

Total Army Analysis (TAA)

1. **Determine organizational authorizations.** The Total Army Analysis (TAA) process is used by HQDA to determine organizational authorizations.
 - a. TAA determines the proper mix of organizations required and resourced that comprise a balanced and affordable force to meet the guidance issued by the President, Congress, OSD or Army leadership.
 - b. TAA develops the total requirements for peacetime, wartime, rotational force and DOD tasks. Subsequently the TAA Process defines the authorizations for the force structure the Army must *build, raise, provision, sustain, maintain, train and resource* to meet OSD / Army guidance, combatant commanders' requirements and force structure initiatives.
 - c. The HQDA approved TOEs, approved during the previous phase, compete for authorizations – the “*coin of the realm*” in the force structure business – broken out in Officer / Warrant Officer / Enlisted spaces.
 - d. TAA first determines the **total requirements** (the number of units, by type – 100% manned and equipped).
 - e. The TAA process continues by determining the force **resourced** based on priorities, budgetary constraints and guidance.
 - f. The resulting force structure is the Program Objective Memorandum (POM) force, the force that is recommended for resourcing to OSD in the Army's POM submission.
 - g. TAA takes into account force guidance and resource availability to produce a balanced and affordable force structure. It determines and/or verifies the affordability, supportability, and executability of the organizational model.
 - h. TAA is the process that takes us from the Army of today to the Army of the future. TAA (TAA 12-17) was conducted on a **doctrinal basis and analysis**; is based upon **strategic guidance** from above the Army; and involves **threat analysis, specific scenarios**, and an **Army “constrained”** force. FMR 13-17 will transition to the CSA's efforts at redesigning the TAA process. TAA 14-18 will reflect the CSA's process decisions.

TAA process has the potential of changing every facet of the Army.

2. **TAA** – determines the organizational authorizations, provides the proper mix of organizations that comprise a balanced and affordable force structure for the Army. Force structuring is an integral part of the OSD Planning, Programming, Budgeting and Execution process (PPBE) and the Joint Staff Joint Strategic Planning System (JSPS). It develops force structure in support of joint, strategic, and operational planning and Army planning,

programming and budgeting. The development of a force is based on an understanding of the objectives to be achieved, threats, and the dynamics of externally and internally imposed constraints (i.e., dollars, end strength, roles, and missions).

The mix of unit models that make up a balanced and affordable force structure must support Joint and Army planning, programming, and budgeting at the strategic, operational and tactical levels.

3. Total Army Analysis (TAA) Overview.

- a. TAA is the *resource sensitive* process that executes the decisions of the Office of the Secretary of Defense (OSD), the Department of Defense (DOD) PPBE, directives and Initiatives of the Joint Staff, and the Army planning, programming, budgeting, and execution (PPBE) process. The Army's strategic roles must support the National Military Strategy (NMS). These roles have a major impact on the shaping of the Army. Therefore, TAA is instrumental in developing the force that meets the NMS guidelines and defeats the threat within the defined scenarios and under the established dollar constraints; and fulfills all the roles and missions listed, within the parameters of congressional oversight and guidance.
- b. TAA serves as the bridge between OSD/Joint Staff guidance and the Army's planning and program building processes, balancing the Army's force structure requirements (manpower and equipment) against available and planned resources. Decisions, as a result of the TAA process, shape the future size and composition of the Army and are senior leadership sensitive and made in the best interest of the Army.
- c. Additionally, the TAA process is the means to transition from the planning phase to the programming phase within the Army's PPBE process, assisting in determining, verifying and justifying Army requirements, while assessing force capabilities. The TAA process is flexible and responsive to dynamic changes. The process involves external inputs from the President, Secretary of Defense, CJCS, Joint Staff, OSD, and Combatant Commanders' priorities (for example: anticipated threats, scenarios, end-strengths, and assumptions). The process flows from internal Army actions, decisions and guidance from the Army Secretariat, Army Staff, Combatant Commanders (for example: allocations rules, resource assumptions, warfighting capabilities, and infrastructure priorities); and the commands (Army Commands, Army Service Component Commands and Direct Reporting Units), in the decision-making process for both requirements and resources decisions. The end result of the TAA process is the right mix of unit models (MTOEs) that make up a balanced and affordable force structure to support Joint and Army planning, programming, and budgeting at the strategic, operational and tactical levels.
- d. TAA is a multi-phased force structuring process. It consists of both qualitative and quantitative analyses designed to develop the "operating and generating forces", MTOE and TDA, necessary to sustain and support the combat forces delineated in the

Quadrennial Defense Review (QDR), Defense Planning and Programming Guidance (DPPG), scenarios, and The Army Plan (TAP). The purpose of TAA is to define the required support forces to make the combat forces successful.

- e. TAA is the acknowledged and proven mechanism for explaining and defending Army force structure. The TAA process takes us from the Army of today to the Army of the future. It requires a doctrinal basis and analysis, flowing from strategic guidance and joint force requirements. By regulation, TAA is a biennial process initiated during even-numbered years. HQDA, G-3/5/7, initiates the formal TAA process upon receipt of OSD/Joint Staff guidance (DPPG), scenarios, and draft TAP. Based on these documents and guidance, the routine TAA cycle occurs. TAA is currently accomplished on a 10 month time line.
- f. TAA is an **evolving** process. The DOD and Army transformation efforts required more agile, responsive, concise processes to provide the Army leadership more timely and flexible force structure options. The ARSTAF continues refining the TAA process, shortening the process time, and initiation of selected analyses (i.e., Modular Support Force Analysis, Force Management Review, and Institutional Army Requirements Review). Lean Six Sigma was applied to the TAA process during the conduct of the Force Management Review (FMR) 09-13 and TAA 10-15 iterations. Based on guidance from Army leadership, the process was modified to take only ten (10) months instead of the Army regulatory requirement of two years; develops and analyzes force structure options versus a single force structure recommendation; incorporated video tele-conferencing (VTC) as a communication means into the process; and used the Senior Leaders of the Department of the Army (SLDA) as a collective review forum to assist in very senior leader decision-making.

Major Changes to the TAA Process – by TAA iteration (figure 1).

TAA-09 incorporated Homeland Security as the first priority of the “Simultaneity Stack”, based on the force sizing construct known as “1-4-2-1”.

TAA-11 initiated MODULARITY as the basic Army structure.

MSFA 07-11 captured FDU and leadership decisions not incorporated in TAA-11.

TAA 08-13 incorporated MODULARITY and used the SPG / JPG as OSD guidance. TAA 08-13 was informed by QDR 2006 for force structure guidance and force sizing construct.

FMR 09-13 captured modular design FDU and leadership decisions post TAA 08-13, while addressing some of the QDR 2006 decisions.

FMR 09-13 **Grow the Army (GTA)** addressed the President's decisions to: surge operational units into Iraq; expedite-accelerate conversions of BCTs, increase total strength in all Components, increase 5 AC BCTs, re-balance the AC/RC, and execute BRAC.

TAA 10-15 informed QDR 2009, modeled the Total Force Requirements over the next 7 years, fixed the imbalance in force structure and grew some new capability.

TAA 12-17 began in April '09 and initially addressed FY12-15 “over structure”. TAA continues to review and adapt the TAA process to best support Army requirements. TAA 12-17 will serve as the baseline force for POM 12-17.

FMR 13-17 is the first process adjusted to the annual process that aligns with new yearly POM process.

Figure 1. Major Changes to the TAA Process

g. **TAA General:**

- 1) TAA is the basis for the Army's POM development and establishment of the POM Force. The Army develops the POM force to achieve an affordable and competent force capable of best supporting national objectives and Combatant Commanders' warfighting needs. This force supports the joint strategic planning conducted by the Joint Staff, Combatant Commanders and the Services at the transition between planning and programming.
- 2) TAA determines the total requirements to meet the NMS, DPPG, TAP and other guidance. TAA resources the total requirements based on Army leadership directives, written guidance, risk analysis, and input from the combatant commanders. The resulting force structure is the POM force, forwarded to OSD with recommendations for approval.
- 3) The purpose of TAA is to determine the required "operating and generating" forces necessary to meet all of the tasks assigned to the Army.

KNOWN: The OSD guidance includes the OSD "*DIRECTED FORCE*" currently set at 73 BCTs.

UNKNOWN: What Combat Support, Combat Service Support and Generating Force is required to make the "operating force" successful during combat and daily mission requirements? TAA develops the supporting and sustaining force structure required by the "operating force" to be successful.

UNKNOWN: What echelon above brigade (EAB) support force and generating force structure is necessary to meet the needs of the BCTs during Homeland Defense, Army Support to other Services, Posture of Engagement rotations and the Combat Operations?

- 4) The specified combat forces and the EAB support forces determined during the TAA process are referred to as "operating forces". The determination of the size and content of the Army force structure is an iterative, risk-benefit, trade-off analysis process. The Program Objective Memorandum (POM) force, the force recommended and supported by resource requests in the Army POM, as part of the future years defense program FYDP), are developed during the TAA process. TAA determines the force for each program ear. It has Army wide participation, culminating in Senior Leaders of the Department (**SLDA**) of the Army for decision and approval.

5) **The TAA principal products are the:**

- **Army's Total Force Structure Requirements** (homeland defense, ASOS, Executive Agency Requirements (DoD), scenario/ISC, theater, mobilization/demobilization, Generating Force, etc) - full range of missions;
- Required support forces (EAB) for all mission tasks;
- Force resourced against requirements and budgetary constraints;
- Army structure (ARSTRUC) Memorandum; and
- Initial POM force.

6) **TAA objectives are to:**

- Develop, analyze, determine and justify a POM force, aligned with the QDR, DPPG and TAP. The POM force is that force projected to be raised, provisioned, sustained, and maintained within resources available during the future Years Defense Plan (FYDP).
- Provide analytical underpinnings for the POM force for use in dialogue among Congress, OSD, Joint Staff, Combatant Commanders and the Army.
- Assess the impacts of plans and potential alternatives for materiel acquisition, the production base, and equipment distribution programs on the projected force structure.
- Assure continuity of force structure requirements within the PPBE process.
- Provide program basis for structuring organizational, materiel, and personnel requirements and projected authorizations.