



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
OFFICE OF THE VICE CHIEF OF STAFF
201 ARMY PENTAGON
WASHINGTON DC 20310-0200

18 OCT 2002

MEMORANDUM THRU Deputy Chief of Staff, G-1

FOR COL(P) Sean Byrne, Director of Enlisted Personnel, PERSCOM

SUBJECT: Unit Manning Task Force Charter

1. Our Army is engaged in a protracted conflict fighting terrorism both at home and abroad. This engagement impacts virtually every unit and I expect OPTEMPO will remain high for the foreseeable future. There is no question that the current personnel system, based on replacing individual soldiers throughout the Army, served us well during the Cold War. When we had 18 divisions and approximately 780,000 soldiers, there was sufficient flexibility provided by a large pool of human resources to adequately manage individual replacements generated by promotions, separations, schools and needs of the Army. But during the 1990's the simultaneous downsizing to 10 divisions and approximately 480,000 soldiers, combined with a ten-fold increase in world-wide operational missions causes increased individual instability and demands on unit cohesion ultimately contributing to reduced readiness.

2. What we need today is a manning system that builds stable units, which enhance unit training through interpersonal bonding among soldiers and between soldiers and their leaders. Therefore, I task you to stand up a Task Force with the mission of developing an Unit Manning System (UMS) for Army TO&E units which will lead to increased cohesion and readiness in the Army, while sustaining our ability to field an Army of soldiers who are professionally developed, educated, trained, and enjoy a high quality of life.

3. I want you to focus on the following four essential tasks:

a. Review previous attempts at unit manning and recommend appropriate changes to ensure the Army maintains a highly cohesive and ready force. Do not conduct a new study of these concepts.

b. Recommend a conceptual framework for a Unit Manning System that enhances unit cohesion and readiness but allows individual replacements, as necessary. Stability to set the foundation for improved cohesion and unit readiness. In doing this your focus should be:

(1) Unit verses individual replacements

(2) The TOE force will be reviewed first

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(3) Upon implementation a level of tiered readiness would be expected.

c. In recommending courses of actions, I expect an analysis of the cost in readiness versus benefits accrued.

d. Prepare an implementation plan for the selected course of action that includes periodic reviews and updates.

4. To accomplish these four tasks, the Task Force is to focus on unit manning the TO&E structure with an initial emphasis on combat units. At a minimum the Task Force should address the following:

a. The types and sizes of units that will be filled using unit manning versus those units that will continue to be filled by the individual replacement system.

b. What are the feasible, acceptable cycle lengths for building, training, certifying and employing units filled under the unit manning concept while ensuring the professional development of officers and enlisted soldiers?

c. What are the changes to policy, regulations, laws, and processes, as well as the implications of such changes?

d. How does the future readiness reporting system support this, and should it be changed given a UMS approach?

5. The Deputy Chief of Staff, G-1 will provide a budget for the Task Force. Commander, PERSCOM will provide automation support as well as housing for the Task Force.

6. I expect members of your Task Force to be assigned for the duration of the mission. They will be unencumbered from their previous duties and an appropriate evaluation report will be rendered upon completion of the Task Force. At a minimum, members should include experts from the Personnel policy and Operational community. Each addressee will provide a Major or Lieutenant Colonel or civilian equivalent to serve on the Task Force. Members will report for the duty in Hoffman I, 2461 Eisenhower Avenue, Alexandria, Virginia NLT 15 October 2002 for approximately 180 days, to be reviewed. The Task Force may be augmented as needed.

7. I want you to conduct in-progress reviews with me on a monthly basis. See the attached Unit Manning Timeline. I believe this timeline is pessimistic and therefore to

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be used for planning purposes, I expect it to be modified. Ensure key stakeholders in the design and execution of this new personnel system are included in your deliberations. Develop courses of action no later than January 2003 for my consideration. A COA analysis will be presented to the Chief of Staff of the Army and Secretary of the Army shortly thereafter. Upon approval a media campaign will be developed in concert with the Office of the Chief of Public Affairs.

8. In summary, I want you to chart the course for our Army's manning in the future. The system will be a win-win system for Army unit readiness, and Army families. It is one of my highest priority projects.

Encl



JOHN M. KEANE
General, United States Army
Vice Chief of Staff

CF:

Superintendent, United States Military Academy
Deputy Chief of Staff, G-3
Commander, Accession Command
Deputy Chief of Staff, G-8
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