



# Joint Task Force National Capital Region Medical **INSTRUCTION**

NUMBER 1120.01  
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J-5

**SUBJECT:** Manpower Mobilization Planning Policies and Procedures

- References:**
- (a) JTF CAPMED-D 5103.01, "JTF CapMed Readiness and Contingency Committee Charter," April 9, 2010
  - (b) JTF CAPMED-D 5105.03, "Mobilization & Deployment Working Group Charter," April 1, 2010
  - (c) DoD Instruction 1100.19, "Wartime Manpower Mobilization Planning Policies and Procedures," February 20, 1986
  - (d) DoD 8910.1-M, "DoD Procedures for Management of Information Requirements," June 30, 1998
  - (e) DoD Directive 7730.65, "Department of Defense Readiness Reporting System (DRRS)," June 3, 2002
  - (f) Section 1580 of title 10, United States Code

1. **PURPOSE.** This Instruction, in accordance with the authority in References (a) and (b), establishes Joint Task Force National Capital Region Medical (JTF CapMed) policy, and updates policy and procedures regarding manpower mobilization planning in accordance with Reference (c).

2. **APPLICABILITY.** This Instruction applies to JTF CapMed and all Joint Medical Treatment Facilities (MTFs) and Centers in the National Capital Region (i.e., Fort Belvoir Community Hospital, Walter Reed National Military Medical Center, and the Joint Pathology Center).

3. **DEFINITIONS.** See Glossary

4. **POLICY.** It is JTF CapMed policy to:

- a. Establish procedures and criteria for computing and managing projected military and civilian manpower demand and supply.

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b. Use mobilization, contingency, and deployment data to support JTF CapMed manpower mobilization plans, program objective memorandums (POM), budget estimates and justifications, congressional reports and testimony, and responses to congressional and other inquiries.

c. Prepare personnel and mobilization data in accordance with the policies, procedures, guidance, and assumptions contained in Reference (c) and in this Instruction.

5. RESPONSIBILITIES. See Enclosure 1

6. PROCEDURES. Procedures regarding the mobilization manpower planning process and guidance and assumptions for planning purposes are provided in Enclosure 2.

7. INFORMATION REQUIREMENTS

a. Military Manpower

(1) Information requirements shall be fulfilled in accordance with DoD 8910.1-M (Reference (d)), as described in Enclosure 2.

(2) Upon implementation by JTF CapMed, JTF CapMed Joint MTFs and Centers will assist in measuring the readiness of their units and organizations as required by DoD Directive 7730.65 (Reference (e)).

b. Civilian Manpower

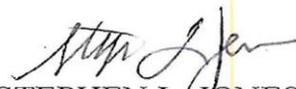
(1) JTF CapMed Joint MTFs and Centers will prepare and submit monthly civilian manpower data in conjunction with a periodic assessment of the status of manpower mobilization planning.

(2) Reports shall be submitted to JTF CapMed J-1 via e-mail at JTF-J1Manpower@med.navy.mil.

8. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the JTF CapMed Web Site at: [www.capmed.mil](http://www.capmed.mil).

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9. EFFECTIVE DATE. This Instruction is effective immediately.



STEPHEN L. JONES  
Brigadier General, U.S. Army  
Deputy Commander  
By the direction of the Commander

Enclosures

1. Responsibilities
  2. Mobilization and Contingency Planning, Procedures, and Assumptions
- Glossary

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ENCLOSURE 1

RESPONSIBILITIES

1. DIRECTOR, J-5/PLANS & POLICY. The Director, J-5 Plans and Policy shall:

a. Provide information on Reserve component manpower supply to the Under Secretary of Defense (Personnel and Readiness) as required to provide policy guidance to the Services.

b. Assist JTF CapMed Joint MTFs and Centers in identifying civilian employees who are members of the Reserve components or are Reserve retirees.

c. Issue specific report planning assumptions and military manpower data reporting instructions before each POM update and at other times as required.

2. JTF CAPMED JOINT MTFs COMMANDERS AND CENTER DIRECTORS. JTF CapMed Joint MTF Commanders and Center Directors shall:

a. Prepare and submit civilian manpower data in conjunction with a periodic assessment of the status of manpower mobilization planning.

b. Designate Mission Critical Emergency-Employees positions. Personnel will be limited to those positions specifically required to ensure the success of operations or the availability of essential systems.

c. Provide JTF CapMed J-1 a monthly list of all civilian personnel who are members of the Reserve components or are Reserve retirees. Reports shall be submitted to JTF CapMed J-1 at JTF-J1Manpower@med.navy.mil.

d. Notify applicants and DoD civilian employees when positions are designated as mission critical as part of the DoD Civilian Expeditionary Workforce.

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ENCLOSURE 2

MOBILIZATION AND CONTINGENCY PLANNING, PROCEDURES, AND ASSUMPTIONS

1. PURPOSE. This enclosure provides an overview of mobilization manpower planning, procedures, and assumptions and a conceptual description of the specific considerations in manpower mobilization planning computations.

2. GENERAL. The objective of manpower and personnel mobilization and contingency planning (to include planning for homeland defense and natural disasters) is to either:

a. Provide reasonable assurance that personnel who are available in the force structure and individuals account or can be called to active military duty, hired, recruited, acquired as an National Defense Executive Reserve (NDER) member, and services acquired under contract are sufficient to meet the workforce demands required by the most demanding planning scenarios; or

b. Identify, in advance, shortfalls that result when the DoD Components shift from steady-state operations to support the most demanding planning scenarios so that JTF CapMed strategic plans can be developed to mitigate the most urgent shortfalls.

3. POLICY

a. Mobilization is the process of assembling, organizing, and using manpower and material resources in preparation for war or other emergencies. The mobilization process can help deter war; enhance warfighting capability; and help to ensure that ready, trained resources are available during other emergencies. Thus, mobilization planning must provide a range of phased, incremental improvements in force readiness, deployment capability, and sustainability to be made before or during a conflict of any size.

b. Section 1580 of title 10, United States Code (Reference (f)) prescribes mobilization policies, authorities, and responsibilities within the Department of Defense.

c. JTF CapMed leadership uses the Global Force Management (GFM) process to maintain oversight of the availability of forces and capabilities assigned to the JTF CapMed. With the help of its Joint MTFs and Centers' leadership, senior decision makers can quickly and accurately assess the impact and risk of proposed changes in supported Service taskings. Manpower officials shall support GFM by ensuring that manpower and contractor manpower equivalents (CMEs) are documented in the manpower database that serves as the authoritative data source for the JTF CapMed's force structure.

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#### 4. MANPOWER PLANNING ASSUMPTIONS

a. General. Under the DoD total force policy, many military functions not required during peacetime are assigned to the Reserve components. The execution of many contingency operations shall require the mobilization of all or part of the Reserve components to bring the force structure to the levels required for particular conflict. Further, active and activated Reserve units may require augmentation by non-unit Reservists, recalled retirees, and volunteers as well as by draftees provided by the Selective Service System. In addition, some military functions are performed in peacetime by civilians. Some will remain as emergency essential employees, but most will be replaced in theater by active duty military personnel or recalled Reservists. The ability to make the transition from peacetime manning levels to manpower demands and to provide filler and replacement personnel over the course of a conflict is critical to its success.

##### b. Military Manpower Assumptions

(1) Before Mobilization day (M-Day), the demand for military manpower is represented by the peacetime active military manpower authorization. On M-Day, the demand for military manpower will be raised to reflect the activation of additional force structure. The Selected Reserve (SELRES) is mobilized at peacetime strength and becomes part of the active force structure. Early deploying units (active and Reserve) are raised to manning levels.

(2) Beginning on M-Day, the demand for military manpower in the theater of operation will increase over time according to the mobilization and conflict scenario.

(3) After M-Day, non-theater of operation demand for military manpower increases as units are brought to manning levels, then decreases over time to reflect the deployment of force units from non-theater to theater.

(4) Beginning on the unnamed day on which operations commence or are scheduled to commence (D-Day), the theater of operation demand for military manpower increases to reflect the demand for combat casualty and non-battle loss replacements. The relationship between M-Day and D-Day is scenario-dependent.

(5) JTF CapMed may be called upon to support emergency operations other than war, to include Homeland Defense and natural disasters, which may place demand on assigned resources.

(6) After full mobilization, all components of trained military manpower supply are active.

(7) After M-Day, volunteers and draftees completing training provide an increased supply of trained military manpower. As the sick and injured recover and return to duty, they will become usable assets.

(8) All Active Duty and SELRES personnel with skills not needed shall be reassigned to meet demand in secondary skills or retrained in time to meet mobilization or deployment

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requirements.

(9) Scheduled separations for active duty and Ready Reserve personnel will be deferred for the duration of the emergency.

(10) Continuous review shall be made of missions and capabilities for the effective utilization on active duty of minimally disabled or overage personnel with current or prior military service.

c. Civilian Manpower Assumptions

(1) Any increase in peacetime work level will require increased productivity, increased hours of work, and/or increased numbers of civilian employees.

(2) On M-Day, the theater of operation demand for civilian manpower is reduced because certain peacetime activities are not required and some of those that are required are taken over by military manpower. The non-theater demand for civilian manpower increases to support the mobilization activities of the total force.

(2) After M-Day, the total demand for civilian manpower increases to support mobilization buildup and the preparation of military forces for deployment and employment and the replacement by civilians in jobs previously filled by military manpower.

(3) On M-Day, the only component of civilian manpower supply is the peacetime work force.

(4) After M-Day, new hires and conversions of part-time and intermittent employees provide additional civilian manpower to allocate to the mobilization mission.

(5) All civilian employees not needed by one JTF CapMed Joint MTF or Center may be detailed, reassigned, or relocated to satisfy the critical work load of another JTF CapMed Joint MTF or Center.

5. PLANNING PROCESS

a. Continual Update and Review. JTF CapMed and its Joint MTFs and Centers are responsible for mobilization and contingency planning and should incorporate these actions on a continual basis to ensure readiness:

(1) Confirm with DoD leadership which organizations have contingency missions and which do not, and which have steady-state missions that will continue, be curtailed, or be eliminated during a contingency.

(2) Verify with DoD Component manpower officials that manpower and CME requirements for contingency plans have been documented as required so that commanders have

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visibility of the military and civilian manpower and contract support that is required for a contingency in order to maintain operations during an emergency.

(3) Planners should verify that:

(a) Military manpower providing combat support (CS), combat service support (CSS) or noncombat-related capabilities in support of a contingency have been properly coded, and military manpower that is required during a mobilization of assigned forces has been authorized for fill.

(b) JTF CapMed civilian manpower providing CS, CSS, and noncombat-related capabilities that deploy overseas to augment operating forces or that remain in place during a mobilization or contingency have been properly coded and that JTF CapMed civilian manpower that is required during a mobilization of assigned forces has been authorized for fill.

(d) CMEs for CS, CSS, and noncombat-related capabilities have been documented so that commanders have visibility of the magnitude of contract support required for a contingency.

(c) JTF CapMed civilian manpower requirements that augment infrastructure activities during a contingency have been identified and can be supported by the inventory of Capability-Based Volunteers (CBVs), the Capability-Based Former Employee Corps, the NDER, surplus personnel from other areas, or by hiring JTF CapMed civilian personnel, as appropriate.

(d) JTF CapMed civilian personnel can be obtained from the inventory of CBVs, the Capability-Based Former Employee Corps, the NDER, surplus personnel from other areas, or by hiring to backfill positions vacated by mobilized military and civilian forces.

(e) Civilian employees who are in the Ready Reserve or Retired Reserve and subject to recall have been screened and their numbers reported to JTF CapMed as previously stated in this issuance. JTF CapMed civilian personnel needed to backfill their vacated positions can be provided from the inventory of CBVs, the Capability-Based Former Employee Corps, the NDER, or surplus personnel from other areas or by hiring JTF CapMed civilian personnel, as appropriate.

(f) Pre-assignment, training, and cross-training is taking place so that individual civilian skills will be optimally employed to perform the highest priority missions during a contingency.

(h) The necessary paperwork and commitments have been obtained from key employees needed for continuity of operations and from mission critical and non-combat essential employees.

(i) A plan is in place to reassign JTF CapMed civilians whose services are not needed during a crisis to more critical roles.

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GLOSSARYDEFINITIONS

Capability-Based Former Employee Volunteer Corps. A collective group of former (including retired) DoD civilian employees who have agreed to be listed in a database as individuals who may be interested in returning to Federal service as a time-limited employee to serve expeditionary requirements or who can backfill for those serving other expeditionary requirements. When these individuals are re-employed, they shall be deemed CBV employees.

CBV. An employee who may be asked to volunteer for deployment, to remain behind after other civilians have evacuated, or to backfill other DoD civilians who have deployed to meet expeditionary requirements in order to ensure that critical expeditionary requirements that may fall outside or within the scope of an individual's position are fulfilled.

Key employees. DoD civilian employees in positions designated as mission critical Emergency Employees who might be activated during emergencies involving national security, extended emergencies, or other unique situations or emergency employees who are necessary to continue agency operations in a variety of emergency situations and may be directed to report for work when the agency is closed will be designated key in accordance with current Office of Personnel Management guidance.