



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

SAMR-FM

21 Aug 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Guidance for Utilization of Military Manpower

1. References:

- a. Department of Defense Instruction 1100.22, 12 April 2010, subject: Policy and Procedures for Determining Workforce Mix.
- b. Department of Defense Instruction 7041.04, 3 July 2013, subject: Estimating and Comparing the Full Costs of Civilian and Active Duty Military Manpower and Contract Support.
- c. Memorandum, Under Secretary of Defense (Personnel and Readiness), 2 March 2012, subject: Guidance Related to the Utilization of Military Manpower to Perform Certain Functions
- d. Memorandum, Secretary of the Army, 28 May 2013, subject: In-Sourcing Approval Authority.
- e. Army Regulation 570-4, Manpower Management, 8 February 2006
- f. Memorandum, Secretary of the Army, 18 December 2013, subject: Special Duty (Borrowed Military Manpower and Troop Diversion) – Extension of Temporary Suspension and Delegation of Authorities.

2. The exception to policies granted in reference f. regarding use of Special Duty borrowed military manpower will not be in effect for FY 15 and beyond. Accordingly, all uses of military manpower including special duty assignments, must comply with Office of Secretary of Defense Total Force Management policies governing military essentiality.

3. The following provides examples where use of military manpower may be appropriate and which are consistent with DoDI 1100.22.

- a. Missions involving operational risks and combatant status under the Law of War.

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b. Certain specialized collective and individual training requiring military unique knowledge and skills based on recent operational experience such as instructors at TRADOC, installation troop schools, and NCOES courses.

c. Independent advice to senior civilian leadership in the Department requiring military unique knowledge and skills based on recent operational experience. This includes select positions on the Army staff needed to ensure independent military advice.

d. Command and control arrangements best performed within the Uniform Code of Military Justice such as commanders, first sergeants, drill sergeants, NCOICs.

e. Functions which may establish a rotation base for an operational capability, particularly those which provide training opportunities within a unit's Mission Essential Tasks list. Examples of this include Military Police units performing law enforcement functions, or using specialized maneuver support and maneuver sustainment units to perform some installation functions such as manning ammunition supply points or providing transportation support.

f. Positions established in order to provide career progression opportunities. These should provide developmental assignments units for specialized or low density military occupational specialties such as legal, medical, or information technology.

g. Functions which may have a greater impact (Esprit de corps) when performed by military personnel in uniform such as recruiters, bands, or honor guards for funerals and ceremonies.

4. It is acceptable to use Soldiers for training missions, or for temporary functions within the parameters defined above to keep Soldiers actively engaged during non-training times such as "red cycle", provided these Soldiers are not inappropriately replacing civilians performing similar work. For example, it is appropriate for Soldiers to augment or periodically cover functions normally performed by civilians, but not for Soldiers to be trained to replace civilian personnel performing those functions as a downsizing tool.

5. Special duty assignments should support unit and individual training strategies and leader development. However, commanders must remember that extended time away from a Soldier's unit may impact career progression, morale, and readiness.

6. Notwithstanding the above, Soldiers may perform non-military essential functions only when they are the least costly form of labor pursuant to the costing methods in DoDI 7041.04. Additionally, when replacing functions previously performed by contractors, commands must ensure in-sourcing approvals and notifications are completed in accordance with reference d. or subsequent guidance.

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7. The Army will preserve the strength and quality of the All-Volunteer Force by ensuring the functions our Soldiers perform are worthy of the significant investment America makes in their training, education, and development. The point of contact for military manpower policy is LTC Amy Sheehan, at (703) 693-0295, amy.l.sheehan2.mil@mail.mil.



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