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Department of Defense

**DIRECTIVE**

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695-0711

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January 31, 1986  
NUMBER 1100.18

ASD(FM&P)

SUBJECT: Wartime Manpower Mobilization Planning

- References:
- (a) DoD Directive 1100.18, "Wartime Manpower Planning" August 26, 1980 (hereby canceled)
  - (b) DoD Directive 1100.4, "Guidance for Manpower Programs," August 20, 1954
  - (c) DoD Instruction 1100.19, "Wartime Manpower Planning Policies and Procedures," August 3, 1982

A. REISSUANCE AND PURPOSE

This Directive reissues reference (a) and updates policies for manpower mobilization planning during peacetime and manpower utilization during wartime. It directs the establishment of a standard DoD-wide method for computing and portraying projected wartime manpower demand and supply.

B. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Organization of the Joint Chiefs of Staff (OJCS), the Inspector General of the Department of Defense (IG, DoD), and the Defense Agencies (hereafter referred to collectively as "DoD Components") as well as the Coast Guard, when planning to meet its responsibilities while operating within the Department of the Navy.

C. POLICY

1. During peacetime, the DoD manpower mobilization planning policy is to:

- a. Provide an adequate military and civilian inventory for each occupation and experience level to satisfy projected mobilization or wartime manpower demands that cannot be met with personnel acquired after mobilization.
- b. Use a mix of military and civilian manpower capable of satisfying mobilization or wartime demands, consistent with DoD Directive 1100.4 (reference (b)).
- c. Obtain the authorities and establish the management procedures necessary to provide reasonable assurance that both military and civilian mobilization or wartime manpower demands can be satisfied.
- d. Ensure that plans include the optimum priority for the wartime use of manpower (i.e., determine in peacetime whether a particular individual occupying a critical civilian position in the public or private sector will or will not be subject to recall to military duty because of membership in the Ready Reserve or the Standby Reserve, or as a military retiree).

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e. Ensure that the Military Services and Commanders In Chief plan for the effective retention or replacement in wartime of civilian employees and contractor personnel who are performing critical support activities.

f. Ensure that continuous reviews are made of the effective wartime use of minimally disabled or over-age personnel with current or prior Military Service, including the study of assignments that directly support State Defense Forces, Civil Defense or other aspects of the internal defense of the United States and its possessions.

2. During mobilization or wartime, the DoD manpower utilization policy is to:

a. Terminate or defer activities not essential to the war effort in order to permit the reallocation of personnel to higher priority tasks.

b. Assign military personnel only to those jobs that contribute to the war unless:

(1) Military incumbency is required by law.

(2) Possessing military-unique skills or experience is essential for successful performance of required duties.

(3) Military authority or discipline is requisite to the position.

(4) Alternative manpower is not available.

c. Upon mobilization, cease all screening, removal, deferral, and exemption actions for those reservists and retired members who are subject to recall during mobilization or wartime.

d. Upon mobilization, order to active duty all Ready Reservists, active duty military retirees, other reservists, and reserve military retirees, not occupying jobs critical to National Security objectives, required to meet the mobilization or wartime needs of the contingency.

e. Expeditiously detail or reassign civilians to vacant positions to make optimal use of their skills consistent with mobilization or wartime priorities and with the mobilization or wartime authorities and procedures in effect.

f. Integrate civilians with needed skills into the military at the appropriate grade level using expeditious lateral entry procedures.

g. Encourage civilian employees who occupy emergency-essential (E-E) positions and contractor personnel who are performing critical support activities overseas to remain in the theater.

h. Hire additional civilian employees or exercise contingency contracts to do essential work not requiring military-unique experience.

D. RESPONSIBILITIES

1. The Assistant Secretary of Defense (Force Management and Personnel) (ASD(FM&P)) shall:

a. Establish DoD wartime manpower mobilization planning guidance and coordinate manpower mobilization plans and their execution.

b. Establish a standard DoD-wide procedure and data base for computing, compiling, projecting, and portraying the time-phased wartime manpower demand and supply of all DoD Components.

c. Publish guidance necessary for operating the Wartime Manpower Mobilization Planning System (WARMAPS).

d. In conjunction with the Assistant Secretary of Defense (Reserve Affairs) (ASD(RA)), the Service Secretaries and the Chairman, Joint Chiefs of Staff (JCS), direct a continuous review of DoD manpower utilization plans and programs, and develop suggested programs to enhance the effectiveness and productivity of military and civilian manpower across the spectrum of DoD missions.

2. The Heads of DoD Components shall:

a. Ensure that the policies in this issuance are reflected in all relevant issuances and procedures.

b. Develop, maintain, and submit wartime manpower demand and supply data as prescribed in DoD Instruction 1100.19 (reference (c)).

c. Conduct a continuous review of manpower utilization plans and programs for their components, and develop programs to enhance the effectiveness and productivity of military and civilian manpower across the spectrum of component missions, as directed by the ASD(FM&P) in conjunction with the ASD(RA) and the Chairman, JCS.

E. EFFECTIVE DATE

This Directive is effective immediately.



William H. Taft, IV  
Deputy Secretary of Defense

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ATTACHMENTS None

### INSTRUCTIONS FOR RECIPIENTS

The following pen change to DoD Directive 1100.18, "Wartime Manpower Mobilization Planning," January 31, 1986, is authorized:

#### PEN CHANGE

Page 3, paragraph D.1.e. Insert this additional paragraph: "Publish DoD publications such as regulations, manuals, and handbooks that supplement this Directive."

#### EFFECTIVE DATE

The above change is effective immediately.

Accession For
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JAMES L. ELMER, Director  
Correspondence and Directives

DTIC QUALITY REFLECTED 1

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