

DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY ALASKA  
Fort Richardson, Alaska 99505-5000

United States Army Alaska Pamphlet 570-4  
Change 1

31 May 1997

**Manpower and Equipment Control**

**Borrowed Military Manpower**

**Summary.** A change has been made to the supersession notice. The listed publication number was incorrect.

**Suggested improvements.** This pamphlet's proponent agency is the Directorate of Resource Management, Chief of Staff, Resource Management. Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-RRM-DM.

1. USARAK Pamphlet 570-4, 15 April 1997, is changed as follows:

**Title page.** Change the supersession notice to read as follows:

\*This pamphlet supersedes the Borrowed Military Manpower Standing Operating Procedure, dated 10 October 1990, and 6th Infantry Division (Light) Regulation 614-4, dated 1 March 1991.

2. Post these changes per DA Pamphlet 310-13.

3. File this change in front of the publication.

FOR THE COMMANDER:

OFFICIAL:

CHARLES R. DEWITT  
COL, AD  
Chief of Staff

//Original Signed//  
FREDRICK J. LEHMAN  
LTC, SC  
Director of Information Management

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Fort Shafter, Hawaii 96858-5100

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15 April 1997

**Manpower and Equipment Control**

**Borrowed Military Manpower**

**Applicability.** The policies and procedures prescribed in this pamphlet apply to all units, activities, directorates, and personnel assigned to the United States Army Alaska (USARAK).

**Impact on New Manning System.** This pamphlet does not contain information that affects the New Manning System.

**Interim changes.** Interim changes to this pamphlet are not official unless the Director of Information Management authenticates them. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested improvements.** This pamphlet's proponent is the Directorate of Resource Management, Deputy Chief Of Staff, Resource Management (DCSRM). Users are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to APVR-RRM-DM.

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**1. Purpose**

This pamphlet's purpose is to establish USARAK procedures for using Borrowed Military Manpower (BMM) to fill valid table of distribution and allowances (TDA) requirements.

**2. References**

a. Required publication. Army Regulation (AR) 570-4 (Manpower Management) is a required publication. It is cited in paragraph 3b.

b. Related publications. (Related publications are merely sources of additional information. The user does not have to read them to understand this pamphlet.)

(1) AR 5-3 (Installation Management and Organization).

\*This pamphlet supersedes the Borrowed Military Manpower Standing Operating Procedure, dated 10 October 1990, and 6th Infantry Division (Light) Regulation 570-4, dated 1 March 1991.

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- (2) AR 215-1 (Nonappropriated Fund Instrumentalities and Morale, Welfare, and Recreation Activities).
- (3) AR 310-49 (The Army Authorization Documents System (TAADS)).
- (4) AR 600-200 (Enlisted Personnel Management System).

c. Referenced forms.

(1) DA Form 2028 (Recommended Changes to Publications and Blank Forms). Cited in the suggested improvements statement.

(2) USARAK Form 406 (Labor Distribution Record). Cited in paragraph 4b(3).

**3. Explanation of abbreviations and definition**

a. Abbreviations.

- (1) app..... appendix
- (2) AR..... Army Regulation
- (3) BMM ..... Borrowed Military Manpower
- (4) CSM..... command sergeant major
- (5) DA..... Department of the Army
- (6) DCSOPS ..... Deputy Chief of Staff, Operations
- (7) DCSRM ..... Deputy Chief of Staff, Resource Management
- (8) DEROS..... date eligible to return from overseas
- (9) ETS ..... expiration term of service
- (10) MOS ..... military occupational specialty
- (11) MSC..... major subordinate command
- (12) MTOE ..... modification table of organization of equipment
- (13) TDA ..... table of distribution and allowances
- (14) TOE ..... table of organization and equipment
- (15) USARAK..... United States Army Alaska

b. Definition. Borrowed Military Manpower—both BMM and Troop Diversion as defined in AR 570-4. The functional definition of “BMM” will therefore refer to the use of soldiers borrowed from either a modification table of organization and equipment (MTOE) or TDA organization to perform duties within a TDA activity where a major command-approved manpower requirement exists but for which no manpower space has been authorized or where the manpower space has been authorized but the position is unfilled.

#### 4. Responsibilities

a. The requesting activity/organization will—

(1) Consolidate and validate BMM requests from their subordinate units/organizations and submit requests through the DCSRM to the Chief of Staff. (See app A for format.) Requests must include current staffing, requested BMM staffing, impact if not approved, individual benefits, and the desired tasking's length.

(2) Ensure all requests for BMM have a corresponding valid TDA requirement or submit the necessary Schedule X paperwork to establish the requirement at the time of submission.

(3) Provide a description of work performed for each BMM position. The descriptions will be used by the Deputy Chief of Staff, Operations (DCSOPS) in taskings and will be given to each assigned soldier to provide a clear understanding of duties. This description will include the detail's length: either 90 days or 180 days.

b. The organization utilizing BMM will—

(1) Interview and brief BMM personnel on position responsibilities and specific duties. If soldiers are found to be unacceptable due to disciplinary or personal problems, physical profiles, or date eligible to return from overseas/expiration term of service (DEROS/ETS) during BMM period, coordinate with the DCSOPS for replacement personnel.

(2) Coordinate BMM personnel normal cycle rotation with the DCSOPS. Return of BMM personnel to their parent unit for unsatisfactory performance must be coordinated with the Directorate of Plans, Training, Security, and Mobilization; Training/Range Division. Requests for removal will be supported by appropriate documentation, such as counseling statements and memorandums.

(3) Submit a monthly BMM utilization report, through the DCSOPS to the DCSRM, Manpower, that specifies position, location, and to what extent BMM is being used in the organization. The report format is illustrated in appendix B. A USARAK Form 406 (Labor Distribution Record) must be completed each month for a BMM soldier. The soldier's parent unit will be noted on the USARAK Form 406. This information will be maintained by the requesting directorate and be available upon request.

(4) Use BMM personnel only in the manner approved by the BMM Review Board.

(5) Provide BMM personnel the opportunity to maintain their physical fitness.

(6) Complete monthly counseling for each BMM.

c. The unit/activity providing BMM personnel will—

(1) Ensure that only qualified personnel are provided for BMM positions. Bonus recipients will not perform BMM duties. Personnel with disciplinary/personal problems or those who will DEROS/ETS during the BMM period will not be provided. Personnel having physical profiles may be used as long as the profile does not hinder their ability to perform the required BMM position duties. When possible, fill taskings with soldiers whose military occupational specialty (MOS) aligns with the requirement.

(2) Place BMM personnel in an "exempt from duty" status on all duty rosters and will not grant ordinary leave during the BMM period. Emergency leave may be granted by the unit/activity and an immediate replacement provided to the using activity.

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(3) Facilitate a visit from the soldier's company commander or first sergeant every 30 to 45 days. The soldier must be inspected to ensure that he/she is maintaining appearance standards, physical fitness standards, and is gainfully employed by the using agency.

(4) Provide BMM personnel to the using activity 2 days before BMM duty begins, for training, and immediately replace any personnel who fail to meet the requirements or who cannot complete the BMM time requirement for any reason.

d. The DCSRSM will—

(1) Analyze the BMM requests against historical usage and TDA requirements. The DCSRSM will return requests that do not contain the information requested in appendix A or for which there is not an approved or requested TDA requirement.

(2) Maintain manning documents showing approved BMM.

(3) Convene the BMM Review Board at least 10 weeks before the beginning of the cycle. DCSRSM will notify all BMM Review Board members of the time and place for the next meeting and distribute the preliminary packets containing requests received and background information 1 week before the meeting.

(4) Serve as a board member or designate a representative and provide a board recorder at the meetings. The recorder will prepare minutes from the BMM Review Board meetings for the Chief of Staff's signature and forward the minutes to the board members.

(5) Ensure that BMM requests are processed according to this pamphlet.

e. The DCSOPS will—

(1) Serve as a board member or designate a representative.

(2) Review requests for BMM before the BMM Review Board meeting to determine the effects on combat readiness and be prepared to comment at the meeting.

(3) Provide tasking for approved requests at least 7 weeks before the date required so as not to disrupt the unit planning process. The Chief of Staff's signature on the board's recommended BMM staffing document and/or board minutes constitutes formal authority to proceed.

(4) Track all unit taskings and notify the Chief of Staff of any unit in noncompliance.

f. The Adjutant General will—

(1) Serve as a board member or designate a representative.

(2) Review MOS-/grade-specific requests and MOS/grade availability. The Adjutant General will be prepared to provide MOS/strength data and comment at the board meeting.

(3) Publish a fair share calculation each cycle and for interim requests. The percentage of fill for each specifically requested MOS and applicable career field will also be provided. Table of organization and equipment (TOE) and TDA unit requirements are based on total assigned enlisted strength of E6 and below. The fair share calculation will be provided to the DCSOPS for unit/activity tasking. The fair share calculation will accompany the BMM tasking letter to each participating unit/activity and will clearly indicate how the BMM requirements were distributed.

## 5. Procedures

a. BMM use will normally take place during the winter BMM cycle, established as 1 October through 31 March, or the summer BMM cycle, established as 1 April through 30 September.

b. To facilitate adequate staffing and timely tasking of other organizations, the brigade commanders (United States Army Garrison, Alaska 1st Brigade, 6th Infantry Division (Light) and Arctic Support Brigade) will submit BMM requests to the DCSRM at least 12 weeks before the start of the next BMM cycle.

c. DCSRM will validate the request(s) against this pamphlet and verify that all positions requested for BMM fill have an established or pending TDA requirement. Requests not meeting this pamphlet's requirements will be returned to originator with recommended corrections.

d. A BMM Review Board will be convened by the DCSRM semiannually during January and June, at least 10 weeks before the next cycle start date. The BMM Review Board will consist of the following commanders, command sergeant majors (CSMs), and/or designated representatives:

- (1) Chief of Staff.
- (2) USARAK CSM.
- (3) 1st Brigade, 6th Infantry Division (Light) Commander or CSM.
- (4) Arctic Support Brigade Commander or CSM.
- (5) Garrison Commander or CSM.
- (6) DCSOPS.
- (7) DCSRM.
- (8) Adjutant General.
- (9) Board recorder.

e. The BMM Review Board's purpose is to provide recommendations to the Chief of Staff concerning submitted BMM requests. The Chief of Staff will function as the final decision authority. Following the board meeting, the DCSRM will publish the results (signed by the Chief of Staff) at least 9 weeks before the cycle start date.

f. Based on the board meeting's results, the Adjutant General will then determine the "fair share" manpower breakout for each major subordinate command (MSC) and provide this input to the DCSOPS. The basis of the "fair share" will be determined using the E6 and below strength per paragraph 4f(3).

g. The DCSOPS will task the USARAK MSCs with the fill of BMM positions per the Adjutant General's "fair share" determination at least 7 weeks before the BMM cycle start.

h. BMM positions will last 180 days only if it requires highly skilled personnel. BMM not requiring a high skill level will not exceed 90 days in duration. The requesting agency will provide a list of positions requiring 180 days with full justification to the validation board before position approval. Soldiers will not perform BMM duties in consecutive BMM cycles without BMM Review Board and Chief of Staff approval. Units will provide replacements' names to the using activity at least 2 weeks before the changeover date.

i. Units tasked with providing BMM may challenge a tasking in writing to the DCSOPS, within 10 days from tasking receipt.

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j. Once an individual soldier is assigned BMM duties, units will not replace the soldier without approval from the using activity and the Chief of Staff.

k. Out-of-cycle BMM requests requiring immediate attention due to mission criticality may be submitted on an interim basis through the DCSR to the Chief of Staff for decision. No formal board meeting will be conducted, however, requests will be staffed as required. Interim requests will not exceed 90 days; BMM required for a longer period will be reviewed at the next board meeting.

l. The following personnel categories are not authorized for use as BMM:

- (1) Defense Language Institute graduates working in a language position.
- (2) School trained additional skill identifier personnel serving in an additional skill identifier-position.
- (3) Bonus recipients.
- (4) First term soldiers who must serve at least 1 year in their primary MOS.
- (5) Intelligence career program soldiers.
- (6) Band personnel.

FOR THE COMMANDER:

OFFICIAL:

CHARLES R. DEWITT  
COL, AD  
Chief of Staff

//Original Signed//  
FREDRICK LEHMAN  
LTC, SC  
Director of Information Management

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**Appendix A  
Sample Borrowed Military Manpower Request**

Figure A-1 shows sample request for BMM.

**Request for Borrowed Military Manpower**

1. DIRECTOR/ACTIVITY: \_\_\_\_\_

2. INTENDED USE OF BMM: \_\_\_\_\_

3. Current TDA staffing data for workcenter:

Para/Line	Position Description	Series/Grade	Req	Auth	ONBD	BMM Data		
						Grade	MOS	Req
59H/01	Supv Art Sp	GS1056/09	1	1	1			0
59H/02	Art Sp	GS1056/07	1	1	1			0
59H/02	Tng Inst-Photo	GS1712/07	1	0	1			0
59H/04	Tng Inst-Wood	GS1712/07	2	1	0	SFC	51B	2
Total			5	3	3			2

4. Non-TDA staffing data (include all other manpower; e.g., Nonappropriated Fund, volunteer, excess, contract, etc.):

Description	Series/MOS	Grade	Hours Used

5. Impact if BMM request is not approved: \_\_\_\_\_

6. Individual and/or unit training benefits: \_\_\_\_\_

7. Tasking requested from: \_\_\_\_\_ to: \_\_\_\_\_.

8. Descriptions of work to be performed by each requested BMM: \_\_\_\_\_

**Note: Prior 6 months supporting workload data must be available upon request.**

**Figure A-1. Borrowed Military Manpower request**



**Appendix B  
Sample Borrowed Military Manpower Utilization Report**

Figure B-1 shows a sample BMM utilization report.

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**Borrowed Military Manpower Utilization Report**

1. Reporting period: \_\_\_\_\_.

2. Directorate/activity: \_\_\_\_\_.

3. BMM positions:

TDA Para/Line	Position Description	Parent MTOE Unit	Soldier Name	Date Began	Date Ended	Hours Used

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**Figure B-1. Borrowed Military Manpower utilization report**