her career field. The career field coordinators are as follows:

- Operations: CG, TRADOC
- Information Operations: CG, TRADOC
- Operational Support: CG, AMC
- Institutional Support: Dir, ARSTAF

### 13–36. Career fields

Officers compete for promotion to Army requirements only with other officers in the same career field. Each career field, or branch or functional area within a career field, has its own unique characteristics and development track for officers which reflects the readiness requirements of the Army today and into the 21st century. DA PAM 600–3 outlines all aspects of OPMS III, officer training, education and development. Officers from every branch and functional area will also fill officer generalist and combat arms generalist (01A/02A) positions across the Army, just as they did under OPMS II. Career fields are discussed in the following subparagraphs.

*a. Operations (OP) Career Field.* The OP Career Field provides the Army with officers qualified by training, education and experience in areas directly related to the deployment, employment and sustainment of land forces. It is composed of officers in the Army's sixteen basic competitive branches and two functional areas, FA 39 (PSYOP and Civil Affairs) and FA 90 (Logistician Program). Command opportunities will exist only for officers in the OP Career Field, with the exception of AAC commands.

*b. Information Operations (IO) Career Field.* The IO Career Field responds to the requirements of the 21st century information age, consistent with the *Army Vision*, which identifies "Gaining Information Dominance" as fundamental to

## How the Army Runs

all future Army patterns of operation. The IO Career Field brings together related disciplines with associated functional areas. The functional areas in this career field are FA 24 (Information Systems Engineer), FA 30 (Information Operations), FA 34 (Strategic Intelligence), FA 40 (Space Operations), FA 46 (Public Affairs), FA 53 (Information Systems Management), and FA 57 (Simulation Operations).

*c. Institutional Support (IS) Career Field.* The IS Career Field focuses on the increasingly technical and complex nature of running the Army as an organization. The emphasis in this career field is management, planning and programming of Army resources, and both projecting requirements and developing capabilities in the near-term and into the future years. The functional areas in this Career Field are FA 43 (Human Resource Management), FA 45 (Comptroller), FA 47 (US Military Academy Permanent Associate Professor), FA 49 (Operations Research/Systems Analysis (ORSA)), FA 50 (Force Management), FA 52 (Nuclear Research and Operations), and FA 59 (Strategic Plans and Policy).

*d. Operations Support (OS) Career Field.* The OS Career Field strengthens current readiness while building the future force through its liaison, procurement, programming and development specialties. This career field contains the FA 51 (Army Acquisition Corps) and FA 48 (Foreign Area Officer).

### 13–37. Career field assignment

Career fields are assigned through a career field designation process, under the direction of PERSCOM. An important part of the process is the convening of a formal board to recommend career fields for individual officers. PERSCOM identifies officers in the window for career field designation and notifies them of required actions to be taken in advance of the board. PERSCOM also provides the board with the number of officers to be designated into each career field, as well as the branches from which these officers will be drawn, based on Army requirements. This process is similar to the way in which promotion requirements by branch and functional area are determined. The board is charged to identify and take into consideration officer preference, aptitudes, and abilities in order to best meet the needs of the Army. The career field designation process includes the following considerations:

*a. Officer Evaluation Report (OER) input.* The OER (DA Form 67–9) requires the rater and senior rater to recommend special skills or areas of expertise for all ACC captains through lieutenant colonels. When recommending career fields for rated officers, rating officials consider the "whole person." Factors such as: demonstrated performance; educational background; technical or unique expertise; military experience or training, and personal preference of the officer will be important parts of the process. Career field recommendations of rating officials are taken into consideration during the career field designation process.

*b. Officer Career Field Preference Statement.* At the required time, each officer submits direct to PERSCOM, via a web-based program, an Officer Career Field Preference Statement, indicating his or her preferred career field. At the appropriate time, PERSCOM will forward each officer's file and preference statement to a formal board for career field designation.

*c. Career Field Designation Board (CFDB).* The board is convened formally to review the officer's total file, to include the officer's requested preference, any additional information the officer may choose to submit, past performance, assignments, civil and military education, demonstrated skills/aptitudes and the chain of command's input. The CFDB makes recommendations for career field designation for each officer before it, which is approved/disapproved by appropriate authority.

### 13–38. OPMS as a part of human resources management (HRM)

OPMS III is an intrinsic component of the holistic development of HR, and it has leadership and character development components. Figure 13–7 displays the manner in which the key management and organizational elements of OPMS fit into the Army's structure to guide and develop HRs. Each of the participants discussed above fit into the HR paradigm.

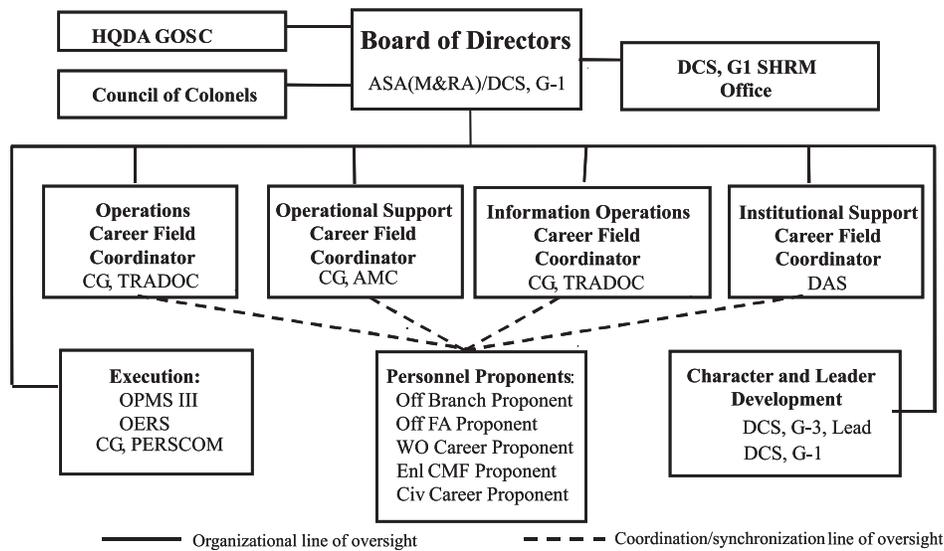


Figure 13–7. Human resource management senior leadership

### 13–39. Centralized selection for command positions

There are several changes to the command selection process under OPMS III. First, the name change from command designated positional list (CDPL) to command selection list (CSL) emphasizes the preference-based approach to an officer's career pattern. Second, and most significant, is the fact that all CSL commands will be filled by officers in the Operations Career Field. The CSL includes four functional categories of commands: Tactical; Training and Strategic Support; Institutional; and TSMs (colonel level only). The CSL commands include all LTC and COL command positions approved by the Army. The list of centrally selected command positions changes regularly. Prior to convening each command selection board, officers being considered will be given the opportunity to indicate the functional category(ies) in which they desire to compete for selection. The board selects officers for command within the given categories and PERSCOM conducts the slating process and recommends the specific unit or organization for the officer to command. The CSA has the final decision on the command slate.

### 13–40. Army acquisition corps (AAC)

*a.* The mission of the AAC is to create a corps of dedicated military and civilian acquisition managers capitalizing on their operational experience and technical skills. Successful weapon system development and all the support activities required throughout its life cycle requires a balance between keen regard for current operational realities and technical knowledge.

*b.* The AAC program develops world-class acquisition specialists to fill approximately 3850 critical positions. Critical positions require the level of education, training, and experience stated in the DAWIA and the DOD implementing instructions. The positions include PMs, PEOs (general officer/ Senior Executive Service level), deputy or assistant PEOs/PMs, senior contracting officials, and selected positions in procurement commands, matrix support commands, and headquarters staffs.

*c.* The Army Acquisition Executive (AAE), Assistant Secretary of the Army (Acquisition, Logistics and Technology) (the ASA(ALT)), is dual-hatted as the AAE, acting for the SECARMY through established structure, implements DOD Acquisition Workforce policy and tailors the Army program. The Director, Acquisition Career Management (military deputy to the AAE) provides requirements to the DCS, G–1.

*d.* DCS, G–1 provides personnel policy management for the AAC as for the rest of the Army. The AAC Management Office (AACMO), OPMD, PERSCOM, centrally manages all officer and civilian AAC members. The AACMO consists of a Military Acquisition Management Branch and a Civilian Acquisition Management Branch. Each branch manages members of its component from accession through the members' entire career life cycle.

*e.* Only qualified officers and civilians may fill critical positions. The AAC targets branch-qualified captains and civilians in grade GS–13 as candidates for competitive entry into the AAC. Once accessed into the AAC, members attend schooling and obtain acquisition experience to meet acquisition certification requirements for critical positions.

*f.* Recognizing the difficulty in pursuing branch qualification for battalion and brigade command and at the same time achieving the acquisition requirements, AAC members are precluded from TOE command. AAC officers compete

## How the Army Runs

for acquisition-related TDA commands and product manager (battalion-level command equivalent) and project manager (brigade-level command equivalent) positions.

*g.* DA Acquisition Selection Boards select AAC commanders and product and project managers. Commanders normally serve three-year tours and product/project managers four years.

*h.* AAC TDA commands include the research and development centers and laboratories, and procurement and contracting offices. Product/project managers are charged with managing and executing the day-to-day activities for development, production, and fielding of a system in accordance with approved performance, schedule, and cost requirements.

*i.* DA Pamphlet 600-3 details the professional development requirements for commissioned officers within the AAC. AR 690-950 and the Army Civilian Training, Education, and Development System (ACTEDS) list requirements for AAC civilians.

### 13-41. Officer evaluation system

*a.* The Officer Evaluation System is the Army's method of identifying those officers most qualified for advancement and assignment to positions of increased responsibility. The system includes assessments of officer performance and potential accomplished in the organizational duty environment; in an academic environment, both military and civilian; and at joint and departmental levels.

*b.* The potential assessment of an officer is a subjective judgment as to the officer's capability to perform at a specified level of responsibility, authority, or sensitivity. Although potential is normally associated with the capability to perform at a higher grade, judgments are also made by DA on retention and increased responsibility within a specified grade. The assessment is based on three major factors: the Army's officer requirements, the individual officer's qualifications, and a summation of the individual officer's performance.

*c.* The performance assessment by DA differs significantly from that accomplished in the organizational duty environment. Whereas the organizational duty assessment involves a personal knowledge of the situations surrounding a specific period of time, DA assessment is accomplished by an after-the-fact assessment of a series of reports on performance over a variety of duty positions and covering the officer's entire career.

### 13-42. Officer evaluation reporting system

*a.* The Officer Evaluation Reporting System is a subsystem of the Officer Evaluation System. It includes the methods and procedures for organizational evaluation and assessment of an officer's performance and an estimation of potential for future service based on the manner of that performance. The official documentation of these assessments is the Officer Evaluation Report (OER) and the Academic Evaluation Report (AER).

*b.* The primary function of the Officer Evaluation Reporting System is to provide information from the organizational chain to be used by DA for officer personnel decisions. The information contained in the OER is correlated with the Army's needs and individual officer qualifications providing the basis for personnel actions such as promotion, elimination, retention in grade, retention on active duty, reduction in force, command designation, school selection, assignment, career field designation, and Regular Army integration.

*c.* A secondary function of the Officer Evaluation Reporting System is to encourage the professional development of the officer corps. To enhance this, emphasis is placed on the responsibility of senior officers to counsel their subordinates. While this has always been a major aspect of leadership, continual reemphasis is necessary. The Officer Evaluation Reporting System contributes significantly by providing a natural impetus to continual two-way communication between senior and subordinate. It is through this communication that the rated officer is made aware of the specific nature of his or her duties and is provided an opportunity to participate in the process. The rater uses the communication to give direction to and develop his or her subordinates, to obtain information as to the status and progress of his or her organization, and to plan systematically for the accomplishment of the mission. The senior/subordinate communication process also facilitates the dissemination of career development information, advice, and guidance to the rated officer. This enables the rated officer to take advantage of the superior's experience when making career field or assignment-related decisions.

*d.* There have been nine OER systems since WWII. The first seven experienced a relatively rapid system turnover because inflation had gotten out of hand. The eighth (DA Form 67-8), which introduced the support form process and senior rater concept, was effective far longer (18 years, 1 month) than any previous system. The current OER, (DA Form 67-9), is an evolution of the 67-8.

### 13-43. Officer promotions

As of 15 September 1981, the DOPMA amended Title 10 for officer promotions. DOPMA, as implemented, is applicable to all officers on the ADL. It does not apply to warrant officers. The act provides for a single promotion system for all officers (Regular Army and OTRA), thus eliminating the previous dual (AUS/RA or AUS/USAR) system of promotions. The intent is for promotions to be made within fairly uniform promotion timing and opportunity goals, as vacancies occur. Eligibility for consideration for promotions is based on minimum TIG and time in service (TIS) with the below-the-zone selection rate established at a maximum of 10 percent (or 15 percent when so authorized

by SecDef) of the list for any grade above captain. DOPMA goals for promotion opportunity and phase point (i.e., TIS when most officers are promoted) are listed in Table 13–2.

**Table 13–2**  
**Career progression pattern**

To grade	Promotion opportunity	DOPMA phase point
First Lieutenant	Fully Qualified	13 MOS TIS minimum TIG
Captain	90%	Not less than 2 years TIG
Major	80%	10 +/-1 year
Lieutenant Colonel	70%	16 +/-1 year
Colonel	50%	22 +/-1 year

Notes:

<sup>1</sup> Opportunity and TIS are set by policy. TIG for promotion to 1LT and CPT is set by law.

### 13–44. Officer quality management

a. The goal of the officer management program is to ensure that only those individuals demonstrating satisfactory performance and possessing acceptable moral and professional traits be allowed to serve on active duty, retain their commissions, and remain on DA promotion lists.

b. Commanders and DA agencies are continually striving to maintain the quality of the officer corps by identifying and processing for involuntary separation those officers whose performance or professional or moral traits are deficient. To this end, the records of OTRA officers are screened continually to identify officers whose degree of efficiency and manner of performance and/or misconduct, moral or professional dereliction require separation. Records selected under this program are referred to a Department of the Army Active Duty Board (DAADB), and selection by this board results in a release from active duty.

c. Records of Regular Army officers are also screened but go before a “show cause” board rather than the DAADB. In both the DAADB and “show cause” proceeding, the officer is afforded the opportunity to resign in lieu of undergoing the entire process. Similarly, DA agencies are tasked to review promotion and CSLs to ensure that no officer is promoted or allowed to command who has become mentally, physically, morally, or professionally disqualified after being selected. The records of officers whose fitness for promotion or command has become suspect are referred to a DA Promotion/Command Review Board which will recommend to the SA whether the officer should be retained on or removed from the promotion/CSL.

d. The promotion system also serves as a qualitative management tool through the mandatory separation from active duty of officers who fail to be selected for promotion to certain grade levels. Additionally, reserve officers serving under an initial service obligation must demonstrate acceptable performance, professional and moral traits, in order to qualify for voluntary indefinite status.

e. No person has an inherent right to continue service as an officer. The privilege of service is his or hers only as long as he or she performs in a satisfactory manner. Responsibility for leadership and example requires officers accomplish their duties effectively and conduct themselves in an exemplary manner at all times.

### 13–45. Officer strength management

When manpower reductions are necessary, the Army has several programs that may be applied to reduce the number of officers on active duty. When possible, reductions are accomplished through normal attrition and voluntary release programs coupled with reduced officer accessions. Because Congress directed the Services to include senior as well as junior officers when implementing officer strength cuts, selective early retirement boards (SERBs) and reductions-in-force (RIFs) may be implemented when required. RIFs target mid-career officers by year while SERBs select a fixed number of retirement-eligible officers for involuntary early retirement. RIFs and SERBs are quantitative measures that are qualitatively administered.

### 13–46. Defense Officer Personnel Management Act (DOPMA)

DOPMA evolved from the continued inability of the *Officer Personnel Act (OPA) of 1947*, as changed by the *Officer Grade Limitation Act (OGLA) of 1954*, to meet the changing requirements for a modern and equitable officer management system for the active forces. The intent of DOPMA was to provide all Services with an equitable, effective, and efficient system to manage their officer corps below the brigadier general level.

a. The management objective is to provide consistent career and promotion opportunities across all Services in order to attract and retain high-caliber officers, and promote them at a point in service conducive to effective performance. The integration into a single promotion and grade authorization system of the old dual-track Regular Army/Reserve system mandated by OGLA and OPA provides a favorable environment in which to achieve this goal. DOPMA does not mandate, per se, the creation of a regular force at the 11th year of TIS; it merely enlarged the Regular Army officer

## How the Army Runs

corps. The current policy is to tender a Regular Army appointment to all active duty captains upon promotion to major; however, this policy is subject to review.

*b.* The provisions for selective continuation of captains and majors, combined with the capability to instruct promotion boards on skill needs, provides a mechanism through which specialty needs can be filled, while enhancing an officer's opportunity to stay on active duty until retirement. Under DOPMA, a first lieutenant who twice fails to be selected for promotion to captain is involuntarily released from active duty. By law, captains and majors may be selectively continued to remain on active duty until 20 and 24 years respectively. DOPMA establishes uniform, general constructive provisions for all Services, thus recognizing that special skills acquired prior to service are essential for effective performance in special branches. This provision impacted most on AMEDD, Chaplain, and the JAG Corps accessed after the EDATE of the act.

### 13–47. DOD Reorganization Act of 1986 (“Goldwater-Nichols”)

The congressional goal of this act was to improve the performance of officers in joint duty positions by establishing management procedures for their selection, education, assignment, and promotion. Key provisions of the law are listed below.

*a. Assignments.* The qualifications of officers assigned to joint duty assignments will be such that they are expected to meet certain specified promotion rates comparable to their Service headquarters and the overall board selection rate. Officers assigned to joint duty assignments will be assigned in anticipation that they will serve the prescribed tour length for their grade: two years for general officers and three years for others. Assignments for officers possessing critical occupational specialties, which for the Army are defined as the combat arms branches, may be curtailed to a minimum of 24 months under certain conditions. All graduates of professional joint education (e.g., National War College and ICAF) who are designated as joint specialty officers (JSO), and a high proportion (greater than 50 percent) of those graduates not designated as JSO, will be assigned to a joint duty assignment immediately following graduation.

*b. Promotions.* Selection boards considering officers serving in, or who have served in, joint duty assignments will include at least one officer designated by the CJCS who is currently serving in a joint duty assignment. The letter of instruction for selection boards includes the following guidance: “You will give appropriate consideration to the performance in joint duty assignments of officers who are serving in, or who have served in such assignments.” Prior to approval by the Secretary of the Military Department, the results of selection boards considering officers who are serving in, or who have served in, joint duty assignments will be forwarded by the Secretary to the CJCS. The CJCS will review the results to determine whether appropriate consideration was given to performance in joint duty assignments.

*c. Reports.* Each Secretary of a Military Department must provide periodic progress reports on their promotion rates in relation to the promotion objectives specified above.

*d. General/flag officer actions.* In the absence of a waiver by the SecDef, officers selected to the grade of O–7 subsequent to 1 January 1994 must have completed a full joint duty assignment before selection or their first assignment as a general/flag officer will be in a joint duty assignment. A capstone military education course has been created and all newly promoted general/flag officers must attend this course within two years after selection, unless such attendance is waived by the SecDef.

## Section VII

### The sustainment function

#### 13–48. Sustainment function overview

The sustainment function includes a broad range of activities that are focused on the well being of soldiers, retirees, and their families. The range includes, but is not limited to quality of life activities, awards and decorations, casualty and memorial affairs, housing, morale, recreation, personnel actions, and soldier readiness.

#### 13–49. Army continuing education system (ACES)

*a.* ACES is a critical element in the recruitment and retention of a quality force. ACES exists to ensure soldiers have the opportunities for personal and professional self-development. Education opportunities are offered through education centers and learning centers located worldwide. Educational programs include:

- (1) On-duty functional academic skills training, which provides job-related instruction in the academic areas of reading, mathematics and English grammar at no cost to the soldier.
- (2) High school completion programs for soldiers without a high school diploma.
- (3) Undergraduate and graduate college courses and programs which provide financial assistance such as the Tuition Assistance Program.
- (4) Foreign language programs for qualified Army linguists assigned overseas.
- (5) Skill development programs to prepare non-commissioned officers for NCOES training.

(6) Counseling to establish challenging yet attainable short and long-term goals; academic testing through the Defense Activity for Non-Traditional Education Support (DANTES).

(7) Army personnel testing; and training support services such as MOS reference libraries and language and computer laboratories.

*b.* In addition, the Servicemembers Opportunity College Army degree system of college and university networks promoting credit transferability and the American Council on Education/Army Registry Transcript System documenting recommended credit for soldier training and experience help soldiers earn degrees despite frequent transfers and rotations. The ACES, focused on soldiers, yet available to DA civilians and adult family members, represents a primary well-being program.

*c.* To further enable soldiers to continue their education, the Army is implementing a web-based program so that they take college level courses wherever they are in the world. eArmy University (eArmyU.com) provides soldiers maximum flexibility to continue to pursue degree producing programs.

### **13–50. Equal opportunity program**

*a.* The thrust of the Army Equal Opportunity Program is firmly embedded in fundamental American values and the basic philosophical tenet on which effective leadership and the exercise of command is built. Army equal opportunity is resonant in leadership that is rooted in taking care of soldiers and is crucial to unit cohesion, readiness, and mission accomplishment. Ensuring soldiers are treated with fairness, justice, and equity is central to an Army culture dedicated to the highest professional and personal standards, and to sustaining our most important resource—people. It is an underlying responsibility of leaders to ensure soldiers and their families receive equal opportunity and treatment, without regard to race, color, religion, gender, or national origin, and are provided an environment free of sexual harassment.

*b.* Leaders are assisted in sustaining Army equal opportunity (EO) goals and objectives by an equal opportunity adviser (EOA) at brigade level and above, and EO representatives (EOR) at battalion and company level. The EOA is a specially trained officer or NCO whose role is technical adviser to the commander. EOA positions are filled by NCOs/officers possessing the skills and knowledge characteristic of the units they will serve. EOAs are soldiers who possess MOSs found in the brigade or installation to which they are assigned. Soldiers selected as EOAs receive 15 weeks of intensive training at Defense Equal Opportunity Management Institute (DEOMI), receive a SQI of “Q”, and then serve one special duty tour as an EOA, similar to that of a drill sergeant or recruiter. The EOA provides the commander a valuable subject matter resource for sustaining EO programs, training, and developing remedies to eliminate discriminatory practices or treatment.

### **13–51. The army casualty system**

*a.* The Army casualty system includes casualty reporting, casualty notification, next of kin assistance, mortuary affairs, burial honors, escorts, disposition of remains and personal effects processing, line of duty determination, and missing persons act determinations. The reporting system records, reports, verifies and processes casualty information from unit level to HQDA. Casualty information flows up, across and down the command and medical reporting chains to help account for soldiers and reportable civilians. Each management level in the casualty reporting chain verifies information as necessary to meet the 100 percent accuracy standard.

*b.* The Army Casualty Information Processing System (ACIPS) is the HQDA level management system designed to track the flow of casualty information and the status of required actions from the place of incident through final disposition. ACIPS is accessible to casualty area commands, personal effects depots, and port mortuaries via modem. Units prepare and submit initial and supplemental casualty reports using ACIPS–Light, a field deployable software package, which allows units to produce casualty reports. Commanders, soldiers, and deployed civilians must ensure that casualty information is processed only through official channels as for official use only information until notification of next of kin has been verified. The Army casualty system is developing linkages to DOD casualty systems, as more operations are joint and combined.

## **Section VIII**

### **The transition function**

#### **13–52. Transition function overview**

The transition function includes a broad range of activities focused on ensuring soldiers and their families are treated with dignity and respect and assisted in every way possible as they transition from the AC to a RC and/or civilian status. Selected transition activities are described in greater detail below.

#### **13–53. The army career and alumni program (ACAP)**

*a.* The ACAP orchestrates a broad spectrum of programs and services designed to assist soldiers in making critical career and transition decisions. These highly organized and professional services are available from 70 operating locations in 26 states and five countries. ACAP provides transition services to soldiers, DA civilians, and their family

## How the Army Runs

members. RC personnel are also eligible to receive ACAP services upon serving a minimum of 180 consecutive days of active duty immediately prior to separation.

*b.* ACAP is not a job placement service but instead a program through which a wide range of services are made available to users through a combination of DOD, Department of Labor, Department of Veteran Affairs, U.S. Army, and contractor provided services. Transition counseling and career planning are the cornerstone services that assist the user to properly focus on their career path and the value of their experience should they remain on active duty or transition to civilian life. Individuals using ACAP services have access to an abundance of reference materials and a wealth of information about benefits, civilian employment opportunities, career planning and services available through many Federal, State and local government agencies.

*c.* Participation in ACAP is mandatory for all active duty soldiers who are separating or retiring. Individuals are encouraged to start using ACAP services 180 days before their separation date. Eligible individuals may continue to use ACAP for up to 90 days after separation. Referral to ACAP is mandatory for civilians who are departing because of force alignments, reductions in force or base closures. ACAP participation is optimal for transition of family members and eligible RC soldiers.

*d.* ACAP establishes a strong partnership between the Army and the private sector, creates a recruiting multiplier, improves employment prospects for transitioning personnel, reduces unemployment compensation costs to the Army and allows career soldiers to concentrate on their mission. ACAP is an enduring program, institutionalized into the Army culture and life cycle functions.

### 13–54. Army retirement services program

*a.* The DA has a worldwide network of retirement services offices to assist retiring soldiers and their families make a smooth and successful transition into retirement. Each major Army installation has a full-time, paid employee, called a retirement services officer (RSO), to administer this program. The program prepares soldiers and family members for retirement by providing assistance and information on their benefits and entitlements. These services are available to the surviving spouses of retired soldiers.

*b.* The RSO conducts a periodic preretirement briefing, which covers subjects from computation of retired pay to survivor benefits. Soldiers must attend a preretirement briefing between submission of their retirement application, but no less than 120 days before retirement. Spouses are encouraged to attend. The RSO also provides mandatory Survivor Benefit Plan (SBP) counseling to these individuals. By law, retired pay stops with a soldier's death unless the soldier is enrolled in SBP. The soldier makes the SBP decision before retirement. In addition to SBP counseling, the RSO provides a printout comparing SBP to commercial insurance. The RSO has videos on preparing for retirement and SBP that may be borrowed by soldiers or their spouses.

*c.* The DA Retirement Services Office provides policy guidance to the installation RSOs and is also responsible for publishing "Army Echoes," the quarterly newsletter sent to all retirees and retirement eligible active duty personnel. He or she also administers the Chief of Staff's Retiree Council and the SBP Program and monitors the operation of the Armed Forces Retirement Homes.

*d.* Retiring from the Army constitutes a significant lifestyle change. If not prepared for properly, retirement can be extremely difficult. The RSO is the soldier's tool to assist in making the transition easier and more enjoyable.

### 13–55. Separation

Separation includes voluntary and involuntary release from active duty, discharge, nondisability retirement, and physical disability retirement. Because the type of discharge and character of service are of such great significance to the service member, it must accurately reflect the nature of service performed. Eligibility for veterans' benefits provided by law, eligibility for reentry into service, and acceptability for employment in the civilian community may be affected by these determinations.

### 13–56. Enlisted separation

*a.* An enlisted soldier may be separated upon ETS or prior to ETS by reason of physical disability (see below), sentence of general or special court-martial, or one of the administrative separation programs prescribed in AR 635–200. Both voluntary and involuntary administrative separation actions are outlined in AR 635–200.

*b.* Voluntary separations are initiated by the soldier. Reasons include hardship/ dependency, surviving family members, acceptance into an ROTC program, orders to active duty as an officer or warrant officer, defective enlistment, pregnancy, for the good of the service in lieu of trial by court-martial, and early separation when denied reenlistment. Soldiers who have tested positive for the HIV antibody may request discharge under Secretarial authority. Soldiers may also be allowed to separate early to further their education.

*c.* Commanders may initiate involuntary separation proceedings for parenthood, personality disorder, concealment of an arrest record, fraudulent or erroneous entry, alcohol or drug abuse rehabilitation failure, failure to meet body composition/weight control standards, entry-level performance and conduct, unsatisfactory performance, misconduct, or homosexual conduct. To separate a soldier involuntarily, the unit commander must notify the soldier in writing. Any involuntary separation action involving a soldier with six or more years of total active and reserve military service entitles the soldier to a hearing by an administrative separation board. If the soldier has 18 or more years, the board is

mandatory and cannot be waived. Administrative discharges of soldiers with 18 or more years of AFS must be approved at the Secretariat level.

*d.* Discharge certificates are furnished only to soldiers who are honorably discharged or discharged under honorable conditions. All soldiers leaving active duty are issued a DD Form 214, Certificate of Release or Discharge from Active Duty. The DD Form 214 documents the characterization of service, except when a soldier is separated while in an entry-level status. Entry-level separations normally have service described as “uncharacterized.” Honorable, general, and under other than honorable conditions characters of service are assigned administratively. Bad conduct and dishonorable discharges (see para 20–19d(4)(a)) are issued upon conviction by a court-martial.

### **13–57. Enlisted nondisability retirement system**

To qualify for voluntary retirement, an enlisted soldier must be on active duty and have completed 20 or more years of AFS on the retirement date. A soldier who has completed 20 years, but less than 30 years AFS, and who has completed all required service obligations may be retired at his or her request. Enlisted soldiers who have completed 30 years AFS have the vested right under law to retire and may not be denied. DA policy requires that all service obligations incurred by promotion, schooling, or PCS be completed prior to approval of voluntary retirement of soldiers with less than 30 years’ service. However, a soldier may request waiver of a service obligation, and approval would depend upon whether the best interests of the Service are involved or whether a substantial hardship might exist should retirement be denied. Enlisted retirements are normally approved by field commanders of general officer rank. Enlisted soldiers retire in the grade they hold on the date of retirement unless they have 10 years active commissioned service. Additionally, enlisted soldiers who have completed 30 years combined active and retired list service may be eligible for advancement on the retired list to the highest grade held satisfactorily. Requests for grade determination are acted upon by HQDA.

### **13–58. Officer nondisability retirement system**

*a.* There are two types of retirement—voluntary and mandatory. To qualify for voluntary retirement, officers must have completed at least 20 years’ AFS on their retirement date. All service obligations incurred must be completed unless waived by HQDA. Mandatory retirement dates are established by law and only in very rare cases are individuals retained on active duty beyond these dates. Lieutenant colonels and colonels may remain until 28 and 30 years respectively, unless involuntarily retired through the SERB process.

*b.* While majors and below must have served six months in their grade to retire at that grade, lieutenant colonels and colonels must normally serve three years in grade to retire in that grade. Some programs like the Voluntary Early Release and Retirement Program (VERRP) can waive one year of the three-year obligation, subject to limitations and provisions imposed by Congress. Officers who are selected by SERB retain their grade regardless of time held.

### **13–59. Physical disability separation**

The laws governing physical disability separation from a military Service provide for the retirement or separation with severance pay of a member who is determined to be unfit by reason of physical disability to perform the duties of his or her office, grade, rank, or rating. When a member, at the time of separation, is considered fit to perform his or her duties, he or she must be separated or retired under programs already discussed. It is possible, of course, to receive a nondisability separation and still have physical disabilities, which could affect potential for civilian employment. In this instance, one may qualify for compensation for those disabilities from the Department of Veteran Affairs.

## **Section IX**

### **Summary and references**

#### **13–60. Summary**

*a.* The primary purpose of the MHRM system is to satisfy valid Army requirements and, insofar as practicable, accommodate the legitimate needs of its members. The system is a complex, dynamic, multifaceted mosaic of interacting subsystems, which interface in a variety of ways with all other major Army systems. Army Transformation will be a major series of events for the future, and the military HR system via Personnel Transformation will support that transformation. It must keep up with the rate of change occurring in the Army so that soldiers are properly supported, and commanders have timely, relevant information on which to base operational decisions.

*b.* The processes designed to structure, acquire, train, educate, distribute, sustain, professionally develop, and separate soldiers must be continuously evaluated and refined to ensure they support current and future Army requirements. The subsystems within these processes must have the flexibility to meet the needs of the Army. Whether the Army is reducing or expanding, there are a few critical operating principles to guide decision makers as they choose between difficult, challenging options in either scenario: maintain force readiness at the prescribed levels; maintain quality in recruiting, retention, and development programs; make changes in a balanced and orderly way throughout all grades and specialties, both officer and enlisted; maintain current board selection functions to continue to build on the best; rely on RC; protect well being; and, finally, in order to reduce uncertainty, ensure there is an understandable, comprehensive plan.

## How the Army Runs

c. This chapter was designed to provide a broad overview of major personnel management systems. During the next several years, the policies, functions, and processes within every one of the subsystems will be continuously challenged to ensure Army requirements are satisfied and to care for its most important resource-people.

d. The following web sites contain valuable current information on military HRM policy and programs:

- [www.army.mil](http://www.army.mil)
- [www.odcsper.army.mil](http://www.odcsper.army.mil)
- [www.asamrs.army.pentagon.mil](http://www.asamrs.army.pentagon.mil)
- [www.usarec.army.mil](http://www.usarec.army.mil)
- [www.goarmy.com](http://www.goarmy.com)
- <https://www.perscom.army.mil>
- <https://www.us.army.mil/portal> (Army Knowledge On-Line (AKO)) - eArmyU.com

### 13–61. References

- a. Army Regulation 600–Series Publications, *Personnel - General*.
- b. Army Regulation 601 - Series Publications, *Personnel Procurement*.
- c. Army Regulation 614 - Series Publications, *Assignments, Details, and Transfers*.
- d. Army Regulation 621 - Series Publications, *Education*.
- e. Army Regulation 623 - Series Publications, *Evaluations*.
- f. Army Regulation 624 - Series Publications, *Promotions*.
- g. Army Regulation 635 - Series Publications, *Personnel Separations*.
- h. Army Regulation 680 - Series Publication, *Personnel Information Systems*.
- i. Field Manual 12–6, *Personnel Doctrine*.