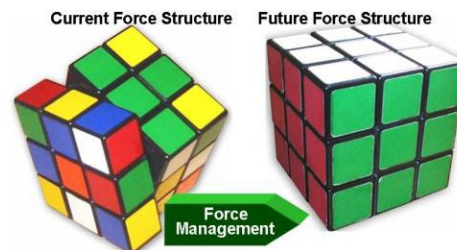


How the Army Runs Primer

I. Army Force Management:

1. The Army Force Management process provides prudent adjustments to the existing force, while balancing force structure requirements (manpower and equipment) within available and projected resources (people, equipment, time, and dollars). Force structure adjustments are based on guidance, constraints, and previous leadership decisions.



We start this process with an existing force structure within the Army. That is, we are modifying existing force structure, not developing a force from scratch.

2. The role of the Army is to conduct prompt and sustained combat on land. To accomplish the mission of deterring conflict and winning wars, the Army must continuously change in order to provide the most combat effective force, within available resources, for joint and expeditionary operations.
3. Successfully integrating changes in doctrine, organizations, and materiel into the Army, requires synchronizing multiple echelons of command and diverse management structures and systems. The Army Force Management Model depicts the major processes the Army uses to manage force structure changes.
4. **Figure 1** summarizes the activities performed by the numerous related processes and depicts their inter-relationships in a logical sequence for illustration and ease of explanation.

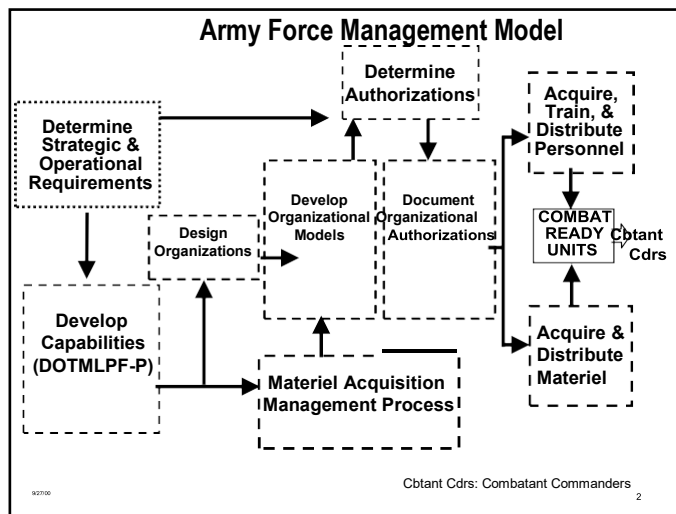


Figure 1

II. General:

1. The Army Force Management Model depicts a “System-of-Systems” approach. Each process 'box' provides an essential force management function. The model shows how these functions relate to each other, and to the major Department of Defense (DoD) management processes.
2. This diagram depicts a fairly linear model, with activities performed in a **sequential** manner. However, in practice, these processes occur **simultaneously**, in **parallel**, in **compressed** format or even in **reverse**, depending on **urgency**, **risk** and senior leader **guidance**. Notwithstanding, eventually all the activities are performed to produce a fully trained, equipped, resourced and supported operating force deployed to the right place and time with the capabilities to prevail.
3. In the Army Force Management process, strategic and senior leadership guide the processes for determining warfighting requirements. The resulting 'outputs' of force development provides the basis for the force integrating function of acquiring and distributing materiel, as well as acquiring, training and distributing personnel. Importantly, Senior Leaders' understanding of the governing processes, makes a significant difference in *How the Army Runs*.

DETERMINE STRATEGIC and OPERATIONAL REQUIREMENTS

1. **DETERMINE STRATEGIC AND OPERATIONAL REQUIREMENTS.** This is where the PURPLE (DoD) and GREEN (Army) interface. OSD starts the process with the receipt of national security directives, initiating the interrelated OSD planning systems displayed in **figure 2**. Guidance can include a broad range of requirements with force structure implications.
2. Examples: National Security Strategy (NSS), National Military Strategy (NMS), Defense Planning Guidance (DPG) and National Defense Strategy (NDS) (formerly the QDR).

3. The Defense Planning Process establishes the bridge from OSD and JS guidance to the Army's Planning, Programming, Budgeting, and Execution (PPBE) process. The Army's planning and programming processes develop Army force structure, designed to meet the guidance and the needs of the Combatant Commanders.

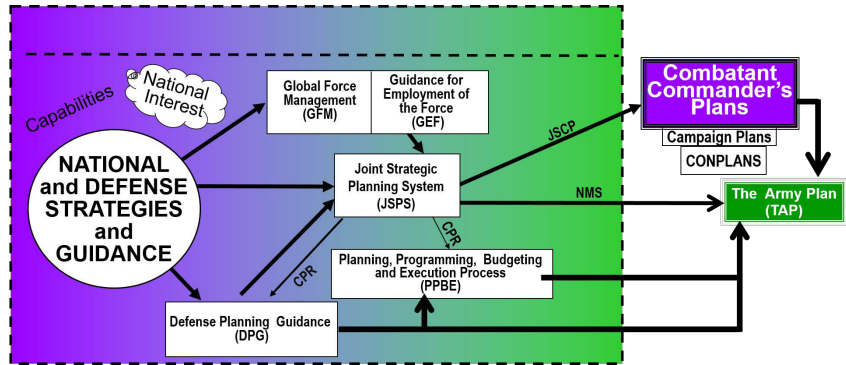


Figure 2

4. The **key output**, which initiates the Army Planning System, is the programming guidance that is currently provided by the SECDEF in the DPG.

The Army translates the OSD guidance into Army guidance (such as The Army Plan (TAP)), and other Army senior leader directives, guidance or decisions.

DEVELOP CAPABILITIES

1. The receipt of new OSD and Senior Army Leader guidance initiates the Joint Capabilities Integration and Development System (JCIDS) process. JCIDS **identifies capabilities** needed to accomplish the newly forecasted **strategic and operational requirements**. The capabilities are derived from joint and service concepts designed to prevail in the FUTURE environment. Capabilities are categorized in the **domains** of Doctrine, Organization, Training, Materiel, Leadership & Education, Personnel, Facilities and Policy; these are referred collectively as DOTMLPF-P (**Figure 3**).

2. Each **domain** is an area providing focus for action officers to investigate solutions, products, and services to meet the required capabilities surfaced through the functional analyses of the concepts.
3. JCIDS develops an integrated set of Service DOTMLPF-P capability requirements that support national strategies and guidance, and the operational needs of the combatant commanders. Thus, this process assesses future Joint and Army warfighting functional needs and solutions.

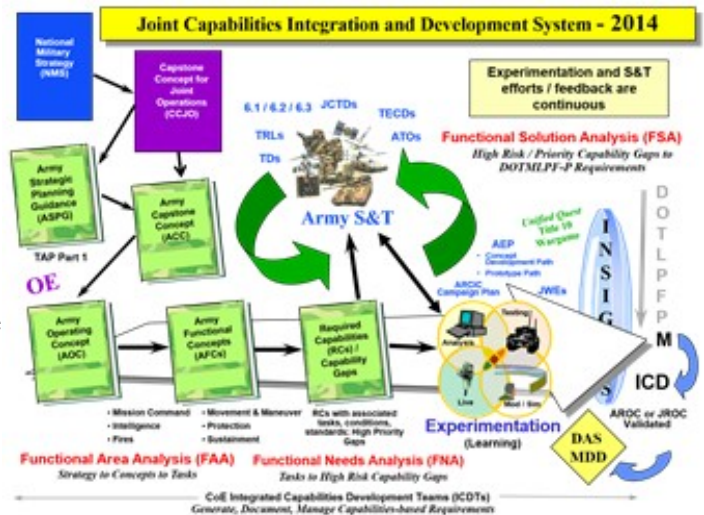


Figure 3

4. The analysis process is composed of a structured, four-phased methodology that defines **capability gaps, capability needs**, and approaches to provide those capabilities within a

specified functional or operational area. The analyses initiate the development of integrated, joint capabilities by investigating solutions within Army domains of DOTMLPF-P.

- JCIDS examines where we are, where we want to be, what risks we may face and what it might cost.
- Army Futures Command submits DOTMLPF-P solution sets for ARSTAF validation and Chief of Staff, Army (CSA) approval via the Army Requirements Oversight Council (AROC) validation and approval process.
- The **key output** is the recommendation of a solution set within the domains of DOTMLPF-P to the ARSTAF.

MATERIEL ACQUISITION MANAGEMENT PROCESS

NOTE: Non-materiel solutions are analyzed first. Non-materiel solutions are normally quicker to implement and cost less. [Solutions are generally sought in the order of: D, Policy, T, L, O, M, and Pers.]

- If the DOTMLPF-P solution to the capability gap or shortcoming is determined to be within the **materiel domain**, equipment is developed to meet the requirement. Materiel solutions are developed within the Defense Acquisition Management System (**figure 4**).
- The Acquisition process consists of a series of sequential management decisions, made within DoD, the Army Secretariat (**ARSEC**) or the **ARSTAF**, as the development of a materiel system progresses from a stated materiel requirement to the fielding of an **operational and supportable** system, in Accordance with DoD INSTRUCTIONS **5000.1** and **5000.2**.
- Figure 4** reflects the Acquisition process, the milestones and the decision points as the development of the hardware system moves through the process.
- The key output of this sub-process is the Basis of Issue Plan feeder data (**BOIPFD**) and a fully operational, affordable and sustainable system. The BOIPFD is the primary input to the BOIP, a requirements document, developed in the next phase by the United States Force Management Support Agency (USAFMSA). The BOIP is discussed in the Develop Organization Models phase.

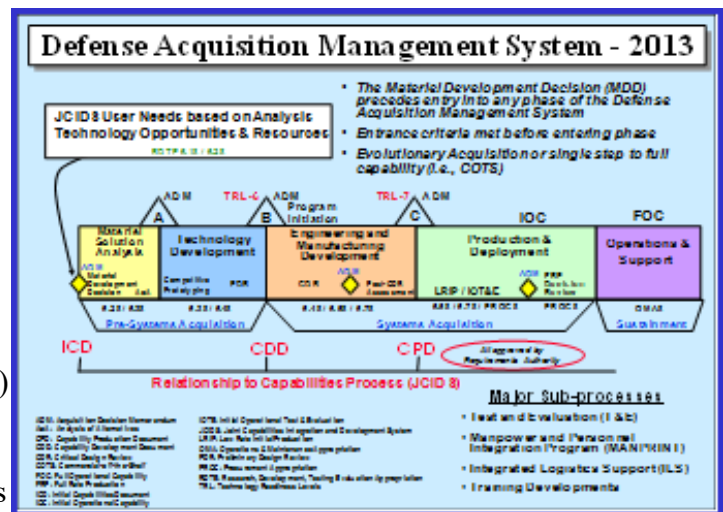


Figure 4

DESIGN ORGANIZATIONS

- If the DOTMLPF-P solution developed in the "Develop Capabilities" section is an **Organizational Solution**, and/or has organizational impacts, we move to the **DESIGN ORGANIZATIONS PHASE**. In this phase (**figure 5**), we address **new organizations** and **modifications** to existing organizations. For new organizations, the Design Organizations phase analyzes the proposed organization for **doctrinal correctness**. The Design Organizations phase provides a forum for the entire Army to review the issue, estimate cross-functional organizational impacts (other support organizations influenced by the proposed changes) and also links the Capabilities, Materiel, Training, and Document Developers together for a holistic cross-domain assessment.

- Proposed organizational solutions to meet a desired capabilities require the development of a Unit Reference Sheet (URS). The URS contains sufficient data about a unit's personnel and equipment to support Army force design initiatives.
- The next step is the Force Design Update (FDU) process.

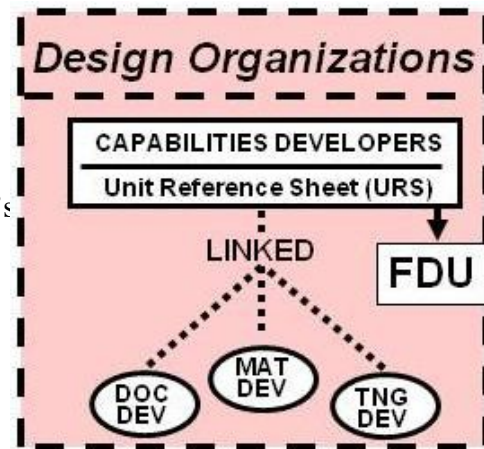


Figure 5

- With AFC input Training and Doctrine Command's Force Design Directorate (FDD), at Ft. Leavenworth, Kansas, manages the FDU process for the Army.
 - The Army receives proposals from a variety of sources; staffs them through the proponent centers and schools, and forwards them to FDD to ensure the proposed organizational solution is doctrinally correct. Once staffed, modified and approved the FDU is forwarded to the CSA/VCSA for decision and implementation instructions.
- The **key output** is an approved design and implementation instructions from the CSA or VCSA.

DEVELOP ORGANIZATIONAL MODELS

- This phase begins with two potential inputs: a Basis of Issue Plan (BOIP) for a new piece of equipment **OR** an FDU decision for an organizational change. See Figure 6.
- A unit reference sheet (URS) goes to United States Army Force Management Support Agency (USAFMSA).
- USAFMSA, United States Medical Command (MEDCOM) and United States Army Special Operations Command (USASOC) develop TOEs and BOIPs codifying the input from the FDU process or the Materiel Acquisition Management Process (BOIP feeder data).
- USAFMSA, USASOC and MEDCOM apply **rules, standards, and guidance** to the doctrinally correct design to produce a new organizational model – called the Table of Organization and Equipment (TOE) for operating forces. Other changes may just modify an existing TOE; or require a change of a Basis of Issue Plan (BOIP) for equipment that also can result in changes to a Table of Distribution and Allowances (TDA) for generating forces (made at unit level). Changes are staffed with ARSTAF and Army Commands, approved by DA and entered into the Force Management System (FMS) data bases.
- The TOEs and BOIPS are **KEY OUTPUT** documents from this process.

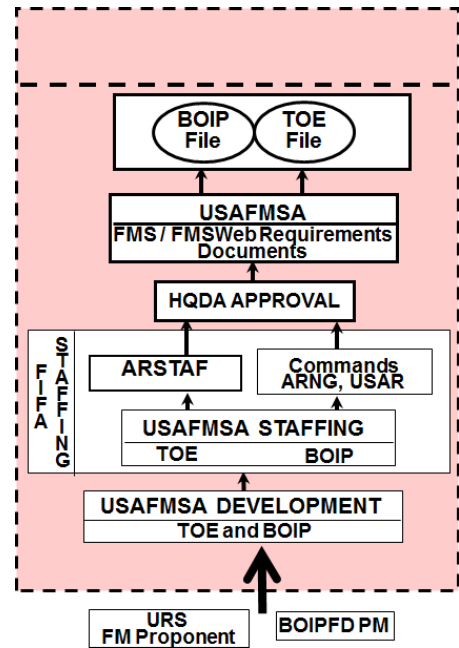


Figure 6

DETERMINE AUTHORIZATIONS

- After HQDA approves the TOE/TDA/BOIP, the desired “unit type” competes in the resourcing phase for authorizations within the Army's Planning, Programming, Budgeting and Execution Process (PPBE). The **DETERMINE AUTHORIZATIONS** phase provides the proper mix of organizations resulting in a balanced and affordable force structure, which supports the Joint and Army Guidance (figure 7). The guidance includes the Directed Force.

Currently, the force projected for a 480K end strength level is 58 Brigade Combat Teams (BCTs); 31 AC BCTs (11 ABCTs, 13 IBCTs, 7 SBCTs) and 27 RC BCTs (5 ABCTs, 20 IBCTs, 2 SBCTs)

2. ARMY GUIDANCE:

- a. The Army Plan (TAP) is the principle guidance provided from the Secretary of the Army (SA) and CSA to the Army for development of the Army Program Objective Memorandum (POM) submission. The TAP articulates the transition of DoD guidance to all Services into Army-specific planning. The TAP provides guidance on Strategy, Threat Data, Resource Priorities and Force Structure Guidance.
 - b. The SA, CSA, VCSA, G-3/5/7 and G-8, provide the directives and guidance to the ARSEC, ARSTAF and Army Commands to accomplish the associated missions through the Army Planning System and develop force structure to meet OSD guidance and CCDR needs.
3. Figure 7 represents the flow of the PPBE process. The Total Army Analysis (TAA) process is what moves the PPBE process from Planning to Programming, providing the **POM FORCE** as input to the G-8, Program Analysis and Evaluation Division (PA&E).

4. The determination of the size and content of the Army force structure is an iterative, risk-benefit, trade-off analysis process called TAA. Based on the guidance and inputs, the Army modifies our current force through TAA. TAA determines the force structure needed to support the “directed force”. The TAA process modifies the current force, identifies the total requirements (Operating and Generating Force) and ultimately resources the future force. This sub-process determines the correct mix of organizations required, meets OSD and the SA/CSA guidance, and stays within resource constraints.

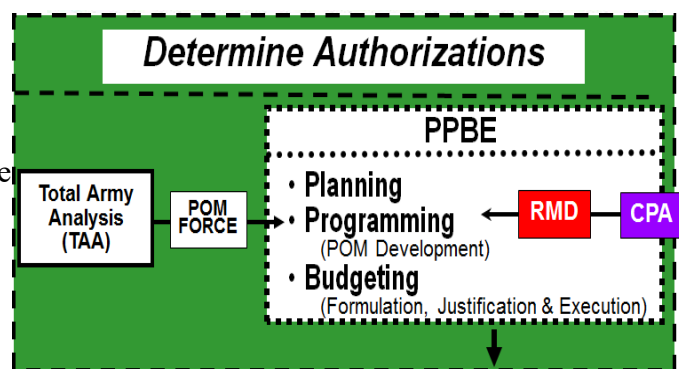


Figure 7

5. The purpose of TAA is to develop **requirements** and **authorizations** that defines the force structure the Army must build, raise, provision, sustain, maintain, train and resource.
6. During the TAA Resourcing phase (determining authorizations), the requirements compete for resourcing (authorized number of units, by type), based on Army leadership directives, written guidance, risk analysis, modeling and Combatant Commander inputs. All Army components, commands and Centers of Excellence (branches) are competing for the limited resources.
7. The **KEY OUTPUTS** from the PPBE/TAA processes are:
- a. POM Force. The resulting force structure is forwarded to the Senior Leaders of the Department of the Army (SLDA) for approval. The approved POM force is forwarded to the OSD with a recommendation for approval. The POM force contains the type organization, the FY, COMPO and the action (activation, inactivation, conversion, or reorganization).
 - b. Note: the Army Program is assessed by the Chairman/Joint Staff to ensure compliance with the approved SecDef guidance accepted from the Chairman's Program Recommendations (CPR). The OSD also recommends and the SecDef approves changes to the Army POM and, upon approval, OSD issues Resource Management Decisions (RMD) directing POM changes.
 - c. Army Structure Memorandum (ARSTRUC). The ARSTRUC provides the ARSEC, ARSTAF, commands and Field Operating Agencies (FOAs) the results of the TAA process.
 - d. The Army's POM submission to OSD from the Army's PPBE process.
 - e. The TAA outputs are inputs to the Command Plan (CPLAN) process that further refines implementation for the next FY budget and specifies the Army Master Force (M-Force).

DOCUMENT ORGANIZATIONAL AUTHORIZATIONS

1. After approval of the CPLAN M-Force force structure by Army leadership, the United States Army Force Management Support Agency (USAFMSA) manages the process of documenting the decision(s) (**figure 8**).
2. USAFMSA develops the authorization documents through the Force Management System (FMS) Web. This process results in the generation of organizational authorizations documented in modified tables of organization and equipment (MTOE) or in tables of distribution and allowances (TDA).
3. The programmed and budgeted force is thus 'documented' which allows Army organizations to place demands on the functional processes (manning, equipping, resourcing, stationing, etc).
4. Finally, the Structure and Composition System (SACS) computes the personnel and equipment requirements and authorizations based on integrating the input from BOIPs, TOEs, & SAMAS through FMS to record and document personnel (through Personnel SACS or PERSACS) and equipment (through Logistics SACS or LOGSACS). These systems record the requirements and authorizations as projected over the next ten years.
5. **Key Outputs:** SAMAS database updates, FMS Documentation (MTOE/TDA) and SACS.

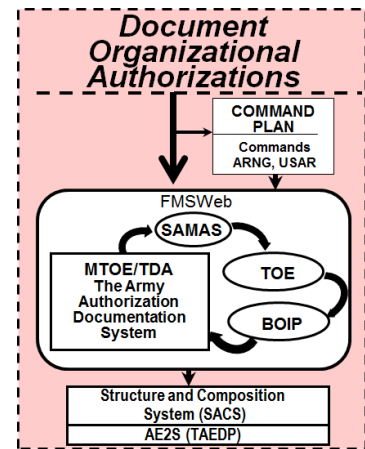


Figure 8

ACQUIRE, TRAIN and DISTRIBUTE PERSONNEL

1. Having developed the Authorization Document, the Army can now **ACQUIRE, TRAIN, and DISTRIBUTE** personnel.
2. Based on the results of PERSACS, more specifically PMAD (Personnel Management Authorization Document), the Human Resources Command (HRC) can compare the personnel authorizations, based on MTOEs and TDAs, to the current and projected inventory of Soldiers by grade, skill and MOS.
3. The various personnel processes predict the recruiting, retention and training needs of the Army over the POM years. These processes allow a wide range of personnel management measures to ensure the army is continuously manned with the right quality and quantity of personnel.
4. The Human Resources Command distributes personnel in accordance with the MTOE and TDA authorization, Army priorities and the inventory of soldiers available.
5. The **Key Output** is the assignment of individuals by grade, skill and MOS to valid authorizations in units and at levels consistent with Army manning priorities.

ACQUIRE and DISTRIBUTE EQUIPMENT

1. The Army must also **ACQUIRE** and **DISTRIBUTE** required new and modernized equipment.
2. Based on the results of LOGSACS, the DCS, G-8, the DCS, G-4 and Army Materiel Command (AMC), compare the equipment authorizations to the current inventory of equipment by Line Item Number (LIN), Equipment Readiness Code (ERC) and quantity.
3. Army logisticians then acquire and allocate equipment based on:
 - a. The total **REQUIREMENTS** and total **AUTHORIZATIONS**.
 - b. Equipment quantities on hand.
 - c. Army **PRIORITIES** as reflected in the Dynamic Army Resourcing Priority List (DARPL).
4. The **Key Output** is a Total Army Equipment Distribution Plan (TAEDP) and the related fielding of the required equipment in time to meet units' Effective date (E-date) and readiness levels.

PROVIDE COMBAT READY UNITS

1. At this point - MANPOWER and EQUIPMENT have been acquired, personnel trained and both have been distributed to the Army to provide combat ready units to the Combatant Commanders.
2. The Combatant Commander and the Services were provided the same direction and guidance (DPG) at the same time (“Purple -Green” interface) (See **Figure 2**).
3. Two additional issues the Army must address during modernization and reorganizations are STATIONING and READINESS.
 - a. **STATIONING.**
 - 1) Based upon the Army force structure and related operations, training, support and deployment requirements, units and organizations (both in the operating and generating force) are moved, stationed and provided facilities.
 - 2) The stationing activity may result in Base Re-alignment and Closure (BRAC) requests and other re-stationing actions, should Congress approve, to gain economies and efficiencies.
 - 3) Each of these stationing requirements brings facility issues to the table for units – such as motor pools, billets and ranges; as well as support facilities for families.
 - b. **READINESS.**
 - 1) The Army must provide to the Combatant Commanders (CCDRs) the forces at the appropriate readiness levels needed to accomplish the missions directed by the President and the Secretary of Defense. The Army is currently transitioning (scheduled for FY 2022) from the Sustainable Readiness Process (SRP) force generation model to the **Regionally Aligned Readiness and Modernization Model (ReARMM)**. ReARMM is intended to better manage force readiness to meet CCDR operational tempo (OPTEMPO) requirements with dedicated periods for conducting missions, training, and modernization.
 - 2) The Army is evaluated on its ability to “Provide the necessary forces and capabilities to the Combatant Commanders that support the national security and defense strategies.”
4. The **Key Output** is the evaluation of how well the Army provided **combat ready** organizations that successfully accomplished the assigned **Combatant Commanders' missions**.

SUMMARY

1. Although the Army Force Management Model depicts a **fairly linear model**, in a logically **sequential** manner, managing change may mandate that any one or several of these processes occur **simultaneously**, in **parallel**, in **compressed** format or even in reverse depending on **urgency, risk** and senior leader **guidance**.
2. It is important to note that eventually all of the key sub-processes and systems must be addressed to field, maintain, sustain and resource current and future Army forces.
3. What is not depicted in the Army Force Management Model are all of the potential coordination lines between systems, processes or blocks. Alternative paths, not reflected in the model, may be needed to verify impacts of decisions, re-evaluation of those decisions when a solution is unsuitable based on a change in strategy, threat, leadership priorities, available resourcing or identification of a new competing capability requirement based on the identification of a new or different capability gap.
4. When a force structure modification has been determined, resourced, funded and documented, the solution becomes the major input to other processes inherent within the overall Army Organizational Life Cycle Model.