

Army Regulation 600–35

Personnel–General

Army Force Stabilization System

**Headquarters
Department of the Army
Washington, DC
15 October 2007**

UNCLASSIFIED

SUMMARY of CHANGE

AR 600-35

Army Force Stabilization System

This administrative revision, dated 15 October 2007-

- o Updates Lifecycle Management guidelines (para 4-7g(4)).
- o Updates Cyclic Management guidelines (para 5-4f(4)).
- o Revises personnel actions for careerists selected for or assigned to Lifecycle Management units (app D-2).
- o Corrects administrative errors throughout the publication.

Personnel–General

Army Force Stabilization System

By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

applicable during full mobilization unless otherwise stated.

Proponent and exception authority.

The proponent of this regulation is the Deputy Chief of Staff, G–1. The Deputy Chief of Staff, G–1 has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations, and to delegate this approval authority, in writing, to a division chief within the proponent agency or a direct reporting unit or field operating agency in the rank of colonel or the civilian equivalent. The Deputy Chief of Staff, G-1 has delegated authority to approve exceptions or waivers to this regulation, which are consistent with controlling law and regulations for officers in Life Cycle Management units for and to the following proponents: The Surgeon General, Chief of Chaplains, Aviation Branch, and The Judge Advocate General. Agencies may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the agency's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army management control process.

This regulation does not contain management control provisions.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–1, ATTN: DAPE-MP, 300 Army Pentagon, Washington, DC 20310–0300.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–1 (DAPE-MP), 300 Army Pentagon, Washington DC 20310–0300, or Army Publication Directorate Electronic Change Request located at the following URL: <http://www.usapa.army.mil/da2028/daform2028.asp>

Distribution. Distribution of this publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, the Army National Guard/Army National Guard of the United States, and the United States Army Reserve.

History. This publication is an administrative revision. The portions affected by this administrative revision are listed in the summary of change.

Summary. This regulation prescribes policies and procedures governing Force Stabilization of the Active Army, and is based upon, and supplemental to, laws and regulations of higher authority.

Applicability. This regulation applies to the Active Army, the Army National Guard of the United States, and the United States Army Reserve (for example, Regular Army Soldiers and select Army National Guard and Army Reserve Soldiers on active duty). This publication is

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*This regulation supersedes AR 600–83, dated 14 June 2006.

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Glossary

Chapter 1 Introduction

1-1. Purpose

This regulation describes policies and procedures for the implementation of the Army's Force Stabilization System of the Active Army (for example, Regular Army Soldiers and select Army National Guard of the United States and Army Reserve Soldiers on active duty), and is based upon, and supplemental to, laws and regulations of higher authority. Force Stabilization (FS) consists of (a) Stabilization (as described in chap 3-2), and (b) Unit Focused Stability (UFS), a staffing process that reduces turbulence within units, consisting of (1) Lifecycle Management (LM) and (2) Cyclic Management (CM) (as described in chaps 4-4 and 5-3 respectively). This regulation prescribes the personnel management techniques, programs, policies, and functions necessary to implement this staffing system and is to be used in conjunction with other personnel-oriented Army regulations, circulars, and pamphlets. This regulation has precedence when there is a conflict with other personnel policy regulations.

1-2. References

Required and related publications and prescribed and referenced forms are listed at appendix A.

1-3. Explanation of Abbreviations and Terms

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

1-4. Responsibilities

a. Deputy Chief of Staff, G-1 (DCS, G-1). The DCS, G-1 will—

- (1) Be responsible for the overall transition of the U.S. Army to Force Stabilization (Stabilization and UFS) as reflected in this regulation. The DCS, G-1 will develop and articulate the overall methodology and approach for the transition to an optimal mix of Stabilization and UFS.
- (2) Resolve implementation issues as the policy proponent.
- (3) Continually evaluate the manageability and acceptability of Force Stabilization and, in coordination with the DCS, G-3, evaluate the readiness and well-being impacts of Force Stabilization to ensure maximum enhancement of unit readiness.
- (4) Conduct or direct all analytical efforts to determine the affordability and sustainability of all policy and regulatory changes in support of Force Stabilization.
- (5) Formulate, manage, review, and evaluate the manpower, Army Well-Being, and personnel policies, plans, and programs necessary to implement and support these staffing methods.
- (6) Review and refine DA Pam 600-3, DA Pam 600-11, and DA Pam 600-25. Coordinate with TRADOC branch proponents, DCS, G-3, The Judge Advocate General (TJAG), and Chief, Public Affairs (CPA).
- (7) Integrate and synchronize policy and procedure changes for Department of the Army civilians and approved contractor support to support units managed under any of these staffing models.
- (8) Develop and conduct strategic communication strategy in coordination with CPA to ensure that the personnel, training, and leadership requirements are thoroughly disseminated and understood throughout the Army.
- (9) Facilitate the balancing of the Army's Well-Being programs with Force Stabilization to achieve maximum personnel readiness with appropriate resource investments.

b. Deputy Chief of Staff, G-3 (DCS, G-3). The DCS, G-3 will—

- (1) Update policy and procedures for which DCS, G-3 is proponent to address Force Stabilization, as required and appropriate.
- (2) Address readiness impacts of Force Stabilization, designate Force Stabilization units, and establish effective dates (E-DATES) for the implementation of this program by designated units in coordination with the DCS, G-1.
- (3) Coordinate with the DCS, G-1 and other staff agencies to ensure that the Force Stabilization implementation plan is compatible with policies for which the DCS, G-3 is the proponent.
- (4) Formulate, manage, review, and evaluate the implementation of Force Stabilization requirements in the Army Training and Leader Development Strategy (ATLDS).

c. Deputy Chief of Staff, G-4 (DCS, G-4). The DCS, G-4 will—

- (1) Evaluate and revise, if necessary, property and materiel accountability transfer policies and procedures to accommodate the routine turnover of organizational and installation property materiel of UFS units.
- (2) Align policies and procedures to provide continuity of equipment and troop support during operational cycles of UFS units.
- (3) Identify and change policies for which the DCS, G-4 is the proponent to conform to implementing Force Stabilization as described in this regulation.

d. Deputy Chief of Staff, G-8 (DCS, G-8). The DCS, G-8 will—

(1) Ensure, as the Department of the Army proponent for Unit Set Fielding (USF), that USF policy and procedures are integrated with Force Stabilization policies and procedures.

(2) Conduct analytical efforts to determine the affordability and sustainability changes in support of Force Stabilization.

e. Chief of Legislative Liaison (CLL). The CLL will—

(1) Keep Congress (House and Senate Armed Service Committees) informed on Force Stabilization development and implementation.

(2) Evaluate relevant Congressional testimony pertaining to Congressional views and implications concerning these staffing systems.

(3) Identify and change policies for which the CLL is the proponent to conform to implementing Force Stabilization as described in this regulation.

f. Chief of Public Affairs (CPA). The CPA will—

(1) Develop and disseminate public affairs guidance and identify internal media channels for dissemination of information on this new staffing system in synchronization with the Army Strategic Communication (STRATCOM) Plan.

(2) Coordinate release of information to external media as appropriate.

(3) Develop and implement Public Affairs/Information plan.

(4) Support Force Stabilization staffing with Public Affairs policy.

(5) Serve as the Army spokesperson for Force Stabilization issues in conjunction with DCS, G-1.

g. Assistant Chief of Staff, Installation Management (ACSIM). The ACSIM will—

(1) Initiate necessary adjustments to installation support programs to fully support the implementation of Force Stabilization as described in this regulation.

(2) Identify and change policies for which ACSIM is the proponent to conform to implementation of Force Stabilization as described in this regulation.

(3) Identify and change existing local policies and procedures as necessary to facilitate the group processing and movement of families of UFS Soldiers during the Reset Phase of the Reset/Train Force Pool in LM units and Sustain Phase in the CM units without degrading support and services provided to the non-UFS population.

(4) Develop procedures and processes that best support the well-being needs of Soldiers and families managed under Force Stabilization.

(5) Provide general staff guidance and overall direction to Army Commands, Army Service Component Commands (ASCC), Direct Reporting Units (DRU) and Field Operating Agencies (FOA), and Army Staff coordination regarding the development of the Soldier and family support initiatives for Force Stabilization.

(6) Continually update the Force Stabilization Family Support Plan, as applicable, using field evaluation results from the Army Research Institute and other research proponents.

h. The Judge Advocate General (TJAG). TJAG will—

(1) Examine legal ramifications of changes in support of the implementation of Force Stabilization.

(2) Assess impact of Force Stabilization on the Judge Advocate General Corps when required.

(3) Identify and change policies for which TJAG is the proponent to conform to implementation of Force Stabilization as described in this regulation.

i. The Surgeon General (TSG). TSG will—

(1) Assess impact of Force Stabilization on the Medical Corps.

(2) Identify and change policies for which TSG is the proponent and to conform to implementation of Force Stabilization as described in this regulation.

j. Commander, US Army Training and Doctrine Command (TRADOC). The Commander, TRADOC will—

(1) Identify and change policies for which TRADOC is the proponent to conform to Force Stabilization as described in this regulation.

(2) Identify and modify initial entry training programs and professional development courses to support Force Stabilization.

(3) Incorporate Force Stabilization methodologies into all recruiting and accessioning literature to manage expectations of prospective Soldiers.

(4) Ensure accession plans take into consideration Force Stabilization requirements to meet LM Reset/Train Force Pool and CM Sustain Phase as directed by DCS, G-1.

(5) Include family members in recruiting efforts.

(6) Assist family members of new recruits to the extent possible, within current funding and staffing levels, with establishment of entitlements that accrue to family members as a result of the signing of an enlistment contract and entry on active duty with the Army.

k. Commander, Forces Command (FORSCOM). The Commander, FORSCOM will—

- (1) Train, mobilize, deploy, sustain, and reconstitute/reset combat ready forces capable of responding rapidly to crises worldwide.
- (2) Develop and care for people, optimize available resources.
- (3) Provide U.S. military forces where needed throughout the world and ensure they are integrated and trained as unified forces ready for any assigned task.
- (4) Provide periodic feedback to DCS, G-1 on the implementation of Force Stabilization across the force.
 - l. Commander, Human Resources Command (HRC).* The Commander, HRC will—
 - (1) Ensure Soldiers are assigned where the Army needs them.
 - (2) Execute Force Stabilization policies to access, requisition, and staff the force worldwide.
 - (3) Distribute Soldiers worldwide based-on available inventory, Army requirements, Force Stabilization priorities, and strategies established by HQDA to meet the unit readiness needs of field commanders.
 - (4) In coordination with DCS, G-1, develop and report metrics to evaluate the management, personnel policies, plans, and programs necessary to implement and support the Army Force Stabilization System.
 - m. Headquarters, Installation Management Agency(IMA)/Garrison Commanders.* IMA/Garrison Commanders will—
 - (1) Assign primary staff responsibility for family support efforts to the staff office responsible for Army Community Service (ACS).
 - (2) Identify family support requirements not set forth in this plan and integrate such requirements into an IMA plan.
 - (3) Make ACS the focal point for family support services and the ACS Director the point of contact (POC) for coordination and planning.
 - (4) Develop quality installations and establish major facilities to project power globally.
 - n. Brigade Combat Team (BCT) Commanders.* BCT Commanders will—
 - (1) Provide family support services in accordance with this plan and higher headquarters plans.
 - (2) Identify family support requirements not set forth in this plan or higher headquarters plans and integrate such requirements into a local plan.
 - (3) Facilitate group processing, orientation, and integration of the family into the community environment in coordination with the installation/community commander.
 - (4) Coordinate and orchestrate the unit Family Support Plan. Establish a focal point within the unit for family matters and for maintaining liaison with the installation ACS.
 - (5) Stabilize Soldiers in accordance with these concepts based on DCS, G-3 designation of LM or CM unit.

Chapter 2

Force Stabilization Overview

2-1. Rationale for Force Stabilization

The goal of the Army Force Stabilization System is to provide increased levels of readiness and combat effectiveness for Army units by implementing an array of turbulence-reducing staffing methods. Implementation will reduce moves, increase the period of stabilization for Soldiers and provide predictability for Soldiers and families. Furthermore, stabilization provides the basis for synchronizing Soldier assignments to unit operational cycles. As Force Stabilization is implemented, it is critical that LM/CM units be staffed with Soldiers who train and remain together so that they can deploy and meet operational requirements with minimal added preparation.

2-2. Force Stabilization (Stabilization and Unit Focused Stability)

a. To achieve Force Stabilization, the Active Army must:

- (1) Synchronize the assignments of Soldiers to the operational cycle of the units.
- (2) Manage personnel gains and losses to reduce daily personnel turnover stemming from the Individual Replacement System (IRS) and individual oriented personnel management policies (for example, request for reassignment, expiration term of service (ETS), reclassification, and reenlistment options that required reassignment from the unit).
- (3) Manage force modernization and force structure changes with the aim of providing better combat ready units. The approved method for staffing units in the Active Army uses a combination of Stabilization and UFS (the latter of which is comprised of LM and CM).
- (4) See figure 2-1 for a sample of the Force Stabilization layout.

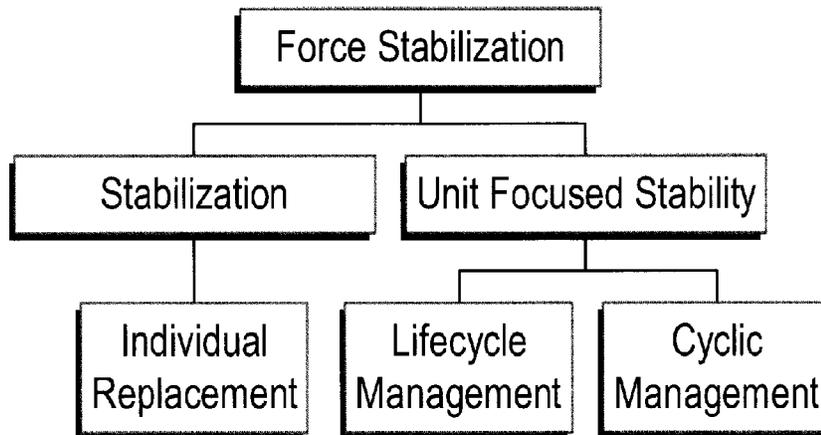


Figure 2-1. Force Stabilization layout

b. Stabilization enables Soldiers to remain at their installations for longer periods. It provides stability and predictability for Soldiers and families and enables company grade horizontal and vertical cohesion. Under this personnel management plan, permanent change of station (PCS) moves are generated in support of three priorities: needs of the Army, leader development, and individual Soldier preference. The intent of Force Stabilization is to minimize disruptions and attrition.

2-3. Force Stabilization System

The two key components of the Army Force Stabilization System are Stabilization and Unit Focus Stability (UFS). The Stabilization system is a set of policy and regulatory constraints overlaid on the existing personnel system that provides longer tours at each location. The existing IRS will continue to operate as a supplement to the Army Force Stabilization System. The primary goal of Stabilization is to keep Soldiers at their continental United States (CONUS) assignment for longer tours and UFS is to synchronize the Soldier's assignment to the operational cycle of the unit maximizing unit readiness.

2-4. Implementation methodology

Stabilization compliments UFS and will generally be established first. CONUS based units designated for management under UFS will still fall under the stabilization of the parent installation. As selected units transition to UFS, the other installation units and organizations remain under stabilization of individual Soldiers.

Chapter 3 Stabilization of Individual Soldiers

3-1. General

This chapter contains the necessary policy guidance for stabilizing individual Soldiers in accordance with Force Stabilization. This guidance will differ from the guidance for Soldiers assigned under UFS in chapters 4 and 5.

3-2. Soldier stabilization

All Soldiers assigned to a CONUS installation will be stabilized at the installation for an extended period (under the rules established in 3-6 below). The expeditionary Army will emphasize developing Soldiers with a depth of experience compared to the Cold War Era concept of creating Soldiers with a breadth of experience. The latter concept forced shorter tours to train Soldiers and leaders in a multitude of skills at different locations in different types of units. The Army Force Stabilization System lends itself to stabilizing Soldiers for longer periods of time and reassigning them back to former units to deepen their skill set in definitive fields.

3-3. Individual Soldier stabilization

The initial tour may include periods of family-member restricted tours or attendance at professional development schools; in each case, the Soldier will normally return to the same installation. To the maximum extent possible, local human resource managers will keep Soldiers and leaders in the same unit throughout the stabilization period.

3-4. Stabilization unit designation and structure

Individual Soldier stabilization covers all CONUS installations. Soldiers at CONUS installations will be stabilized based on (1) needs of the Army, (2) leader development, and (3) the individual Soldier's preferences.

3-5. Unit sustainment

a. Individual Soldiers are stabilized with the presumption that all Soldiers will remain at the installation for longer periods of time. Unprogrammed losses are anticipated due to unplanned events such as critical family needs, Soldier misconduct, physical disabilities or death, or an individual's selection for assignment to a special priority requirement.

b. In response to an unprogrammed loss, the unit commanders will—

(1) First attempt to replace the loss from within the unit. If this is not possible, a replacement will be reassigned using the IRS (in accordance with AR 614-100 and AR 614-200).

(2) Senior leader replacements (commissioned, warrant, and NCO) are first filled from within the unit. If no officer or NCO is available from within the unit, the installation will attempt to fill the position from other non-UFS units on the installation. If the installation cannot fill the vacancy or if the position is a Command Select List (CSL) position, a replacement must be requisitioned from HRC using the IRS. Staffing of LM and CM units will differ slightly (see chaps 4 and 5).

3-6. Stabilization guidelines

a. Stabilization. Soldiers assigned to a CONUS unit will be assigned for their initial tours of duty and remain in the unit until Army requirements dictate a reassignment.

b. Promotions.

(1) Existing promotion regulations (AR 600-8-19 and AR 600-8-29) are not changed or modified for Stabilization.

(2) Unit commanders may reassign Soldiers anywhere (within the MOS structure) within units to make the best use of the Soldier's capabilities to accomplish the unit mission.

(3) If promotion causes Soldiers to be excess to the authorized positions of the unit, Soldiers may be cross-leveled outside of the unit and remain on the same installation or move to another installation based on the needs of the Army.

c. Command tours. Commanders and Command Sergeants Major (Cdr/CSM), who are stabilized at CONUS installations and command non-LM units, will remain in position for 24 months plus any additional time required by operational requirements. Company command tenures will remain 12-24 months but total length will be driven by operational requirements and remain at the discretion of the BCT commander. COL/LTC Command and Command Sergeant Major tour lengths in LM units are addressed in chapter 4-7e.

d. Schooling.

(1) Attendance at Noncommissioned Officer Education System (NCOES) schools will normally occur in a TDY enroute status; however, HRC, in coordination with Commanders, will send Soldiers to NCOES in a TDY and return status if attendance can be synchronized with operational requirements. The Brigade Commander has approval authority for Soldiers attending NCOES in a TDY and return status. Following mission completion, the professional development of the future force is the commander's next priority.

(2) Junior officer attendance at military professional development courses will normally be in a TDY and return status.

(3) A Soldier may apply for Officer Candidate School (OCS), the United States Military Academy (USMA), flight school, "Green to Gold" programs, Warrant Officer Candidate School (WOCS) and programs in which an officer attends schooling leading to qualification for reappointment in or transfer to a special branch, at any time during a Stabilization tour. Soldiers will be allowed to attend at the earliest practical time as determined by operational and statutory requirements (NOTE: Soldiers assigned to UFS units will be addressed in chapters 4 and 5 (LM in chap 4-7g and CM in chap 5-4f).

e. Personnel actions. Personnel actions, submitted by Soldiers assigned to non-UFS units, will be considered for

action based on current policies and regulations in order to manage individual Soldier stabilization. Examples of these policies are as follows:

(1) Soldiers volunteering for Army Special Operations Forces (ARSOF) selection, assessment, and training may do so in accordance with appendices D-2 and D-5, respectively.

(2) Soldiers that receive threats against their lives will be expeditiously reassigned out of the unit once the threat is validated. A replacement will be requested using the IRS.

(3) Soldiers who require a permanent change of station (PCS) to obtain care for a family member will be offered new assignments to a qualifying installation once approved by HRC. Replacements will be requested using the IRS.

(4) Soldiers who request reclassification will be reclassified as required by Army requirements. Soldiers, who must be reclassified due to loss of qualification or medical disqualification (AR 40-501) in their current MOS, will be reclassified at the earliest opportunity and reassigned duties on the installation to the maximum extent possible. A replacement will be requested using the IRS.

Chapter 4 Forming and Sustaining Units under Unit Focused Stability (Lifecycle Management)

4-1. General

This chapter contains the necessary policy guidance for forming, sustaining, and deploying LM units.

4-2. Initial term accessions

The number of Soldiers the Army recruits must be able to fill to 100 percent of the Skill Level 1 (SL1) combat arms requirements for the complete lifecycle of the LM unit. The primary focus of the accession/recruiting mission will be focused on meeting the personnel needs of the units during periodic windows of planned turbulence (the LM Reset/Train Force Pool and the CM Sustain Phase) versus the current replacement fills of individual positions throughout the Army. Management and administration of Force Stabilization must accommodate the seasonality of accessions so as to aggregate training requirements at Military Occupational Specialty (MOS) level of detail to facilitate appropriate staffing of LM units. TRADOC must plan accession requirements to meet unit Reset/Train Force Pools.

4-3. Initial military training

DCS, G-1 (DAPE-MP) will provide LM unit fiscal year accession requirements to HRC and TRADOC prior to the annual Structure Manning Decision Review (SMDR) to ensure LM unit training requirements are integrated into the Army Program for Individual Training (ARPRINT), appropriately resourced, and scheduled without a detrimental effect on the Army's training requirements. The SMDR is the forum that validates Army training requirements three years prior to execution. The initial package size represents a recruiting goal with the start of the Initial Entry Training (IET) floor as the minimum number of recruits that must be shipped from the reception station to TRADOC to produce the number of SL1 Soldiers to meet the Army's requirements, including those of all UFS units. The sequencing of accession/training dates and the R-Day of units undergoing transformation must be coordinated between DCS, G-1 (DAPE-MPT), HRC, and TRADOC to ensure lieutenants and SL1 Soldiers arrive in the units in order to meet unit requirements during the Reset Phase of the Reset/Train Force Pool. Officer accessions and training must be synchronized to flow with the lifecycle of LM units while keeping the time from commissioning to accession and training to a minimum. Alignment of accession requirements and training base flow with the lifecycle of LM units will maximize the Army's return on investment via more efficient use of the Army's finite training capacity.

4-4. Reset/Train, Ready, and Available Force Pools

Lifecycles of LM units start on R-Day and last for approximately 36 months. The unit's lifecycle includes three Force Pools: Reset/Train, Ready, and Available. See figure 4-1 for a sample of the ARFORGEN AC BCT Readiness template.

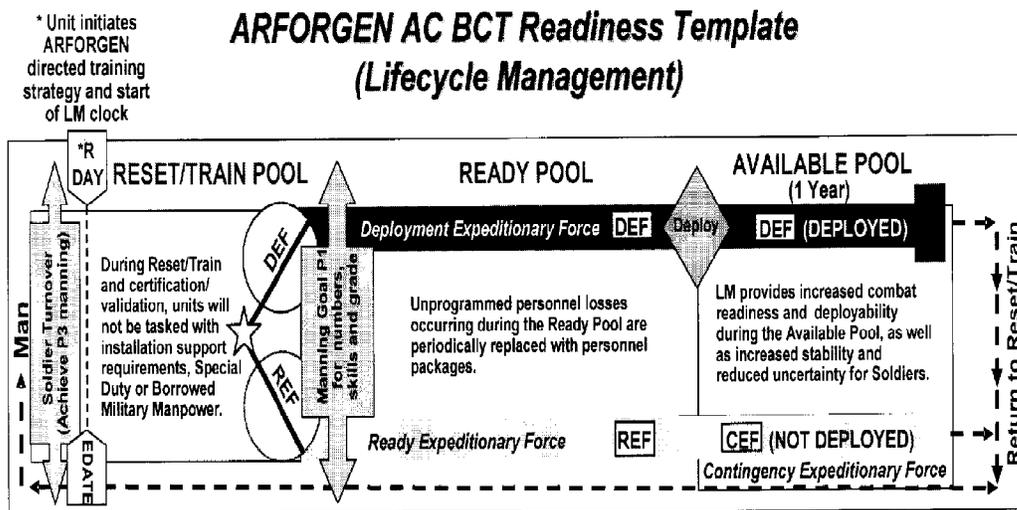


Figure 4-1. ARFORGEN AC BCT Readiness template

a. *Reset/Train Force Pool.* Reset/Train normally begins with a change of command, unit reconstitution to authorized unit strength levels, and fielding new/displaced equipment. This includes all actions that result in Soldiers being collectively assigned to the unit with the correct skills and grades at the minimum staffing levels prescribed by the ARFORGEN Training Strategy. Personnel focused actions allow the current iteration to release Soldiers and reassigns those remaining for the next cycle, thus providing an orderly transition of command and control for incoming Soldiers. Outgoing personnel depart, the unit is staffed at ARFORGEN minimum required levels, property accountability actions are completed, and unit change of command takes place. During this time, the LM unit is authorized to report C-5 in accordance with the applicable provisions for AR 220-1. R-Day — the date the unit initiates its ARFORGEN directed training strategy — marks the beginning of the unit lifecycle. Typically, this R-Day will coincide with the E-DATE of the current iteration synchronizing personnel, equipment, and modernization impacts to support the training to be conducted. The difference is E-DATE is a fixed date while R-Day may precede or succeed the E-DATE based on the commander's evaluation. From this point, the unit conducts focused training to achieve the Ready Force Pool gate. Reset/Train concludes with the successful completion of a capstone-training event that advances the unit to the Ready Force Pool. At the same time, an analysis of critical skills/MOS is conducted to identify unit critical shortages for the first annual personnel replacement package targeted for 12 months following the E-DATE. All units move through Reset/Train as rapidly as possible into the Ready Force Pool. During Reset/Train, units will not be tasked with installation support, Special Duty, Borrowed Military Manpower, or Individual Augmentee requirements.

b. *Ready Force Pool.* Consists of units assessed as "Ready" at designated capability levels (from training and readiness "gates") to conduct mission preparation and higher level collective training with other operational headquarters. They are eligible for sourcing and can be trained, equipped, resourced, and committed, if necessary, to meet operational (surge) requirements. While in the Ready Force Pool, the unit attains BCT proficiency and is mission capable as required by higher headquarters. The time a unit spends in the Ready Force Pool is not time-driven, but will vary by unit, mission, and installation capabilities. Additionally, this time may be accelerated based on operational requirements and sourcing decisions. Unprogrammed personnel losses occurring during the Ready Pool (estimated at approximately five percent of the unit's total authorized strength) are periodically replaced with tailored annual personnel replacement packages approximately 12 months after the preceding package. Integration of new personnel occurs immediately following each annual personnel replacement package, and is solidified in the concurrent training

conducted during the force pool. Ready Force Pool concludes with a capstone-training event that certifies/validates the unit "Ready" for advancement to the Available Force Pool.

c. *Available Force Pool.* Consists of units assessed as "Available" at designated capability levels (from training and readiness "gates") to conduct mission execution under any Regional Combatant Commander (RCC). Lifecycle Management units pass through the Available Force Pool window of time (one year). The unit is deployed against an operational requirement or available for immediate deployment against a contingency requirement. Lifecycle Management supports a rotational-based Army. Soldiers in LM units train together and are completely deployable throughout the entire Ready and Available Force Pools. Because PCS and ETS distracters are minimized through synchronization to this operational cycle, LM units do not require additional augmentation from other units on the installation to reach deployable strength. The Available Force Pool concludes when the unit is released from mission status, and begins the Reset/Train Force Pool at approximately 36 months from the previous R-Day.

4-5. Lifecycle Management unit personnel disposition

Units undergoing LM must coordinate in advance with HRC to determine disposition of its personnel and resulting fill requirements prior to its established Reset/Train Force Pool. Units due to undergo LM will submit an initial Personnel Disposition Roster (PDR) at R-Day -12 months and final PDR at R-Day -10 months. Additional milestones for units undergoing LM are outlined in Appendix B (Schedule of Critical Personnel Events for UFS Units) of this publication. Contents of PDR would typically include the following: all current authorizations in unit by MTOE/authorized document position; current assigned personnel by MTOE/authorized document position; disposition of unit assigned personnel, designation of unit positions as key/critical and priority fill. Subject to additional coordination between LM units and HRC, personnel/positions identified as priority fill would normally be requisitioned to arrive earliest during designated Reset/Train Force Pool, while those positions not identified as priority fill would be requisitioned/projected to arrive during the latter part of the Reset/Train Force Pool. Positions identified as key/critical will not exceed 10 percent of unit authorizations. See figure 4-2 for a sample of the personnel disposition roster (PDR).

Designated Key/Critical	Priority Fill	Name	SSN	UIC	Rank	PMOS	ASI	Sex	ETS	Last PCS	MTOE Position	DOR	REUP Required
Y	Y	Slagter, D.		G2G	COL	11A		M	INDEF	1-Jun-05	Brigade CDR	1-Jan-05	N
Y	Y	Kersey, C.		H6D	CSM	00Z5M00YY		M	INDEF	10-Jun-05	Brigade CSM	1-Dec-65	N
Y	Y	Goehring, D.		G2J	LTC	11A		M	INDEF	23-May-05	Deputy CDR	1-Jul-04	N
Y	Y	Moman, C.		G2J	LTC	88N		F	INDEF	22-May-05	Brigade XO	1-Jun-05	N
Y	Y	Winder, J.		G2H	SGM	00Z5M00YY		M	INDEF	1-Jun-03	S3 SGM	1-May-99	N
N	N	Bell, M.		G2J	PFC	42L1000YY		F	22-Aug-05	10-Jun-04	Admin SPC	1-May-04	Y
N	N	Tanon, K.		AYK	PV1	42L1000YY		F	10-Jul-04	1-May-03	Admin SPC	1-Jul-02	Y

Notes:

¹ The above sample contains the minimum data required by HRC to facilitate fill management utilizing the PDR. Units are permitted to modify/utilize hybrids of this design to meet specific organization need in coordination with HRC distribution division.

Figure 4-2. Sample of the personnel disposition roster

4-6. Lifecycle Management unit personnel sustainment

Soldiers will remain with the unit for the duration of the unit's lifecycle, arriving during a Reset Phase of a Reset/Train Force Pool and departing during the next Reset Phase or later. An assignment to LM units creates a Service Remaining Requirement (SRR) or an Officer's Active Duty Service Obligation (ADSO) that will align the Soldier's service end date to the unit's lifecycle. However, unprogrammed losses are expected to occur. Unprogrammed losses include, but are not limited to, unplanned events such as critical family needs, Soldier misconduct, physical disabilities, or death. BCTs will maintain their strength level as indicated below.

a. When a unit loses a Soldier, the unit commander will first attempt to replace the loss from within the unit. The overarching benefit of internally replacing losses is that Soldiers can continually move into positions of increasing responsibility. As Soldiers are cross-leveled within the unit, the resulting vacancies will be requisitioned via coordination with HRC.

(1) During HRC's scheduled visit (R-Day -14 months) and prior to unit's initial submission of the PDR (R-Day -12 months), the unit will determine its annual personnel replacement package delivery windows. Replacement package delivery will typically occur between 10-14 months after the unit's R-Day (with 12 months after R-Day as the goal) for the initial replacement package and the next replacement package to generally occur 12 months thereafter. The unit, in coordination with HRC, will determine the best two-month window to receive replacement packages for unprogrammed losses based on operational and training requirements. Once these replacement package delivery periods are identified, HRC will monitor unprogrammed losses of those personnel not already identified as key/critical positions and program IET personnel to arrive during designated replacement periods. Unit S1s will notify HRC of unprogrammed losses and projected replacements 90 days from unit/HRC established replacement package periods. Any unprogrammed losses incurred between the 90 day cutoff period and the actual replacement period will be included in the next annual replacement package. The majority of unprogrammed losses will be replaced by Soldiers arriving from the training base. Soldiers already assigned to the unit will move into positions of increasing responsibility while newly arriving Soldiers fill SL1 positions. The exception is designated key/critical positions (for example, maintenance technicians, supply NCO, NBC NCO) where a replacement cannot be filled from within the unit. Under these conditions, the unit may submit immediate fill requirements to HRC using IRS.

(2) Lifecycle Management units will have first year replacements for the remaining two years of the lifecycle; however, the second annual replacement package may have to be consolidated for unit reset of the next lifecycle. The LM unit's location, time remaining in lifecycle, as well as the theater of operation, if deployed, will be considered when replacements are scheduled. Both individual and package replacements will be accomplished within established DCS, G-1 staffing priorities.

b. The annual need to fill vacancies of unit leaders is projected to be less than eight percent of the assigned force. Senior leader replacements (commissioned, warrant, and NCO) will also be filled annually for two reasons. First, this pool of unit leaders is less likely to experience unprogrammed losses. Second, replacements require extended lead times for identification, selection, and notification. Depending on the unit's location, if it cannot fill from within its ranks, the unit may locally select replacements from other installation personnel assets, and the installation will subsequently receive personnel replacements from HRC using the IRS. This method can decrease the time LM units have unfilled leader positions. Exceptions to this policy are the BCT's Commander/Command Sergeant Major positions, which require HRC to identify appropriate replacements.

c. Via unit PDR (per 4-5 above), BCT Commanders may designate up to 10 percent of their positions as key/critical (for example, maintenance technicians, supply NCO, NBC NCO). Commanders may request immediate fill from HRC using the IRS for key/critical position vacancies that result from unprogrammed losses. Key/critical positions are generally limited to unique positions in the unit for which grade substitution is not possible or appropriate. See figure 4-3 for a sample of Replacement mechanisms.

Replacement Mechanisms

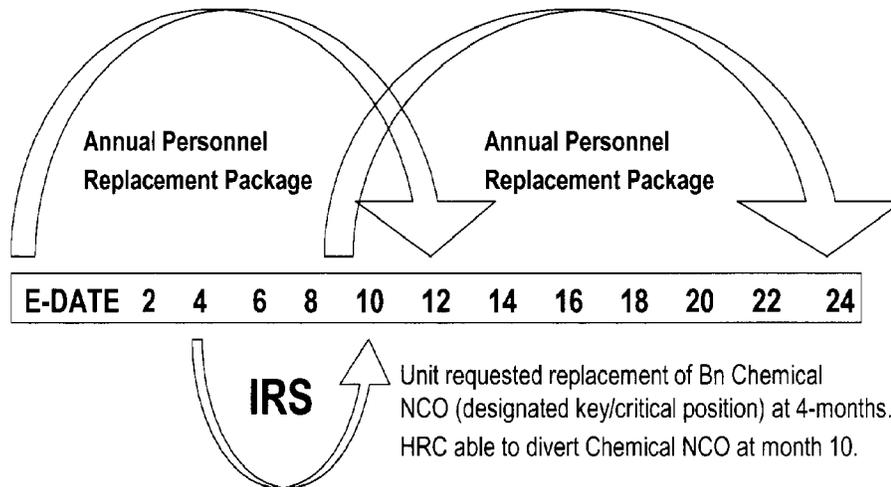


Figure 4-3. Replacement mechanisms

4-7. Lifecycle Management guidelines

a. Stabilization of tours. Soldiers assigned to LM units will be synchronized to arrive during the Reset Phase of the Reset/Train Force Pool and depart during the next Reset Phase.

b. Promotions.

(1) Existing promotion regulations are not changed or modified for LM units. Soldiers who will be considered for promotion during the unit lifecycle, and will likely be promoted, may be better served by an assignment to the unit in the next higher grade or assignment to a different unit.

(2) If promotion causes the Soldier to be excess to the authorized positions of the unit, the Soldier will remain in the unit until the conclusion of the unit's lifecycle. The unit commander may reassign the Soldier anywhere within the unit to make the best use of the Soldier's capabilities to accomplish the unit's mission.

c. Cross-leveling. Lifecycle Management Soldiers can only be cross-leveled outside their unit by the BCT Commander (on the same installation) during the Reset/Train Force Pool if promoted (not applicable to Soldiers selected but not yet promoted). The conditions for this cross-leveling are: (1) the LM unit does not have a vacancy or projected vacancy for that Soldier at the higher grade/MOS within the next six months, and (2) another Soldier (preferably from within the LM unit or from the installation) is available to fill the slot vacated by the recently cross-leveled Soldier that departed. This gives the newly promoted Soldiers opportunities for leader growth and development and a sense of reward for their promotion, instead of the prospect of being promoted and remaining in that lower position for the remainder of the lifecycle. It also allows the LM commanders (brigade and below) the flexibility to lead their units and do the "teach, coach, mentor" tasks that are inherent in command. The impact on Force Stabilization and unit readiness is minimal as this cross-leveling can only happen in the Reset/Train Force Pool.

d. Utilization and Inventory Adjustments.

(1) Soldiers will be assigned to an authorized position in the LM unit during the Reset Phase of the Reset/Train Force Pool or to the unit during an annual personnel replacement package. Initially, the assignment of Soldiers to LM units may be at or junior to the grade assigned allowing them to "grow" into their positions during the unit lifecycle and to mitigate future NCO overstrengths. Such fills using grade substitution will likely result in the unit receiving a

lower percentage of authorized NCOs during its reset. HRC's Personnel Management Assessment Team, in coordination with the BCT S1, will determine the percentage of grade substitution based on the unit PDR; however, a unit undergoing LM can expect an initial NCO fill level of less than 100% (for example, o/a 70–85% of its authorizations at R-Day).

(2) Even with the use of grade substitution, certain NCO strengths will exceed authorizations during the lifecycle as Soldiers are promoted. To mitigate these higher than authorized NCO strengths, HRC may use the annual personnel replacement package (for example, the 2nd annual personnel replacement package at 24 months) as a personnel-rebalancing opportunity. As key leader and unprogrammed losses are replaced, by exception and upon concurrence of DCS, G-1, HRC may adjust the NCO fill percentage by reassigning NCO overages out of the LM BCT to other Army requirements and refresh the unit with junior grade Soldiers. HRC will not rebalance unit inventory if that unit is in a deployment window (normally within 12 months of deployment).

e. Command tours.

(1) Command tours and Command Sergeant Major (CSM) assignments will be synchronized to the length of the unit lifecycle. Commanders (COL/LTC) and CSMs will remain for the complete unit lifecycle. Changes of command and responsibility will normally occur during the Reset/Train Force Pool.

(2) Company command tour lengths will remain 12–24 months but total length will be driven by operational requirements and remain at the discretion of the BCT commander. Prior to the unit lifecycle R-Day, BCT Commanders in LM units must carefully forecast the number of captains eligible for company command and balance their individual leader development timelines against the length of the unit lifecycle and likely unit deployment timelines.

f. Branch Detail Officer Disposition. Branch Detail assignments for LTs are typically 36 months in duration. Assigning Branch Detail officers to units undergoing LM requires close coordination between the BCT Commander, the individual officer, and HRC, Officer Personnel Management Directorate (OPMD) to ensure the officer can complete the unit lifecycle. Assigning Branch Detail officers to LM units will be accomplished in accordance with the following guidelines:

(1) If the officer has 24 months or more remaining on branch detail at the beginning of the unit's R-Day, HRC will authorize that officer's continued assignment to the LM unit.

(2) If the officer has between 18 and 24 months remaining on branch detail at the unit's R-Day, HRC, in coordination with the unit commander and the local G-1, will determine the best disposition of the officer based upon the needs of the Army, current authorizations in the unit/installation, and the officer's professional development.

(3) If the officer has less than 18 months remaining on branch detail at the unit's R-Day, HRC will reassign the officer from the unit undergoing LM to another position at the same installation or another location based upon the needs of the Army.

g. Schooling.

(1) Attendance at NCOES, additional skill identifier/skill qualification identifier (ASI/SQI), and functional courses will occur in a TDY enroute status to LM units. BCT Commanders are encouraged to send Soldiers to these courses in a TDY and return status during the unit's lifecycle if it can be synchronized with operational requirements. Soldiers selected to attend the Sergeant Major Course (SMC) will not be released early from the unit and will either attend the course following their unit's lifecycle or through non-traditional means, as determined by the Sergeant Major Branch, EPMD, HRC.

(2) Officer attendance at military professional development courses (TDY and return) during the lifecycle of the unit will be operationally dependent and at the discretion of the BCT Commander.

(3) Soldiers may apply for flight school and programs, in which the schooling leading to qualification for reappointment in or transfer to a special branch, no earlier than 12 months prior to the next scheduled Reset/Train Force Pool.

(4) Soldiers may apply at anytime to Special Operations or for Asymmetric Warfare Group (AWG) assessment and training or assignment to The Old Guard. Soldiers volunteering for ARSOF or AWG selection, assessment and training may do so in accordance with appendices D-2 and D-5, respectively.

(5) Enlisted Soldiers may apply at anytime to the following officer accession programs: Green to Gold, OCS, WOCS, and USMA. Soldiers accepted into these programs will be allowed to attend at the earliest practical time as determined by regulatory and statutory requirements.

(6) Replacements for any losses covered in 4-7g (4) or (5), above, will be handled as unprogrammed losses.

h. Personnel actions. To manage LM units, numerous personnel actions/programs require modification, while others remain unchanged. Examples of these actions/programs are as follows:

(1) Soldiers may submit personnel actions for any volunteer program (for example, Airborne, Drill Sergeant, and Recruiting), but the resulting reassignment from the LM unit will be deferred until the next Reset Phase of the Reset/Train Force Pool.

(2) Soldiers assigned to LM units that receive threats against their lives will be expeditiously reassigned out of the unit once the threat is validated. A replacement will be assigned during the next annual personnel replacement package.

(3) Soldiers who require a PCS to obtain care for a dependent will be offered a new assignment to a qualifying installation once approved by HRC. A replacement will be assigned during the next annual personnel replacement package.

(4) Soldiers who are approved voluntary reclassification by HRC will have the reclassification action deferred until the next Reset Phase of the Reset/Train Force Pool. Soldiers who must be reclassified due to loss of qualification or medical disqualification in their current MOS will be reclassified at the earliest opportunity and reassigned duties on the installation to the maximum extent possible. A replacement will be assigned during the next annual personnel replacement package.

(5) All Soldiers assigned to LM units will incur a service remaining obligation extending until the completion of the unit lifecycle (normally three years). Enlisted Soldiers on assignment instructions to LM units must have enough remaining service to complete the unit lifecycle before reassignment. Soldiers, including those on indefinite status, having 19 years, six months or more of Active Federal Service (AFS) may request retirement in lieu of PCS as outlined in AR 635–200.

(a) Soldiers currently assigned to LM units, who meet eligibility requirements in accordance with AR 635–200, may submit requests for retirement 9 to 12 months from their desired retirement date. The requested retirement date will be set during the next Reset Phase of the Reset/Train Force Pool. Additionally, retirement dates shall allow for completion of ordinary and/or transition leave, participation in the Army Career and Alumni Program (ACAP), and out processing without having to curtail Soldiers from serving the LM unit's complete lifecycle.

(b) Soldiers on indefinite status, who are on assignment instructions to LM units, who desire to separate in lieu of PCS, must submit their request within 30 days of assignment notification, if approved, and must separate within six months or no later than the start of the next unit lifecycle, whichever is sooner.

(c) Soldiers on indefinite status that are currently assigned to LM units may submit a request for separation no earlier than 12 months and no later than nine months prior to the start of the next unit lifecycle. Separation date must be set during the next reset phase of the reset/train force pool.

(d) Officers assigned to LM units will not be permitted to voluntarily retire until the end of the unit's lifecycle. Retirement applications for officers assigned to LM units may be submitted at anytime; however, personnel movements are restricted to the Reset Phase of the Reset/Train Force Pool to facilitate unit stability and reduce turbulence. Units will insert a special instruction on the Request for Orders (RFO) and subsequent orders specifically addressing the inability to voluntarily retire while assigned to LM units.

(6) Enlisted Soldiers on assignment instructions to LM units must reenlist/extend to meet the unit's lifecycle in accordance with assignment instructions on the Enlisted Distribution and Assignment System (EDAS) within 30 days of notification. Soldiers on a second or subsequent enlistment refusing to take action will be required to sign a Declaration of Continued Service Statement (DCSS) DA Form 4991–R. Soldiers serving on an indefinite reenlistment commitment desiring to separate must request a separation date during the next phase of the reset/train force pool.

(7) Soldiers currently assigned to LM units must provide their intent to reenlist/extend to meet the unit's lifecycle six months prior to R–Day or within 30 days of notification, whichever is later. Soldiers electing not to take action are not required to sign a DCSS; however, they must sign a Statement of Intent. Soldiers may reenlist for any option otherwise qualified for up to six months prior to R–Day or the Date Eligible for Return from Overseas (DEROS). If the option involves movement out of the unit, the movement date must be two months prior to R–Day (during the Reset/Train Force Pool). Once a Soldier is within six months of R–Day or DEROS, they are limited to reenlisting based upon the needs of the Army. If the reenlistment option involves movement, the movement date must be during the Reset Phase of the Reset/Train Force Pool. Soldiers serving on indefinite reenlistment commitment desiring to separate must request a separation date that is prior to the next R–Day. Career Counselors will identify Soldiers who elect not to take action to meet the LM commitment and update immediate reenlistment code to "11." Immediate Reenlistment Code "11" identifies a Soldier as "Lifecycle service remaining requirement not met." These Soldiers are fully eligible to reenlist provided they meet all other retention criteria in accordance with AR 601–280.

4–8. Transition to Lifecycle Management

a. Units transition to LM by undergoing transformation to either a Stryker Brigade Combat Team or BCT as designated by the DCS, G–3. Unit set fielding (USF) is the mechanism by which units are transformed, and LM is an integral part of USF.

b. Lifecycle Management supports an expeditionary, rotational-based Army. Soldiers in LM units train together and are completely deployable throughout the entire Ready Force Pool. Because PCS and ETS distracters are minimized, LM units do not require additional augmentation from other units on the installation to reach deployable strength. A unit preparing for deployment will not receive personnel replacements within 90 days of deployment in order to ensure all Soldiers in the LM unit are fully integrated into the unit.

4–9. Lifecycle internal measurements

Lifecycle Management units will administer a command climate survey as directed by HRC.

Chapter 5 Forming and Sustaining Units under Unit Focused Stability (Cyclic Management)

5-1. General

This chapter contains the necessary policy guidance for forming, sustaining, and deploying UFS units consisting of CM implementing a two-phase approach to achieve operational readiness - the Sustain Phase and the Ready Phase.

5-2. Unit Focused Stability designation and structure

The DCS, G-3 will designate the units to be transitioned to CM to support a rotational-based Army. Soldiers in CM units are completely deployable throughout the Ready Phase. Units will not require additional augmentation from other units on the installation to reach deployable strength.

5-3. Sustain unit and maintain readiness

Cyclic Management is a balance of the advantages of the IRS and LM. Cyclic Management uses a combination of IRS and unit replacement packages and has the flexibility of the IRS with the advantages of reduced turbulence found in LM units. Cyclic Management is designed and used for command and control elements of non-lifecycle units and low density/high impact units where continuity of operations is paramount. Cyclic Management consists of two phases, Sustain and Ready.

a. During the *Sustain Phase* Soldier assignments are organized into personnel packages and synchronized within a pre-determined 1-2 month period. It is estimated that 15-30 percent of personnel will turnover during this phase - leaving the unit operational during the transition period.

b. The *Ready Phase* begins at the end of the Sustain Phase and continues to the beginning of the next Sustain Phase. New personnel are rapidly integrated into the team as this event only occurs once per cycle. The total cycle, which consists of Sustain and Ready Phases, could last 9-24 months; however, the planned length is 12-14 months. See figure 5-1 for a sample of the Cyclic Management Timeline.

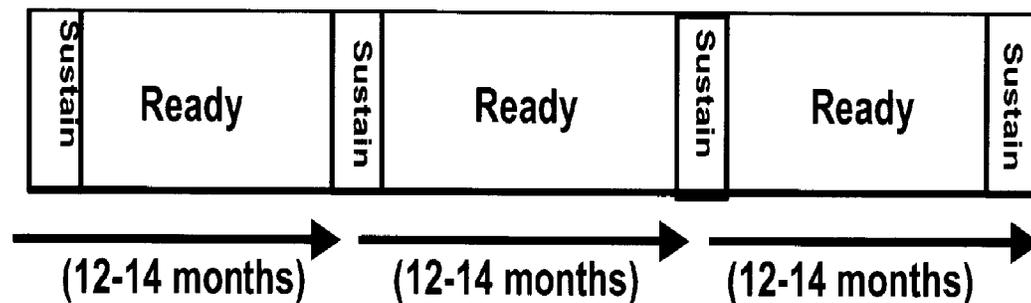


Figure 5-1. Cyclic Management Timeline

5-4. Cyclic Management guidelines

a. Stabilization. Soldiers assigned to CM units will be synchronized to arrive during the Sustain Phase of the unit's operational cycle. Soldiers assigned to CM units will remain in the unit for their stabilized tour (through multiple combinations of Sustain and Ready Phases). Tour lengths for Soldiers assigned to CM units are not fixed but do provide Soldiers with an avenue to pursue professional development opportunities on an annual basis; however, movement is limited (15-30 percent of the CM unit) such that the organization maintains its operational capability.

b. Promotions.

(1) Existing promotion regulations are not changed or modified for CM units.

(2) Soldiers who are promoted and become excess to an authorized position will remain in the unit until the next Sustain Phase.

c. Cross-leveling. Cyclic Management Soldiers will not be cross-leveled at times other than the Sustain Phase. Movement of personnel within CM units is at the discretion of the unit commander.

d. Utilization. Soldiers will be assigned to an authorized position in the CM unit during the Sustain Phase.

e. Command tours. Command tour policy does not require adjustment for CM units. Changes of command will typically be synchronized to occur during a Sustain Phase.

f. Schooling.

(1) Attendance at NCOES schools will occur in a TDY enroute status prior to assignment to the CM unit. Brigade Combat Team Commanders may send Soldiers to training courses in a TDY and return status during the unit's Ready Phase if operational requirements permit such action.

(2) Officer attendance at military professional development courses (TDY and return) during the Ready Phase will be at the discretion of the unit commander, if operational requirements permit.

(3) Soldiers may apply for flight school and programs in which schooling leading to qualification for reappointment in or transfer to a special branch but not earlier than 12 months prior to the next scheduled Sustain Phase.

(4) Soldiers may apply at anytime to Special Operations or for AWG assessment selection and training or assignment to The Old Guard. Enlisted Soldiers and officers volunteering for ARSOF or AWG selection, assessment and training may do so in accordance with appendices D-2 and D-5, respectively.

(5) Soldiers may apply at anytime to the following officer accession programs: Green to Gold, OCS, WOCS, and USMA. Soldiers will be allowed to attend at the earliest practical time as determined by regulatory and statutory requirements.

g. Personnel actions.

(1) The goals of CM are increased combat readiness and deployability during the Ready Phase, as well as increased stability and predictability for Soldiers and their families.

(2) In order to manage CM units some personnel actions/programs require modification, while others remain unchanged. Examples of these actions/programs are as follows:

(a) Soldiers may submit a personnel action for any volunteer program (for example, Airborne, Drill Sergeant, and Recruiting) but the resulting reassignment from the CM unit will be deferred until the next scheduled Sustain Phase.

(b) Soldiers assigned to CM units that receive threats against their lives will be expeditiously assigned out of the unit once the threat is validated. A replacement will be requested using the IRS.

(c) Soldiers who require a PCS to obtain care for a dependent will be offered a new assignment to a qualifying installation if approved by HRC. A replacement will be requested using the IRS.

(d) Soldiers who voluntarily request reclassification and are approved by HRC, will have the reclassification action deferred to the next Sustain Phase. Soldiers who must be reclassified due to loss of qualification or medical disqualification in their current MOS will be reclassified at the earliest opportunity and reassigned duties on the installation to the maximum extent possible. A replacement will be requested using the IRS.

5-5. Transition to Cyclic Management

a. Units are transitioned to CM when designated by the DCS, G-3 in conjunction with the installations and the DCS, G-1. The planning cycle must take into consideration the time required for identification, selection, and notification of Soldiers with the required skills in a timely fashion.

b. Cyclic Management supports an expeditionary, rotational-based Army. Soldiers in CM units that train together are more deployable than a similar IRS unit. Cyclic Management units will not require personnel augmentation from other units on the installation to reach deployable strength. If unprogrammed personnel losses are experienced and augmentation is required, another UFS unit will not be tasked to provide the required personnel.

Chapter 6

Training and Leader Development

6–1. General

This chapter addresses the training policies and procedures to be followed in support of Force Stabilization. Field Manual 7–0 (FM 7–0), is the Army’s capstone training doctrine and provides the training and leader development methodology that forms the foundation for developing competent and confident Soldiers. The doctrine contained in FM 7–0 represents a professional Army’s collective thinking about fighting, training, equipping, and modernizing. Training is the means to achieve tactical and technical competence for specific tasks, conditions, and standards. Leader development is a deliberate, continuous, sequential, and progressive process, based on Army values, that develops Soldiers into competent and confident leaders. Refer to FM 7–0 for more comprehensive information regarding training and leader development.

6–2. Training is a team effort

Training is a team effort and the entire Army: Army Commands, Army Service Component Commands (ASCC), Direct Reporting Units (DRU) and Field Operating Agencies (FOA), the Combat Training Centers (CTC), and each individual Soldier has a role that contributes to the operational readiness of the Army. The institutional Army trains Soldiers to take their places in units, including Stabilization and UFS units, by teaching doctrine and tactics, techniques, and procedures (TTP). Units, leaders, and individual Soldiers train to standard on their assigned missions, first as an organic unit and then as an integrated component of a team. Operational deployments and training opportunities, such as CTCs, CTC-like training, and EXEVAL provide rigorous, realistic, and stressful training and operational experience under actual or simulated combat and operational conditions enhancing unit readiness. This Army-wide team effort results in a leader development system that produces a force that can successfully execute any assigned mission.

6–3. Force Stabilization training

Unit Focused Stability units train by completing realistic, mission-focused individual, unit, and leader training. The unit must be trained to succeed across the wide range of military operations as a Joint Expeditionary Force. It must be a capabilities-based force that provides options for our Nation, under a wide variety of contingencies. Lifecycle Management units present several advantages. Only on few occasions during the past 60 years have units retained Soldiers for lengthy periods of time, during which they were able to refine their collective fighting skills. Because of this, commanders have been required to repetitiously retrain their organizations to ensure that they have the basic collective and individual skills. This repetitive training has prevented commanders from moving past basic METL into more creative training in which a basically well-trained unit develops the ability and skills to operate in more difficult, or perhaps Joint, situations - or learns the skills required in conducting operations in other than conventional areas of the spectrum, such as those skills required in campaigns such as Operation Enduring Freedom (OEF) or Operation Iraqi Freedom (OIF). In addition, the rapid turnover of personnel within Army units has prevented commanders from developing the cohesion that comes from full trust and knowledge in each others’ abilities. Force Stabilization implemented correctly will enable commanders to improve their unit’s performance exponentially.

6–4. Training summary

Field Manual 7–0 establishes Army training doctrine and applies throughout the force, to all units, and at all echelons. Training to the Army standard is the key to fighting and winning. Every leader in the Army is expected to know, understand, and apply this capstone training doctrine. Training excellence is the cornerstone of combat readiness. All leaders are trainers.

Chapter 7

Readiness

7–1. General

This chapter provides guidance on the personnel readiness aspects of Force Stabilization. The attainment, sustainment, and reporting of appropriate personnel readiness levels in FS units is the focus of this chapter.

a. The emphasis of Force Stabilization is on readiness. The primary goal of FS and, specifically, UFS is to provide personnel stability, thereby fostering cohesion and providing opportunities for higher levels of unit readiness.

b. The Army enhances its combat readiness by providing a stabilized personnel environment. This environment allows BCT commanders to train LM units to increased levels of proficiency without the systemic problems of a random flow of inexperienced Soldiers into the unit with the simultaneous outflow of the experienced, trained Soldiers.

7–2. The U.S. Army Readiness System

a. Personnel readiness in Stabilization is sustained through assignments using the IRS.

b. Personnel readiness in UFS units is sustained as follows:

(1) Lifecycle Management units will have personnel assigned during the Reset Phase of the Reset/Train Force Pool with the goal of bringing the unit to 100% (aggregate strength) by R-Day. Unprogrammed personnel losses occurring during the Ready Force Pool are replaced with annual personnel replacement packages typically occurring 10–14 months after the unit's R-Day (with 12-months after R-Day as the goal) for the initial replacement package and the next replacement package to generally occur 12-months thereafter. Brigade Combat Team Commanders may request immediate fill from HRC using the IRS in the designated key/critical positions resulting from unprogrammed losses.

(2) Cyclic Management units will have personnel assigned during the Sustain Phase to bring the unit to 100% strength. Unprogrammed losses will be requested using the IRS and filled during the next Sustain Phase.

7–3. Force Stabilization readiness reporting

Aggregate fill levels of BCTs undergoing LM and CM use of grade substitution per chapter 4–7d and 7–2b must be taken into consideration. Unit status will be reported in accordance with the applicable provisions of AR 220–1.

Chapter 8 Logistics

8–1. General

This chapter provides logistics policy guidance in support of Force Stabilization.

8–2. Introduction

a. Providing effective logistical support to FS units requires more than “business as usual” as is experienced under the IRS. Installations and commands will need to adopt an innovative approach to the challenges associated with FS units in order to ensure that Soldiers and their families receive the necessary support during all Force Pools of the unit lifecycle. An expeditionary unit is expected to have all needed individual items of TA/50 and unit MTOE equipment in preparation for rapid deployment. Where non-existent, installations must develop processes to ensure these minimum levels are met.

b. Force Stabilization related logistical support actions require detailed planning and diligent execution. The initial activation of units and the next LM Reset/Train Force Pool or CM Sustain Phases will result in large numbers of Soldiers and families departing and arriving during short periods of time.

8–3. Transportation support

a. *Responsibilities.* Commanders of installations/commands are responsible for preparing individual military personnel and their family members for movement, arranging shipment of personal property, and assisting in the shipment of privately owned vehicles (POV), as required.

b. *Basic policy.*

- (1) Movement of personal property and POV must be arranged through the installation transportation officer (ITO).
- (2) Weapons, TA 50–900, and other organizational equipment will be turned in by departing Soldiers and reissued to incoming Soldiers.
- (3) Soldiers in OSUT/AIT initial/first term packages not authorized leave following training will move as groups to their CONUS installations.

8–4. Equipment transfer

a. Equipment and materiel support, property accountability, and the transfer of accountability is governed by policy contained in AR 710–2, AR 735–5, AR 735–11–2, and AR 750–1. Procedures are contained in DA Pam 710–2–1.

b. Property accountability transfer in FS units will be accomplished as soon as practicable during the Reset/Train Force Pool.

c. Emphasis will be placed on materiel readiness and property accountability during the period when these units are initially established and formed. The above references do not inhibit FS operations; however, installations must pay particular attention to the timely assignment of Soldiers to prevent property transfer and accountability problems.

Chapter 9 Army Well-Being and Force Stabilization Support Requirements

9–1. General

This chapter provides guidance for integrating Army Well-Being into FS units. Force Stabilization, and related aspects of Army Transformation such as rebasing, modularity, and expeditionary deployment cycles, will change the military

way of life for Soldiers and families. While the dynamics of those changes are only partly predictable, long-term implications are favorable for the four individual aspirations of Army Well-Being, which are to serve, to live, to connect, and to grow. The periods of greatest challenge will be during the transition, planning, adaptation, and assessment of Well-Being functions and must be matters of concern for all levels of command involved with FS.

9-2. Force Stabilization support requirements

a. Extended tours under Force Stabilization will create several long-term benefits, particularly early in a Soldier's career.

(1) Community Roots: Soldiers and family members will have extended opportunity to integrate with their counterparts both on and off post. These opportunities will evolve, as Soldiers become homeowners and more "invested" within their communities. The challenge the Army faces in connecting Soldiers and families in a stabilized force will center on developing the traditional Army community support infrastructure from an installation based perspective to one that reaches into local communities.

(2) Family Relocation: Fewer moves result in lower family stress, greater sense of stability, less damage to household goods, and less out of pocket expenses. In areas that are characterized by solid real estate markets, the expense of selling homes and moving will be less onerous than in those markets traditionally undervalued.

(3) Family Readiness Groups (FRG): Unit and family cohesion will increase as families associate with one another for longer periods of time. Family Readiness Groups function better when personal bonds have more time to develop. The potential effect of a stabilized community may enhance the development of nontraditional FRGs, oriented on neighborhoods, schools, churches, and other venues.

(4) Spouse Careers: The ability of spouses to find employment and develop careers will improve as employers experience greater longevity. However, this may also impede newcomers seeking employment in an area saturated by large numbers of employable spouses. Army program managers must assess the employability impact of FS and report potential issues to the Well-Being Division, HRP, DCS, G-1.

(5) Higher Education Opportunities: Spouses and college age children will have more time to pursue educational opportunities in the same institutions of higher education.

(6) School Continuity: Longer tours will reduce the turbulence associated with changing schools every two to three years and will generate more family involvement in school systems.

(7) Home Investments: More families and single Soldiers may have the opportunity to purchase a home near an installation to which they can expect repetitive assignments. Army leaders need to provide access to financial training for Soldiers to assist in making informed choices that will sustain Soldiers' financial stability.

(8) Healthcare Continuity: Stabilized families and a stabilized medical corps will produce consistent, long-term doctor-patient relationships.

b. Conversely, Force Stabilization and related transformation processes will create several long-term challenges that the Army must address.

(1) Community Roots: As Army families set down roots in a local community, spouses develop careers, and children become integrated in local schools, the Army may find more resistance to reassignments. More Soldiers may seek OCONUS assignments without dependents to sustain community roots, with an expectation of returning to the same duty station. This may require novel approaches to incentives for retention and an overhaul of the hardship tour policy.

(2) Less Desirable Installations: Some installations will not be as desirable to Soldiers or families. Long-term assignments to them may lead to dissatisfaction that monetary incentives alone may not resolve. Over the long-term, the Army may have to address issues arising from lower quality local schools or communities with fewer amenities near some installations. Over the near-term, communities that have a reputation as being less desirable assignment locations must be identified and retention approaches for Soldiers relocating to these installations must be examined.

(3) Unit and Family Cohesion: Commanders of Force Stabilization units will monitor the cohesiveness of their units and families over time. A critical barometer will be the ability to build and sustain effective FRGs during Reset/Train, Ready, and Available Force Pools so they are capable of providing mutual support during deployments.

(4) School Continuity: Community Family Support Center (CFSC) and local community leaders will need an innovative approach by school liaison officers recognizing that increased Operational Tempo of the Army has an effect on school age children.

c. The period of transition will also create several short-term challenges that commanders must overcome to meet Soldier and family member needs.

(1) Housing and Post Services: A rapid influx of Soldiers and families will occur on installations during Reset/Train Phase of LM units. While this will put pressure on several installation services, one critical factor requiring careful planning will be availability of adequate housing during any surges in Army populations. The basic document governing assignment eligibility and termination criteria of Government controlled family housing is AR 210-50. Community home-finding relocation and referral service support will be used for off-post housing requirements. Once DCS, G-3 designates Force Stabilization units, DAIM-FDH will initiate a housing market analysis.

(2) Spouse Employment: As families move to installations and the Army transformation adds additional stressors on

installations, there may be periods when the influx of spouses seeking employment could exhaust short-term employment opportunities.

(3) *School Continuity*: The same surge in Army family populations could place short-term burdens on local schools near Army installations.

d. Increased Deployments: An expeditionary Army will require changes in well-being support to families at installations as units deploy to overseas training and operational assignments. Installation and unit commanders will plan for fluctuating conditions in:

- (1) Medical support to mobilizing/demobilizing Soldiers.
- (2) TRICARE support to their families.
- (3) Extended day care for spouses of deployed Soldiers, particularly off post to support the needs of spouses balancing single parenting phases with financial realities.
- (4) Youth activities for children of deployed Soldiers, complementing on post activities with off post activities in partnership with local community organizations.
- (5) Family Readiness Group administrative support.
- (6) Soldier-oriented recreational programs during unit absences.
- (7) International communications means for family use.
- (8) Counseling services and effective reintegration training during and after redeployment. Force Stabilization will provide Soldiers a greater degree of predictability in their assignments and, through career-long affiliation, with a single installation. The considerations outlined in this chapter are not all-inclusive, but provide an effective guide for initiating and assessing family support actions. Commanders should be innovative in their planning and execution of programs for family members, based on the uniqueness of the situation at each installation or military community. The Installation Management Agency will develop a Force Stabilization Family Support Plan, incorporating the considerations cited in this paragraph. The Assistant Chief of Staff, Installation Management will ensure appropriate review of the plan and will request research and other support from Army agencies and the proponent, as required. The Director of Human Resources Policy, DCS, G-1 will monitor the impact on Army Well-Being of the actions taken to implement Force Stabilization.

Appendix A References

Section I Required Publications

AR 40-501

Standards of Medical Fitness. (Cited in para 3-6.)

AR 210-50

Housing Management. (Cited in para 9-2.)

AR 220-1

Unit Status Reporting. (Cited in paras 4-4, 7-3.)

AR 600-8-19

Enlisted Promotions and Reductions. (Cited in para 3-6.)

AR 600-8-29

Officer Promotions. (Cited in para 3-6.)

AR 601-280

Army Retention Program. (Cited in para 4-7.)

AR 614-100

Officer Assignment Policies, Details, and Transfers. (Cited in para 3-5.)

AR 614-200

Enlisted Assignments and Utilization Management. (Cited in para 3-5.)

AR 635-200

Active Duty Enlisted Administrative Separations. (Cited in para 4-7.)

AR 710-2

Supply Policy Below the National Level. (Cited in para 8-4.)

AR 735-5

Policies and Procedures for Property Accountability. (Cited in para 8-4.)

AR 735-11-2

Reporting of Supply Discrepancies. (Cited in para 8-4.)

AR 750-1

Army Material Maintenance Policy. (Cited in para 8-4.)

DA Pam 600-3

Commissioned Officer Development and Career Management. (Cited in para 1-4.)

DA Pam 600-11

Warrant Officer Professional Development. (Cited in para 1-4.)

DA Pam 600-25

U.S. Army Noncommissioned Officer Professional Development Guide. (Cited in para 1-4.)

DA Pam 710-2-1

Using Unit Supply System (Manual Procedures). (Cited in para 8-4.)

FM 7-0

Training the Force. (Cited in para 6-1.)

Section II

Related Publications

A related publication is additional information. The user does not have to read it to understand the publication. United States Codes are available at <http://www.gpoaccess.gov/uscode>.

AR 27-50

Status of Forces Policies, Procedures, and Information.

AR 71-11

Total Army Analysis (TAA).

AR 71-32

Force Development and Documentation - Consolidated Policies.

AR 135-18

The Active Guard Reserve (AGR) Program.

AR 135-155

Promotion of Commissioned Officers and Warrant Officers Other Than General Officers.

AR 135-178

Enlisted Administrative Separations.

AR 140-111

U.S. Army Reserve Reenlistment Program.

AR 350-1

Army Training and Education.

AR 350-10

Management of Army Individual Training Requirements and Resources.

AR 600-8-2

Suspension of Favorable Personnel Actions (Flags).

AR 600-8-11

Reassignment.

AR 600-8-101

Personnel Processing (In-,Out-, Soldier Readiness, Mobilization, and Deployment Processing).

AR 600-8-104

Military Personnel Information Management/Records.

AR 600-20

Army Command Policy.

AR 600-43

Conscientious Objection.

AR 600-60

Physical Performance Evaluation System.

AR 600-110

Identification, Surveillance, and Administration of Personnel Infected With Human Immunodeficiency Virus (HIV).

AR 601-2

Army Promotional Recruiting Support Programs.

AR 601-210

Regular Army and Army Reserve Enlistment Program.

AR 608-10

Child Development Services.

AR 608-75

Exceptional Family Member Program.

AR 611-21

Military Occupation Classification and Structure.

AR 612-201

Initial Entry/Prior Service Trainee Support (RCS MILPC-17 (R1)).

AR 614-1

The U.S. Army Replacement System.

AR 614-5

Stabilization of Tours.

AR 614-30

Overseas Service.

AR 614-185

Requisitions and Assignment Instructions for Officers.

AR 621-5

Army Continuing Education System.

AR 623-105

Officer Evaluation Reporting System.

AR 623-205

Noncommissioned Officer Evaluation Reporting System.

AR 635-40

Physical Evaluation for Retention, Retirement, or Separation.

DA Pam 500-5-1

Individual Augmentation Management.

DA Pam 611-21

Military Occupational Classification and Structure.

CJSCI 1301.01C

Individual Augmentation Procedures. (Available at www.dtic.mil/cjcs_directives.)

FM 7-1

Battle Focused Training.

TRADOC Reg 350-6

Training - Enlisted Initial Entry Training (IET) Policies and Administration.

10 USC 36

Promotion, Separation, and Involuntary Retirement of Officers on the Active-Duty List.

10 USC 39

Active Duty; Section 671 - Members not to be assigned outside United States before completing training.

10 USC 50

Miscellaneous Command Responsibilities; Section 991(a) - Management of deployments of members, General or Flag Officer Responsibilities.

10 USC 367

Retirement for Length of Service; Section 3914 - Twenty to thirty years: enlisted members.

10 USC 10105

Army National Guard of the United States: composition; Section 1111 - Prior Active-Duty Personnel.

10 USC 1209

Active Duty; Section 12301 - Reserve components generally.

10 USC 1209, Armed Forces

Active Duty; Section 12304 - Selected Reserve and certain Individual Ready Reserve members; order to active duty other than war or national emergency.

32 USC 5, National Guard

Training; Section 502(e) - Regional drills and field exercises.

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

DA Form 2028

Recommended Changes to Publications and Blank Forms.

DA Form 4991-R

Declination of Continued Service Statement.

Appendix B

Family Support Planning Procedures for Formation of Unit Focused Stability Units

B-1. United States Army Accessions Command

a. Duties of recruiters and Reserve Officer Training Corps (ROTC) Instructors include the following:

(1) Talk with prospective recruits and their spouses, if applicable, concurrently about Army life. Stress positive aspects, be optimistic, and be realistic.

(2) Explain major benefits and entitlements (for example, identification card, medical benefits to include Civilian Health and Medical Program of the Uniformed Services (CHAMPUS), transportation entitlements, housing, Army and Air Force Exchange Service (AAFES), commissary, Army Community Service (ACS), spouse employment, Civilian Personnel Office (CPO) services, and Morale Welfare and Recreation (MWR)).

(3) Explain Force Stabilization with emphasis on family stability.

(4) Explain IET.

b. Companies and battalions will perform the following:

(1) Assist recruits to the extent possible with establishment of entitlements for family members.

(2) Assist family members to the extent possible when requested by the family members.

(3) Mail an information packet to family members who live away from the training installation (for example, hometown).

B-2. United States Army Training and Doctrine Command

a. *Reception duties.*

(1) Explain Force Stabilization to recruits.

(2) Identify recruits who have family members and pass information to training installation ACS.

b. *Training Installation ACS.*

(1) Make contact with family members in the immediate vicinity of the training installation through an outreach program.

(2) Start orientation to military life for family members.

B-3. Headquarters, Installation Management Agency/Garrison Commander

Prepare for surge conditions at the following activities: Housing Referral Office, Installation Transportation Office (ITO), ACS, MWR programs, AAFES facilities, CPO, commissary, chaplain, childcare facilities, and Army Emergency Relief (AER).

B-4. Gaining Lifecycle Management Unit

a. Prepare for unit sponsorship and welcome ceremony.

b. Film welcome ceremony using local audio-visual support.

c. Appoint individual sponsors.

d. Explain the Force Stabilization system to unit leader family members.

e. Train unit leaders on the policies and procedures involving Force Stabilization.

f. Encourage a chain of concern among unit leader spouses.

g. Encourage retiree involvement at unit functions and ceremonies.

h. Develop strategies to assist family members upon arrival.

i. Coordinate with installation support activities and agencies.

Appendix C Schedule of Critical Personnel Events for Unit Focused Stability Units

C-1. Critical personnel events for Lifecycle Management units

Table C-1 portrays the schedule of critical personnel events for Lifecycle Management units.

Table C-1 Schedule of critical personnel events for Lifecycle Management units
Time Frame: Pre-Unit Lifecycle (R-Day - 17-19 months) Event: Build the Bench
Time Frame: Pre-Unit Lifecycle (R-Day - 17-19 months) Event: Build the unit
Time Frame: Pre-Unit Lifecycle (R-Day - 14 months) Event: Notify unit/conduct initial coordination
Time Frame: Pre-Unit Lifecycle (R-Day - 12 months) Event: Further identification of personnel requirements
Time Frame: Pre-Unit Lifecycle (R-Day - 10 months) Event: Submission of final PDR
Time Frame: Pre-Unit Lifecycle (R-Day - 9 months) Event: Approval of final PDR
Time Frame: Pre-Unit Lifecycle (R-Day - 8 months) Event: Publish, monitor, and adjust personnel orders
Time Frame: Pre-Unit Lifecycle (R-Day - 5 1/2 months) Event: Initial term package beings training
Time Frame: Pre-Unit Lifecycle (R-Day - 2 months) Event: Reset phase of the reset/train force pool starts
Time Frame: R-day Event: Unit initiates ARFORGEN directed training
Time Frame: Ready force pool (R-day + 9 months) Event: Annual personnel replacement package requisition cutoff
Time Frame: Ready force pool (R-day + 12 months and each year thereafter) Event: Annual personnel replacement package arrives
Time Frame: End of available force pool (R-day + 34) Event: Reset/train force pool begins

C-2. Critical Personnel Events for Cyclic Management Units

Table C-2 portrays the schedule of for critical personnel events for Cyclic Management units.

Table C-2 Additional schedule for the critical personnel events for Cyclic Management units
Time Frame: Pre-Sustain Phase (Sustain Phase - 15-18 months) Event: Build the Bench
Time Frame: Pre-Sustain Phase (Sustain Phase - 15 months) Event: Build the unit
Time Frame: Pre-Sustain Phase (Sustain Phase - 12 months) Event: Notify unit/conduct initial coordination
Time Frame: Pre-Sustain Phase (Sustain Phase - 10 months) Event: Further identification of personnel requirements
Time Frame: Pre-Sustain Phase (Sustain Phase - 8 months) Event: Submission of final PDR

Table C-2

Additional schedule for the critical personnel events for Cyclic Management units—Continued

Time Frame: Pre-Sustain Phase (Sustain Phase - 7 months)

Event: Approval of final PDR

Time Frame: Pre-Sustain Phase (Sustain Phase - 6 months)

Event: Publish, monitor, and adjust personnel orders

Time Frame: Sustain phase

Event: Sustain phase starts (1–2 months)

Time Frame: End of sustain phase

Event: Ready phase begins

Time Frame: End of ready phase

Event: Release date

Appendix D General Discussion of Personnel Policy Implications

D-1. General

The theme of Force Stabilization is enhanced unit capabilities through stability, predictability, and cohesion with increased benefits to Soldiers and their families. In support of the Army's mission of implementing Force Stabilization, a myriad of policies impacting the enlistment, reenlistment, and assignment of Soldiers require modification to enhance the Army's ability to establish and sustain Force Stabilization for CONUS units.

a. Cohesion. To meet future challenges, redesigning the Force requires a complementary and transformational method of building cohesive teams. The ultimate goal of Force Stabilization is to provide combatant commanders with cohesive, deployable, agile, combat-ready units.

b. Force Stabilization Implementation/Tours. Soldiers will be incorporated into the lifecycle of the unit. Unit priorities take precedence during the assignment process. Training flow modeling through the Army Training Requirements and Resources System (ATRRS) may prevent training flow obstruction and grant priority to Soldiers attending training/professional development enroute to Stabilization and UFS units.

c. Promotions.

(1) Assignment personnel will look closely at promotion potential before assigning Soldiers to UFS units. Lifecycle Management Soldiers promoted to the next higher grade that results in no position available, which is commensurate with their new grade within the context of the grade substitution policy, will not be reassigned.

(2) Soldiers promoted to the next higher grade that results in no position available, which is commensurate with their new grade within the context of the grade substitution policy, may be reassigned in Stabilization and CM units. The reassignment of Soldiers selected for promotion allows them to be utilized in their new grade and learn the associated responsibilities with the higher grade. Reassignment to the local installation (no cost moves) will be the primary goal.

d. Individual Augmentation (IA). The Army's increased participation in specified operations and exercises have placed a high demand on personnel resources. An increase in the Service requirements has required HQDA to develop a Worldwide Individual Augmentation System (WIAS) to manage the tasking process, which does not fully support the Force Stabilization program. Lifecycle Management units will be excluded from providing "individual" augmentees. Individual Soldiers already in receipt of assignment instructions (AI) to units being formed under LM will not be tasked to support the IA system, as it is counter-productive to the benefits provided by Force Stabilization.

e. Personnel Actions.

(1) Exchange Program - Soldiers assigned to UFS units are not eligible to participate in the exchange assignment program. Soldiers will be stabilized in LM units for the complete lifecycle of the unit, arriving during a Reset Phase of the Reset/Train Force Pool and departing during the next Reset Phase. Additional consideration/exceptions to policy may be given to Soldiers who have completed a normal, three-year lifecycle in their initial unit to allow for an exchange of assignments.

(2) Compassionate Reassignment/Hardship Discharge - Soldiers can apply for a compassionate or hardship discharge when the situation arises. Current policies and practices remain in effect.

(3) Pending Separation - Soldiers pending separation under the provisions of AR 635-40 or AR 635-200, and officers pending separation under provisions of AR 600-8-24, will not deploy with their unit. Soldiers pending separation are non-deployable and will remain at the home installation.

f. U.S. Army Replacement System Policy. The U.S. Army Replacement System provides for the contraction or expansion of Army replacement operations under all conditions of peace and war and is guided by the following principles:

(1) The goal is to have the right Soldier, in the right place, in the right job, at the right time.

(2) The number of personnel in the replacement stream must be kept as low as possible in order to maximize effective utilization of personnel.

(3) Each element of the replacement system must operate in a most effective and efficient manner possible; improvements in the system will be sought constantly to enhance personnel management and utilization.

(4) Lifecycle Management unit strengths normally will be sustained by provision of an annual personnel replacement package, along with the IRS for key/critical positions.

(5) Personnel management and strength data, for the Army's Personnel Information Systems (PERSINS), is maintained and used by the data processing activities at Headquarters of Army Commands, Army Service Component Commands (ASCC), Direct Reporting Units (DRU) and Field Operating Agencies (FOA). Timely and accurate personnel data is essential for an effective and responsive replacement system.

(6) The U.S. Army Replacement System focuses on providing unit vice individual replacements by incorporating new staffing principles and ideals into existing replacement policy. The lifecycle of LM units is such that all members of the unit will begin and end the lifecycle together, arriving during a Reset Phase of the Reset/Train Force Pool, and departing during the next Reset Phase. Units must be identified eight to ten months prior to R-Day in order to give HRC personnel managers' sufficient time to identify Soldiers for reassignment.

g. Retention Control Point (RCP). RCPs are set and adjusted based on Army requirements. Under normal circumstances, Soldiers with an established RCP falling within the unit lifecycle will not be assigned to UFS units. However, Soldiers who reach their RCP during their current enlistment agreement, either through length of service, reduction in rank, or by removal from a promotion list, whether voluntary or involuntary, may serve until contracted ETS, unless they are separated earlier under applicable administrative, physical disability, or UCMJ separation provisions.

h. Soldier Utilization. Lifecycle Management units committed to the Reset/Train Force Pool are exempt from providing Special Duty (SD) requirements because Soldiers cannot be fully integrated into the team if critical training is missed. Commanders may detail companies/batteries and battalions with a fair share of the SD requirements during the Ready Force Pool, provided 180 days prior to deployment all SD personnel are returned to the unit to prepare for deployment. The detailing of SD personnel for Soldiers assigned to units formed under Force Stabilization will not be changed.

i. Stabilization from Repetitive Deployments. The DCS, G-1 publishes an ALARACT message periodically to establish stabilization guidelines for Soldiers pertaining to repetitive deployments and dependent restricted tours. The Army will make every effort to keep involuntary repetitive tours to a minimum.

j. Nondeployability. Soldiers who are sole surviving family members, former missing and prisoner of war, and those who possess permanent duty-limiting profiles will not normally be assigned to UFS units. Sole surviving family member Soldiers, as well as former missing and prisoner of war, may submit a written waiver of this restriction in order to obtain assignment orders to a UFS unit. Soldiers who are subsequently issued a permanent duty-limiting profile will be transferred out of the UFS unit and replaced at the next scheduled annual personnel replacement package window. Soldiers who are nondeployable (for example, either permanently or with long-term temporary disqualifying conditions that may exceed 120 days duration), in accordance with AR 600-8-101, AR 600-60, and/or AR 614-30, will not be assigned to UFS units. Soldiers within seven days of ETS are considered nondeployable. Only in the event of a national emergency will Soldiers within seven days of ETS be considered deployable.

D-2. Personnel actions for careerists selected for or assigned to Lifecycle Management units

a. In-service recruiting. The goal of Force Stabilization is the maintenance of the cohesive fighting team; therefore, personnel actions are processed with a view toward organizational needs. In-Service recruiting initiatives necessitate deferment in the execution of personnel actions submitted and approved that would cause reassignment out of the unit before the end of the unit lifecycle. The only exceptions will be assignments for ARSOF, AWG and The Old Guard. Soldiers however, will not be available for in-service recruiting, selection, or placement on assignment instructions during a lock-in period for deployment/redeployment. Soldiers will be locked-in for 90 days prior to projected deployment date or confirmed latest arrival date (LAD) and 45 days after redeployment. The following guidelines pertain to ARSOF assignments:

(1) ARSOF consists of Special Mission Units (SMUs), Special Forces (SF), Civil Affairs (CA), Psychological Operations (PSYOP), the 75th Ranger Regiment, the 160th Special Operations Aviation Regiment (SOAR), the Special Operations Support Command and Combat Support (CS)/Combat Service Support (CSS) of ARSOF units.

(2) Once a Soldier volunteers for Special Forces Assessment and Selection (SFAS), SMU selection, Ranger Indoctrination Program (RIP) or Ranger Orientation Program (ROP) for the 75th Ranger Regiment, volunteers or is selected for assignment to the 160th SOAR, PSYOP, or CA training, all follow-on assignments are blocked pending attendance/selection/training.

(3) Outside of operational lock-in:

(a) Soldiers will attend SFAS and, if selected, immediately PCS to the Special Forces Qualification Course (SFQC) for SF MOS training.

(b) Soldiers will attend RIP or ROP; upon successful completion of the course the Soldier will PCS to the 75th Ranger Regiment.

(c) Soldiers will PCS to the 160th SOAR, PSYOP, CA, or CS/CSS.

(d) Officers will attend either PSYOP or CA branch training, and then PCS into a PSYOP or CA unit.

(e) Soldiers will attend SMU assessment and selection (A&S); upon successful completion of A&S, Soldier will PCS to the SMU.

b. Enlisted Cadre Selection/Cadre Stabilization. The cadre of UFS units is selected by the previous unit commander from NCOs currently assigned. If there are not sufficient numbers of NCOs on the installation, or if the strength requirements of the UFS units are higher than the installation average level of fill, the installation will submit requisitions to HRC not later than 240 days prior to the unit formation date. This lead-time permits cadre arrival during the 60 days prior to unit formation. If a Soldier who is currently stabilized under a different program is needed to fill a UFS company or battery unit vacancy, a request to terminate the Soldier's stabilization will be forwarded to HRC.

D-3. Initial termers (Soldiers serving an initial term of Active Federal Service) selected for or assigned to Force Stabilization Units

a. Delayed Entry Program losses. Delayed Entry Program (DEP) losses will have no impact upon implementation of Force Stabilization. Force Stabilization begins with the Soldiers' arrival at the unit or installation and not assignment to

an IET class. DEP policies and procedures directly link accession requirements and training base flow to the operational requirements of UFS units. Projected DEP losses are built into the IET package size providing sufficient numbers of combat support and combat service support Soldiers for assignment to all Army units including UFS units. Upon completion of IET, Soldiers will be assigned to UFS units at the Army average strength for that MOS. Soldiers selected to round out the UFS unit will first be selected from those who have AI to the same installation. In the event the numbers of such Soldiers are insufficient, and additional diversions must be made, coordination will be made with HRC to determine which Soldiers to divert.

b. Accession requirements/IET package size floors. Accession requirements and IET Package Size Floors practices and policies will explicitly link accessions/recruiting mission and training base flow to the stabilized force structure during the Reset Phase of the Reset/Train Force Pool. Under Force Stabilization, the current accession/recruiting missions will be synchronized to the resultant longer tour lengths.

c. Deployability. Soldiers who do not complete 12 weeks of training will not deploy OCONUS. All personnel charged with training responsibility will give close and continued attention to quickly detect individuals that are unfit, untrainable, or otherwise unsuitable for military service.

d. IET. Force Stabilization implementation, which includes a Soldier's deployability assessment throughout IET, begins with the arrival of Soldiers to the unit during the Rest Phase of the Reset/Train Force Pool, not assignment to IET.

e. Leave following IET. The current leave policies of the Army will fully support Force Stabilization initiatives. The flexibility needed for the Army to move assets quickly to UFS units in response to short-notice contingencies is already in place. Service obligations and alignment with the LM Reset/Train or CM Sustain Phases of UFS units will take precedence over individual Soldiers' leave desires.

f. Enlistment commitments. If it appears that the enlistment agreement made to the Soldier cannot be fulfilled, the Soldier must be counseled regarding the right to submit a claim for an unfulfilled enlistment commitment and possible separation per AR 635-200.

g. Reenlistment options. Under Force Stabilization, initial term Soldiers, provided otherwise qualified, may request their second or subsequent duty location. At the end of their initial term of service, initial term Soldiers will be offered reenlistment options based on the needs of the Army.

D-4. Enlisted assignments

Soldiers will be assigned within the same grade or up to two grades higher if no higher-ranking Soldiers are available. Utilization within the same or higher skill will be the norm. The higher skill level will include any other MOS to which the Soldier would advance in the normal line of progression in the MOS career pattern set forth in DA Pam 611-21. Under Force Stabilization, this issue has no adverse impact. Given that Soldiers will remain at a location longer, during times of transition, Soldiers may be utilized at a higher grade pending the arrival of the Soldier with the correct grade/skill level.

a. Promotion effect on Force Stabilization - noncommissioned officers. Under Force Stabilization, the length of a stabilized tour will not be adjusted when an NCO is promoted. However, stabilization may be terminated on the effective date of promotion if no valid requirement exists in the new grade in the FS unit. Under LM, an NCO will remain until the end of the lifecycle even if no valid requirement exists in the new grade in the unit.

b. Relief for cause. Relief for cause is defined as an early release of an NCO from a specific duty or assignment directed by superior authority and based on a decision that the NCO has failed in the performance of duty. When a commander determines the NCO is to be relieved and reassigned out of a LM unit, it will be treated as an unprogrammed loss. If the position was designated a key/critical position, it will be filled by the IRS. If not a key/critical position, the commander will readjust personnel to cover the function until the next annual personnel replacement package.

D-5. Officer assignments

a. Stabilization of tours. Officers assigned to LM units will be synchronized to arrive during the Reset Phase of the Reset/Train Force Pool and depart during the next Reset Phase. The DCS, G-1 has delegated authority to approve exceptions or waivers to this regulation, which are consistent with controlling law and regulations, for officer personnel in LM units for and to the following Proponents:

(1) Aviation, Commanding General, U.S. Army Human Resources Command, 200 Stovall Street, Alexandria, Virginia 22332.

(2) The Judge Advocate General (TJAG), Office of the Judge Advocate General, Personnel, Plans, and Training Office, 1777 N. Kent Street, 10th Floor, Rosslyn, Virginia 22209.

(3) Chief of Chaplains, ATTN: DACH-ZA, 2700 Army Pentagon Washington, D.C. 20310-2700.

(4) The Surgeon General (TSG), Commanding General, U.S. Army Human Resources Command, 200 Stovall Street, Alexandria, Virginia 22332.

b. Branch transfer request. Officers assigned to LM units will remain in their current branch for the entire lifecycle of the unit. Upon approval of a Branch Transfer, officers will remain with the LM unit for the entire lifecycle of the

unit. However, HRC may transfer officers prior to the end of the unit lifecycle to meet operational requirements. Officers volunteering for Special Forces or SMU and selected to attend SFAS or SMU will proceed in accordance with paragraph D-2a, normally TDY and return to their unit of assignment. However, officer SFAS-graduates will not attend the SFQC until immediately after the Captain's Career Course, with branch transfer in effect upon graduation from the SFQC. Officers failing to complete SF training will revert to basic branch control for worldwide assignment. Officers volunteering for PSYOP or CA will do so in accordance with paragraph D-2a will be released for training and placed on AI to either a PSYOP or CA unit. Officers failing to complete PSYOP or CA training will revert to basic branch control for worldwide assignment.

c. Promotion effect on Stabilization and LM - officers. Under Force Stabilization, the length of a stabilized tour will not be adjusted when an officer is promoted. However, stabilization may be terminated on the effective date of promotion if no valid requirement exists in the new grade in the Stabilization unit. Under LM, an officer will remain until the end of the lifecycle even if no valid requirement exists in the new grade in the unit.

d. Relief for cause. Relief for cause is defined as an early release of an officer from a specific duty or assignment directed by superior authority and based on a decision that the officer has failed in the performance of duty. When a commander determines the officer is to be relieved and reassigned out of a LM unit, it will be treated as an unprogrammed loss. If the position was designated a key/critical position, it will be filled by the IRS. If not a key/critical position, the commander will readjust personnel to cover the function until the next annual personnel replacement package.

e. Failure to be selected for promotion - officers. Officers on the Active Duty List (ADL) who have failed to be selected for promotion to CW3, CPT, MAJ, or LTC a second time will be subject to one of the following: Discharged, released from active duty, retained on active duty until qualified for retirement, or selectively continued. The resultant stabilization of officers assigned to units staffed under LM will require the assignment of officers that have a strong potential to remain for the entire lifecycle of the unit.

f. Requisitioning officer personnel. Under the LM staffing model, units will be filled during the Reset Phase of the Reset/Train Force Pool as a unit versus being filled by individual officer replacements. Soldiers will be arriving in units at designated periods of time during the Reset Phase of the Reset/Train Force Pool. If there are not sufficient officers on the installation who meet the criteria for selection, the installation will submit requisitions for personnel to the HRC. Officer unit specific assignments are presently accomplished at the installation level. Coordinating assignments at the unit level will require a new approach to the assignment process. Officer records will be appropriately flagged to show that the officer is assigned to a LM unit and not available until completion of the unit's lifecycle. The Army will use the IRS to replace key/critical positions that cannot be replaced internally by the BCT commander.

Appendix E

Discussion of the Force Stabilization Personnel Policies

E-1. Staffing History: A descriptive brief of Army staffing methods

a. In its earliest days, the Army was staffed using a regimental system very similar to that of the British Army. Then, in 1912, for a variety of reasons, the Army adopted an IRS. For over 90 years, the Army has continued to rely primarily on this system to staff the force. Only on occasion has it employed other approaches in small segments of the Army.

b. During World War II some Soldiers served with the same unit for the duration, but most did not.

(1) In many cases, Soldiers were trained with one unit and then were used as individual fillers in a deploying unit. When casualties, transfers, or promotions occurred, units were replenished via the IRS.

(2) Only the infantry and two armored units were organized in regiments and remained together throughout the war. Many of the Soldiers of these regiments who came ashore in North Africa in 1942 were still serving under the same regimental colors on the Elbe River in May 1945. These veterans look back with immense pride at their shared achievements and their total commitment to their units and to their comrades in arms. This type of commitment has never been totally recaptured in the conflicts since World War II.

c. During the Korean War, Soldiers accumulated points determined by their exposure to hostile fire and those, with the prescribed minimum, were eligible to return home. As a result, Soldiers did not necessarily remain with their units for the duration of this conflict.

d. In the years between Korea and Vietnam, the Army, with some notable exceptions like GYROSCOPE and the Overseas Unit Replacement (OVUREP) System experiments, reverted to an IRS to sustain units.

e. With the advent of large-scale involvement in Vietnam, the Active Army expanded rapidly and formed units for deployment to satisfy ground force requirements. Because the one-year tour policy remained in effect after the introduction of units, the Army instituted the use of an “infusion” technique, which distributed Soldiers with varying rotation dates into units. This was to preclude instantaneous disestablishment of the units after one-year in country. While the reasons for sustaining the Force this way were efficient, the potential for developing enduring commitment and relationships was severely diminished.

f. The post-Vietnam era has seen a series of new dimensions for staffing the Active Army. The all-volunteer force replaced the draft. The focus was on resources, efficiencies, and the cost of maintaining adequate manpower in uniform. In this resource driven environment, it was only natural that the Army would depend heavily on a staffing system to distribute Soldiers efficiently in accordance with priorities. The IRS has and will continue to serve the Army well; it is flexible and efficient. It eases management and places Soldiers where the Army needs them, quickly and equitably. However, reliance upon the IRS to maintain the staffing levels required by changing operational requirements does not facilitate the Active Army’s return on investment regarding personnel management. The steady flow of personnel into and out of units limits the Active Army’s ability to foster cohesion and group solidarity in combat units. The constant turbulence, caused by continual movement of individual Soldiers, prevents combat units from fully developing cohesion and esprit and from attaining maximum collective training effectiveness and combat readiness.

E-2. Cohesion, Operational Readiness Training (COHORT)

Used in the early to late-80s, COHORT was an effort to recruit and train Soldiers together from initial entry training through their complete first-term. After completing initial entry training, Soldiers were assigned to the same unit. The leadership of these units continued to move along their individual timelines but the junior enlisted Soldiers remained together for the duration of their initial tour. These units were in some cases rotated to overseas locations together. On average, COHORT units tended to have increased levels of readiness and combat effectiveness than the non-COHORT contemporary units. Army leadership determined that the COHORT system did not provide what the Army needed in terms of flexibility from the training base or the assignment system to best meet overall Army readiness requirements. Consequently, the COHORT staffing methodology was discontinued.

E-3. Force Stabilization

Over the past several years, the Army conducted various studies to more clearly define staffing problems and identify solutions to facilitate increased levels of readiness and combat effectiveness for Active Army units by implementing an array of turbulence-reducing staffing methods. After a careful review of the preceding history, and learning from these earlier efforts, these studies culminated in the conclusion that turbulence and lack of cohesion could be reduced through Force Stabilization.

Glossary

Section I Abbreviations

AAFES

Army and Air Force Exchange Service

AC

Army Command

ACS

Army Community Service

ACSIM

Assistant Chief of Staff, Installation Management

AD

active duty

AER

Army Emergency Relief

AFS

Active Federal Service

AI

assignment instructions

AIT

advanced individual training

AMEDD

Army Medical Department

AR

Armor

ARFORGEN

Army Force Generation

ARNGUS

Army National Guard of the United States

ARPRINT

Army Program for Individual Training

ARSOF

Army Special Operations Forces

ARSTAF

Army Staff

ASCC

Army Service Component Command

ASI

additional skill identifier

ATRRS

Army Training Requirements and Resources System

AWG

Asymmetric Warfare Group

BCT

brigade combat team

Bn

battalion

BRAC 05

Base Realignment and Closure 2005

BT

basic training

CA

civil affairs

CAP

Command Activities Program

CERTEX

Certification Exercise

CFSC

Community Family Support Center

CHAMPUS

Civilian Health and Medical Program of the Uniformed Services

CICF

Customer Information and Control File

CLL

Chief of Legislative Liaison

CM

Cyclic Management

CMF

career management field

COHORT

cohesion, operational readiness training

CONUS

continental United States

CPA

Chief of Public Affairs

CPO

Civilian Personnel Office

CS

combat support

CSFC

Community Family Support Center

CSL

command select list

CSS

combat service support

CTC

Combat Training Center

DCS, G-1

Deputy Chief of Staff, G-1

DCS, G-3

Deputy Chief of Staff, G-3

DCS, G-4

Deputy Chief of Staff, G-4

DCS, G-8

Deputy Chief of Staff, G-8

DCSS

Declination of Continued Service Statement

DEROS

date eligible for return from overseas

DET

displaced equipment training

DL

distributive learning

DMPM

Directorate, Military Personnel Management

DOD

Department of Defense

DODAAF

DOD Activity Address File

DRU

Direct Reporting Unit

DTAV

date of availability

DTT

doctrine and tactics training

EOH

equipment on hand

ER

equipment readiness

ETS

expiration term of service

FA

Field Artillery

FAA

Federal Aviation Administration

FG

field grade

FMC

fully mission capable

FOA

Field Operating Agency

FORSCOM

U.S. Army Forces Command

FRG

Family Readiness Group

FS

Force Stabilization

FTNGD

Full-Time National Guard Duty

GYROSCOPE

code name for division level unit replacement system

HAAP

Homebase/Advanced Assignment Program

HHG

household goods

HIV

human immunodeficiency virus

HQDA

Headquarters, Department of the Army

HRC

Human Resources Command

IA

individual augmentation

IET

initial entry training

IMA

Installation Management Agency

IRS

Individual Replacement System

ITO

Installation Transportation Officer

LAD

latest arrival date

LM

lifecycle management

METL

mission essential task list

MILPO

Military Personnel Office

MOS

military occupational specialty

MRE

major readiness evaluation

MSC

Medical Service Corps

MTF

medical treatment facility

MTOE

modification table of organization and equipment

MWR

morale, welfare, and recreation

NCO

noncommissioned officer

NCOES

Noncommissioned Officer Education System

NET

new equipment training

OCONUS

outside continental United States

OCS

Officer Candidate School

OR

operational readiness

OSUT

one station unit training

OTRA

other than Regular Army

OVUREP

Overseas Unit Replacement System

PA

physician assistant

PAP

Personnel Assistance Point

PCS

permanent change of station

PDR

Personnel Disposition Roster

PME

Professional Military Education

PMOS

primary military occupational specialty

POC

point of contact

POV

privately owned vehicle

PSYOP

psychological operations

PTTMS

Personnel, Tasking, and Training Management System

RC

Reserve Component

RCC

Regional Combatant Commander

RCP

retention control point

REQUEST

Recruit Quota Enlistment System

RIP

Ranger Indoctrination Program

ROP

Ranger Orientation Program

SD

special duty

SF

Special Forces

SFAS

Special Forces Assessment and Selection

SL

skill level

SMU

Special Mission Unit

SOAR

Special Operations Aviation Regiment

SQI

skill qualification identifier

SRR

service remaining requirement

TDY

temporary duty

TIG

time in grade

TIS

time in service

TJAG

The Judge Advocate General

TO&E

table of organization and equipment

TRADOC

United States Army Training and Doctrine Command

TTAD

temporary tours of active duty

TTP

tactics, techniques, and procedures

UCMJ

Uniform Code of Military Justice

UFS

Unit Focused Stability

USAAC

United States Army Accessions Command

USAREC

United States Army Recruiting Command

USF

unit set fielding

USMA

United States Military Academy

USR

Unit Status Report

VTC

video teleconferencing

VTT

video teletraining

WIAS

Worldwide Individual Augmentation System

WO

warrant officer

WOCS

Warrant Officer Candidate School

Section II**Terms****Active Army**

The Active Army consists of: (1) Regular Army Soldiers on active duty; (2) Army National Guard of the United States (ARNGUS) and United States Army Reserve (USAR) Soldiers on active duty except as excluded below; (3) Army National Guard Soldiers in the service of the United States pursuant to a call; and (4) all persons appointed, enlisted, or inducted into the Army without component. Excluded are Soldiers serving on (1) active duty for training (ADT); (2) Active Guard Reserve (AGR) status; (3) active duty for special work (ADSW); (4) temporary tours of active duty (TTAD) for 180 days or less; and (5) active duty pursuant to the call of the President (10 USC 673b).

Active Duty

Full-time duty in the active military service of the United States. As used in this regulation, the term is applied to all Army National Guard of the United States and U.S. Army Reserve Soldiers ordered to duty under Title 10, U.S. Code, other than for training. It does not include AGR personnel in a full-time National Guard duty status under Title 32, U.S. Code (AR 135-18).

Active Guard/Reserve

Army National Guard of the United States and USAR personnel serving on active duty (AD) under Sections 12301 and 12304, Title 10, United States Code, and ARNGUS personnel serving on full-time National Guard duty (FTNGD) under section 502(f), Title 32, United States Code. These personnel are on FTNGD or AD (other than for training on AD in the Active Army) for 180 days or more for the purpose of organizing, administering, recruiting, instructing, or training the Reserve components.

Annual Personnel Replacement Package

A personnel replacement mechanism in which a number of individual replacements are provided to a unit at a single time to bring the unit back to a targeted level of assigned strength. Units will be provided an annual personnel replacement package to replace all unprogrammed losses identified. Units may requisition replacements for unprogrammed losses from HRC up to 90 days from the established annual personnel replacement package delivery date. The annual personnel replacement package will be provided by HRC and should typically occur between 10-14 months after the unit's E-DATE (with 12-months after E-DATE as the goal) for the initial replacement package and the next replacement package to generally occur 12 months thereafter. Replacements will come from IET, AIT, or from other Army units. Any incurred losses during the 90 days between the cut-off date and the replacement window will be included in the package request for the next annual personnel replacement package.

Army Command (AC)

An Army force, designated by the Secretary of the Army, performing multiple Army Service Title 10 functions (3013b) across multiple disciplines. Command responsibilities are those established by the Secretary.

Army National Guard (ARNG)

As used in this regulation, ARNG describes Army units under the control of the individual States and Territories that become a component of the Army when in the service of the United States.

Army National Guard of the United States (ARNGUS)

As used in this regulation, ARNGUS describes federally recognized Army units consisting of members of the ARNG who have been mobilized and come under the control of Federal authorities.

Army Service Component Command (ASCC)

An Army force, designated by the Secretary of the Army, comprised primarily of operational organizations serving as the Army component for a combatant commander. If designated by the combatant command, serves as a Joint Forces

Land Component Command (JFLCC) or Joint Task Force (JTF). Command responsibilities are those established by the Secretary.

Army Special Operations Forces (ARSOF)

ARSOF consists of Special Mission Units, Special Forces, Civil Affairs, Psychological Operations, Ranger, the 75th Ranger Regiment, and 160th Special Operations Aviation, the Special Operations Support Command and Combat Support/Combat Service Support to ARSOF Units.

Army, United States (USA)

The Regular Army, Army of the United States, Army National Guard of the United States, and the United States Army Reserve (AR 140–111).

Army Well-Being (AWB)

Army Well-Being is defined as the personal - physical, material, mental, and spiritual - state of the Army Family, including Soldiers (active, reserve, and guard, retirees, and veterans), DA civilians, and all their families, that contributes to their preparedness to perform and support the Army's mission. The focus of Army Well-Being is to take care of our Army Family before, during and after deployments, enhancing their resilience, self-reliance, and adaptability: (1) To Serve-The Army exists to fight and win the nation's wars. Individuals choose to join the Army to fulfill the aspiration "to serve" the Nation, its People, and the cause of Freedom. This sense of service is considered "fundamental" to Army Well-Being; (2) To Live-This aspiration addresses the basic physical and material needs of shelter, food, and health. Individuals seek to satisfy this need by earning a living, achieving financial security, and providing for their families. This role as provider is considered "essential" to Army Well-Being; (3) To Connect-The need "to connect" centers on acceptance, contribution, and social interaction. Individuals want to be accepted and valued, to contribute to a winning team, to perform meaningful work, and to unite around a common purpose and shared beliefs. The unique Army esprit de corps that connects individuals to the Army team serves a "defining" role in Army Well-Being; (4) To Grow-Personal growth involves mental and spiritual needs, and encompasses the individual's desire to be creative, productive, and to use and expand one's capabilities. The ability of Soldiers to fulfill their personal aspirations "enhances" both their own lives and their relationship to the Army.

Attrition

The reduction of the effectiveness of a force caused by the loss of personnel and/or materiel. A factor, normally expressed as a percentage, reflecting the degree of losses of personnel or materiel due to causes within a specified period of time.

Available Force Pool

Consists of units assessed as "Available" at designated capability levels (from training and readiness "gates") to conduct mission execution under any RCC. The unit is deployed against an operational requirement or available for immediate deployment against a contingency requirement. The Available Force Pool concludes when the unit is released from mission status, and begins the next Reset/Train Force Pool.

Branch

A grouping of officers that comprise an arm or service of the Army in which an officer is commissioned, assigned, developed, and promoted through their company grade years. Officers are accessed into a single branch designation throughout their career unless transferred to another branch. (AR 600–3 and DA Pam 600–3).

Branch Detail

Temporary relief from assignment and duty in one's control branch and specialty and temporary assignment of duty in another branch, arm, service, or designated duty.

Category Level (C-Level)

Indicates the degree to which a unit has achieved prescribed levels of fill for personnel and equipment, the training status of those personnel, and the maintenance status of the equipment.

Cohesion

The subjective knowledge and experiences gained by a group who has bonded, allowing them to operate in a more efficient and effective manner. Members of a cohesive group anticipate actions of other members or of the collective group with less need for direct communication. Horizontal Cohesion - Cohesion among peers. Vertical Cohesion - Cohesion across ranks from junior Soldier, through NCO to officer leaders at all levels of the chain of command.

Cyclic Management (CM)

A Unit Focused Stability system for units where the unit operational schedule/timeline consists of a one or two month

Sustain Phase followed by 12 or 14 months, respectively in an annual cycle, of Ready Phase. Turnover of Soldiers (arrival and departure) and all position changes will normally occur during the Sustain Phase. Upon assignment, Soldiers are stabilized to the unit for multiple combinations of Sustain/Ready Phases (typically two or more) with the expectation they will complete a full three-year tour.

Deployable Soldiers

With the Army's objective of a 100 percent deployable Force, deployable Soldiers are appropriately trained and physically qualified for worldwide assignment.

Deployable Units

A deployable unit is one that has achieved a level of readiness (that is, C-1) and is certified capable of performing Mission Essential Tasks.

Deployment

The process by which a unit departs its home installation to accomplish an assigned mission as part of a planned unit rotation or in response to an operational requirement.

Direct Reporting Unit (DRU)

An Army organization comprised of one or more units with institutional or operational functions, designated by the Secretary of the Army, providing broad general support to the Army in a normally single, unique discipline not otherwise available elsewhere in the Army. Direct Reporting Units report directly to a Headquarters, Department of the Army principal and/or Army Command and operate under authorities established by the Secretary of the Army.

Distributive Learning

The delivery of individual and collective training, Army Modernization Training, and self-development courses to Soldiers and units using multiple technologies.

E-DATE (effective date)

Synonymous with R-Day. A six-position numeric code that signifies the actual date that an authorization document is effective; for example, 871001. The first two digits are the calendar year, the third and fourth are the month, and the fifth and sixth are the day. Train portion of Reset/Train Force Pool begins on R-Day, which starts the LM clock.

Experiment

The process of testing a possible solution or mechanism. Experiments generally do not move to wider incorporation, rather successful portions of an experiment are further refined in a pilot or prototype.

Expiration Term of Service (ETS)

The scheduled date on which a Soldier's statutory or contractual (whichever is later) term of military service will end.

First Termers

Soldiers serving in their initial enlistment contract.

Field Operating Agency (FOA)

An agency under the supervision of Headquarters, Department of the Army, but not an Army Command, ASCC, or DRU which has the primary mission of executing policy.

Force Stabilization (FS)

An improved staffing system developed by the Army to facilitate improved unit rotational readiness via increased stability and predictability for Soldiers and families. Force Stabilization places greater emphasis on building and sustaining cohesive and deployable combat-ready units for combatant commanders. Stabilization and Unit Focused Stability are the two new staffing initiatives that comprise the Army's Force Stabilization staffing system, which will keep Soldiers together in units longer, while fostering cohesive, combat ready forces.

Friction

A measure of inefficiency in the assignment of personnel to authorizations. Force Stabilization initiatives consider three types of friction: (1) Malutilization-Assignment of a Soldier to a position for which he/she is not qualified in accordance with DA Pam 611-21; (2) Overstrength-Assignment of personnel in excess of 100 percent authorized strength; (3) Understrength-Failure to provide a unit with 100 percent authorized strength.

Functional Area

A grouping of officers by technical specialty or skill that usually require significant education, training, and experience. (AR 600-3 and DA Pam 600-3).

Individual Replacement System (IRS)

A personnel replacement mechanism designed to assign an individual to a unit at anytime to maintain the unit at a target percent fill.

Initial Entry Training (IET)

Mandatory training presented to new members of the U.S. Army upon initial entry in the service to qualify in a military specialty or branch. This training is required by law for deployability on land outside the continental limits of the United States in accordance with 10 USC 671. It is designed to produce disciplined, motivated, physically fit Soldiers ready to take their place in the Army in the field. The term encompasses the completion of basic training and specialty or branch qualification while serving on active duty or active duty for training. For ARNGUS and USAR Soldiers, it includes completion of initial active duty for training (IADT), the Officer Basic Course, and the Warrant Officer Basic Course.

Key/Critical Position

A unique position in a unit where elevating a subordinate to the vacated position is not possible or is inappropriate. BCT Commanders may designate 10 percent of the positions in their organization as key/critical. A key/critical position typically includes, but is not limited to, any low density MOS or position where the loss would impair unit mission capability. Commanders will identify these positions on a separate list and submit to HRC concurrent with the unit Personnel Disposition Roster (PDR) at R-Day - 10 months (see table C-1).

Lifecycle Management (LM)

A Unit Focused Stability method that takes both the unit and its assigned Soldiers through three Force Pools: Reset/Train, Ready, and Available. The duration and policies that govern each Force Pool may vary by unit and mission. During the Reset/Train Force Pool, the unit conducts focused training from individual through collective. The unit then enters the Ready Force Pool, during which time the unit focuses on sustainment training and is mission capable as required by higher headquarters. The Ready Force Pool concludes with a capstone-training event that certifies/validates the unit "Ready" for advancement to the Available Force Pool. The Available Force Pool concludes when the unit is released from mission status, and begins the Reset/Train Force Pool at approximately 36 months.

Military Occupational Specialty (MOS)

Primary method used to identify the specific requirements of a position and requisite qualifications for Soldiers and Warrant Officers.

Military Occupational Specialty Qualification (MOSQ)

An IET Soldier is considered MOS qualified upon successful completion of all BT and AIT/OSUT requirements. The MOS qualified Soldier can perform to standard the institutionally taught critical Skill Level 1 tasks identified by the MOS proponent. The Soldier also demonstrates a willingness to live by the Army's core values, and has the ability to work effectively as a team member. Finally, the MOS qualified Soldier is prepared to immediately contribute to the successful accomplishment of a unit's mission, and can survive and operate effectively in a tactical environment. (TRADOC Reg 350-6).

Mission capable

The time that a piece of equipment or system is fully mission capable (FMC) or partially mission capable. FMC equipment is fully mission capable when it can perform all its combat missions without endangering the lives of crew or operators. The terms "ready," "available," and "full mission capable" are often used to refer to the same status; equipment is on hand and able to perform its combat missions. Partially mission-capable systems and equipment are safely usable and can perform one or more, but not all, primary missions because one or more of its required mission-essential subsystems are inoperative for lack of maintenance or supply. For unit reporting purposes, the Army uses only FMC time.

Mission Essential Task List (METL)

A compilation of collective mission essential tasks, which must be successfully performed for an organization to accomplish its wartime mission. (FM 7-1).

Modification Table of Organization and Equipment (MTOE)

An authorization document that prescribes the modification of a basic TO&E necessary to adapt it to the needs of the specific unit or type of unit (AR 71–32).

Non-deployable Soldiers

Non-deployable Soldiers include, but are not limited to, Soldiers in one or more of the following statuses: trainee, transient, medical hold, student, HIV positive, and pregnant as outlined in AR 220–1.

One Station Unit Training (OSUT)

Initial entry training in which elements of BT and AIT are provided in the same unit, under one cadre throughout the total period of training. Elements of BT and AIT are either integrated - provided simultaneously, or are nonintegrated - provided in distinct BT/AIT phases (AR 135–178).

Over strength

Assigned strength that exceeds that authorized by the TO&E or TDA. Assignment of a Soldier as over strength may be the result of a unit reorganization, inactivation, relocation, or existing policy. It may also be as a result of an assignment error, or as an authorized exception to policy to correct an injustice (AR 71–32, AR 135–155).

Personnel losses

A term that refers to actual losses to a reporting unit. Intra-command losses are not included. For example, losses to subordinate units that do not result in a loss to the reporting command are not counted as personnel losses.

Professional development

A function of individual training education and experience to sustain a combat ready force (AR 135–178, AR 621–5, TRADOC Reg 350–6, DA Pam 600–3, DA Pam 600–11, DA Pam 600–25).

R–Day (Reset/Train)

Synonymous with E–DATE. A six-position numeric code that signifies the actual date that an authorization document is effective; for example, 871001. The first two digits are the calendar year, the third and fourth are the month, and the fifth and sixth are the day. Train portion of Reset/Train Force Pool begins on R–Day, which starts the LM clock.

Readiness

The ability of U.S. military forces to meet the demands of the National Military Strategy. Readiness is the synthesis of two distinct, but interrelated levels: unit readiness and joint readiness. Unit readiness is the ability to provide capabilities required by the combatant commanders to execute their missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. Joint readiness is the combatant commander's ability to integrate and synchronize ready combat and support forces to execute their assigned missions.

Ready Force Pool

The period of time that an LM or CM unit is combat ready and available for deployment to meet Army mission requirements worldwide.

Replacement Mechanisms

The processes by which losses are replaced within the unit under consideration. The two mechanisms considered for Force Stabilization are Individual Replacements or Annual Personnel Replacement Packages.

Reserve Component (RC)

As used in this regulation, applies to ARNG, ARNGUS, and USAR units.

Reset Phase of Reset/Train Force Pool

This phase includes all actions that result in the assignment of Soldiers and leaders to the unit in the appropriate numbers and with the correct skills and grades. During this phase, units can expect 25 to 50 percent of assigned personnel to remain in the unit irrespective of promotions, ETS, and assuming no force structure changes. Incoming and outgoing personnel simultaneously conduct transition activities such as: HHG, CIF, in/out-process, property and equipment transfer, etc. Ideally, changes of command occur during this phase as well. The incoming command team should arrive prior to the conclusion of the Reset/Train Force Pool, allowing for an orderly transition of responsibility. Ideally, incoming Soldiers requiring NCOES or ASI/SQI training will be scheduled TDY enroute. At the conclusion of the Reset Phase of Reset/Train Force Pool all outgoing personnel have departed, units are 100 percent staffed, and property accountability actions are complete.

Reset/Train Force Pool

Typically, R-Day is the same day as the published E-DATE of the unit. From this point, the unit conducts focused training to achieve the Ready Force pool gate. Reset/Train concludes with the successful completion of a capstone-training event that advances the unit to the Ready Force Pool. At the same time, an analysis of critical skills/MOS is conducted to identify unit critical shortages for the first annual personnel replacement package. The replacement packages are targeted to arrive approximately annually. All units move through Reset/Train as rapidly as possible into the Ready Force Pool. During Reset/Train, units will not be tasked with installation support requirements, Special Duty, or Borrowed Military Manpower or Individual Augmentation requirements.

Soldier Lifecycle

The progression of an individual through the eight-lifecycle functions of structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development, and separation.

Stabilization

A Force Stabilization initiative that assigns Soldiers and stabilizes them at that installation for a tour of duty longer than the current average two to four year tour lengths. Assignment will be based on three criteria: needs of the Army, leader development needs of the Soldier, and the Soldier's preference. When possible, the Soldier should remain in one unit for the entire extended tour. If the Soldier is sent on a hardship tour during this extended tour, the Soldier will be returned to the same installation. Stabilization will initially be focused on Forces Command installations, which house one or more maneuver combat brigades, and later expanded as possible.

Stabilized Interval

The period of time during which no personnel are assigned to the unit under consideration. This period of time varies with each staffing model and mechanism for handling losses.

Train Phase of Reset/Train Force Pool

A period of time that begins on R-Day, which LM units conduct focused training from individual through collective, culminating with a CERTEX, MRX and/or MRE. At the end of the Reset/Train Force Pool and certification/validation, a unit is fully prepared to deploy worldwide and conduct contingency combat operations.

Turbulence

Reassignment of an individual from their assigned duty position: (1) External Turbulence - Movement of an individual from their assigned duty position due to actions or processes beyond the control of the unit commander, (2) Internal Turbulence - The movement of an individual from an assigned duty position due to actions or processes under the control of the unit commander.

Turnover

The loss of an individual to the unit under consideration. Attrition is a subset of turnover.

Unit Focused Stability (UFS)

A staffing process that reduces turbulence within a unit by synchronizing personnel assignments to the operational cycle of the unit. Soldier arrivals and departures occur in specific scheduled periods thereby allowing the unit to focus on integrating the new Soldiers and building or sustaining combat capability and readiness. Two staffing methods under UFS are LM and CM.

Unit Managed Readiness

The readiness of the unit tied to the Force Pool or cycle of unit under a Unit Focused Stability paradigm.

Unit rotation

A process through which a unit periodically assumes a mission away from home station.

Unit status

The measured resource/status levels in a unit at a specific point in time.

U.S. Army Reserve (USAR)

A Federal force, consisting of individual reinforcements and combat, combat support, and training type units organized and maintained to provide military training in peacetime and a reservoir of trained units and individual reservists to be ordered to active duty in the event of a national emergency.

Section III
Special Abbreviations and Terms

This section contains no entries.

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