

The New Manning System - Force Stabilization PLAYBOOK



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Chapter 1 Introduction

“Sustained engagement of our Army will be the norm, not the exception. How do we man the Army in a way that provides cohesive, high performing units in this reality of continuous engagement?”

General Peter J. Schoomaker
CSA
Arrival Message, August 1, 2003

1-1. Rationale for Force Stabilization

This playbook outlines policies and procedures for Force Stabilization concepts of the Active Army (e.g., includes Regular Army Soldiers on active duty and select Army National Guard of the United States and Army Reserve Soldiers on active duty). The playbook helps articulate Army policy concepts and guidance applicable to units, organizations and Soldiers managed under these manning programs.

a. According to the Army G-3's Training and Leader Development Strategy, the Army has transitioned from an Alert/Train/Deploy model to a Train/Alert/Deploy-Employ model. This fundamental change to a “Ready Now” Army underlies the expeditionary mindset of the Army. It requires mental and philosophical changes as well as physical ones. It has ramifications for our training strategies, resourcing, and readiness reporting. Unlike previous models, there will be no time planned to prepare for a deployment or train for a deployment after an alert. Units must train to be ready now.

b. On 15 September 2003, the CSA chartered the Task Force Stabilization (TFS) to develop an improved manning system to decrease personnel turbulence for MTOE units and set conditions for increased unit cohesion, readiness, and combat effectiveness. The two intended, beneficial outcomes are fewer non-deployable Soldiers (due to stabilization policies) and a higher state of readiness within units.

c. The concept behind Force Stabilization is to provide increased levels of readiness and combat effectiveness for Army units by implementing an array of turbulence-reducing manning methods. Implementation will reduce moves, stabilize Soldiers, and provide predictability for Soldiers and families. As Force Stabilization is implemented, it is critical that transformed maneuver units be manned with Soldiers who train and remain together so that they can deploy as a combat ready team with little added preparation. The following paragraphs describe the advantages provided by Force Stabilization.

(1) One new professional development outcome of Force Stabilization is that junior officers and NCOs will develop a “depth” of experience in their branch vice a “breadth” of experience in diverse activities. Force Stabilization supports a junior officer or NCO remaining in their initially assigned unit to gain such experience with repetitive assignments in like units and in many cases the same unit/installation.

(2) Force Stabilization increases time on station (TOS) in the Continental United States (CONUS) installations. Overseas commitments have the effect of driving the average TOS down. As the Army draws down OCONUS units, TOS at CONUS installations will increase. This will lead to greater community involvement for spouses and families and can be a benefit of great value. Increasing TOS will allow spouses to complete degrees or to gain fulfilling employment. Families may benefit from home ownership and can create meaningful relationships with local communities. There should be greater predictability for Soldiers, families, and personnel managers. Knowing when a Soldier is available for deployment is of great value allowing families to plan for future events. Additionally, personnel managers will find it much easier to schedule reassignment and schooling based on the status of losing and gaining units. Force Stabilization implementation complements a rotation-based system of sustained global engagement facing today's Army.

d. To achieve Force Stabilization, the Army will: (1) synchronize assignments of large numbers of Soldiers with training and employment of units; (2) better manage personnel gains and losses to reduce daily personnel turnover stemming from the individual replacement system; (3) manage force modernization and force structure changes within Force Stabilized units; and (4) educate the entire force on how stabilization can increase the effectiveness of the Army as well as raise morale of the Soldier and their family.

1-2. Force Stabilization System (Stabilization and Unit Focused Stability)

The two key components of Force Stabilization are Stabilization and Unit Focused 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 Individual Replacement System (IRS) will continue to operate as a supplement to the Force Stabilization system. The primary goal of Stabilization is to keep Soldiers at their CONUS assignment for longer tours and the UFS is to synchronize the Soldier's assignment to the operational cycle of the unit maximizing unit readiness.

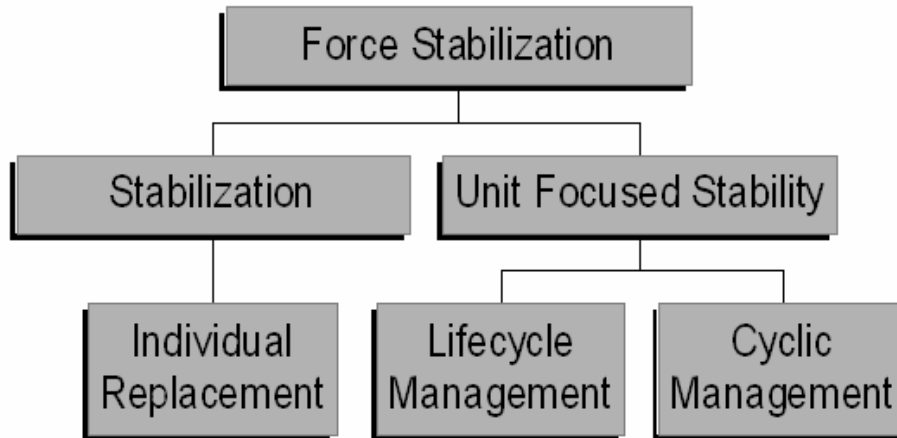


Figure 1-1. Force Stabilization

1-3. 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 2

Stabilization of Individual Soldiers

2-1. General

This chapter contains the necessary policy guidance for stabilizing individual Soldiers in accordance with (IAW) the Army's new manning system, Force Stabilization. Please note that this guidance will differ considerably from the guidance for Soldiers assigned under UFS (LM units) in Chapter 3 and, in some cases, is not applicable.

2-2. Soldier Stabilization

All Soldiers, enlisted, warrant and officers, assigned to a CONUS installation will be stabilized at the installation for an extended period (under the rules established in paragraphs 2-3 and 2-6 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 new manning system lends itself to stabilizing Soldiers for longer periods of time and reassigning them back to former units to enhance their skill set in definitive fields.

2-3. Individual Soldier Stabilization

- a. Soldiers assigned to a CONUS unit will be assigned for their initial tour of duty and remain in the unit until Army requirements dictate a reassignment. The initial tour may include periods of Dependent-Restricted tours or attendance at professional development schools but; in each case, the Soldier or leader 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 this stabilization period.
- b. Soldiers at CONUS installations will be stabilized based on (1) needs of the Army, (2) leader development, and (3) the individual Soldier's preference.
- c. Assignment managers will attempt to reassign Soldiers back to units/installations they have served in as requirements present themselves.

2-4. Stabilization Unit Designation and Structure

Individual Soldier stabilization covers all CONUS installations effective August 2004. Units incorporated under Stabilization are being phased into the programs directed by Deputy Chief of Staff, G-3 (DCS, G-3).

2-5. Unit Sustainment

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. *In response to an unprogrammed loss, the unit commanders will:*

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

2-6. Stabilization Guidelines

a. Promotions.

- (1) Existing promotion regulations (AR 600-8-29 and AR 600-8-19) are not changed or modified for Stabilization.
- (2) The unit commander may reassign the Soldier anywhere (within the MOS structure) within the unit to make the best use of the Soldier's capabilities to accomplish the unit's mission.

(3) If promotion causes the Soldier to be excess to the authorized positions of the unit, the Soldier 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.

b. Command tours. Commanders and Command Sergeants Major (Cdr/CSM), who are stabilized at CONUS installations and command non-LM units, will remain in command for 24 months plus any additional time required by operational requirements. Company command tour lengths have not changed. 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 Commanders and Command Sergeant Major tour lengths in LM units are addressed in paragraph 3-7e.

c. 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 regulatory and statutory requirements [NOTE: Soldiers assigned to LM units will be addressed in chapter 3 (LM in paragraph 3-7g).

d. 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) Enlisted Soldiers and officers volunteering for Army Special Operations Forces (ARSOF) selection, assessment and training may do so IAW Appendices C-2 and C-5, respectively.

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

(3) Soldiers who require a permanent change of station (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 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 3

Forming and Sustaining Units Under Unit Focused Stability (LM)

3-1. General

This chapter contains the necessary policy guidance for forming, sustaining, and deploying LM units. Where this guidance differs from the guidance in Chapter 2, above, the guidance provided in this Chapter has precedence.

3-2. 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 LM unit. The primary focus of the accession/recruiting mission should be focused on meeting the personnel needs of the units during periodic windows of planned turbulence (the LM Reset/Train Force Pools) 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 manning of LM units. TRADOC must plan accession requirements to meet unit Reset/Train Force Pools.

3-3. 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 Force Stabilized unit training requirements are integrated into the Army Program for Individual Training (ARPRINT), appropriately resourced, and scheduled without a detrimental affect on the total Army's training requirements. The SMDR is the forum that validates Total Army training requirements three years prior to execution. The initial package size represents a recruiting goal with the start of 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 LM 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/Train Force Pools. Officer accessions and training must be synchronized to flow into the LM units while keeping the time from commissioning to accession and training to a minimum. Alignment of accession requirements and training base flow into the LM units will maximize the Army's return on investment via more efficient use of the Army's finite training capacity.

3-4. Reset/Train, Ready, and Available Force Pools

A LM unit's lifecycle starts on the unit's R-Day and lasts for 36 months. The unit's lifecycle includes three pools: **Reset/Train, Ready, and Available.**

a. **Reset/Train Force Pool.** Reset/Train normally begins with a change of command, unit reconstitution to authorized unit strength levels and conduct of new/displaced equipment fielding. This includes all actions that result in Soldiers and leaders being collectively assigned to the unit with the correct skills and grades, and at the minimum manning 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 and leaders. Outgoing personnel depart, the unit is manned at ARFORGEN minimum required levels, property accountability actions are completed, and unit change of command takes place. During this time, the Lifecycle Management unit is authorized to report C-5 IAW 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 culminating 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 but the Lifecycle timeline continues. 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 requirements, Special Duty, or Borrowed Military Manpower or Individual Augmentee requirement.

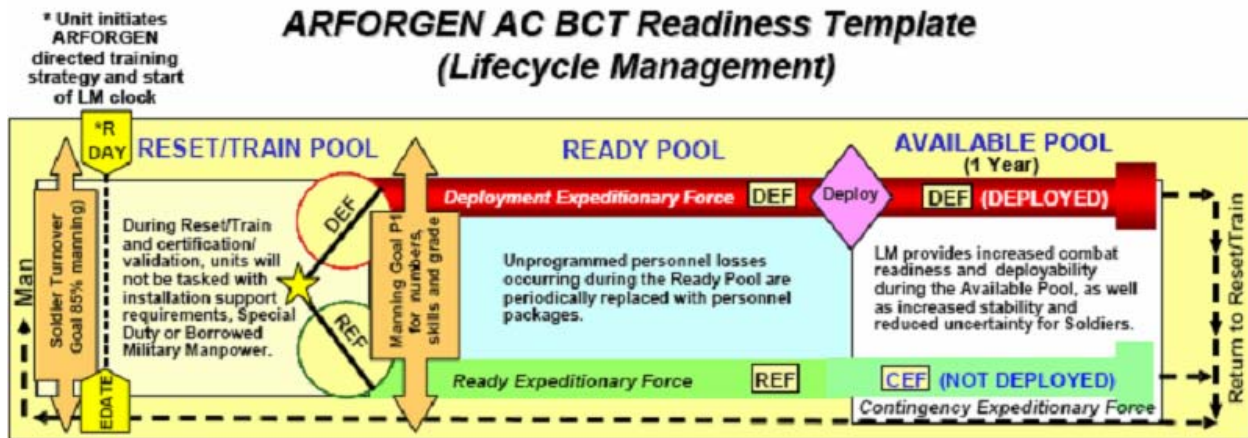


Figure 3-1. ARFORGEN AC BCT Readiness Template

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, may be mobilized if required, 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 5 percent of the unit's total authorized strength) are periodically replaced with tailored personnel replacement packages approximately 12 months after the preceding package. Integration of new personnel occurs immediately following each 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). As with all Army units (AC and RC) 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 a LM unit train together and are completely deployable throughout the entire Ready and Available Force Pools. Because PCS and ETS distracters are minimized, a LM does 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.

3-5. Lifecycle Management Unit Personnel Disposition

Units undergoing LM must coordinate well in advance with HRC to determine disposition of its personnel and resulting fill requirements prior to its established Reset/Train Force Pools. 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 (e.g., if

remaining for unit lifecycle or not); designation of unit positions as critical or not; priority of fill. Subject to additional coordination between LM unit and HRC, personnel/positions identified, as priority fill would normally be requisitioned to arrive earliest during designated Reset/Train Force Pools while those positions not identified, as priority fill would be requisitioned/projected to arrive during latter part of Reset/Train Force Pools. Positions identified as critical should not exceed 10 percent of unit authorizations. Sample PDR is below.

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

NOTE: The above sample contains the minimum data required by HRC to facilitate appropriate fill management utilizing the PDR. Units are permitted to modify/utilize hybrids of this design to meet specific organization needs in coordination with HRC Distribution Division.

Figure 3-2. Personnel Disposition Roster

3-6. Lifecycle Management Unit Personnel Sustainment

Lifecycle Management units are formed with the presumption that all assigned Soldiers will remain with the unit for the duration of the unit's lifecycle, arriving during a Reset Phase of the Reset/Train Force Pool and departing during the next Reset Phase of the Reset/Train Force Pool. An assignment to/in an LM unit is a Service Remaining Requirement (SRR) or an Officer's Active Duty Service Obligation (ADSO) that will align the Soldier's assignment to the Reset/Train Force Pools of a 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 in a number of ways.

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 PMAT visit (R-Day - 14 months) and prior to unit's initial submission of PDR (R-Day - 12 months), the unit will determine its annual personnel replacement package delivery windows. Replacement package delivery should typically occur between 10-14 months after unit's R-Day (with 12 months after R-Day as the goal) for the initial personnel replacement package and next annual personnel replacement package to generally occur 12 months thereafter. The unit in coordination with HRC will determine the best two-month window to receive the annual personnel replacement package for unprogrammed losses based on operational and training requirements. Once this annual personnel replacement package delivery period is 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 period. 90 days from unit/HRC established annual personnel replacement package period, unit S1 will confirm with HRC these unprogrammed losses and projected replacements. Any unprogrammed losses incurred between the 90 day cutoff period and the actual replacement period will be included in the next annual personnel replacement package. An LM unit can expect the majority of its unprogrammed losses to be replaced by Soldiers arriving from the training base. In this way, Soldiers already assigned to the unit will move into positions of increasing responsibility while newly arriving Soldiers fill SL1 level positions. The exception is designated key/critical positions (e.g., Maintenance Technicians, Supply NCO, NBC NCO, etc.) where a replacement cannot be filled from within the unit. Under these conditions, the unit will submit immediate fill requirements to HRC for individual replacement using the IRS.

(2) LM units will have the first year of replacements for the remaining two years of the lifecycle; however, the second annual personnel replacement package may have to be consolidated for unit reset

and posturing the next lifecycle. The replacement PUSH package must consider the LM unit's location, time remaining in lifecycle, as well as the theater of operation if deployed at the time when replacements are scheduled; both individual and package replacements should be accomplished within established DCS, G-1 manning priorities.

b. It is expected the filling of unit leaders will not exceed 8% of the assigned force annually. 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 LM unit may be able to locally select replacements from other installation personnel assets, and the installation will subsequently receive a personnel replacement from HRC using the IRS. This method can decrease the time an LM unit has an unfilled leader position. 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 paragraph 3-5 above), BCT Commanders may designate up to 10% of their positions as key/critical (maintenance technicians, supply NCO, NBC NCO, etc.). Commanders may request immediate fill from HRC using the IRS for key/critical position vacancies that result from unprogrammed losses.

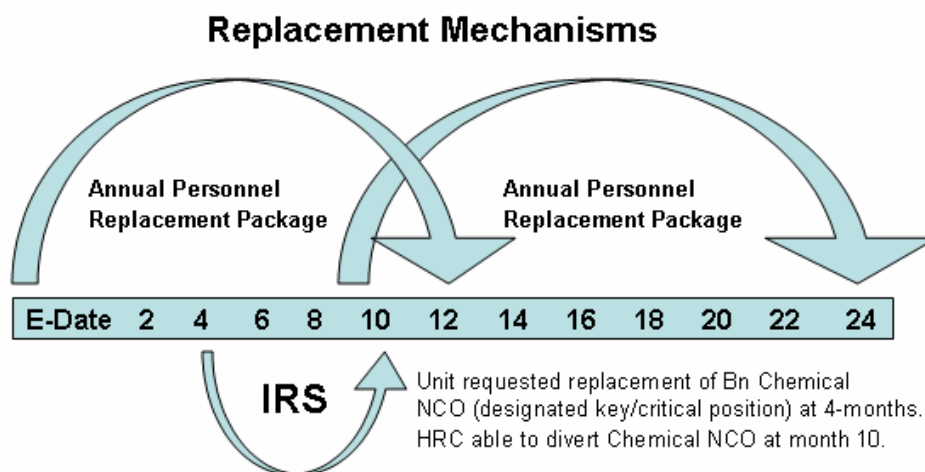


Figure 3-3. Replacement Mechanisms

3-7. Lifecycle Management Guidelines

a. *Stabilization of tours.* Soldiers assigned to an LM unit 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. Assignments to an LM unit must consider the timing of promotions. 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 personnel can only be cross-leveled outside their unit by the BCT Commander (but on the same installation) during the Reset/Train Force Pools 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 next 28-34 months. It also allows the LM commanders (at Brigade and below levels) 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 Pools. Under normal circumstances, this will not be necessary, as probable promotions should have been considered prior to assignment to the LM unit.

d. Utilization and inventory adjustments.

(1) Soldiers will be assigned to an authorized position in the LM unit during the Reset/Train Force Pools or to the unit during an annual personnel replacement package. Initially, the assignment of Soldiers to an LM unit 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 Phase of the Reset/Train Force Pool. HRC's Personnel Management Assessment Team in coordination with BCT will determine percentage of grade substitution based on the unit PDR; however, a unit undergoing LM can expect an NCO fill level of o/a 70-85% of its authorizations at R-Day.

(2) Even with the use of grade substitution, it is likely that 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/adjustment window (e.g. the 2d adjustment window at 24 months) as a personnel-rebalancing opportunity. As key leader and unprogrammed losses are replaced, HRC may also 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) The length of command tours is synchronized to the length of the unit lifecycle. Commanders (COL/LTC) and Command Sergeants Major will remain for the complete unit lifecycle. Change of command will normally occur during the Reset/Train Force Pools.

(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 an LM unit, should be accomplished IAW 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 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, the HRC branch representative in coordination with the unit commander and the 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, the officer will be reassigned 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 should occur in a TDY enroute status to an LM unit. 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's Major Course (SMC) will not be released early from the unit and will either attend the course following their stabilized assignment or through non-traditional means, as determined by Sergeant's Major Branch, EPMD, HRC.

(2) Officer attendance at military professional development courses (TDY) 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 an officer attends 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 Pools.

(4) Soldiers may apply at any time to Special Operations Assessment and Training and assignment to The Old Guard. Enlisted Soldiers and officers volunteering for ARSOF selection, assessment and training may do so IAW Appendices C-2 and C-5, respectively.

(5) Soldiers may apply at any time 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.

h. Personnel actions. Numerous personnel actions/programs require modification in order to manage LM units and the personnel assigned to them while other personnel actions/programs will remain unchanged. Examples of these policies are as follows:

(1) An individual may submit a personnel action for any volunteer program (i.e., Airborne, Drill Sergeant, and Recruiting) but the resulting reassignment from the LM unit will be deferred until the Reset Phase of the Reset/Train Force Pool.

(2) Soldiers assigned to an LM unit that receive threats against their lives will be expeditiously reassigned out of the unit once the threat is considered valid. 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 voluntarily request reclassification and granted 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 completion of the unit lifecycle (normally three years). Enlisted Soldiers on assignment instructions to an LM unit 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 an LM unit may submit a request for retirement no earlier than 12 months and no later than nine months before requested retirement date. Requested retirement date will be set during the next Reset Phase of the Reset/Train Force Pool. Soldiers within nine months of the designated Reset/Train Force Pools who have 19 yrs, six months or more of AFS may submit a request for retirement. Requested retirement date will be set during the next Reset Phase of the Reset/Train Force Pool. Extensions for the purpose of completing ordinary and/or transition leave may be granted.

(b) Soldiers on indefinite status, who are on assignment instructions to an LM unit, who desire to separate in lieu of PCS, must submit their request within 30 days of assignment notification 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 an LM unit 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 prior to the start of the next unit lifecycle.

(d) An officer assigned to an LM unit 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 an LM unit.

(6) Soldiers on assignment instructions to an LM unit must reenlist/extend to meet the unit's lifecycle IAW assignment instruction on the Enlisted Distribution and Assignment System (EDAS) within 30 days of notification. Soldiers on a second or subsequent enlistment refusing to take action are required to sign a Declination of Continued Service Statement (DCSS). Soldiers serving on an indefinite reenlistment commitment desiring to separate must request a separation date prior to R-Day.

(7) Soldiers currently assigned to an LM unit 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 Pools). 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 reenlistment option involves movement, the movement date must be during the Reset Phase of the Reset/Train Force Pool of the LM unit's lifecycle. 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 manning requirement not met." These Soldiers are fully eligible to reenlist provided they meet all other retention criteria IAW AR 601-280. Soldiers should understand that if they elect to take no action, it may influence their reenlistment options and does not preclude the Soldier from remaining with the current unit, on PCS to another unit, or any stop loss/stop movement actions.

3-8. 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. LM supports a rotational-based Army. Soldiers in a LM unit train together and are completely deployable throughout the entire Ready/Available Force Pools. Because PCS and ETS distracters are minimized, an LM unit does not require additional augmentation from other units on the installation to reach deployable strength. A unit preparing for deployment will not receive personnel replacements after 90 days prior to deployment in order to ensure all Soldiers in the LM unit are fully integrated into the unit.

Chapter 4 Readiness

4-1. General

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

a. Force Stabilization emphasis on readiness. The primary goal of Force Stabilization and, specifically, Unit Focus Stability in LM units is to provide personnel stability, thereby fostering cohesion and providing opportunities for higher levels of unit readiness through enhanced training.

b. Enhanced Readiness. Enhancement of combat readiness is accomplished by providing a stabilized personnel environment, which allows the BCT commander to train his LM unit 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.

4-2. The U.S. Army Readiness System

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

b. Lifecycle Management. Personnel readiness in LM units is sustained as follows: Units will have personnel assigned during the Reset/Train Force Pools 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 (o/a 12-months from R-Day) and each year thereafter during the unit's lifecycle. BCT Commanders may request immediate fill from HRC using the IRS for vacancies, in the designated key/critical positions, which result from unprogrammed losses.

4-3. Force Stabilization Readiness Reporting

Aggregate fill levels of BCTs undergoing LM and use of grade substitution per paragraphs 3-7d and 4-2b must be taken into consideration and review of AR 220-1 based on LM personnel disposition is ongoing. In the interim, unit status will be reported IAW applicable provisions of current AR 220-1.

Appendix A References

Section I

Required Publications

AR 40-501

Standards of Medical Fitness (Cited in para, 2–6d(4).)

AR 220-1

Unit Status Reporting (Cited in para 4–3.)

AR 600-8-19

Enlisted Promotions and Reductions (Cited in para, 2–6a(1).)

AR 600-8-24

Officer Transfers and Discharges (Cited in para C–1e(3).)

AR 600-8-29

Officer Promotions (Cited in para 2–6a(1).)

AR 600-8-101

Personnel Processing (In-,Out-, Soldier Readiness, Mobilization and Deployment Processing) (Cited in para C–1j.)

AR 600-60

Physical Performance Evaluation System (Cited in para C–1j.)

AR 601-280

Army Retention Program (Cited in para 3–7h(7).)

AR 614-30

Overseas Service (Cited in para C–1j.)

AR 614-100

Officer Assignment Policies, Details, and Transfers (Cited in para 2–5a.)

AR 614-200

Enlisted Assignments and Utilization Management (Cited in para 2–5a.)

AR 635-40

Physical Evaluation for Retention, Retirement, or Separation (Cited in para C–1e(3).)

AR 635-200

Active Duty Enlisted Administrative Separations (Cited in para C–1e(3).)

DA PAM 611-21

Military Occupational Classification and Structure (Cited in para C–4.)

Section II

Related Publications

AR 27-50 (SECNAVINST 5820.4G)

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 600-8-104

Military Personnel Information Management/Records

AR 600-20

Army Command Policy

AR 600-43

Conscientious Objection

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 Occupational 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 614-185

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

CJSCI 1301.01C

Individual Augmentation Procedures

DA PAM 500-5-1

Individual Augmentation Management

DA PAM 600-3

Commissioned Officer Development and Career Management

DA PAM 600-11

Warrant Officer Professional Development

DA PAM 600-25

U.S. Army Noncommissioned Officer Professional Development Guide

DA PAM 611-21

Military Occupational Classification and Structure

DA PAM 710-2-1

Using Unit Supply System (Manual Procedures)

FM 7-0

Training the Force

FM 7-1

Battle Focused Training

TRADOC Reg 350-6

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

US CODE Title 10 - Armed Forces, Subtitle A, Part II, Chapter 36

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

US CODE Title 10 - Armed Forces, Subtitle A, Part II, Chapter 39

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

US CODE Title 10 - Armed Forces, Subtitle A, Part II, Chapter 50

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

US CODE Title 10 - Armed Forces, Subtitle B, Part II, Chapter 367

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

US CODE Title 10 - Armed Forces, Subtitle E, Part I, Chapter 1003, Section 10105

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

US CODE Title 10 - Armed Forces, Subtitle E, Part II, Chapter 1209

Active Duty; Section 12301 - Reserve components generally

US CODE Title 10 - Armed Forces, Subtitle E, Part II, Chapter 1209

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

US CODE Title 32 - National Guard, Chapter 5

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

Appendix B

Schedule of Critical Personnel Events for UFS Units

B-1. Critical Personnel Events for Lifecycle Management Units

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

Table B-1

Schedule of Critical Personnel Events for Lifecycle Management Units

Time Frame: Pre-Unit Lifecycle (R-Day - 17-19 months)

Event: Build the Bench

- ↑ DCS, G-3/FORSCOM identifies unit.
 - ↑ Unit formation date confirmed (R-Day).
 - ↑ Rotation/deployment date established (as applicable).
 - ↑ Unit Reset/Train Force Pool dates fixed to get unit manned by R-Day.
 - ↑ Personnel planning begins.
 - ↑ HRC addresses specific and individual inquiries.
 - ↑ The unit, installation, and HRC will begin to identify personnel in the unit who want to remain for an additional lifecycle subject to the authorized positions, while other personnel are identified as candidates to move to the unit (either across the Army or for other units/organizations on post). (A Web based assignment system using screening criteria to ensure Soldier/unit match will facilitate this process when fully implemented).
-

Time Frame: Pre-Unit Lifecycle (R-Day - 17 months)

Event: Build the Unit

- ↑ DCS, G-1, in coordination with the DCS, G-3, will identify ASI/SQI requirements to validate requisitions.
 - ↑ Automated system using business rules to assign volunteers and identify additional Soldiers to fill remaining personnel requirements.
 - ↑ Assignments for enlisted Soldiers are based on projected grade by end of lifecycle.
 - ↑ Officers may serve in one or two positions during the lifecycle, based on the commander's determination of unit mission and officer professional development.
-

Time Frame: Pre-Unit Lifecycle (R-Day - 14 months)

Event: Notify Unit/Conduct Initial Coordination

- ↑ Personnel Management Assistant Team visits unit's location and briefs the Force Stabilization Implementation Initiative.
-

Time Frame: Pre-Unit Lifecycle (R-Day - 12 months)

Event: Further Identification of Personnel Requirements

- ↑ Installations submit first Personnel Disposition Roster (PDR) to HRC.
 - ↑ HRC identifies accession requirements for initial term Soldiers.
 - ↑ USAREC begins recruiting efforts to fill LM initial term requirements.
 - ↑ Requirements loaded on "REQUEST."
-

Time Frame: Pre-Unit Lifecycle (R-Day - 10 months)

Event: Submission of Final PDR

- ↑ The LM unit submits a final PDR.
-

Time Frame: Pre-Unit Lifecycle (R-Day - 9 months)

Event: Approval of Final PDR

- ↑ HRC approves PDR.

↑ Commanders inform Soldiers of their disposition.

Time Frame: Pre-Unit Lifecycle (R-Day - 8 months)

Event: Publish, Monitor and Adjust Personnel Orders

↑ HRC places incoming and outgoing Soldiers on assignment instructions.

↑ Professional Development and/or assignment oriented training to be attended enroute will be dictated on orders.

↑ SL1 Soldiers, lieutenants in the training base, and Soldiers requiring training enroute must be monitored to ensure training requirements are met prior to arriving to LM unit.

Time Frame: Pre-Unit Lifecycle (R-Day - 5 1/2 months)

Event: Initial Term Package Begins Training

↑ Initial term package begins IET.

Time Frame: Pre-Unit Lifecycle (R-Day - 2 months)

Event: Reset Phase of the Reset/Train Force Pool Starts

↑ LM IET package arrives in unit.

↑ Receive and in-processing new Soldiers into the unit.

↑ Property assigned and accounted for.

↑ Unit change of command takes place.

↑ Unit may conduct training (emphasis on mandatory requirements).

↑ Block leave takes place for Soldiers remaining in unit.

Time Frame: R-Day

Event: Unit Initiates ARFORGEN Directed Training

↑ All assigned personnel have arrived in LM unit.

↑ LM unit is ready to begin collective training to meet Reset/Train Force Pool level capabilities.

Time Frame: Ready Force Pool (R-Day + 9 months)

Event: Annual Personnel Replacement Package Requisition Cutoff

↑ LM unit stops requisitioning further unprogrammed losses for delivery with the annual personnel replacement package other than to fill key/critical positions.

Time Frame: Ready Force Pool (R-Day + 12 months and each year thereafter)

Event: Annual Personnel Replacement Package Arrives

↑ HRC provides an annual personnel replacement package of officer/NCO/initial term Soldiers to LM unit.

Time Frame: End of Available Force Pool (R-Day + 34 months)

Event: Reset/Train Force Pool Begins

↑ Officers, NCOs and enlisted Soldiers attend professional development schooling TDY & return.

↑ Separate Soldiers at ETS.

↑ Reassign those Soldiers departing unit.

↑ Receive and in-process new Soldiers into unit.

↑ Turn over equipment.

↑ Conduct Change of Command ceremonies.

Appendix C

General Discussion of Personnel Policy Implications

C-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 the new unit manning system 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. Stabilization Implementation/Tours. Under LM, Soldiers will be incorporated into the lifecycle of the unit. Unit priorities take precedence during the assignment process. Personnel movements will be limited to the Reset Phase of the Reset/Train Force Pool to facilitate unit stability. Training flow modeling through the Army Training Requirements and Resources System (ATRRS) may prevent training flow obstruction and give priority to Soldiers attending training/professional development enroute to LM units and during Reset/Train and Ready Force Pools.

c. Promotions.

(1) Assignment personnel will look closely at promotion potential before assigning Soldiers to an LM unit. 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 in an LM unit.

(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 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 an Individual Augmentation Management System (IAMS) to manage the tasking process, which does not fully support the Force Stabilization program. LM units will be excluded from providing "individual" augmentees. Individual Soldiers already in receipt of assignment instructions (AI) to LM units 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 Force Stabilized units are not eligible to participate in the exchange assignment program. Soldiers will be stabilized in an LM unit for the complete lifecycle of the unit, arriving during 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 appropriately 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 be selected or moved overseas with the unit but will be replaced. Soldiers pending separation are non-deployable and will remain at the home installation and will not deploy with their unit of assignment. Continued compliance with current policy has no impact upon Force Stabilized Installations.

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 person, 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) LM 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 MACOMs, CONUS Armies, and at U.S. Army Data Support Command. Timely and accurate personnel data is essential for an effective and responsive replacement system.

(6) The U.S. Army Replacement System is now focused on providing unit vice individual replacements by incorporating the new manning principles and ideals into existing replacement policy. The lifecycle of the unit 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 an LM unit. 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. LM units committed to the Reset/Train Force Pools are exempt from providing Special Duty (SD) requirements because individuals 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 the Stabilization manning model 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 prisoners of war, and those who possess permanent duty-limiting profiles will not normally be assigned to LM units. Sole surviving family member Soldiers, as well as former missing and prisoners of war, may submit a written waiver of this restriction in order to obtain assignment orders to a LM unit. Soldiers who are subsequently issued a permanent duty-limiting profile will be transferred out of the LM unit and replaced at the next scheduled annual personnel replacement package window. Soldiers who are nondeployable (e.g., either permanently or with long-term temporary disqualifying conditions that may exceed 120 days duration), IAW AR 600-8-101, AR 614-30, and/or AR 600-60, will not be assigned to LM 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.

C-2. Personnel Actions for Careerists Selected for or Assigned to Lifecycle Management Units

a. In-Service Recruiting. The goal of the new manning system 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 and The Old Guard. The following guidelines pertain to ARSOF assignments:

(1) ARSOF consists of Special Mission Units (SMUs), Special Forces, 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) to ARSOF units.

(2) Soldiers will not be available to in-service recruiting during a lock-in period for deployment/redeployment. Soldiers will be locked-in for 90 days prior to deployment and 45 days after redeployment. Deployment is defined as main-body; redeployment is the Soldier's actual return date.

(3) Once an enlisted 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.

(4) Outside of operational lock-in:

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

(b) Soldiers 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, PYSOP, CA, or CS/CSS.

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

b. Enlisted Cadre Selection/Cadre Stabilization. The cadre of LM units is selected by the installation commander from noncommissioned officers (NCOs) already assigned to the installation. If there are not sufficient numbers of NCOs on the installation, or if the strength requirements of the Force Stabilized organization 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 Reset/Train Force Pools. In the event it is determined, that a Soldier who is currently stabilized under a different program is needed to fill a LM unit vacancy, a request to terminate the Soldier's stabilization will be forwarded to HRC.

C-3. Initial Termers (Soldiers Serving an Initial Term of Active Federal Military Service) Selected for or Assigned to Stabilization and Lifecycle Management Units

a. Delayed Entry Program (DEP) Losses. 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 lifecycles of LM 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 LM units. Upon completion of IET, Soldiers will be assigned to LM units at the Army average strength for that MOS. Soldiers selected to round out the LM 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 Pools. Under the Stabilization manning system, the current accession/recruiting missions will be synchronized to the resultant longer tour lengths afforded by Stabilization.

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 Reset 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 Force Stabilized units in response to short-notice contingencies is already in place. Service obligations and alignment with the LM Reset/Train Force Pools of UFS units will take precedence over individual Soldiers' leave desires.

f. Enlistment Commitments. If it appears that the enlisted 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 The Force Stabilization manning model, initial term Soldiers will select their first duty location. At the end of their initial ETS, initial term Soldiers will be given limited reenlistment options based on the needs of the Army.

C-4. Enlisted Utilization

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 should 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.

C-5. Officer Assignments

a. Stabilization of Tours. Officers assigned to an LM unit 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 Force Stabilized 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).*

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

(3) *Chief of Chaplain.*

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. An officer assigned to an LM unit will remain in his/her current branch for the entire lifecycle of the unit. Upon approval of a Branch Transfer, an officer shall remain with the Force Stabilized unit for the entire lifecycle of the unit. However, HRC may transfer an officer 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 selection will do so IAW Para C-2, 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 IAW Para D-2a will be released for training and PCS'd to either a PSYOP or CA unit for utilization. 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/NCO from a specific duty or assignment directed by superior authority and based on a decision that the officer/NCO has failed in his/her performance of duty. When a commander determines the officer/NCO is to be relieved and reassigned out of a Force Stabilized 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 need to readjust personnel to cover the function until the next annual personnel replacement package.

e. Failure to be Selected for Promotion - Officers. An officer on the Active Duty List (ADL) who has 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 manned 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 manning model, units will be filled during the Reset/Train Force Pools as a unit versus being filled by individual officer replacements. Groups of Soldiers will be arriving in units at designated periods during 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.

Glossary

Section I

Abbreviations

ACS

Army Community Service

ACSIM

Assistant Chief of Staff, Installation Management

AD

active duty

AFS

active federal service

AI

assignment instructions

AIT

advanced individual training

ARFORGEN

Army Force Generation Model

ARGUS

Army National Guard of the United States

ARPRINT

Army Program for Individual Training

ARSOF

Army Special Operations Forces

ASI

additional skill identifier

ATRRS

Army Training Requirements and Resources System

BCT

brigade combat team

Bn

battalion

BT

basic training

CA

civil affairs

CERTEX

Certification Exercise

CLL

Chief of Legislative Liaison

CM

Cyclic Management

CONUS

continental United States

CPA

Chief of Public Affairs

CS
combat support

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

ETS
expiration term of service

FMC
fully mission capable

FOA
Field Operating Agency

FORSCOM
U.S. Army Forces Command

FS
Force Stabilization

FTNGD
Full-Time National Guard Duty

HHG
household goods

HIV
Human Immunodeficiency Virus

HQDA
Headquarters, Department of the Army

HRC
Human Resources Command

IA
individual augmentation

IAMS
Individual Augmentation Management System

IAW
In accordance with

IET
Initial entry training

IMA
Installation Management Agency

IRS
Individual Replacement System

LM
Lifecycle Management

MACOM
Major Army Command

METL
mission essential task list

MOS
military occupational specialty

MRE
major readiness exercise

MTOE
modification table of organization and equipment

NCO
noncommissioned officer

NCOES
Noncommissioned Officer Education System

OBC
Officer Basic Course

OCONUS
outside continental United States

OCS
Officer Candidate School

OSUT
one station unit training

PCS
permanent change of station

PDR
Personnel Disposition Roster

POC
Point of Contact

PSYOP
psychological operations

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

SMU
Special Mission Unit

SOAR
Special Operations Aviation Regiment

SQI
skill qualification identifier

SRR
service remaining requirement

TDA
Table of Distribution and Allowance

TDY
temporary duty

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

UCMJ
Uniformed Code of Military Justice

UFS
Unit Focused Stability

USAREC
United States Army Recruiting Command

USF
unit set fielding

USMA
United States Military Academy

USR
Unit Status Report

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. The annual personnel replacement package will be provided by HRC 12-months from R-Day and each year 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 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 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. Each individual’s ability to fulfill their personal aspirations “enhances” both their own lives and their relationship to the Army.

Attrition

Personnel losses to the Army and units under consideration due to medical, indiscipline, or separation (both programmed and unprogrammed separations).

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 which allows 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 tour.

Deployable Soldiers

With a CSA objective of a 100% 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 (i.e., 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.

E-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 Phase of Reset/Train Force Pool begins on R-Day, which starts the LM clock.

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.

Force Stabilization (FS)

An improved Manning 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 manning initiatives that comprise the Army's Force Stabilization manning 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 IAW DA Pam 611-21; (2) Overstrength-Assignment of personnel in excess of 100% authorized strength; (3) Understrength-Failure to provide a unit with 100% authorized strength.

Functional Area

A grouping of officers by technical specialty or skill, which usually requires 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 per 10 USC, Subtitle A, Part II, Chap 39, section 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 (OBC), and the Warrant Officer Basic Course (WOBC).

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% 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 Pools, 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 Pools 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.

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 Appendix D, Personnel Availability Criteria, 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 Table of Distribution and Allowance (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 135-155, AR 71-32).

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 621-5, AR 135-178, TRADOC Reg 350-6, DA PAM 600-3, DA PAM 600-11, DA PAM 600-25).

R-Day

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 Phase 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% 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 Pools, 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 Pools, all outgoing personnel have departed, units are 100% manned, 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. The Train Phase of the Reset/Train Force Pool 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 personnel annual personnel replacement package. 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, which 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 the 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. 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 manning 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 at a CTC or an MRE in a local training area. At the end of the Train Phase 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 his/her 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 manning 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 manning 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.

DISCLAIMER: This document is a working summation of the proposed Army Regulation (AR) notionally known as AR 600-XX, The New Manning System - Force Stabilization. All terms, definitions, policies, conditions, and models contained herein are subject to change upon publication of the official Force Stabilization AR. Changes and/or modifications to the information contained herein are not authorized without the coordination and express approval of DCS, G-1, DMPM and AHRC-PLNS. *This publication is immediately rescinded upon publication of the official Force Stabilization AR.*