



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

SAMR

28 OCT 2011

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Special Duty - Borrowed Military Manpower Policy

1. References:

a. Title 10, United States Code section 129a and Fiscal Year 2011 National Defense Authorization Act section 323.

b. Department of Defense Instruction 1100.22, Policy and Procedures for Determining Workforce Mix, 12 April 2010.

c. Directive-Type Memorandum (DTM) 09-007, Estimating and Comparing the Full Costs of Civilian and Military Manpower and Contractor Support, Change 3, 2 September 2011.

d. Army Regulation 600-20, Command Policy, Rapid Action Revision, 4 August 2011.

e. Army Regulation 570-4, Manpower Management, 8 February 2006.

f. Memorandum, HQDA, 30 December 2009, subject: Cost-Benefit Analysis to Support Army Decision-Making and current version of the U.S. Army Cost Benefit Analysis Guide.

2. The concept of Borrowed Military Manpower (BMM), as described in reference 1.e., describes parameters of how commands and operating agencies can perform missions for which no military personnel resources have been allocated by using Soldiers for special duty for training purposes while maintaining Soldier proficiencies in their individual occupational specialty. The special duty period is limited to 90 days after which the Soldier must return to duties in his or her unit of assignment. The use of a new term, Soldier Skills Set Utilization (S3U), has been used to describe an informal way to mitigate the challenges of installation support activities. The S3U initiative is a form of BMM as described in reference 1.e. and must comply with provisions in the regulation. BMM/S3U should not be confused with Department of Defense Instruction (DoDI) 1100.22 (reference 1.b.) that requires establishment of military positions where the use of military units to perform the function provides a rotation base for a needed operational capability, such as a recent decision to use Military Police at certain

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installations where there is a military police cluster to support contingency deployments, installation security and law enforcement. Accordingly, DTM 09-007 would not be applicable in this case.

3. The Secretary of the Army supports the BMM scenario of using Soldier skills where there is a direct link between their Military Occupational Skill (MOS) and the functions performed. Military manpower in support of garrison tasks will only be applied when there is direct MOS alignment, such as Military Police, Cooks, Engineers, Medical Personnel, Information Technology, Chaplains, Vehicle Operators, and Ammunition and Supply Point Operations. This policy does not apply to the United States Army Special Operations Command and Reserve Component units.

4. If a Senior Commander believes civilian employee or contracted services reductions are possible, Headquarters, Department of the Army approval is required and strict compliance with statutory requirements and Department of Defense and Army directives is required to ensure any purported savings are auditable. Title 10 requires that a full cost analysis and readiness risk assessment be performed before backfilling contract or civilian requirements with military personnel. As such, a Cost Benefit Analysis (CBA) prepared annually by the Assistant Chief of Staff for Installation Management (ACSIM) based on Senior Commander projected BMM full time equivalent requirements is required in accordance with reference 1.f. before utilizing Special Duty/BMM. The CBA must follow procedures outlined in DTM 09-007, Estimating and Comparing the Full Costs of Civilian and Military Manpower and Contract Support (reference 1.c.), and approved by the Deputy Assistant Secretary of the Army (Cost and Economics) (DASA(CE)). The DASA(CE) will validate the CBA and the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA(M&RA)) will serve as the final approval authority prior to the use of military manpower to offset garrison staffing shortfalls. ACSIM will provide the projected borrowed military manpower requirements CBA to the ASA(M&RA) and DASA(CE) within 60 days of the effective date of this policy and by 1 August for the next fiscal year.

5. With the authority provided in reference 1.d., Senior Commanders are the sole approval authority for the utilization of Soldiers outside their assigned units in support of installation functions and services. This authority will not be delegated. Mission taskings will be in accordance with AR 570-4, paragraph 6-10.c and will not exceed 90 days. Units in the Army Force Generation (ARFORGEN) cycle designated for deployment will be fenced from tasking not less than 120 days prior to unit's mission rehearsal exercise and remain fenced for at least 120 days upon redeployment. Senior Commanders will determine if utilization of Soldiers assigned to these units, such as rear detachment members, is needed for installation support, and will balance these

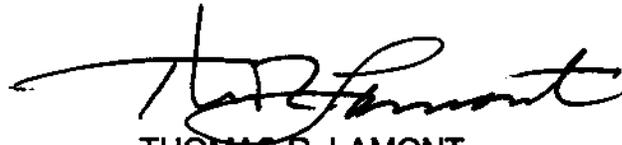
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requirements against those for unit readiness in the ARFORGEN cycle. Senior Commanders will use Soldiers only in direct support of critical installation support requirements within the constraints provided for in AR 570-4 and this policy memorandum.

6. Utilization of Soldiers performing garrison functions will be reported on a quarterly basis by the ACSIM to the ASA(M&RA), the Assistant Secretary of the Army (Financial Management and Comptroller), and the Deputy Chiefs of Staff, G-1 and G-3/5/7.

7. My points of contact for this action are Dr. John Anderson at (703) 693-2119 or john.c.anderson1@us.army.mil, and Mr. David Quimby at 703-692-1298 or dave.quimby@us.army.mil.



THOMAS R. LAMONT
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