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**\*Army Regulation 600–3**

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Personnel-General

## The Army Personnel Development System

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By Order of the Secretary of the Army:

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*Chief of Staff*

Official:

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**History.** This publication is a major revision.

**Authorities.** The authority for this regulation is AR 5–22.

**Applicability.** This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. Also, it applies to appropriated and nonappropriated fund civilian employees.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific requirements.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to [usarmy.pentagon.hqda-dcs-g-1.mbx.publishing-team@army.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.mbx.publishing-team@army.mil).

**Committee management approval.** AR 15–39 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the Office of the Administrative Assistant to the Secretary of the Army, Special Programs Directorate, 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee, as found in AR 15–39, the proponent will follow all AR 15–39 requirements for establishing and continuing the group as a committee.

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This regulation supersedes AR 600–3, dated 16 September 2019, and Army Dir 2015–30, dated 10 August 2015.

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## **Chapter 1 Introduction**

### **1–1. Purpose**

This regulation establishes the Army Personnel Development System as prescribed by Army regulation (AR) 5–22. It prescribes policies and responsibilities for personnel developers' involvement in the Army's personnel system, incorporates principles and key components of Army talent management, and incorporates competitive categories for commissioned officers. It prescribes personnel-developer responsibilities in career field management for officer branches and functional areas (FAs), warrant officer military occupational specialties, enlisted personnel career management fields (CMFs), and civilian occupational series under their respective personnel-management systems.

### **1–2. References, forms, and explanation of abbreviations**

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil>.

### **1–3. Associated publications**

Procedures associated with this regulation are found in DA Pam 600–3, DA Pam 600–4, DA Pam 600–25, and DA Pam 611–21.

### **1–4. Responsibilities**

Responsibilities are listed in chapter 2.

### **1–5. Records management (recordkeeping) requirements**

The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

### **1–6. Statutory authority**

Statutory authority for this regulation is derived from Title 5, United States Code (USC); 10 USC; 32 USC; and 40 USC Subtitle III.

### **1–7. Personnel-development system objectives**

Objectives of the personnel-development system are as follows:

- a. Establish responsibilities throughout the Army for all military functional category and civilian career field-related matters involved in the personnel-development system's eight life-cycle management functions.
- b. Ensure that a single agent is identified and made responsible for analysis of the functional role of all personnel in each career field.
- c. Ensure personnel-management policies, programs, and procedures established by Headquarters, Department of the Army (HQDA) incorporate career-field-related considerations.
- d. Foster achievement of the total Army goals and objectives of the Army's Officer Personnel Management System (OPMS), the Enlisted Personnel Management System, the Civilian Personnel Management System (CPMS), and the Department of the Army (DA) Defense Civilian Intelligence Personnel System (DCIPS).

## **Chapter 2 Responsibilities**

### **2–1. Assistant Secretary of the Army (Manpower and Reserve Affairs)**

The ASA (M&RA) has overall responsibility for military and civilian personnel management and for military and civilian personnel policy and programs. The ASA (M&RA) will—

- a. Help personnel developers to assess affirmative action within assigned career fields.
- b. Assess and report affirmative action goal progress.
- c. Be responsible for the direction and development of military and civilian personnel policy, procedures, and programs.
- d. Assign or reassign functional categories within each competitive category as required for career management and promotion consideration of the officers within each competitive category. This authority may not be further delegated.
- e. Supported by the Army Talent Management Task Force (ATMTF), directed the development of the Total Army 21<sup>st</sup> century talent management program.
- f. Establish, and through the Deputy Assistant Secretary of the Army (Military Personnel Policy and Quality of Life), manage the Army Manpower Program for military programs.
- g. Develop future civilian personnel requirements with advice and assistance from the Deputy Assistant Secretary of the Army for Civilian Personnel (DASA(CP)), in coordination with the career field functional chiefs (FCs), the Director, Army Civilian Career Management Activity (ACCMA), the Director, Civilian Human Resource Agency (CHRA), and the Deputy Chief of Staff, G–1 (DCS, G–1).

### **2–2. Chief Information Officer**

The CIO exercises authority to oversee the professional development of the information technology (IT) civilian workforce. The CIO has delegated to the Director, ACCMA responsibility to manage the professional development of the IT civilian workforce. The Director, ACCMA exercises authority for strategic hiring, training, professional development, and implementation of enhancing opportunities for the civilian IT workforce.

### **2–3. Chief of Public Affairs**

The CPA exercises personnel-management authority of Army military personnel in the public affairs FA and CMF. The CPA is the FC and personnel developer for Army military workforce. The Chief of Public Affairs is the military personnel developer for public affairs and exercises personnel-management authority of military personnel in the public affairs FA and CMF. The CPA is the FC of public affairs. As the FC, the CPA will maintain a memorandum of understanding (MOU) with civilian personnel developers for public affairs at ACCMA and may recommend civilian public affairs personnel-management policy changes through CHRA to the ASA (M&RA).

### **2–4. Chief, National Guard Bureau**

The CNGB will operate the ARNG personnel system, participate in the development of personnel systems guidance established by HRC in accordance with policy outlined in appropriate Army regulations, and publish ARNG-unique personnel guidance when ARNG units are not in active federal service in the strength of the Army. Ensure personnel developers are provided with historical data (for example, MOS historical data), reports, and special requirements that will enable them to perform the personnel-development system's eight life-cycle-management functions. The CNGB will ensure that State Adjutants General (AG)—

- a. Are responsible for the overall direction and effectiveness of the officer career-management program in their respective states. This includes designation of branches and FAs and awarding of AOCs and skills, as well as the operation of personnel administration and the preparation, maintenance, and dispositions of qualification records for all officers, in accordance with Army regulatory guidance.
- b. Maintain policies affecting all aspects of ARNG officers' careers.
- c. Implement appropriate ARNG promotions and retention policies in accordance with existing regulations.
- d. Implement appropriate policies concerning appointment, assignment, transfer, and separation of ARNG officers that provide career-development opportunities for officers.

e. Appoint the State OPM. The OPM is the primary representative of the State AG in implementing and administering the officer career-management program. The OPM has the primary responsibility of ensuring the various policies and regulations are administered equitably and with consideration for the human factor when possible. The OPM is the link between OPMS and the individual officer. The relationship among each officer, the various levels of personnel managers, and the OPMS is extremely important. The OPM—

- (1) Serves as the principal advisor to the state AG on matters pertaining to personnel management of officers.
- (2) Operates the State officer career-management program, under the direct supervision of the director of personnel, military personnel officer, or as designated by the State AG.
- (3) Ensures that an effective counseling program is in operation to determine proper assignment potential for each officer.
- (4) Maintains Army Military Human Resource Records (AMHRR), to effectively manage and control normal progression of career patterns for each officer.
- (5) Designates officer branches and FAs, in accordance with the State's inventory of officer positions.
- (6) Reviews each officer's AMHRR to ensure appropriate AOCs (both branch and FA), skill identifiers (SIs), and language identification codes (LICs) are properly awarded and recorded in AMHRR.
- (7) Recommends appropriate education requirements, to ensure officers are qualified for their assigned duty positions.
- (8) Directs and supervises annual reviews of all officers' branches, FAs, AOCs, skills, and LICs, to determine if changes required by new qualifications have been made.
- (9) Considers the following when designating FA:
  - (a) Since there may be few opportunities for ARNG officers to acquire additional qualifications, FA may be designated primarily based on prior assignments, education, or experience gained in a civilian occupation. Since the ARNG has little control over qualifications gained in civilian employment, minimal programming and planning in this area is possible; however, these qualifications should not be overlooked. Assignment to an FA requires qualification gained through civilian education, civilian occupation, or through appropriate qualification criteria as indicated in DA Pam 600-3.
  - (b) The re-designation of an officer branch or FA may occur more frequently in the ARNG than in the Regular Army as a result of reorganizations and the officer's mobility, as governed by a civilian career. However, an officer assigned to an FA duty position must be determined as qualified before the FA AOC can be awarded.

## **2-5. Deputy Chief of Staff, G-1**

The DCS, G-1 is responsible for planning and supervising the execution of the Army's military and civilian personnel systems and is the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) process manager, except as otherwise prescribed by law and regulations. In addition, on behalf of the DCS, G-1, the subordinate organizations below will execute the following:

- a. *Assistant Deputy Chief of Staff, G-1.* The ADCS, G-1 further prescribes Army developer responsibilities for personnel life-cycle management of Army officer branches and FAs, enlisted CMFs, and civilian career fields under their respective personnel-management systems. The ADCS, G-1 delegates the Army developer responsibilities for personnel life-cycle management of civilian career fields to the CHRA. The ADCS, G-1 may delegate, as necessary, the authority to develop personnel-management procedures and/or guidance.
- b. *Director, Military Personnel Management.* The Director, Military Personnel Management will—
  - (1) Develop and manage the Total Army Officer Accession Plan and plan and supervise the execution of accession policy and missions for sources of commission.
  - (2) Provide the following annual military personnel-management guidance to the Commanding General (CG), U.S. Army Human Resources Command (HRC)—
    - (a) Distribution of talent management policy.
    - (b) Acquisition planning and retention program objectives.
    - (c) Promotion boards.
    - (d) Functional designation boards.
  - (3) Assist personnel operating agencies in providing personnel developers with military data and reports that will enable them to perform the personnel-development system's eight life-cycle-management functions.

(4) Provide branch assignment guidance to CG, HRC for all sources of commission.

*c. Director, Plans and Resources, and Operations.* The Director, Plans and Resources, and Operations will—

(1) Approve general military personnel policy regarding classification and standards of grade for documenting required and authorized positions.

(2) Advise and assist in the development and distribution of talent-management-policy authorization document, the updated authorization document, Manning Program Evaluation Group, incentives, and compensation.

(3) Maintain supportability overview of all military personnel authorizations and inventory modifications resulting from force-modernization initiatives.

(4) Advise and assist in the development of policy changes, and staff with personnel developers.

(5) Assist in the evaluation of personnel-development issues and coordinate their recommendations with the Army commands (ACOMs), Army service component commands (ASCCs), direct reporting units (DRUs), and the Army Staff (ARSTAF).

(6) Provide technical guidance to the ARSTAF on personnel-development matters.

(7) Provide feedback to CG, U.S. Army Training and Doctrine Command (TRADOC) (ATTG–TRI–VP) and non-TRADOC personnel developers on the status of proposals, problems incurred in staffing, and technical requirements.

(8) Receive, analyze, and staff additions, deletions, or revisions to military occupational classification structure (see AR 611–1).

(9) Act as the coordination point with the ARSTAF to ensure personnel developers are provided with data (for example, military occupational specialty (MOS) historical data) and reports (for example, CMF reviews) that will enable them to perform the personnel-development system's eight life-cycle-management functions.

(10) Solicit TRADOC and non-TRADOC personnel-developer comments and recommendations on issues having an impact on future policies and procedures affecting their respective career field occupations.

(11) Research and analyze Basis of Issue Plan (BOIP) impact reports and BOIP data (which includes qualitative and quantitative personnel requirements information) to determine manpower, personnel, and training requirements for all new materiel systems, equipment, or improvements to existing equipment planned to enter the Army inventory. Develop and approve the operator or maintainer decision, identifying by area of concentration (AOC), MOS, additional skill identifier (ASI), the operator, maintainer, and associated support items of equipment. Manage and provide BOIP and MOS input to the Army Modernization Training Automation System database.

(12) Integrate the Brevet promotion process into the Army Talent Alignment Process (ATAP) for Regular Army Soldiers to incentivize hard to fill and critically short Army requirements.

(13) Integrate the Army Talent Alignment Framework (ATAF) across the Army talent management system to align personnel, training, and development applications in support of strategic workforce planning associated with the identification and use of knowledge, skill, behavior, and preferences (KSB-Ps).

*d. Assistant G–1 for Civilian Personnel.* The AG–1 (CP) in coordination with CHRA will—

(1) Advise and assist in the development of civilian personnel policy and exercise staff supervision of the CPMS.

(2) Advise and assist the ASA (M&RA) in the development, integration, and synchronization of civilian personnel policy across the human resources life cycle, and plan and supervise the execution of those policies and programs.

(3) Develop and administer a civilian force alignment strategy in coordination with the ASA (M&RA).

(4) Advise and support the personnel developers in their overall civilian personnel-development responsibilities to include, but not limited to—

(a) Ensuring the civilian personnel management data systems support proponent requirements.

(b) Delegate civilian personnel administration responsibilities, as necessary.

(c) Develop and administer a civilian force alignment strategy in coordination with the ASA (M&RA).

*e. Director, Civilian Human Resources Agency.* The Director, CHRA is responsible for the development and career management of the Army's civilian cohort. CHRA provides assistance in achieving diversity and improving underrepresentation within individual career fields and delegates civilian personnel administration responsibilities to the Director, ACCMA. The Director, ACCMA, directs, integrates, and

coordinates the Total Personnel System to develop and optimize utilization of the Army Personnel Development System in peace and war. The Director, CHRA, through the Director, ACCMA will—

(1) Serve as the DCS, G–1 special staff officer for the Civilian Personnel Development System, reporting directly to the Director, CHRA for support to the DCS, G–1.

(2) Classify and reclassify the Army civilian workforce per Army requirements; individual qualifications, experience, and preferences; and the affected personnel-developer's recommendation.

(3) Implement, coordinate, and integrate changes to personnel policy, processes, or procedures approved during processes.

(4) Conduct periodic holistic civilian workforce or career field reviews with appropriate DCS, G–1 staff, functional chiefs, and personnel developers.

(5) Assist TRADOC and non-TRADOC personnel developers to evaluate current issues and initiatives.

(6) Designate the initial career field for the civilian workforce per Army requirements, DCS, G–1 guidance, individual qualifications, experience, preferences, and personnel developers' recommendations.

(7) Execute professional development policies for all civilian functional categories and career fields as approved by the DCS, G–1.

(8) Assign civilian workforce, as applicable, to meet Army requirements.

(9) Plan, monitor, and adjust accession, functional, and leadership training programs. This will be done per the Army Career Management Program, current and future authorizations, and personnel developers' recommendations, to ensure appropriate coordination for any adjustments.

(10) Provide inventory projections at the career-field level of detail to DCS, G–1 for talent development of the civilian workforce's promotion requirements and goals. This includes developing and providing select objectives by career fields and career field plans to DCS, G–1 for civilian promotions, after considering losses, gains, and so forth.

(11) Monitor and recommend adjustments for special and incentive benefits to designated civilian workforce positions. Recommended adjustments will be coordinated with the affected Army leads.

(12) Assign career field functional chiefs to partner with functional advisors, to help personnel developers by providing civilian workforce data and reports. This will enable developers to perform the personnel-development system's eight life-cycle-management functions.

(13) Integrate total Army planning for manpower mobilization and wartime, individual-replacement operations, to support anticipated requirements for contingency operations.

(14) Plan, budget, and execute personnel support for structure initiatives and new-equipment fielding.

(15) Provide automated, personnel-data systems support, as required.

(16) Maintain, monitor, direct, and implement actions pertaining to the credibility and accuracy of data on all civilian, human-capital systems within the systems of systems architecture for the DCS, G–1.

*f. Directors, installation-level Civilian Personnel Advisory Centers.* The CPAC human resources directors who service the personnel-development office, will—

(1) Provide personnel developers with information and assistance with civilian personnel management.

(2) Provide information to personnel developers on the relationship between civilian personnel-management FAs.

(3) Lead civilian-workforce personnel developers in interpreting data retrieved from Army civilian personnel-data systems.

*g. Commanding General, U.S. Army Human Resources Command.* The CG, HRC will coordinate with TRADOC to direct, integrate, and coordinate the Total Army Personnel System, to develop and optimize utilization of the Army Personnel Development Systems in peace and war. The CG, HRC will—

(1) Serve as the DCS, G–1's special staff officer for the Personnel Development System, reporting directly to the ADCS, G–1.

(2) Classify and reclassify Regular Army Soldiers and Reserve Component (RC) Soldiers on active duty under a mobilization, or call to active duty per Army requirements; individual qualifications, experience, and preferences; and the affected personnel developer's recommendation.

(3) Implement, coordinate, and integrate changes to personnel policy, processes, or procedures.

(4) Conduct periodic Regular Army, RC enlisted, and officer branch or CMF reviews with appropriate DCS, G–1, Army National Guard (ARNG), U.S. Army Reserve (USAR), and personnel developers.

(5) Assist TRADOC and non-TRADOC personnel developers to evaluate current issues and initiatives.

(6) Designate the initial branch or FA for officers, per Army requirements, DCS, G–1 guidance, individual qualifications, experience, preferences, and personnel-developers' recommendations. Paragraphs 2–7 and 2–8 have guidance on USAR and Army Medical Department (AMEDD), respectively.

(7) Execute professional development policies for all functional categories and career fields as approved by the DCS, G–1. Paragraphs 2–8 and 2–9 have guidance on AMEDD, Judge Advocate General’s Corps (JA), and Chaplain’s Corps.

(8) Assign Regular Army Soldiers to meet Army requirements in accordance with ATAP principles.

(9) Plan, monitor, and adjust accession training programs per the Army Military Manpower Program, current and future authorizations, and personnel developers’ recommendations, and ensure appropriate coordination for any adjustments.

(10) Provide inventory projections at AOC and MOS levels-of-detail to DCS, G–1 for development of officer and warrant officer promotion requirements and goals. Develop and provide select objectives by MOS to DCS, G–1 for enlisted promotions to sergeant first class, master sergeant, and sergeant major (SGM), and for appointment to command sergeant major. Promotions to sergeant through SGM are modeled to allocate to MOS and pay grades after considering losses, gains, trainees, transients, holdees, students, and so forth.

(11) Monitor and recommend adjustments for special and incentive pay—to include enlistment bonuses, selective-reenlistment bonuses, critical-skills-retention bonuses, bonus extension and retraining, and other programs. Recommended adjustments will be coordinated with the affected Army or branch proponent.

(12) Assist Army and branch proponents by providing personnel developers with military data and reports that will enable them to perform the personnel-development system’s eight life-cycle management functions.

(13) Integrate total Army planning for manpower mobilization and wartime, individual-replacement operations to support anticipated requirements for contingency operations.

(14) Plan, budget, and execute personnel support for structure initiatives and new-equipment fielding.

(15) Provide automated-personnel-data-systems support as required.

(16) Maintain, monitor, direct, and implement actions pertaining to the credibility and accuracy of data on all HRC systems, within the Systems of Systems Architecture, for the DCS, G–1.

## **2–6. Deputy Chief of Staff, G–2**

The DCS, G–2 will—

a. In coordination with DCS, G–1 and ASA (M&RA) develop, implement, manage, sustain, and evaluate the DCIPS.

b. Coordinate with the Undersecretary of Defense for Personnel and Readiness, the Undersecretary of Defense for Intelligence, the Director of National Intelligence, and other intelligence community agencies and activities to establish, implement, manage, and sustain civilian personnel programs.

c. Act as personnel developer for foreign languages and for the enlisted special qualification identifier of linguist “L”. Within the DCS, G–2, the Army Foreign Language Proponency Office (DAMI–OPO) performs this function.

## **2–7. Deputy Chief of Staff, G–3/5/7**

The DCS, G–3/5/7 will develop strategies and resource prioritization for training and the professional and leader development of military and civilian personnel.

## **2–8. Chief, Army Reserve**

The CAR will operate the Army Reserve personnel system and participate in the development of personnel systems guidance established by HRC in accordance with policy outlined in appropriate Army regulations. Ensure personnel developers are provided with historical data (for example, MOS, historical date), reports, and special requirements that will enable them to perform the personnel development system’s eight life-cycle-management functions.

## **2–9. The Surgeon General**

TSG, in coordination with the CG, HRC, will exercise personnel management authority over AMEDD officers (except general officers) in their special branches, based on an existing MOU. TSG will—

a. Designate the AMEDD officer’s initial branch and medical FA to meet Army requirements. Individual preferences will be considered.

b. Develop and execute professional-development policy for AMEDD officers.



## **2-10. The Judge Advocate General and Chief of Chaplains**

TJAG and the CCH will exercise personnel-management authority over officer and warrant officer personnel (excluding general officers) in their special branches.

## **2-11. Commanding General, U.S. Army Materiel Command**

The CG, AMC will ensure the CG, U.S. Army Installation Management Command (IMCOM) is responsible for the Morale, Welfare, and Recreation (MWR) Personnel Development Program. The CG, IMCOM will—

- a. Participate in the development of personnel-systems guidance established by DCS, G-1 and the Civilian Human Resources Agency, and will publish MWR-unique personnel guidance, consistent with Army policy.
- b. Provide information and assistance on the civilian MWR Personnel Development Program.
- c. Provide technical guidance, assistance, data, reports, and special requirements to personnel developers, to enable them to perform the personnel development system's eight life-cycle-management functions for MWR civilian personnel.
- d. Develop and implement personnel-management programs that improve the MWR nonappropriated fund (NAF) workforce, and enhance the delivery of quality MWR programs, within the MWR FAs consistent with Army policy.
- e. Serve as the coordination point with personnel developers for MWR civilian personnel.

## **2-12. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC, exercises oversight of the military personnel development system for those branches, FAs, CMFs, and skills assigned to any TRADOC subordinate command, center, school, or activity and subordinate organization. Specifically, the CG, TRADOC will—

- a. Assign specific initiatives, issues, responsibilities, and studies to TRADOC personnel developers and U.S. Army Accessions Command.
- b. Monitor, coordinate, and participate in HQDA-directed or TRADOC-initiated personnel and talent management studies.
- c. Ensure TRADOC subordinate personnel developers fully coordinate their actions with other personnel developers and agencies to ensure integration of DOTMLPF considerations.
- d. Resolve any conflicting issues among TRADOC personnel developers.
- e. Acquire personnel for the Regular Army and the USAR, via the United States Army Recruiting Command.
- f. Identify and report to DCS, G-1 any skill gaps in the operational force, for future development of functional areas and branches, as necessary.
- g. Provide quality control, staffing, and submission of TRADOC recommendations regarding personnel proponents' military occupational classification and structure initiatives to DCS, G-1.
- h. The personnel developer for military occupations is the commander, commandant, director, or chief of an organization or agency assigned primary responsibility for providing recommendations relating to personnel development matters to the DCS, G-1 (military). These responsibilities include military functional categories and changes to personnel-management policies in specific, occupational, career fields. Personnel developers will forward through command channels and when appropriate, to the DCS, G-1 any recommended changes to personnel-management matters, and directly coordinate those actions that cross personnel-developer boundaries. Commands and agencies will adjudicate differences within their commands prior to forwarding to DCS, G-1.
- i. Provide oversight in the planning and execution of personnel-development responsibilities for career field management.
- j. Analyze and evaluate recommendations in the staff agency's area of expertise, and provide results to personnel developers.
- k. Advise personnel developers in technical and procedural matters pertaining to overall career-field management.
- l. Assist personnel developers in staff coordination essential to the Army decision-making process.

## **2-13. Functional chiefs**

FCs are the senior civilian leaders in their respective career field. FCs retain career-management responsibilities for their ASA (M&RA)-assigned, career-program occupations. An MOU to fit individual circumstances will be negotiated between the FC and civilian personnel developers responsible for the same

occupations. The FC, in coordination with the Civilian Career Program functional advisor (the senior civilian functional expert in a Civilian Career Program), is responsible for providing appropriate resourcing to support MOUs that exceed the scope of the personnel developer's responsibilities, as outlined in this regulation.

#### **2-14. Commanders of Army commands, chiefs of organizations, activities, and agencies**

Commanders or heads of ACOMs, organizations, activities, and agencies who have a vested interest in a career field, are known as coordination points. They will advise and assist personnel developers, as appropriate, in carrying out career-field, personnel-development system, life-cycle-management responsibilities. Coordination points may be named by a personnel developer or designated by other appropriate authority.

#### **2-15. Personnel developers**

Personnel developers are responsible for the personnel-development system's eight life-cycle-management functions for their respective FA, branch, or civilian career fields. The personnel developer executes personnel functions relative to DOTMLPF for the designated FA, branch, or career field. The personnel developers execute personnel functions related to DOTMLPF for the designated FA or branch. Personnel developers will ensure their recommended programs do not inhibit any equal opportunity or affirmative action programs within their respective branch FA or career field. Personnel developers will—

- a. Establish a single point of contact responsible for personnel-development matters within their respective organizations.
- b. Gather and evaluate data.
- c. Identify issues and initiatives.
- d. Formulate alternatives.
- e. Coordinate proposals affecting like occupations with other personnel developers who share responsibilities for the occupation. Some examples are when civilian occupational series are split among developers, or when developers for the military and civilian occupations are not collocated.
- f. Coordinate actions with principal coordination points and, as necessary, with coordination points.
- g. Coordinate proposals involving NAF employees (NAF civilian employees occupying jobs classified in a series within a proponent's career field) with CG, IMCOM. A proposal that would either incur direct or indirect expenditure of NAF or require reimbursement for proponent services may not be implemented without the concurrence of the CG, IMCOM.
- h. Coordinate actions pertaining to career program occupations with the appropriate civilian career-field FC.
- i. Recommend personnel-management policy changes through CHRA to the ASA (M&RA). Military policy recommendations will be submitted to DCS, G-1 (DAPE-PRP) and CG, TRADOC (ATCG-TRI-VP), en route to ASA (M&RA). Civilian policy recommendations will be submitted through DCS, G-1 (DAPE-CPZ) to the ASA (M&RA). The TRADOC personnel developers will submit recommendations through CHRA and DCS, G-1 (DAPE-CPZ) to the ASA (M&RA).
- j. Develop actions and proposals in coordination with and assistance of CG, HRC; DCS, G-1 (DAPE-CPZ); and RC personnel agencies, as appropriate.
- k. Review and update MOS prerequisites in accordance with AR 611-1 every 3 years. Report updates and changes, if any, during the Career Management Field Review. Advise and assist CG, HRC on all branch personnel matters, except individual personnel-management decisions. Review requests for exceptions to proponent-developed-and-approved MOS prerequisites, and grant waivers as appropriate.
- l. In support of career development specifically, personnel developers do the following:
  - (1) Develop their individual portion of DA Pam 600-3, DA Pam 600-4, and DA Pam 600-25 for all three components. These DA pamphlets must be consistent with policy in AR 350-1 and other applicable Army regulations. These pamphlets provide meaningful professional development guidance to assist officers; warrant officers; noncommissioned officers; their commanders; HRC; and DA Centralized Officer, Warrant Officer, and Enlisted Selection Boards in ensuring viable career progression within a branch, FA, or CMF.
  - (2) Submit branch and FA qualifications for entry and professional development to DCS, G-1 (DAPE-MPO-D), Washington, DC 20310-0300. To protect the integrity of the active-duty list and the reserve-active-status list, in the DA officer selection boards, personnel developers are not permitted to communicate with the boards, individual board members, or personnel involved in the board process except

through mandatory procedures prescribed in DA Pam 600–3 or DA Pam 600–4. These pamphlets will be made available to each selection board by the DA, HRC.

(3) Submit updated CMF chapters for DA Pam 600–25, and the life-cycle model to CG, TRADOC (ATTG–TRI–A) 60 days prior to the Centralized Board. DCS, G–3/5/7 will ensure standardization and compliance with DA promotion guidance prior to forwarding to the DA, HRC.

*m.* Perform the following additional functions:

(1) Establish, as necessary, personnel-development steering committees comprised of Regular Army, ARNG, USAR members, and a DA Civilian workforce member to assist in the performance of their mission. Consult with legal advisors to ensure any committee meets requirements for such organizations.

(2) Ensure committees prepare and submit recommendations relating to their branch, FA, CMF, and career fields, and ensure they include the effects on the ARNG and USAR.

(3) Determine the composition and responsibilities of their specific committees.

(4) Furnish all administrative support for the activities of their committees. Funds for travel and per diem will be provided by the parent organization of the member.

*n.* Perform functions described in paragraph 3–1 of this regulation.

## **2–16. Army National Guard officer personnel managers**

*a.* Functional designation and management by functional designation is not implemented in the ARNG (Component 2) the same way as the Regular Army due to force-structure differences with the Regular Army, size of a State's officer inventory, and decentralization of personnel management. Branch and FA designations are the primary considerations in career management and development of ARNG officers. This management is decentralized and administered at the state level by officer personnel managers (OPMs). Duty assignments are based on a number of factors and may be impacted by the force structure of the State, available officers for available positions, unit readiness, and geographic considerations.

*b.* Career management for ARNG officers is controlled by DA and National Guard Bureau (NGB) policy and administered at the State level by authority of the state adjutant general (AG). Duty assignments are made at the State level based upon the force structure of the state, available officers for available positions, unit readiness, and geographic considerations. In addition, promotions, branch transfers, evaluations, separations, and other similar personnel actions are administered by the state pursuant to DA and NGB policy guidance. However, the personnel developer provides policy guidance and is the decision authority on branch transfers, qualifications, award of an occupational identifier, and requests for constructive credit for training.

## **Chapter 3**

### **Army Branches, Functional Areas, Functional Categories, Career Fields, and Career Programs**

#### **3–1. Army branches**

This chapter governs the designation of branches as arms and services, designates FAs, provides the basis for identifying the functions and duties which associate units and Soldiers with the branches and FAs of the Army, and defines the functional categories to which branches and FAs are designated. Additionally, DA Pam 600–3 describes key developmental assignments and professional development for officers and warrant officers, DA Pam 600–4 for AMEDD officers, and DA Pam 600–25 for enlisted Soldiers.

#### **3–2. Functional area and functional categories**

*a. Basic and special branches.* The branches of the Army are classified as basic branches and special branches. Branch names are used to identify Soldiers and units trained in the principal functions associated with that branch.

*b. Arms and services branches.* The branches of the Army are categorized as operational and sustainment, based on normal functions and roles performed by the personnel assigned to them. Certain branches are both an arm and a service.

(1) The arms are those branches whose Soldiers are primarily concerned with combat and combat support. These are further classified as combat arms and combat support.

(a) Combat arms are those branches whose Soldiers are directly involved in the conduct of actual fighting.

(b) Combat support arms are those branches whose Soldiers provide operational assistance to the combat arms.

(2) The services are those branches whose Soldiers are concerned with providing combat service support, and administrative support, to the Army.

c. *Functional areas.* An FA is a group of officers, other than an arm, service, or branch, who possess tasks and skills that require significant education, training, and experience. All of the functional categories contain FAs.

d. *Functional categories.* Military functional categories are Operations Division; operations support (OS); and force sustainment (FS). The categories include officer branches and FAs, warrant officer branches and MOS, enlisted CMF and MOS.

### **3–3. Career fields and career programs**

The Army People Strategy, Civilian Implementation Plan transformed the 32 separate DA Civilian career programs, and consolidated them into 11 career fields under CHRA and the Army's newest activity, the ACCMA. Each of the new career fields have from one to five career programs under them, and this unity of effort will improve the way the Army acquires, develops, employs, and retains its talent.

### **3–4. Personnel-development system's life-cycle-management functions**

Standards and mandatory procedures for the personnel-development system's eight life-cycle-management functions are prescribed in DA Pam 600–3.

### **3–5. Changes to career codes**

a. Requests for changes to military career codes will be submitted to the DCS, G–1 (DAPE–PRP), 300 Army Pentagon, Washington, DC 20310–0300, as prescribed by AR 611–1. Requests for changes to civilian career codes will be submitted in the automated human-resources tool AutoNOA, through the corresponding career programs.

b. Civilian occupational series will be split among two or more proponents only when—

(1) Two or more functions within the occupational series require specialized training and development.

(2) The proponent currently designated concurs in the proposed change. Exceptions are generic series; for example, general schedule 301.

## **Chapter 4**

### **Competitive Categories for Commissioned Officers and Warrant Officers**

#### **4–1. Concept**

The competitive categories for commissioned officers serving on the Active Duty List (ADL) and Reserve Active Status List by grade level per DA Pam 600–3. A competitive category is a separate promotion category for specific groups of officers whose specialized education, training, or experience, and often rather narrow utilization, make separate career management desirable.

#### **4–2. Competitive categories for U.S. Army Reserve general officers**

For U.S. Army Reserve general officers, individual vacancy promotion boards are conducted in a consolidated manner and do not use competitive categories as separate promotion categories.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

Unless otherwise indicated, all Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>.

##### **AR 5–22**

The Army Force Modernization Proponent System (Cited in the title page.)

##### **AR 611–1**

Military Occupational Classification Structure Development and Implementation (Cited in para 2–5c(8).)

##### **DA Pam 600–3**

Officer Talent Management (Cited in para 1–3.)

##### **DA Pam 600–4**

Army Medical Department Officer Professional Development and Career Management (Cited in para 1–3.)

##### **DA Pam 600–25**

U.S. Army Noncommissioned Officer Professional Development Guide (Cited in para 1–3.)

#### **Section II**

##### **Prescribed Forms**

This section contains no entries.

## **Appendix B**

### **Internal Control Evaluation**

#### **B–1. Function**

The functions covered by this evaluation are the policies and responsibilities for personnel developers' involvement in the Army's personnel system.

#### **B–2. Purpose**

The purpose of this evaluation is to help Army personnel developers evaluate key internal controls listed. It is intended as a guide and does not cover all controls.

#### **B–3. Instructions**

Answers must be based on the actual testing of key internal controls. For example, document analysis, direct observation, sampling, simulation, or other. Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

#### **B–4. Test questions**

- a. Does the regulation clearly delineate roles and responsibilities for the Army personnel-development system?
- b. Do the policies covered in this regulation correlate with, and support references denoted in this appendix?
- c. Does this regulation accurately and completely depict and explain the holistic, personnel-development system's life-cycle-management functions, so that classification developers and Soldiers fully understand it?
- d. Are personnel developers performing functions to support the eight life-cycle-management functions?

#### **B–5. Supersession**

This evaluation replaces the evaluation for the execution of the Army's personnel system previously published in AR 600–3, dated 16 September 2019.

#### **B–6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to the DCS, G–1 via email to [usarmy.pentagon.hqda-dcs-g-1.mbx.publishing-team@army.mil](mailto:usarmy.pentagon.hqda-dcs-g-1.mbx.publishing-team@army.mil).

## **Glossary of Terms**

### **Alignment Process First Principles**

- a. Every officer is in ATAP and self-professes talent information using AIM2.
- b. Every unit is in ATAP, advertises and describes their organizational vacancies, and commanders actively participate in the hiring process using AIM2.
- c. Readiness determines which positions are in the ATAP and available for fill.
- d. Every job is filled through ATAP using AIM2—units provide the data to turn a vacancy into a job.
- e. Readiness, professional development, and senior leader guidance determine the eligibility rules for assignments.
- f. ATAP operates with increased transparency and, if the market fails, the Officer Personnel Management Directorate clears markets with an emphasis on officer and unit preferences.

### **Area of concentration**

A requisite area of expertise (subdivision) within a branch or functional area.

### **Army Career Alumni Program**

A program developed to provide a comprehensive system to assist personnel leaving the Army with care and dignity while retaining quality. The program is targeted to serve Army Soldiers, Civilians, and their Family members.

### **Army Civilian Career Management Activity**

ACCMA serves as an integral component of the Army People Strategy Civilian Implementation Plan (APS–CIP). ACCMA facilitates the transformation of Army civilian processes and practices to ensure Army Civilians are the most ready, professional, diverse, and integrated federal workforce. In direct support of the ASA (M&RA) proponent mission for the Civilian workforce, CHRA, through the ACCMA, executes the personnel developer role for the Civilian workforce in all functional areas.

### **Army Civilian Training, Education, and Development System**

The Army wide training and career management system that develops technical, professional, and leadership knowledge, skills, and abilities in civilian employees as they progress from entry-level to supervisory, managerial, and executive positions.

### **Army Coaching Program**

A non-attributional, Army Leader-focused, confidential, and career-long program that maximizes self-awareness, enabling Officers to view the Profession of Arms as a viable career path and develop talents in support of the Army mission. The Army Coaching Program is based on the foundations and principles of the International Coaching Federation. Using this industry-standard professional credentialing organization will mitigate the risks associated with hiring coaches such as former Soldiers, who may be prescriptive, or acting as consultants, vice following the intended coaching model. Army Coaching Program is aligned with, but not exclusive to, Professional Military Education and the Officer Talent Maximization Structure.

### **Army Talent Alignment Framework**

A three-tiered personnel attribute structure, which standardize the approved list of knowledge, skills, behaviors, and preferences (KSB–P) and their associated definitions across the Army. The ATAF was designed with the intent to facilitate a streamlined user experience in the ATAP market, to align talent assessments to a common set of KSB–Ps, and to be adapted into a data layer underpinning the IPPS–A 25-point profile.

### **Army Talent Alignment Process**

A decentralized regulated market-style hiring system that aligns officers with jobs based on preferences. These preferences are shaped by the unique KSBs of each officer and the KSBs desired by commanders for their available assignments.

### **Branch**

- a. A subdivision of any organization.
- b. A geographically separate unit of an activity, which performs all or part of the primary functions of the parent activity on a smaller scale.
- c. An arm or service of the Army.

**Branch or functional area generalist position**

A position that may be filled by any officer regardless of branch or functional area designation. These positions are further defined as officer generalist and combat arms generalist positions. Note: Previously termed immaterial positions. Applies to only the Army competitive category.

**Brevet**

Temporary promotions of Regular Army officers intended to alleviate critical shortages of officers in competitive category specialties whose skills are determined to be in critically short supply (see 10 USC 605).

**Career Field Functional advisor**

The career field functional advisor (FA) is the ASA (M&RA)-appointed Senior Executive Service leader in a civilian Career Program. The FA is the functional expert that guides and makes decisions regarding the strategic human capital management strategy, and planning of Army Civilians within specific career program functional area.

**Career Field Functional area**

A grouping of officers (other than arm, service, or branch) that possesses an interrelated number of tasks or skills which usually require significant education, training, and experience.

**Career Field Functional chief**

The career field FC is the ASA (M&RA)-appointed Senior Executive Service career Civilian official within each of the 11 career fields. The FC guides and makes decisions regarding the strategic human capital management, strategy, and planning of Army Civilians within their broad career field functional area.

**Combat arms generalist position**

A duty position requiring a broad understanding of combined arms doctrine, training, and force structure. A combat arms generalist position is not identified with one specific branch or functional area, but is limited to officers whose branches are air defense artillery, armor, aviation, corps of engineers, field artillery, infantry, and special forces. These positions are documented in The Army Authorization Document System (Redesign) with code 02A.

*Note.* Previously termed combat arms immaterial positions.

**Competitive category**

A group of commissioned officers who compete among themselves for promotion and, if selected, are promoted in rank order as additional officers in the higher grade are needed in the competitive category.

**Critical Positions List**

Consists of assignment positions that have been submitted by Commands and Functional Areas, and validated by the Secretary of the Army as critical and hard-to-fill positions. These positions enable Command Teams to incentivize jobs in the ATAP Marketplace in order to attract officers with critical skills to their unit.

**Designated schools**

Service schools or other Army schools that are organizationally or physically separated from personnel developers and are assigned educational responsibilities for selected fields for which they are not the proponent.

**Functional category**

A specific grouping of functionally related officer, warrant officer, enlisted, and civilian positions into management categories having a common mission area. Functional categories consist of officer branches and functional areas, warrant officer and enlisted military occupational specialties, and civilian occupational series. There are 4 functional categories: Information Dominance, Operations Division, Operations Support, and Force Sustainment. (The term career field in lower case is a generic term commonly used by military and civilian personnel when referring to their branch, functional area, military occupational specialty, or civilian occupational series.)

**Occupational series**

Part I: White Collar Occupational Series (previously known as General Schedule System Occupations) - Defines Civilian occupations and lists the series names and codes used in classifying white collar jobs in the Federal Government. Part II: Trade, Craft, or Labor Occupational Series (previously known as Federal Wage System Occupations) - Defines Civilian occupations and lists the occupation names and codes used in classifying trade, craft, or labor jobs in the Federal Government.



**Officer generalist position**

A duty position requiring a broad understanding of Army leadership, doctrine, policy, force structure, and management. An officer generalist position is not identified with or limited to one specific branch or functional area, but indicates that any officer may be assigned to the position. These positions are documented in The Army Authorization Document System (Redesign) with code O1A. *Note.* Previously termed branch immaterial positions.

**Series of classes**

An occupational type of work grouping that consists of all positions in a particular kind of work. Positions within a series are similar with respect to subject matter of the work and exist for all grade levels appropriate for the kind of work. A series may be thought of as including the normal steps in the line of promotion for a particular kind of work; for example, the medical biology technician or the structural engineer series.

**Special branches**

A grouping of branches and officers primarily concerned with providing combat service support and administration to the Army as a whole, but managed separately from combat service support branches. Special branches include AMEDD, Chaplain's Corps, and Judge Advocate General's Corps.

# ***SUMMARY of CHANGE***

AR 600–3  
The Army Personnel Development System

This major revision, dated 14 April 2023—

- Incorporates Army Directive 2017–08 (*para 2–1d* and chap 4).
- Incorporates Army Directive 2015–30 (*para 3–4*).
- Incorporates civilian personnel-management policy (throughout).
- Incorporates talent management policy (throughout).
- Changes all instances of maneuver, fires, and effects to Operations Division (throughout).
- Incorporates format changes to comply with new publishing policy (throughout).

**UNCLASSIFIED**

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