

**Army Regulation 690-11**

**Civilian Personnel**

# **Mobilization Planning and Management**

**Headquarters  
Department of the Army  
Washington, DC  
14 September 1990**

**Unclassified**

## Report Documentation Page

<b>Report Date</b> 14 Sep 1990	<b>Report Type</b> N/A	<b>Dates Covered (from... to)</b> -
<b>Title and Subtitle</b> Civilian Personnel: Mobilization Planning and Management	<b>Contract Number</b>	
	<b>Grant Number</b>	
	<b>Program Element Number</b>	
<b>Author(s)</b>	<b>Project Number</b>	
	<b>Task Number</b>	
	<b>Work Unit Number</b>	
<b>Performing Organization Name(s) and Address(es)</b> Department of the Army Headquarters Washington, DC	<b>Performing Organization Report Number</b>	
<b>Sponsoring/Monitoring Agency Name(s) and Address(es)</b>	<b>Sponsor/Monitor's Acronym(s)</b>	
	<b>Sponsor/Monitor's Report Number(s)</b>	
<b>Distribution/Availability Statement</b> Approved for public release, distribution unlimited		
<b>Supplementary Notes</b>		
<b>Abstract</b>		
<b>Subject Terms</b>		
<b>Report Classification</b> unclassified	<b>Classification of this page</b> unclassified	
<b>Classification of Abstract</b> unclassified	<b>Limitation of Abstract</b> UU	
<b>Number of Pages</b> 21		

# ***SUMMARY of CHANGE***

AR 690-11

Mobilization Planning and Management

This revision--

- o Implements Department of Defense Directive 3005.6 and Department of Defense Instruction 1400.32.
- o Outlines the requirements for civilian mobilization planning at all levels of Department of the Army (para 1-4).
- o Describes Federal agency responsibilities in the area of civilian mobilization planning (para 2-2).
- o Outlines the required contents of civilian mobilization planning at the installation level (para 3-1).
- o Updates the definitions for key, Emergency-Essential, and cadre civilian positions (para 4-1).
- o Contains a description of the controls and emergency authorizations that would be authorized under mobilization conditions (para 5-2).
- o Refers to the Federal Personnel Manual authority outlining the conditions under which advance and evacuation payments would be permitted in the United States (para 6-1).
- o References applicable guidelines under which advance, evacuation, and departure payments may be made in foreign areas (para 7-1).
- o Outlines personnel administration requirements for effecting an emergency drawdown of overseas Army civilian employees in emergency situations (para 8-1).

Effective 15 October 1990

Civilian Personnel

Mobilization Planning and Management

By Order of the Secretary of the Army:

CARL E. VUONO  
General, United States Army  
Chief of Staff

Official:



MILTON H. HAMILTON  
Administrative Assistant to the  
Secretary of the Army

**History.** This UPDATE printing publishes a revision of this publication. Because the publication has been extensively revised, the changed portions have not been highlighted.

**Summary.** This regulation contains HQDA policy on civilian personnel mobilization planning and management. It implements Department of Defense Instruction 1400.32 and Department of Defense Directive 3005.6. It

updates the definition and guidance for Emergency-Essential civilian positions, and provides guidance on the establishment and operations of Recruiting Area Staffing Committees.

**Applicability.** This regulation applies to the Active Army, the Army National Guard, and the U.S. Army Reserve.

**Proponent and exception authority.** Not applicable.

**Army management control process.** This regulation is not subject to the requirements of AR 11-2. It contains internal control provisions but does not contain checklists for conducting internal control reviews. These checklists are being developed and will be published at a later date.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from HQDA (DAPE-CPP), WASH DC 20310-0300.

**Interim changes.** Interim changes to this

regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** The proponent agency of this regulation is the Office of the Deputy Chief of Staff for Personnel. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQDA (DAPE-CPP), WASH DC 20310-0300.

**Distribution.** Distribution of this publication is made in accordance with the requirements on DA Form 12-09-E, block number 3709, intended for command level C for the Active Army, the Army National Guard, and the U.S. Army Reserve.

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\*This regulation supersedes AR 690-11, 1 August 1984, and AR 690-8, 22 December 1977. DA Form 2365 supersedes DA Form 5244-R, 1 June 1984.

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## Chapter 1 Provisions

### 1-1. Purpose

*a.* The purpose of this regulation is to help commanders, management officials, and mobilization planners prepare and maintain plans to recruit and retain the civilian employees required to perform emergency functions in support of the military mission.

*b.* The provisions of this regulation apply to peacetime planning, preemergency situations, partial, full, and total mobilization execution. They apply to all levels of Army command, including commands in non-foreign areas and overseas commands whose mobilization mission includes plans for the employment and management of U.S. citizen civilian personnel paid from appropriated fund, and non-U.S. citizen civilian personnel employed by U.S. forces in foreign areas. This regulation has limited applicability to non-appropriated fund personnel. Commanders may follow this regulation as a guideline, when appropriate, to maintain non-appropriated fund support at installations during mobilization.

### 1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### 1-4. Responsibilities

*a.* The Assistant Secretary of the Army (Manpower and Reserve Affairs) ASA (M&RA), will approve civilian personnel mobilization planning policy.

*b.* The Deputy Chief of Staff for Personnel (DCSPER), Headquarters, Department of the Army (HQDA), will develop and coordinate policy and guidance for the expansion of Department of the Army (DA) civilian and military manpower to meet the wartime situation.

*c.* The DCSPER, as executive agent for repatriation, plans and operations, will—

(1) Develop policy and procedure for the orderly debarkation, repatriation, and assistance of Army civilian employees evacuated from theater; and for their onward movement to final destination or to processing centers.

(2) Provide information required by the Joint Repatriation Coordination Center (JRCC) on evacuated Army civilian employees.

(3) Monitor a safe haven situation during an evacuation authorized by Department of State and extend TDY orders (180 days) to PCS evacuees and new assignments, or return employees to overseas theaters when the threat to safety of employees and family members no longer exists.

*d.* The Director of Mobilization, DCSPER, has overall responsibility for manpower mobilization policy, and will direct and supervise the Army's personnel mobilization program formulation.

*e.* The Director of Civilian Personnel (DCP), DCSPER, will develop civilian personnel policy. The DCP will—

(1) Recommend modifications to legislation, executive orders, and externally developed regulations needed to meet civilian personnel management issues under emergency or non-emergency conditions.

(2) Ensure that mobilization considerations affecting civilian personnel policies are addressed, as appropriate, in regulations for which the directorate is the proponent.

(3) Ensure the Army Civilian Personnel System (ACPERS) adequately supports mobilization planning and execution requirements for civilian employees.

(4) Evaluate the adequacy and effectiveness of DA policy and guidance for mobilizing civilian employees at HQDA, major Army command (MACOM), and installation level.

(5) Participate in and coordinate with the Department of Defense

(DOD), DA, and other activities charged with the evaluation of civilian mobilization planning.

*f.* The Director of Mobilization & Operations, Total Army Personnel Command (PERSCOM), is the principal agent for coordinating and integrating manpower mobilization plans and procedures for Army transition from peacetime to wartime.

*g.* The Director, Civilian Personnel Management Directorate, PERSCOM, will—

(1) Serve as proponent for implementing procedures for the policy requirements contained in this regulation.

(2) Maintain cognizance of mobilization requirements for civilian employees, identify short falls, and program remedial actions.

(3) Include mobilization planning and execution requirements in civilian personnel administration training courses.

(4) Develop procedures for the implementation of ACPERS in support of mobilization and maintain the mobilization module.

(5) Ensure that staffing standards adequately reflect Civilian Personnel Office (CPO) mobilization planning responsibilities.

(6) Coordinate with career program functional chiefs or their representatives and personnel proponents on mobilization issues.

(7) Ensure that all Army CPOs within commuting distance of at least one other DOD agency, participate in a Recruiting Area Staffing Committee (RASC).

(8) Develop post M-Day (during crises) plans that—

*(a)* Provide assistance to Army command and installation officials in the application of emergency civilian personnel directives, and in the operation of CPOs at expanding or newly activated installations.

*(b)* Provide guidance on organizational alignments, functions, and tasks to facilitate the transition of CPOs from normal operations, prior to M-day, to emergency operations.

*(c)* Ensure the DCP, DCSPER, is advised of all actions taken concerning mobilization of civilian employees and any implications on existing policy.

*h.* The commanders of MACOMs and heads of HQDA agencies within the United States, will—

(1) Develop any additional mobilization policies and procedures needed to ensure the implementation of DOD and Army policy affecting civilians.

(2) Maintain awareness of civilian mobilization requirements, identify short falls, and take appropriate corrective action.

(3) Approve mobilization tables of distribution and allowances (MOBTDA) of subordinate activities to ensure that these documents accurately show the workload and skill requirements necessary to achieve their mobilization missions (AR 310-49).

(4) Ensure that appropriate plans, procedures, and standby emergency implementation documents have been developed. These documents should address mobilizing and managing civilians (including nonappropriated fund(s) (NAFs) as appropriate) during a national emergency or an attack upon the United States.

(5) Ensure that command post exercises are conducted as joint military-civilian exercises. These exercises will test the capability of civilian emergency plans in support of the military mission.

(6) Ensure that an annual screening of employees is conducted to ensure that no reservist or retiree subject to military recall is designated as a key, emergency-essential (E-E), or cadre employee.

(7) Periodically evaluate the effectiveness of installation mobilization planning in addressing civilian issues, including planning for tenant serviced activities, currency, and installation commander approval.

*i.* Commanders of Army installations and activities will—

(1) Ensure that mobilization planning adequately addresses civilian support of the wartime mission of the installation and serviced tenant activities.

(2) Ensure that managers and CPOs have the resources needed to carry out their mobilization responsibilities.

(3) Annually review and update the MOBTDA to ensure that it accurately reflects the civilian manpower, workload, and skill requirements necessary to accomplish the mobilization mission (AR 310-49); and annually provide an updated copy of the MOBTDA to the supporting CPO.

(4) Ensure that appropriate positions are designated as key, E-E, and cadre to ensure adequate staffing to perform the mobilization mission.

(5) Conduct annual screening of civilian employees to identify reservists and military retirees and ensure that—

(a) Reservists or retirees subject to military recall know that their civilian employment does not exempt them from mobilization.

(b) Reservists, subject to military recall and who occupy key or E-E positions, are either transferred to positions which are not key, E-E, or cadre; designated to be replaced by alternates in the event of call up; or have transferred to the standby or retired reserve.

(c) Military retirees, subject to recall and who occupy key, E-E, or cadre positions are either transferred to positions which are not key, E-E, or cadre; designated to be replaced by alternates in the event of call up; or removed from their military recall status.

(6) Periodically evaluate the effectiveness of installation mobilization planning in addressing civilian issues, including those of serviced tenant activities.

(7) Organize and/or actively participate in periodic RASC meetings if the installation is within commuting distance of at least one other DOD installation.

j. The commanders of tenant activities will participate in mobilization planning as described in paragraph 1-4i.

k. All commanders of Army elements employing civilian personnel, U.S. citizen or non-U.S. citizen, in a foreign area, and commanders who would use such personnel in a foreign area in an emergency, will—

(1) Consider the applicability of the civilian plans and actions outlined for U.S. activities and develop similar plans, actions, and modified regulations in contingency plans.

(2) Issue DD Form 2461 (Authorization for Emergency Evacuation Advance and Allotment Payments) (chap 7).

(3) Determine per AR 640-3, those individuals and categories of civilians, both U.S. citizen and non-U.S. citizen, to whom DD Form 489 (Geneva Convention Identity Card for Persons Who Accompany the Armed Forces) will be issued, and make arrangement for immediate issuance. Issuance will not be postponed until hostilities begin.

(4) Assemble and analyze essential information concerning the following:

(a) Numbers and categories of local national civilian personnel needed in various contingencies as stated in the applicable operation plans (OPLANS).

(b) Availability of local labor.

(c) Potential labor conditions during crises.

(5) Negotiate host nation support agreements, to obtain host government assurance that local national indirect-hire employees will continue to be provided in the numbers and skills required to support essential programs during mobilization, OPLAN execution, or emergency.

(6) Annually screen local national employees to determine their military recall status, and seek host government recall exemption status for those who occupy positions that are essential in wartime.

(7) Prepare standby directives to implement simplified theater and DA civilian personnel policies. These policies will prescribe civilian personnel procedures to recruit and manage local national civilian personnel in each country where elements of the command have a mission in an emergency. Simplified procedures and special authorities should be delegated to the lowest command level to provide flexibility.

(8) Provide for the organization and use of mobile civilian labor units in areas where enough laborers would not otherwise be available.

(9) Complete arrangements with allied government agencies which are consistent with basic agreements set forth by diplomatic and unified headquarters necessary to—

(a) Establish priorities to retain or hire local national civilian personnel in an emergency.

(b) Provide simplified procedures to hire and manage such personnel under mutually acceptable conditions of employment.

(10) Provide for an emergency cadre of trained civilian personnel specialists or representatives to recruit, organize, administer, and supervise civilian labor in areas where there are no CPOs.

(11) Designate as E-E, those U.S. civilian direct-hire positions that are critical to support the mobilization and wartime mission. Take action per applicable DOD, HQDA, and MACOM guidance to ensure that incumbents have signed DD Form 2365 (DOD Civilian Employee Overseas E-E Position Agreement) and will remain on the job should an emergency or wartime situation occur. In addition—

(a) Ensure that any required protective equipment is available for designated E-E employees and that they are fully trained in its use. Successful completion of this training by E-E employees must be certified annually.

(b) Ensure that the servicing medical facility is provided lists of E-E employees annually so that their access to and receipt of medical care during emergencies can be planned. This list must specify any unique medical care requirements for individual E-E employees such as blood-type and special medication requirements.

(c) Ensure that all E-E employees whose family members accompany them overseas have prepared a family care plan equivalent to that required for military personnel in the same location.

l. MACOM and independent reporting activity civilian personnel directors and installation and activity CPOs—

(1) Designate at least one position to perform mobilization planning duties.

(2) Ensure that mobilization planning requirements associated with all civilian personnel functional areas are accomplished.

(3) Participate in periodic review and update (for assigned portions of the installation mobilization plan) as directed by the installation commander.

(4) Advise the host and tenant commanders on mobilization planning, including the most urgent personnel requirements; manpower short falls; procedures for filling vacancies; projected training requirements; and estimated training costs. Special reporting requirements of tenant commanders and their higher headquarters must be incorporated into servicing agreements and fulfilled.

(5) Project the mobilization manpower requirements for the CPO, and if needed, designate a CPO cadre.

m. MACOM and installation mobilization planners will ensure overall installation mobilization planning addresses civilian issues by—

(1) Including a CPO representative in all mobilization planning meetings.

(2) Providing adequate data to the CPO staff to enable accomplishment of mobilization support tasks.

n. Managers and supervisors will—

(1) Complete mobilization planning tasks which this regulation assigns to them.

(2) Participate in mobilization exercises.

## Chapter 2 Federal Management for Mobilization

### 2-1. Mobilization planning

DA mobilization planning will include actions to meet civilian manpower requirements. This will be done consistent with the Federal system of emergency resource management, to include—

a. Periodic assessment of manpower sources, by skill category, occupation, and geographic area.

b. Identification of projected manpower shortages that need to be resolved.

c. Actions to balance manpower supply and demand.

d. Designation of relative priorities for the missions of organizations that have increased requirements on mobilization, but not enough manpower to fully meet all organizations' needs.

e. Development of procedures and organizational arrangements

for rapid mobilization and effective management of civilian employees during emergencies.

## 2-2. Federal agency functions

a. Several Federal agencies are assigned functions as part of preparedness planning for national emergencies. The principal ones with which Army elements interact are listed in table 2-1, with a description of their mobilization functions.

b. The Federal Emergency Management Agency (FEMA) is responsible for overall supervision and coordination of emergency planning activities of all Federal agencies. The National Plan for Emergency Preparedness includes plans to establish, during a national emergency declared by the President or the Congress, a cabinet level Office of Defense Resources (ODR). This office will include the functions of FEMA and will exercise overall management of the nation's resources. Regional offices of FEMA or ODR provide information to regional and field offices of other Federal agencies on FEMA or ODR programs, and collect information on the programs of those agencies. Army activities will participate in the Federal system of resource and claimant agencies as prescribed by FEMA to plan and manage the civilian work force for mobilization.

c. The Department of Labor (DOL) is designated as the Federal resource agency for the national civilian labor force. The Office of Personnel Management (OPM) is the resource agency for Federal employees and a claimant for civilian manpower. The DA is a claimant for its direct-hire civilians and for defense-related and supporting civilian activities, such as production, maintenance, repair, training, construction, transportation, communications, and health services.

d. DOL works through its regional offices and its affiliated State employment security agencies. The local public employment offices (LPEOs) of the State agencies have the principal responsibility and authority for mobilizing manpower at the basic operating level, such as the local labor market area. Each DOL regional director coordinates planning activities to meet the requirements of claimants in his or her region. Labor-management committees, convened by DOL on mobilization, will act as advisors to the DOL and the State employment security agencies at national, regional, and area levels.

## 2-3. Priorities and allocations

a. *National process.* Priorities and allocations for civilian manpower requirements are based on national mobilization goals and economic levels of activity. These goals and levels of activity are determined by such factors as the size of the Armed Forces and authorized levels of defense spending. Overall, relative urgencies of mobilization programs are administered by FEMA or by ODR (if established during mobilization). With the approval of the President, FEMA or ODR control national civilian work force allocations to meet critical demands among military, defense-supporting, and essential civilian activities. The process for allocating the manpower under mobilization includes the following elements:

(1) A recommendation by DOD to the President as to initial strength goals, phasing, and sources.

(2) The requirement forwarded by DOD to Selective Service System (SSS) for induction of Selective Service registrants.

(3) An assessment by DOL, provided to FEMA or ODR, of total civilian resources available to meet the total estimated military and nonmilitary requirements, as established by FEMA or ODR. In making this assessment, DOL takes into account:

(a) Military strength goals established by the President.

(b) Requirements for Ready and Standby Reservists and military retirees to be ordered to active duty.

(c) Civilian manpower requirements of Federal agencies, including industrial and service activities.

(4) An assessment by the Department of Health and Human Services (DHHS) and the Department of Veterans Affairs (VA), (provided to FEMA or ODR) of the total civilian health resources available to meet the total estimated military and nonmilitary health requirements.

b. *Implementation.* The assessments described in paragraph 4-3a incorporate appropriate measures to reduce demand, increase supply, and redistribute the available supply to meet the most essential needs.

(1) Based on this assessment process, FEMA, or ODR advise the President on program adjustments necessary to relate military, defense-supporting, and essential civilian manpower requirements to the total available supply. FEMA or ODR acts for the President in allocating health manpower between military and nonmilitary activities.

(2) In areas of short supply, DOL allocates manpower by occupation among nonmilitary claimants and urgency of need as determined by FEMA or ODR.

(3) DHHS distributes health manpower among nonmilitary claimants, according to the urgency of need established by FEMA or ODR.

(4) When authorized by Presidential or Congressional declaration of national emergency, OPM directs the reassignment or transfer of Federal civilian employees to meet the most urgent needs of the Executive Branch.

c. *Direct-hire civilian work force.* The Assistant Secretary of Defense for Manpower, Installations, and Logistics (ASD(MI&L)) establishes priorities for the allocation of DOD direct-hire civilians in short supply. Based on broad priorities specified by ASD(MI&L), DA establishes more specific priorities designed to fulfill its mobilization requirements.

## 2-4. Resolution of issues

Army activities should seek to resolve civilian staffing problems encountered during a mobilization or emergency beginning at the lowest field level. If remedial action is not successful at the local level, activities should seek resolution by MACOMs. MACOMs should seek resolution at successively higher area, state, and regional echelons of the appropriate Federal agencies up to, but not including, the national level. Problems that cannot be resolved satisfactorily below the national level will be referred by MACOMs to PERSCOM for assistance in seeking resolution at the national level.

**Table 2-1**  
**Principal Federal agencies and their functions**

Agency	Functions
Department of Defense (DOD) Department of Labor (DOL)	Establishes priorities for the allocation of DOD direct-hire civilians in short supply. Supervises mobilization of the national work force; allocates and distributes the civilian work force among non-military claimants, and uses the public employment service system to meet defense and essential civilian needs.
Department of Health Human Services (DHHS)	Manages mobilization of civilians performing health-related work. Provides advice and recommendations on priorities and allocations of the civilian health work force between civilian and military requirements. Coordinates with Federal agencies and with the nongovernmental health professional associations and organizations in developing plans for mobilizing the civilian health work force. Manages the repatriation aspect of noncombatant evacuation operations.

**Table 2-1  
Principal Federal agencies and their functions—Continued**

Agency	Functions
Office of Personnel (OPM)	Manages the Federal work force for mobilization and emergencies, and establishes emergency employment, recruitment, and management policies with the Executive Branch.
Department of Commerce (DOC)	Manages emergency production, processing, and distribution of materials, facilities, and services of manufactured goods. Controls priorities for industrial production. Through the Maritime Administration (MARAD), administers priorities and allocations and manages ocean-borne transportation services.
Department of Transportation (DOT)	Provides emergency policy direction, including establishment of priorities and allocations to all forms of civil transportation services to meet military and essential civilian needs.
Department of Housing and Urban Development (DHUD)	Acquires, constructs, maintains, and manages civilian housing incident to mobilization, including accommodation of relocated and expanded work force, and of noncombatants evacuated to the United States.
Department of Energy (DOE)	Serves as Federal resource agency for claims against national energy resources.
Office of Science and Technology Policy (OSTP)	Serves as Federal resource agency for claims against national telecommunications resources.
Department of Veterans Affairs (VA)	Serves as primary health care resource for military casualties.
General Services Administration (GSA)	Within the Federal Government, manages specified public buildings, automated data, telecommunications, and supply and procurement services, subject to DOD-GSA agreements.
Federal Emergency Management Agency (FEMA)	Supervises and coordinates emergency preparedness activities for response to FEMA national crises, including a nuclear attack.

## Chapter 3 Mobilization Planning

### 3-1. Concept

The commander of each Army installation or activity should ensure that the installation mobilization plan addresses civilians. The plan must define aggregate civilian recruitment and training shortfalls for the host and serviced tenant organizations. If deemed essential to installation readiness, commanders should periodically conduct the detailed planning and preassignment process. In addition, if notified by HQDA, installations and activities would be required to complete detailed planning. This notification could occur during periods of heightened political or military tension, or when preparing for mobilization exercises.

### 3-2. Manpower requirements

*a. General.* At most locations, the MOBTTDA documents the manpower requirements for full mobilization according to AR 310-49. Some organizations do not have a MOBTTDA because their mobilization manpower requirements do not differ from documented peacetime requirements. In these instances, the peacetime TDA or other appropriate authorization document becomes the equivalent of the MOBTTDA and is the basic document for determining mobilization manpower requirements.

#### *b. Mobilization requirements.*

(1) Mobilization requirements are based on the workload generated by the mobilization mission and functions of the organization. Requirements include those operations currently in a standby status or activities to be activated under mobilization conditions. Commanders of all activities must ensure that a current and accurate copy of the MOBTTDA or peacetime TDA, which identifies their organization's mobilization requirements, is provided and retained by the servicing CPO at all times.

(2) Manpower requirements will be the minimum essential to accomplish workloads during the period from M-Day to M+120 days. Requirements will cover all DA civilian employees paid from appropriated funds, whether stationed in Government-owned installations or in privately-owned plants or facilities. This will include all employees, (U.S. citizen or non-U.S. citizen) used in oversea commands either as direct or indirect hires. Requirements will not include civilian employees of contractors.

#### *c. MOBTTDA development.*

(1) Development of the MOBTTDA begins with line managers who are required to plan for mobilization in their organizations. Managers will plan job structures based on mission requirements and facilities and equipment availability. CPO staffs will provide classification and staffing advice to managers and supervisors as they develop MOBTTDAs.

(2) The CPO will also project manpower requirements needed to carry out the CPO's mobilization mission including designating and training civilian personnel staff for mobilization cadres.

### 3-3. Civilian Personnel Office

*a. General.* CPOs will provide similar support services during mobilization as during peacetime. Since changes in the nature and size of the work force are expected to occur suddenly, planning for mobilization during peacetime is mandatory. All CPO functional areas will participate in mobilization planning to include developing and maintaining portions of the installation mobilization plan.

#### *b. The CPO.*

(1) The CPO and the installation mobilization planner must regularly advise the commander concerning the status of civilian mobilization planning. At a minimum, the commander must be advised of recruitment requirements, anticipated shortfalls, plans for filling mobilization vacancies, and projected training requirements and costs.

(2) Commanders outside the continental United States (OCONUS) must be advised of plans for support and training of E-E employees, required equipment and training shortfalls, fill of E-E and local national vacancies during wartime, and civilian entitlements in the event of evacuation.

(3) The CPO must ensure full participation in mobilization exercises, and take action to correct deficiencies, including those identified during periodic evaluations of mobilization plans and procedures.

(4) Each MACOM and installation CPO will designate at least one civilian personnel specialist to perform mobilization planning and evaluation duties, and ensure that adequate time is devoted to those duties.

*c. CPO mobilization planner.* The role of the CPO mobilization planner will be to act as the overall coordinator for civilian mobilization planning responsibilities assigned to the CPO. In addition, this employee will evaluate internal mobilization planning, advise the CPO of program strengths and weaknesses, and initiate action to correct deficiencies.

### 3-4. Position management and classification (PM&C)

*a.* Sound organization and job structure planning is essential to civilian mobilization planning because it is the basis for other planning actions such as determination of recruitment and training requirements, predicting skill shortages, and estimating facilities and equipment needs.

*b.* Force development officials and managers responsible for formulating and validating the MOBTTDA (including tenant activities) should involve the PM&C staff of their servicing CPO as participants in the MOBTTDA development, validation, and update process.

PM&C staff members must have access to all pertinent mobilization data and appropriate security clearances must be obtained to permit access.

### **3-5. Recruitment and placement (R&P)**

#### *a. General.*

(1) In many instances during mobilization, CPOs will be required to support a large-scale expansion of civilian employment levels at existing activities. CPOs may also be required to support the activation of new or standby Army installations. Preparations must be made to quickly recruit the civilian manpower required to staff these expanded activities.

(2) Preparation for recruitment will be based on the identification of specific manpower requirements as shown on MOBTDAs that cannot be met by training and using current employees. These requirements represent the recruitment workload to be accessed on a time-phased basis during mobilization. Management officials will determine specific work force priorities, within each time-phase, to meet the most urgent recruitment requirements and communicate them to the R&P Office.

(3) The R&P Office, with the assistance of other staff and operating officials, must develop and maintain an appropriate mobilization staffing plan. As this plan is developed, it will include an assessment of all resources available to the installation to meet manpower requirements. If local commanders consider it necessary, civilian strength requirements may be determined for each time-phase and priority of fill during the first 120 days of mobilization. For example, a Presidential call-up, partial mobilization, full mobilization (M+1-30), full mobilization M+31-59), or full mobilization (M+60-120). The plan will include a summary of the total number of positions that must be filled by series and grade, as well as identified recruitment priorities. The mobilization staffing plan must be provided to the training and development staff, as it is the basic document upon which training requirements for new or reassigned employees are determined.

(4) Upon request, OPM may approve the use of the emergency indefinite appointment system in lieu of the career-conditional appointment system. This is appropriate if analysis of mobilization requirements, plan, the installation mission, and the labor market situation indicate that emergency fill of a large number of MOBTA vacancies will be required prior to full mobilization. Examples of such situations include depot surges or mobilization station build-ups. This authority may be requested even though a national emergency has not been declared. Requests must be submitted through MACOM headquarters (for their consolidation) to HQDA (DAPE-CPP) with a information copy to Commander, PERSCOM (TAPC-CPF-S). The request must explain the recruiting problems and other rationale to support the request (that is, total number of vacancies, time required, and mission impact).

#### *b. RASC.*

(1) All Defense installations which share a common recruiting area are required to participate in a RASC (DOD Instruction (DODI) 1400.32). The purpose of a RASC is to avoid counterproductive competition during mobilization by coordinating civilian manpower requirements identification and recruitment efforts among committee members and with LPEOs and OPM. Army membership on the committee will include the installation commander, who may designate an installation representative. A CPO designee will advise the Commander on RASC issues.

(2) If an Army installation is the largest DOD installation in the recruiting area, the Army member will contact all other DOD installations in the recruiting area to establish the RASC and convene the first meeting. Once formed, the RASC is a continuing committee which should meet at least semiannually.

(3) RASCs will establish their own schedules and agenda for operation, ground rules, and procedures for the following:

(a) Allocating scarce skills to highest priority mobilization missions.

(b) Reassigning or detailing surplus employees from one installation or activity to another.

(c) Planning and sharing paid advertising, and sharing applicant supply files, including lists of former employees who may have an interest in returning to Government service.

(d) Coordinating contact with DOD civilian retirees in the geographical area that appear on the Defense Manpower Data Center (DMDC) retiree listings.

(e) Recruiting through private sector labor unions and professional organizations.

(f) Consolidating recruitment procedures for more efficient use of OPM and local employment office inventories.

(g) Developing agreements to borrow employees from non-DOD Federal agencies.

(4) Whenever possible, RASCs should extend membership or include representatives from other Federal agencies, NAF, contractors, and non-Government industrial activities within the recruiting area that may depend on the same civilian resources during mobilization.

### **3-6. Training and development (T&D)**

#### *a. General.*

(1) Training and developing employee skills in preparation for mobilization is an integral part of mobilization planning. Planning should include preparing the work force to assume the added responsibilities of an emergency situation. The installation mobilization plan must provide for the training of the current work force to serve as a nucleus during an emergency. The plan must also provide for the training of reassigned or new employees hired at lower grade levels targeted for full performance-level positions.

(2) The plan for training civilian employees must have the following objectives.

(a) To develop and train employees to effectively perform their mobilization assignments.

(b) To identify type of training by occupational series that will be needed to develop skills that will be in short supply in an emergency.

(c) To develop a training plan addressing the provision of required skills training, including provision for appropriate training facilities, materials, and instructors during mobilization.

(d) To identify required skills training in a periodic mobilization training needs survey and ensure appropriate Service schools have been advised of mobilization training needs. The mobilization training needs survey can be conducted in conjunction with the annual peacetime survey or separately, as determined locally.

(e) To identify orientation and on-the-job training required for current employees and retirees preassigned to mobilization positions and mobilization cadre positions.

(f) To identify orientation and training of new employees hired during force expansion.

*b. Preemergency civil defense training.* Civilian employees selected for potential civil defense assignments may be made available for participation in State, county, or city civil defense programs. Employees so assigned will remain under administrative control of the employing Army activity, and they will not be assigned to civil defense activities for more than 40 working hours during a year. Their status as Federal employees will not be affected by a civil defense assignment.

*c. Preemergency training in first aid and emergency medical treatment.* Commanders should provide training for not less than 10 percent of their activity strength in American Red Cross standard first aid, emergency medical treatment procedures, and in cardiopulmonary resuscitation (CPR) techniques.

### **3-7. Labor management-employee relations (LMER)**

*a. General.* Constructive and cooperative relationships with unions will be maintained. Every effort will be made to enlist the active support and assistance of union officials in taking action to improve production and service, and to promote the full use of manpower resources during an emergency. Under the provisions of section 7106, title 5, United States Code (5 USC 7106), management may need to take emergency action to accomplish the mission

without prior consultation or negotiation with the labor unions. Local unions will be kept as fully informed as possible of emergency conditions and situations.

*b. Labor-management obligations.*

(1) Local procedures for implementing those aspects of this regulation that have an impact on conditions of employment are negotiable to the extent that such negotiations will not prevent or impede mission performance during mobilization. Examples are selection procedures for making cadre assignments, promotions, reassignments or retraining associated with mobilization.

(2) Constructive labor relations should be maintained during mobilization, consistent with the need to meet the Army's mission. Suspension of collective bargaining obligations may be made only on a case-by-case basis and only when necessary to carry out the Army's mission during the emergency. For example, if provisions of a negotiated merit promotion plan would delay filling positions during mobilization, the provisions causing the delay may be suspended.

### **3-8. Technical services**

The technical services function of the CPO must cover increased workload demands associated with mobilization and the ensuring increase in personnel actions to be processed.

### **3-9. Equal employment opportunity (EEO)**

Equal employment opportunity goals and timetables in effect at the time of full mobilization or in an emergency, will continue. Upon total mobilization, goals and timetables will be replaced by a policy statement. At full mobilization—

*a.* EEO office staffing may be reduced and personnel used in other organizations.

*b.* An abbreviated complaints procedure will be used.

*c.* Record keeping will be minimal and limited to complaints processing. Affirmative action record keeping and reports will be eliminated.

### **3-10. Evaluation of mobilization planning**

*a.* The head of each agency, command, installation, and activity shall periodically evaluate how well the program and required planning actions were completed, and what actions are needed to overcome deficiencies. Commanders must also assess how well prepared their CPOs are to mobilize the civilian work force and operate under emergency conditions. These assessments will be done through review of supporting program documents to ensure currency and adequacy, use of capability studies, and use of exercise results and assessments.

*b.* The ASA(M&RA), U.S. Army Civilian Personnel Evaluation Agency and its field offices must evaluate installation or activity mobilization plans to ensure they address civilians adequately and that personnel offices are sufficiently prepared to perform their mobilization, transition to war, and wartime functions.

## **Chapter 4 Key, Emergency Essential, and Cadre Positions**

### **4-1. Definitions**

*a. Key positions (DODI 1200.7).*

(1) These are Army positions that cannot be vacated during a national emergency or mobilization without seriously impairing the capability of their agency to function effectively. Because of the essential nature of these positions, the Secretary of the Army, or his designee, shall designate such positions as key positions and shall require that they not be filled by Ready Reservists or military retirees with recall obligations. This will preclude such positions from being vacated by recall during a mobilization. If the Ready Reservist must be retained in the key position, the Military Department Secretaries shall transfer Ready Reservists occupying key positions to the Standby Reserve or the Retired Reserve or shall

discharge them, as appropriate, under section 271(b), title 10, United States Code (10 USC 271(b)). However, reserve officers with a remaining military service obligation at the time of their removal from the Ready Reserve may be transferred only to the Standby Reserve, Active Status section 1005, title 10, United States Code (10 USC 1005). All military retirees assigned to occupy key positions must be exempted from recall or removed from the key position.

(2) If a position is determined to be key, the responses to the following questions should affirm the position's indispensability.

*(a)* Can the position be filled in a reasonable time after mobilization or an alternative incumbent be identified during peacetime?

*(b)* Does the position require technical or managerial skills that are possessed uniquely by the incumbent employee?

*(c)* Does the position include a mobilization or relocation assignment in an agency having emergency functions as designated by Executive Order (EO) 11490?

*(d)* Is the position directly associated with industrial or manpower mobilization as designated in Executive Order (EO 10480)?

*(e)* Are there other factors related to national defense, health, or safety that would make the incumbent of the position unavailable for mobilization?

(3) There are normally very few positions which meet the definition and criteria for key positions. Examples of positions which may be designated as key include positions involving production or research vital to the national military effort or activities necessary to maintain national or community health, safety or welfare (for example, highly technical engineers or scientists which are hard to fill). Examples of positions not considered key include clerical and administrative support positions.

(4) Job descriptions for key positions will be annotated to indicate that they have been identified as key.

(5) A key employee is the incumbent of a key position.

*b. E-E positions.*

(1) A civilian position located overseas (DODD 1404.10) or that would be transferred overseas during a crisis situation. The position is required to ensure the success of combat operations or to support combat essential systems subsequent to mobilization or an evacuation order. The position cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations and/or support maintenance and repair of combat essential systems.

(2) It is DOD and Army policy to limit the number of E-E civilian positions to those positions specifically required to ensure the success of combat operations or the availability of combat essential systems. In addition, commanders should plan to convert overseas civilian positions which are occupied by U.S. citizen employees to military occupancy subsequent to an evacuation of noncombatants if continued performance of the duties would be required. However, for some positions which contain highly specialized duties, and which must continue to be performed during crisis situations, military replacements may not be readily available for continued performance of the functions. These positions will be designated as E-E. Should military replacements become available, civilian employees in those E-E positions will be relieved of duty and evacuated. If they volunteer to remain in the theater of operations, the commander will decide how the position will be filled according to applicable policies.

(3) Job descriptions for E-E positions will be annotated to indicate that they have been identified as E-E.

(4) An E-E employee is a U.S. citizen civilian employee who occupies an E-E position as defined above. Prior to accepting an E-E position, the selectee must sign an agreement to perform the duties of the E-E position for up to 18 months unless relieved sooner by proper authority. A person with military recall status (that is, Ready Reserve, Standby Reserve, or military retiree) is subject to mobilization. Therefore, if there is no recourse (para 3-3b) other than to place an individual with a military recall status into an E-E position, their non-availability for military mobilization shall be reported promptly to the cognizant military personnel center so they may be removed from military recall status.

(5) An alternate E-E employee is an employee who agrees to perform the duties, during a crisis situation, of another position which has been designated as E-E. The alternate E-E would perform these duties in the absence of another E-E civilian employee or in lieu of the peacetime incumbent of that position.

(6) E-E and alternate E-E employees must be advised that by agreeing to remain in their assigned position during hostilities, they will be eligible for the following entitlements:

(a) Family members shall be evacuated from the crisis location with the same priority and afforded the same services and assistance as family members of military personnel.

(b) E-E employees shall receive the danger pay allowance as established by the Department of State.

(c) Protection and treatment under the Geneva Convention if taken prisoner.

(d) A separate maintenance allowance when family members are evacuated.\*

(e) Unaffected employment and pay status if captured or missing in action.

(f) Medical treatment. (If the E-E employee is required to assume mobilization duties, he or she will receive the same entitlements to health care as provided to military personnel. AR 40-3, para 4.5(7) sets forth the commander's authority to waive charges for medical care.)

(g) Appropriate protective equipment and associated training.

(h) Permission to leave the crisis area 18 months after the initial evacuation unless authorized sooner.

(i) Overtime pay.

(j) Field ration mess privileges.

(k) Post differential.\*

(l) Government quarters (if available) or living quarters allowance if Government quarters are not available.\*

(m) Issuance of noncombatant identification. \*Note. These items are generally not applicable to persons locally hired in the foreign overseas area. Local hires that are currently authorized these benefits will continue to receive them.

(7) First-line supervisors must ensure that subordinate E-E employees are given a clear understanding of the time and conditions under which they will be expected to remain in their jobs, and an understanding that there is a possibility of harm from emergency action.

(8) E-E employees whose family members accompany them overseas must prepare a family care plan which is equivalent to that required of the military located in the same location.

(9) E-E employees must advise responsible local officials of their blood type and any unique medical requirements they may have (for example, special medication requirements).

*c. Civilian cadre positions.*

(1) Civilian cadre positions form the core of new or expanded functions at an existing installation or at newly activated installations scheduled to be activated during mobilization. Although some cadre positions will meet the criteria and definition of key positions, not necessarily all of them will. Managers must identify mobilization cadre positions which meet the definition of key positions by coding them as key on the MOBTD.

(2) Civilian mobilization cadre member is a current employee (normally of an activity which has been assigned the mobilization mission of activating a new installation or function) who is designated to fill a cadre position upon mobilization. The designation of cadre members will be based on the specialized skills of the designees, management's knowledge of their ability to perform the mobilization assignment, and to the extent possible, the individual's willingness to accept the assignment. Employees should not be given cadre assignments if they indicate that for personal or physical reasons they would not be willing to leave their permanent duty station for an extended time. If no cadre designees or volunteers are willing to serve as cadre members, the commander will designate a cadre member on an involuntary basis.

d. The intent of these definitions is to predetermine all key, E-E, and applicable cadre positions that must not be vacated during a

national emergency or mobilization without seriously impairing an organization's capability to perform their mobilization mission. As stated above, there should be very few key or E-E positions which meet the intent and the criteria described. These determinations are considered a significant civilian mobilization requirement which must be reviewed annually, modified as mission changes dictate, and necessary screening actions taken in a timely manner.

#### **4-2. Requirements**

a. OCONUS MACOM commanders must define E-E medical requirements which are applicable to their geographic locale and the E-E positions which are established there.

b. MACOM, installation, and activity commanders are responsible for ensuring that key, E-E, and cadre positions are properly identified and the filling of these positions is carefully managed.

c. MACOM, installation, and activity commanders must ensure that E-E employees are provided protective equipment and are fully trained in their assigned mobilization duties. They must also ensure that the servicing medical facility is provided annual lists of E-E employees so that their access to and receipt of medical care during emergencies can be planned. This list must specify any unique medical care information for individual E-Es such as blood-type and special medical requirements.

d. Commanders must assure that Ready Reservists and retirees subject to military recall during mobilization do not occupy key, E-E, or cadre positions. If moving such Ready Reservists to another position is not a viable alternative, Commanders are responsible for requesting the removal of Ready Reserve incumbents from Ready Reserve status, obtaining an exemption from military recall status for incumbents who are retirees, or identifying another qualified employee to replace the recalled individual.

e. Operating CPOs must keep the status of reservists and retirees updated in the standard Army civilian personnel automated system which supports their office. If employees subject to recall occupy these positions, CPOs must advise management that immediate action must be taken.

f. Managers and supervisors will annually review, identify, and screen, as required, all key and E-E positions. Key and E-E position determinations and screening results must be reported to CPO for coding into the automated personnel system.

#### **4-3. Training of key, E-E, and cadre employees**

a. Adequate training for all key, E-E, and cadre employees is essential. This training is normally done in conjunction with exercises designed to test plans, procedures, and readiness of the installation's mobilization mission. In the absence of exercises, managers and supervisors must ensure that each employee clearly understands his or her responsibilities and can adequately perform them.

b. Training must include the use of any required protective gear, an explanation of entitlements and the circumstances under which entitlements will be authorized, and actual practice performing the assigned mobilization duties.

c. E-E employees will receive annual certification that they have undergone protective gear training.

## **Chapter 5 Controls and Emergency Authorizations**

### **5-1. Expansion procedures**

Under a buildup requiring expansion of civilian employment levels, OPM will continue use of the peacetime appointment system until it is determined that additional authorities are essential for the Federal Government to successfully compete in the labor market. These procedures will be in effect until HQDA issues instructions to discontinue competitive hiring procedures, or the provisions of FPM Supplement 910-1 or FPM Supplement 990-3 become effective.

## **5-2. Emergency authorities applicable to direct-hire civilian employees**

*a.* In the event of an attack on the United States, commanders having civilian personnel management responsibilities are authorized to operate under the provisions of the regulations contained in FPM Supplement 990-3. That regulation becomes effective automatically in the event of an attack on the United States without awaiting further initial guidance from OPM or HQDA.

*b.* Should an attack occur on an area outside the United States in which the Army has responsibility for civilian personnel administration, the senior military commander having jurisdiction over the area is authorized to use the same regulations and take the same action as that authorized above.

*c.* Appointing officers located immediately outside the area of attack will have to execute personnel activities quickly and effectively. This is necessary to ensure the effective functioning of the organization and to minimize the effect of the disaster. Compliance with emergency-indefinite regulations and instructions or other procedural requirements may not be practical or possible until the most urgent needs are met. Appointing officers are authorized to carry out whatever personnel activities may be necessary for the effective functioning of their organizations during an emergency period. They may disregard OPM regulations and instructions, except those specifically designated as applicable to disaster conditions, described below. This authority applies only to actions over which OPM has jurisdiction.

(1) Actions taken should be consistent with laws, regulations, and instructions as far as possible under the conditions.

(2) The use of the authority to take such actions will be discontinued by Army officials as soon as conditions permit.

(3) Officials will maintain skeleton records of actions taken, so that future reconstruction of employment records and claims can be made.

(4) The President, OPM, and HQDA will adjust or terminate any action taken and the authority to take such action when deemed appropriate.

*d.* In a national emergency, Federal agencies may make emergency-indefinite appointments when it is not in the public interest to make career or career-conditional appointments. Guidelines for using this authority are found in FPM Supplement 910-1, Book I, chapter 2, section E. OPM has delegated this authority to Federal agencies in an emergency that meets all of the following conditions:

(1) It was declared by the President or Congress.

(2) It involves a danger to the United States' safety, security, or stability. The danger is a result of specific circumstances or conditions and is national in scope.

(3) It requires a national program specifically to combat the threat to national safety, security, or stability. This authority is redelegated to MACOMs. Further redelegation is authorized. Servicing civilian personnel offices may use this authority on determination by the installation commander or his or her designee that the emergency meets all of the above conditions.

*e.* During periods of rising tensions, short of a national emergency, Army activities will improve their capabilities through prudent use of the following management authorities currently available to them:

(1) Authority to reassign or detail employees involuntarily to essential positions for up to 1 year.

(2) Authority to relocate employees involuntarily, either permanently or temporarily, to essential work sites within the United States, or its territories and possessions.

(3) Authority to implement, suspend, or modify certain civilian personnel administrative procedures at predetermined times (app B).

## **Chapter 6 Advance Payments and Evacuation Payments (U.S. Areas)**

### **6-1. Authority for making advance payments**

Evacuation payments and advance payments of compensation, allowances, and differentials to Federal civilian employees within U.S. areas is contained in FPM Supplement 990-2.

### **6-2. HQDA proponency**

The Army proponent for procedural guidance concerning standby documents authorizing the payment of advances and compensation to Army civilian personnel or their adult family members if they are evacuated.

## **Chapter 7 Advance Payments and Evacuation or Departure Payments (Foreign Areas)**

### **7-1. Authority**

*a.* The Foreign Service Act of 1980 provides for advances of pay and payment of evacuation benefits where there is either an ordered evacuation or an authorized departure of employees and family members from their duty stations. The reason for evacuation or departure must be based on military considerations or other matters of national interest, or imminent danger to life.

*b.* DOD has adopted the Department of State Standardized Regulations (DSSR) for use by all DOD agencies and departments employing civilians in foreign areas. The DSSR (chap 600) provides the authority and procedure for paying civilian employees in foreign areas who are authorized to depart or are ordered to be evacuated from assigned posts of duty, and for paying their adult family members who are authorized to depart or are ordered to be evacuated.

### **7-2. HQDA proponency**

Detailed emergency evacuation payment procedures are in AR 37-105, chapter 22. The Army proponent for procedural guidance concerning standby documents authorizing the payment of advances and compensation to Army civilian personnel or their adult family members if they are evacuated.

## **Chapter 8 Overseas Emergency Situations**

### **8-1. Immediate action**

An outbreak of war, invasion, aerial attack, or other large scale hostilities in an overseas area might require taking immediate and unusual actions. One such action would be the rapid reassignment or evacuation of Army civilian employees from that area to other overseas areas or to the United States. Such a situation might also arise should an attack be made on a country where Army employees are stationed, even though the Armed Forces of the United States are not involved in the hostilities. The rapid withdrawal of Army civilian personnel from a foreign area might also be required because of a cease-fire agreement.

### **8-2. Emergency drawdown**

*a.* Commanders should keep their servicing CPO informed of changing mission support requirements, and direct the participation of civilian personnel specialists in advance planning actions that affect the employment of civilians.

*b.* Theater commands will develop contingency plans for immediate withdrawal, scheduled and timed withdrawal, or relocation of the command. Command actions should make recruitment or drawdown of the work force as systematic as possible.

### 8-3. Evacuation procedures

The following procedures apply, in general, to all emergency evacuations of DA civilians working in foreign areas.

a. The commander-in-chief or the senior commander, as applicable, having jurisdiction in an area where an emergency occurs, or higher authority, will determine the needs for emergency evacuation and will issue such an emergency evacuation order if considered necessary.

b. Employees and members of their family may be evacuated to a safe haven location pending a determination as to their—

- (1) Return to the former duty station.
- (2) Transfer or reassignment to another overseas duty station.
- (3) Return to the United States.

c. Employees and members of their family may also be evacuated directly to the United States.

d. Since employees will continue to be paid while in an evacuation status, an effort should be made to provide work assignments at the safe haven location, particularly in those situations where the evacuation may be an extended one.

e. Travel and payment of DA civilian employees and their family members during evacuation will be made according to JTR, Volume II, chapter 12, and chapter 600.

f. Should it be determined that the employee will not be returning to the former duty station, an effort should be made to place the employee in grade elsewhere within the overseas area if the employee has 1 year or more left on the current tour of duty. If a suitable position is located and the employee agrees, the employee will be reassigned to the position for the duration of the current tour of duty.

g. If no suitable position can be located in the overseas area, the following procedures will apply:

(1) Employees in the competitive service or excepted service with personal career status with return rights at current grade or higher will exercise such rights under appropriate regulations. (See AR 690-300, chap 352 and JTR, Volume II.)

(2) Employees in the competitive service or excepted service with personal career status with return rights to lower grade may exercise their return rights or be placed through the DOD Priority Placement Program (PPP). Employees who do not exercise their return rights to the lower graded positions will be issued 60 day reduction in force (RIF) notices and be registered in the PPP at a grade level no lower than one grade above that to which the employee has return rights and up to the grade held overseas. If these employees cannot remain in country during the advance notice period, they will be assigned TDY to the installation where they have return rights for the duration of the RIF notice period. If not placed during the notice period, the employee will be separated. Any subsequent moves in connection with PPP placement will be funded by the losing overseas activity. Employees who are placed in lower graded positions, either through exercise of return rights or PPP placement, will be entitled to grade and pay retention, if otherwise eligible.

(3) Employees in the competitive service or excepted service with personal career status without return rights will be issued 60-day RIF separation notices. They will be registered in the PPP as priority 1 per DOD 1400.20-1-M. If these employees cannot remain in-country during the advance notice period, they will be assigned TDY to a DOD activity at or near their home of record for the duration of the notice period. Employees placed in lower graded positions during the RIF notice period will be entitled to grade and pay retention if otherwise eligible. If no job offer is received during the notice period, they will be separated and may remain in the PPP for 12 months following the date of separation, or until an offer is received or declined. Any later moves will be funded by the losing overseas activity.

(4) Employees without career status serving under appointments without time limitation will be issued 60 day RIF separation notices. If these employees cannot remain in country, they will be assigned TDY to a DOD activity at or near their home of record for the duration of the advance notice period.

(5) Employees without career status serving under appointments limited to more than 1 year will be issued 30-day RIF separation notices. If these employees cannot remain in country, they will be assigned TDY to a DOD activity at or near their home of record for the duration of the advance notice period.

(6) Employees with or without career status serving under appointments limited to 1 year or less will be issued a 7 day advance notice and will be terminated.

### 8-4. Preassignment of evacuees to the continental United States (CONUS)

a. All employees having reemployment rights will be assigned to the installation where they have return rights.

b. Based on the general evacuation procedures established in paragraph 8-3 above, each CPO in a foreign areas will annually provide their MACOM headquarters with a list of a non-E-E employees without reemployment rights who would return to CONUS in the event of evacuation. The list will include the name, social security number (SSN), current job title, series, grade, and type of appointment of each employee, and specify the Army, or the closest DOD activity to the employee's home of record if there is no closely located Army activity. The locations should be identified using the codes provided in DOD 1400.20-2-M. OCONUS CPOs will advise each employee named on the list, that in the event of evacuation, they should contact the predetermined CPO for possible placement into a MOBTDAs position within CONUS. OCONUS MACOMS will forward a consolidated list of all such employees within the command to each CONUS MACOM and independent reporting activity for distribution to CONUS installations or activities. CONUS CPOs will review the list, and identify which returnees could potentially fill local MOBTDAs vacancies.

c. This policy does not apply to family member employees without personal competitive status or eligibility therefor gained under the special provisions of family member employment programs. These employees should be encouraged to contact the Army activity nearest to their home of record, on return, for possible placement.

### 8-5. Ensuring retention of emergency-essential DA civilians overseas during periods of mobilization and war

Commanders will designate and manage positions that are essential to the support of combat units as "emergency-essential" positions, according to applicable portions of Chapter 4.

## Appendix A References

A related publication is merely a source of additional information. The user does not have to read it to understand this regulation.

### Section I Related Publications

#### AR 37–10

Waiver of U.S. Claims for Erroneous Payments of Pay and Allowances

#### AR 37–105

Finance and Accounting for Installations: Civilian Pay Procedures

#### AR 40–3

Medical, Dental, and Veterinary Care

#### AR 135–133

Ready Reserve Screening, Qualification Record System, and Change of Address Reports

#### AR 310–49

The Army Authorization Documents System (TAADS)

#### AR 335–11

List of Approved Recurring Management Information Requirements

#### AR 570–4

Manpower Management

#### AR 600–3

The Army Personnel Proponent System

#### AR 601–10

Mobilization of Retired Members of the Army

#### AR 640–3

Identification Cards, Tags, and Badges

#### AR 690–400

Employee Performance and Utilization

#### DA Pam 690–80

Use and Administration of Local Civilians in Foreign Areas During Hostilities

#### DOOD 1100.6

National Defense Executive Reserve

#### DODD 1200.7

Screening the Ready Reserve

#### DODD 1400.10

Emergency Essential (E–E) DOD U.S. Citizen Civilian Employee Overseas

#### DODD 1400.31

Mobilization Management of the DOD Civilian Workforce

#### DODI 1400.32

Mobilization Preparedness Planning for the DOD U.S. Citizen Civilian Workforce

#### DSSR Ch. 600

Government Civilians, Foreign Areas

#### FPM Ch. 230, Subchapter 4

Agency Authority to Take Personnel Actions In A National Emergency

#### FPM Ch. 910

Mobilization Readiness

#### FPM Supplement 910

National Emergency Readiness of Federal Personnel Management

#### FPM Supplement 990–2

Hours of Duty, Pay, and Leave, Annotated

#### FPM Supplement 990–3

National Emergency Standby Regulations

#### JTR, Volume 2

Joint Travel Regulation, Volume 2: Department of Defense Civilian Personnel

### Section II Prescribed Forms

#### DD Form 2365

DOD Civilian Employees Overseas E–E Position Agreement. (Prescribed in para 1–4k(11).)

### Section III Referenced Forms

#### DD Form 489

Geneva Convention Identity Card for Persons Who Accompany the Armed Forces

#### DD Form 2461

Authorization for Emergency Evacuation Advance and Allotment Payments

## Appendix B Positioned Emergency Authorities

**B–1.** The emergency authorities contained in this appendix are arranged into the following three groups:

*a. Group A.* These actions may be taken at any time, as required, after HQDA has transmitted instructions to implement “Group A” authorities.

*b. Group B.* These actions may be taken only after authority has been given to implement the MOBTDA.

*c. Group C.* These actions may be taken only under the specific conditions as described in parentheses after each action statement.

**B–2.** Under Group A, emergency authorities are required to—

*a.* Suspend the requirement for classification audits.

*b.* Suspend all proposed reorganizations and individual position action requests not related to mobilization.

*c.* Suspend annual training needs surveys and individual development plans (IDPs).

*d.* Suspend Priority III training.

*e.* Suspend long-term training, and instruct participants to report to parent activity (if in CONUS) or nearest DA or other DOD activity, as required.

*f.* Suspend training committees.

*g.* Suspend intergovernmental training.

*h.* Suspend attitude surveys and personnel management surveys.

*i.* Review and prepare to implement, when directed, installation preactivation actions.

*j.* Suspend limitations on overseas rotation.

*k.* Delegate to installations, blanket authority to use paid advertising to recruit for civilian employees.

*l.* Suspend all RIF actions.

*m.* Suspend CONUS recruitment for overseas activities affected by noncombatant evacuation.

*n.* Suspend requirement for incentive award committee reviews.

*o.* Require installations to print hard copy of automated civilian personnel data files (that is, SCIPMIS, COEMIS, CPAS, or AC-PERS) for use as a data base if automated systems are incapacitated.

**B-3.** Under Group B, the emergency authorities are required to—

- a.* Suspend time-in-grade restrictions up to 3 grades.
- b.* Suspend mandatory career program referral requirements, except for the Quality Assurance Specialist (Ammunition Surveillance) and similar career programs as specified in supplementing instruction's.
- c.* Suspend requirements for advance notice associated with management-directed reassignments within the same commuting area.
- d.* Authorize overseas limited appointment authority regardless of grade level and availability of OPM certificates.
- e.* Suspend DA standards of adequacy and format requirements for job descriptions written during mobilization.
- f.* Provide authority for local commanders to render final decision on classification appeals.
- g.* Suspend requirements for establishing competitive levels and competitive areas.
- h.* Suspend requirement for DOD locality wage surveys.
- i.* Suspend requirement for DOD-wide training agreements, OPM and DA approval of training agreements, and re-delegate the authority to installations.
- j.* Suspend requirement for HQDA to approve training outside CONUS and delegate the authority to installation commanders.
- k.* Suspend DA training reports.
- l.* Suspend man-year limitations and waivers maintained by HQDA and T&D activities.
- m.* Suspend requirement to register apprentices with HQDA and DOL.
- n.* Suspend formal activity training plans.
- o.* Suspend DOD and DA funding limitation on training and travel.
- p.* Provide authority to train employees outside regular duty hours.
- q.* Delegate authority to MACOMs to approve training items discussed in AR 690-400, Chapter 410, subchapter 5.
- r.* Give commanders authority for decision on grievances not subject to negotiated procedures or arbitration, without third party investigation.
- s.* Give commanders authority to forward directly to HQDA for decision, all grievances that pertain to HQDA or higher-level regulations.
- t.* Suspend requirement to negotiate the substance or impact and implementation of changes in conditions of employment, to the extent that such negotiations interfere with actions necessary to carry out the Army's mission during the emergency.
- u.* Authorize commanders to disregard any provisions of collective bargaining agreements when such provisions prevent actions necessary to the accomplishment of the Army's mission during the emergency.
- v.* Delegate to local commanders the authority to approve senior executive service (SES) recruitment plans and referral lists.
- w.* Suspend formal reporting requirements associated with affirmative action programs.
- x.* Authorize indefinite appointments of NAF positions.
- y.* Authorize indefinite extensions of appointments for NAF employees.
- z.* Authorize indefinite extensions of overseas tours of NAF employees.
  - aa.* Authorize installation commanders to extend the work week up to 60 hours.
  - ab.* Suspend administrative requirements associated with changing hours of duty and tours of duty.
  - ac.* Suspend recurring reporting requirements for all reports not required during mobilization, per AR 335-11.
  - ad.* Require Installations to retain the hardcopy Civilian Personnel Information System (CIVPERSINS or HQ ACPERS) input generated from the local system (manual or automated) in those

instances where the local system is operational but the Headquarters' system is not.

**B-4.** Under Group C, emergency authorities are required to—

- a.* Delegate to the field, the authority to make emergency-indefinite appointments. (Declaration of National Emergency by Congress or the President.)
- b.* Implement emergency regulations contained in FPM Supplement 990-3.

## Glossary

### Section I Abbreviations

#### ACPERs

Army Civilian Personnel System

#### AMOPS

Army Mobilization and Operations Planning System

#### ASA(M&RA)

Assistant Secretary of the Army (Manpower and Reserve Affairs)

#### ASD(MI&L)

Assistant Secretary of Defense (Manpower, Installations and Logistics)

#### CIVPERSINS

Civilian Personnel Management Information System

#### COEMIS

Corps of Engineers Management Information Systems

#### CONUS

continental United States

#### CONUSA

the numbered armies in the continental United States

#### CPAS

Civilian Personnel Accounting System

#### CPO

Civilian Personnel Office; civilian personnel officer

#### CPR

cardiopulmonary resuscitation

#### CPX

command post exercise

#### CTED

Civilian Training, Education, and Development

#### DA

Department of the Army

#### DAS

Director of the Army Staff

#### DCP

Director of Civilian Personnel

#### DCSPER

Deputy Chief of Staff for Personnel

#### DHHS

Department of Health and Human Services

#### DHUD

Department of Housing and Urban Development

#### DMDC

Defense Manpower Data Center

#### DOC

Department of Commerce

#### DOD

Department of Defense

#### DOE

Department of Energy

#### DOL

Department of Labor

#### DOT

Department of Transportation

#### DSSR

Department of State Standardized Regulations

#### E-E

Emergency-Essential civilian employee

#### EEO

equal employment opportunity

#### FEMA

Federal Emergency Management Agency

#### FORMDEPS

Forces Command Mobilization and Deployment Planning System

#### FPM

Federal Personnel Manual

#### GSA

General Services Administration

#### HQDA

Headquarters, Department of the Army

#### IDP

individual development plan

#### IMA

individual mobilization augmentee

#### IRR

Individual Ready Reserve

#### JRCC

Joint Repatriation Coordination Center

#### JTR

Joint Travel Regulation

#### LPEO

Local Public Employment Office

#### LMER

Labor Management-Employee Relations

#### M-Day

mobilization-day

#### MACOM

major Army command

#### MARAD

Maritime Administration

#### MER

Management and Employee Relations

#### MIRL

mobilization intake requirements list

#### MOBARPRINT

Mobilization Army Program for Individual Training

#### MOBEX

mobilization exercise

#### MOBTDA

Mobilization Tables of Distribution and Allowances

#### NAF

nonappropriated fund

#### NAFI

Nonappropriated fund instrumentality

#### NATO

North Atlantic Treaty Organization

#### OCONUS

outside continental United States

#### ODCSPER

Office of the Deputy Chief of Staff for Personnel

#### ODR

Office of Defense Resources

#### OMB

Office of Management and Budget

#### OPLAN

operation plan

#### OPM

Office of Personnel Management

#### OSD

Office of the Secretary of Defense

#### OSTP

Office of Science and Technology Policy

#### PERSCOM

U.S. Total Army Personnel Command

#### PM&C

Position Management and Classification

#### PPP

Priority Placement Program

#### RASC

Recruiting Area Staffing Committee

#### RIF

reduction in force

#### R&P

Recruitment and Placement

**SCIPMIS**

Standard Civilian Personnel Management Information System

**SES**

Senior Executive Service

**SSN**

social security number

**SSS**

Selective Service System

**TDA**

tables of distribution and allowances

**T&D**

Training and Development

**TDY**

temporary duty

**USES**

United States Employment Service

**VA**

Department of Veterans Affairs

**Section II  
Terms****Active duty**

Full-time duty in the active military service of the United States, other than active duty for training.

**Alternate Emergency–Essential (E–E) employee**

A direct hire U.S. citizen employee who is paid from appropriated funds, whose position is not E–E, but agrees to perform the duties of another E–E civilian position in the absence of an E–E civilian employee during a crisis situation and has signed a “DOD Civilian Employee Overseas Emergency–Essential Position Agreement.”

**C–Day**

The unnamed day on which a deployment operation begins.

**Cadre**

A nucleus of trained personnel capable of setting up new operations and training others.

**Category I retiree**

A military retiree who is age 60 or under, not retired for disability, and has been retired for less than 5 years.

**Category II retiree**

A military retiree who is age 60 or under, not retired for disability, and has been retired for 5 years or more.

**Category III retiree**

A military retiree who is over age 60, or was retired for disability.

**Civilian personnel mobilization plan**

The formulation of a plan which outlines the

policies and procedures to be followed in order to acquire, train, and manage civilians competent to perform the emergency functions needed to support the military mission.

**Continuity of operations plan (COOP)**

A plan that provides for the continuity of essential functions in the event of a nuclear attack on the United States. The plan includes relocating essential personnel to emergency sites.

**CONUS Replacement Center (CRC)**

CONUS centers established to validate processing for overseas replacement operations.

**D–Day**

The day on which an operation begins or is due to begin. This may be the commencement of hostilities or any other operation.

**Deployment**

The movement of troops, cargo, weapons systems, or a combination of these elements to a theater of operations using any or all types of transport.

**Direct hire**

A civilian employee hired directly and paid by the Army directly for personal services from appropriated funds.

**Draft**

The conscription of qualified civilians for compulsory military service.

**Emergency–Essential (E–E) civilian employee**

A direct hire U.S. citizen employee who is paid from appropriated funds, occupies an E–E civilian position, and has signed a “DOD Civilian Employee Overseas Emergency–Essential Position Agreement.”

**Emergency–Essential (E–E) position**

A civilian position located overseas or that would be transferred overseas during a crisis situation. The position is required to ensure the success of combat operations or to support combat essential systems subsequent to mobilization or an evacuation order. The position cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations or support maintenance and repair of combat essential systems. An E–E position is also a key position.

**Excess position**

A civilian position on the peacetime TDA that is not included on the MOBTDAs.

**Foreign area**

Any area (including the Trust Territory of the Pacific Islands) except the United States, the Commonwealth of Puerto Rico, Panama, and any territory or possession of the United States.

**Full mobilization**

Expansion of the active Armed Forces as a result of action by Congress and the President to mobilize all Reserve Component units in the existing approved force structure, all individual reservists, retired military personnel, and the materiel resources needed for their support. The level of mobilization at which the MOBTDAs is normally implemented.

**General war**

Armed conflict between major powers in which the total resources of the belligerents are employed. Full mobilization or total mobilization are likely to be in effect.

**Indirect hire**

A civilian employee hired in a foreign area under an agreement providing that the host Government is responsible for ensuring that the local civilian labor needs of the U.S. forces are met. An indirect hire employee is appointed or paid by the host nation but is under the day-to-day operational control of the U.S. forces.

**Individual ready reservist**

A member of the IRR not assigned to the Selected Reserve and not on active duty. May be mobilized as individuals to meet filler replacement requirements of active units or mobilized reserve units, to form new active units, or to replace combat losses.

**Key employee**

A civilian employee who occupies a key position, or who has been designated to occupy a key position on mobilization.

**Key position**

A Federal position that cannot be vacated during a national emergency without seriously impairing the capability of its parent agency to function effectively. All E–E positions are key positions.

**Limited war**

Armed conflict short of general war involving the overt engagement of the military forces of two or more nations. Limited mobilization (200K call-up, partial mobilization) could occur.

**M–Day**

The day on which mobilization is to begin.

**Mobilization**

The act of preparing for war or other emergencies through assembling and organizing national resources. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes assembling and organizing personnel, supplies, and materiel for active military service.

**Mobilization designee (MOBDES)**

A Ready Reserve control group composed of individuals who are preselected, trained, and available to fill key augmentation positions in

certain active organizations on mobilization. These members are part of the Selected Reserve and members of the Individual Mobilization Augmentee program.

#### **Mobilization intake requirements list**

A list developed as a part of the civilian personnel plan containing all of jobs that cannot be filled from installation resources in the event of mobilization.

#### **Operations plan**

A classified plan containing details of a military operation. A separate OPLAN exists for each theater of operation.

#### **Order of evacuation or authorization for departure**

An order or written order or authorization by duly constituted authority to evacuate or depart a post of assignment or an area in which the post of assignment is located.

#### **Partial mobilization**

Expansion of the active Armed Forces (short of full mobilization) as a result of action by Congress or the President to mobilize Reserve Component units or individual reservists (not more than 1,000,000) to meet all or part of the requirements of a particular contingency or operational war plan, or to meet requirements incident to hostilities.

#### **Post-mobilization**

After M-Day.

#### **Preemergency**

Peacetime preceding a national emergency.

#### **Premobilization**

Before M-Day.

#### **Presidential 200,000 Authority**

The President may call to active duty up to 200,000 members of the Selected Reserve (all services) for up to 90 days to perform operational missions. This may be extended to 180 days.

#### **Ready Reserve**

Units or individuals of the Reserve Components who are liable for INVOLUNTARY active duty in time of war or national emergency declared by Congress or proclaimed by the President, or when otherwise authorized by law. Composed of Selected Reserve and the IRR.

#### **Regular retirees**

Regular members who have retired from active duty with more than 20 years' total active service.

#### **Reserve Components**

Consists of the Army National Guard of the U.S., the U.S. Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard of the U.S., Air Force Reserve, and Coast Guard Reserve, which are categorized as either

Ready Reserve, Standby Reserve, or Retired Reserve.

#### **Retired Reserve**

Members of the Reserve Components who have been determined eligible for retirement, with or without pay, and are assigned at their request or by law to the Retired Reserve. In certain circumstances, they can be involuntarily ordered to active duty.

#### **Safe haven location**

A post designated as the site where an employee and an employee's family members will be evacuated or authorized to travel.

#### **Selected Reserve**

The portion of the Ready Reserve consisting of units and, as designated by the Secretary of the Military Department concerned, of individual mobilization designees required to participate in inactive duty training and annual active duty for training, both of which are in a pay status.

#### **Standby emergency implementation documents**

Letters, messages, memorandums, or other documents that authorize or prescribe specific emergency actions. These documents are prepared in advance but are not implemented until an emergency takes place.

#### **Standby Reserve**

Those members of the Reserve Components (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only as provided in sections 273, 672, and 674, title 10, United States Code (10 USC 273, 672, and 674).

#### **Surplus employee**

The incumbent of an excess position who cannot be placed in another position at the same installation.

#### **Total mobilization**

Expansion of the active Armed Forces by the organization and/or generation of additional units or personnel beyond the existing approved force structure and the resources needed to respond to the requirement generated by the contingency. This includes mobilization of all national resources needed to create and sustain such forces.

### **Section III**

#### **Special Abbreviations and Terms**

There are no special terms.

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