

Personnel Management in ReARMM: Enabling Personnel Stability for Army Modernization

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Lessons Learned

Introduction

People are the foundation of the Army's readiness, modernization, and reform efforts. Personnel management is a critical aspect to enable the lethality of an organization. From 2006 to 2017, the Army utilized the Army force generation (ARFORGEN) as the model for rotating organizations through the war on terrorism in the U.S. Central Command (USCENTCOM) area of responsibility.

During this period, organizations leveraged a stop move (SM) stabilization for the entire deploying population. However, as rotational units prepare for rotations to theaters other than CENTCOM, they are unable to leverage the SM stabilizations for whole units. In a personnel constrained environment, organizations must use precision personnel management to enable sustainable readiness in the Regionally Aligned Readiness and Modernization Model (ReARMM).

The Army's ability to develop, retain, and employ the right Soldiers at the right time is central to the success of implementing ReARMM. ReARMM organizations must utilize enlisted manning cycles and the Army manning guidance (AMG) to enable continuity and readiness of the organization. To enable readiness, units must mitigate manning cliffs, which are drastic personnel transitions in which units lose large populations of personnel in a short period through stabilizations to maintain crew readiness throughout the ReARMM cycle.

The sustainability and lethality of crews is carefully managed through forecasted crew manning. The best practices to maintain sustainable readiness throughout ReARMM are leveraging crew stabilizations to maximize a crew's sustainability, utilizing master gunner stabilizations, and the stabilization of sustainment personnel as expert maintainers. These best practices are enabled through personnel forecasting, manning cycle alignment, and retention efforts to provide a modernized, ready, and lethal force for the Army.

Leveraging Crew Stabilizations

Crew stabilizations are an essential tool for brigade combat teams (BCTs) to ensure they have the right people, in the right job, at the right time. See figure 1. If crews are not stabilized or are mismanaged, it will result in a loss of expertise on new weapon systems and potentially a degradation in the mission-essential task list (METL) assessment for a unit.



Figure 1. U.S. Army Soldiers assigned to the 6th Squadron, 8th Cavalry Regiment, 2nd Armored Brigade Combat Team, 3rd Infantry Division, prepare to conduct a dismounted patrol after exiting a modernized M2A4 Bradley Fighting Vehicle during a combined arms live fire exercise at Fort Stewart, GA (U.S. Army photo by PFC Bernabe Lopez III, 50th Public Affairs Detachment)

The AMG specifies crew stabilizing personnel action requests will occur eight months prior to a combat training center (CTC) month, as described in figure 2. The AMG provides specific guidance, shown in figure 3, for each military occupational specialty (MOS) and their associated platforms for crew stabilization.

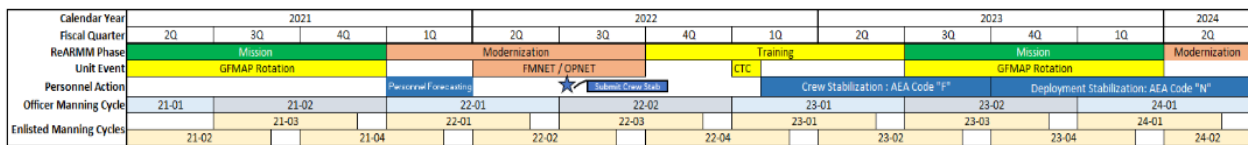


Figure 2. Armored brigade combat team ReARMM timeline with a single crew stabilization (product created by MAJ King, deputy G1, 3rd Infantry Division [3ID])

MOS	Job Title	Associated Platform	Assignment Eligibility Code
19K	Tank Commander/Gunner	M1A1SEPV3 (Abrams Main Battle Tank)	F
11B/12B/13F/19D	Bradley Commander/Gunner	M2A3 Bradley Fighting Vehicle)	F
13B	Paladin Section Chief/Gunner	M109A7 (Paladin 155mm Artillery System)	F

Figure 3. Armored brigade combat team crew stabilizations (product created by MAJ King, deputy G1, 3ID)

It is a best practice to develop crews before operational new equipment training (OPNET) or the last gunnery rotation before a CTC rotation. Additionally, the AMG provides for crew stabilization post-CTC, up to the latest arrival date (LAD) + 150 days for units with a deployment outside the continental United States or regionally aligned force rotation. In this scenario, a unit will have LAD+4 months under assignment eligibility and availability (AEA) code "F" for crew-oriented personnel, after which they will be stabilized under deployment stabilization, AEA code "N" for the duration of the deployment +90 days.

Some units may have up to 9 months after a CTC rotation before they deploy. In this scenario, units should conduct an initial stabilization 8 months prior to the CTC rotation +30 days for personnel who will attend the CTC rotation, as shown in figure 4. They would then execute another stabilization upon return from the CTC for those who will be crewmembers for the Global Force Management Allocation Plan (GFMAP) mission, facilitating the natural flow of personnel to and from a unit. The additional time gained in this scenario facilitates a sustainment gunnery to qualify new personnel who have integrated into the organization since OPNET.

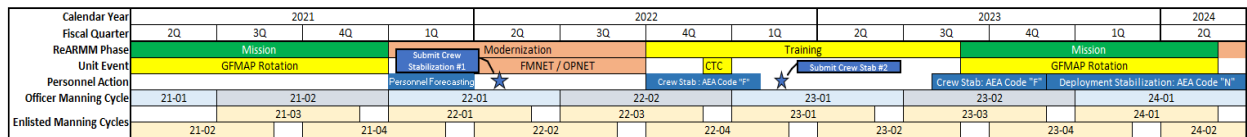


Figure 4. Armored brigade combat team ReARMM timeline with two crew stabilization periods (product created by MAJ King, deputy G1, 3ID)

Utilizing Master Gunnery and Sustainers

In addition to crew stabilizations, master gunners and sustainers should be carefully managed when planning for personnel stability during modernization. See figure 5. The AMG provides leverage for U.S. Army Forces Command (FORSCOM) units to stabilize master gunners under a special category stabilization, AEA code "G" for 18 months. Like crew stabilization, the 18-month master gunner stabilization should be used to capitalize on their expertise and maximize their availability for CTC rotations and follow-on deployments.



Figure 5. A Soldier assigned to the 1st Battalion, 9th Field Artillery, 2nd Armored Brigade Combat Team, 3rd Infantry Division, inspects a M992A3 Carrier Ammunition Tracked (CAT) during FMNET at the battalion's motor pool on Fort Stewart, GA (U.S. Army photo by SSG Brian Ragin, 2nd Armored Brigade Combat Team, 3rd Infantry Division Public Affairs)

Stabilizing mechanics in MOSs 91A, 91M, and 91P, as described in figure 6, is critical to the overall conditions setting for CTC rotations and deployment. A best practice is to prioritize mechanics with the most longevity for field maintenance new equipment training (FMNET) course seats.

The AMG does not provide specific guidance regarding sustainers; however, the use of a non-routine stabilization, AEA code "G" provides units a lever for sustainment stability. A unit's failure to facilitate the longevity of maintainers will directly impact the availability of new weapon systems. Sustainers who did not undergo FMNET are required to attend additional training, thereby reducing their ability to provide service and repairs.

MOS	Job Title	Associated Platform	Assignment Eligibility Code
11B/12B/13B/ 13F/19D/19K	Master Gunner	M1A1SEpv3 (Abrams Main Battle Tank) M2A3 Bradley Fighting Vehicle) M109A7 (Paladin 155mm Artillery System)	G
91A	Abrams Systems Maintainer	M1A1SEpv3 (Abrams Main Battle Tank)	G
91M	Bradley Fighting Vehicle System Maintainer	M2A3 Bradley Fighting Vehicle)	G
91P	Artillery Mechanic	M109A7 (Paladin 155mm Artillery System)	G

Figure 6. ABCT special category stabilizations (product created by MAJ King, deputy G1, 3ID)

Forecasting

Units should forecast personnel for the entire ReARMM process, particularly crew-oriented and certain sustainment occupational specialties, where personnel managers understand their current manning levels and deployability for FMNET, OPNET, CTC, and missions.

Templating these personnel manning milestones early or before the ReARMM process will provide personnel managers a clear forecast of their manning throughout ReARMM. This forecast will inform personnel managers on how to best leverage enlisted manning cycles and stabilizations to enable crew manning and sustainment support. A personnel forecast allows leaders to provide predictability in the training cycle, leverage gunnery opportunities, and execute collective training events with the Soldiers who will train at a CTC and deploy during a mission cycle.

Personnel Manning in Training

Manning Cycle Alignment. Leveraging the current enlisted manning cycles to facilitate crew and unit manning creates a sustainable readiness culture. This will assist in the reduction of manning cliffs by providing predictability and a clearer forecast of personnel availability. If substantial populations of crew-oriented personnel depart following a regional rotation, the continuity and readiness of a unit is degraded. However, units can mitigate this through stabilizations and by leveraging existing enlisted manning cycles to stagger the loss of personnel. The end of a stabilization does not necessarily result in a personnel loss. A Soldier may be stabilized through a regional rotation, but their year month available to move (YMAV) or expiration term of service (ETS) date may not be until the next ReARMM cycle.

If a unit extends YMAVs for crew-oriented personnel to meet a crew stabilization requirement, or to match the end of a deployment cycle, it will create a significant manning cliff. Once a unit begins this cycle, it is perpetual and would require a unit to do additional drastic personnel extensions and curtailments to reduce the cliff. The use of extensions should be carefully managed, as this may align too many personnel into the same movement cycle, thereby creating a manning cliff.

It is recommended that units leverage crew stabilizations for crew-oriented personnel, not extensions or deferments. Iterations following the first ReARMM cycle must be closely managed to not rely on crew cohort, thus enabling sustained readiness where units must depart and arrive Soldiers as part of regular manning cycles.

Crew Manning Alignment

The distribution of personnel at the company, battery, or troop level must be done to build capability at the right time to maximize the lethality of the organization throughout the ReARMM cycle. Precision distribution and manning is essential for crew-oriented personnel such as cavalry scouts, tank crewmen, and infantrymen after OPNET gunnery as there are minimal opportunities to qualify on their systems before a CTC rotation. Units must identify their non-deployable and identified loss personnel before OPNET. This allows units to capitalize on training seats and stabilization opportunities to reduce crew turbulence leading into a CTC rotation and follow-on deployment.

Personnel Manning During the Mission Phase

Leveraging the AMG stability levers with personnel forecasting will reduce personnel turbulence during the mission phase of ReARMM. Additionally, establishing local business rules as well as those set forth by the geographic combatant command and FORSCOM will help units identify personnel who will not deploy.

Enabling the deployability of personnel for a CTC rotation or deployment is critical for human resource and medical professionals. It is a best practice to identify medical waivers and non-deployable personnel at least 6 months prior to a CTC rotation to provide a clear picture of a unit's deployability and capability shortfalls. This lead time will allow personnel managers at the lowest level to configure crews to maximize available personnel based on time remaining on station and deployability.

Balancing BCT and ReARMM Cycle Requirements - Retention

There are additional factors which impact personnel readiness during ReARMM. The average armored brigade combat team (ABCT) has 836 eligible reenlistments annually, which is 22% of an ABCT's enlisted authorizations. However, 49% of annual reenlistments are from crew-oriented personnel and 20% are from direct supporting sustainment personnel.

Reenlistments are critical to enabling sustained readiness throughout ReARMM. A way to ensure an organization is not losing continuity and talent is through the identification and projection of personnel who are eligible to reenlist throughout the ReARMM process. Additionally, those personnel who will not continue their active-duty service should be identified not later than 12 months from their ETS date to ensure their position is backfilled in a timely manner so that it does not create a capability gap for a unit.

Retaining Soldiers within a single unit, or stalling career progression to fulfill readiness requirements must be mitigated. Soldiers and noncommissioned officers (NCOs) have many opportunities available upon reenlisting, completing a key developmental assignment, or reaching their YMAV. Leaders should use this opportunity to provide multiple paths to the service member to make the best decision for themselves and their family.

A Soldier may elect to reenlist and be reassigned to a duty location closer to their home of record or overseas, whereas another NCO, who has completed their 18-month stabilization as a master gunner, could fulfill their key developmental assignment as a platoon sergeant in the unit.

While readiness requirements are critical to a unit's deployability, it is a leader's responsibility to ensure the morale and welfare of the unit. Preventing Soldiers from progressing will not increase lethality, but rather diminish a unit's morale.

Conclusion

In conclusion, ReARMM units must leverage all available tools to ensure they enable personnel stability to set conditions for sustained readiness. Units must be careful not to create crew cohorts, which leads to depleted continuity and manning cliffs. Forecasting crews will aid in mitigating manning cliffs and set long-term conditions for success and prevent crew turbulence. Stabilizations are one tool for predictability; however, they must be carefully managed to ensure the employment of the right Soldiers at the right time. Enabling crew stabilization and leveraging the correct maintainers will increase and sustain the METL assessment of units, and the availability of the new weapon systems.

Enlisted manning cycle alignment, personnel readiness, and retention are critical instruments to ensuring success throughout the ReARMM cycle. Utilizing these tools in conjunction with stabilizations and forecasting will provide a sustainable and suitable population of Soldiers. Successful personnel management during ReARMM is achieved by understanding and leveraging the tools available to create sustainable readiness.

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