Army Regulation 71–32

Force Management

Force Development and Documentation Consolidated Policies

Headquarters
Department of the Army
Washington, DC
20 March 2019

UNCLASSIFIED

SUMMARY of CHANGE

AR 71–32
Force Development and Documentation Consolidated Policies

This major revision, dated 20 March 2019—

- Introduces the force integration process (para 1–9).
- Reorganizes force development and documentation information mirroring the five phases of the force development process (para 1–11, chaps 3, 4, 5, 6, and 7).
- Discontinues the use of DA Form 2028 (Recommended Changes to Publications and Blank Forms) for requesting modified table of organization and equipment changes (paras 2–23, 5–14, 7–7, and 7–23).
- Extracts all procedures from AR 71–32 and establishes DA Pam 71–32 (chaps 3, 4, 5, 6, 7, 8, and 9).
- Incorporates guidance from Army Directive 2016–01, Expanding Positions and Changing the Army Policy for the Assignment of Female Soldiers (para 5–15).
- Integrates the total Army analysis process and prescribes policies and responsibilities for total Army analysis and associated force management activities (paras 6–1 through 6–7).
- Expands and updates multiple component units (paras 6–8 and 6–9).
- Deletes the concept plan and command implementation plan process and replaces them with the table of distribution and allowances change management plan process. This Army regulation will provide the basic policy and definitional parameters of the table of distribution and allowances change management plan and DA Pam 71–32 will codify all applicable table of distribution and allowances change management plan procedures (chap 7).
- Prescribes policies and responsibilities for troop program sequence number and associated force management activities (para 7–8).
- Incorporates guidance from Army Directive 2012–08, Army Total Force Policy (throughout).
- Supersedes AR 25–70 and AR 71–11.

Headquarters
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20 March 2019

*Army Regulation 71–32

Effective 20 April 2019

Force Management

Force Development and Documentation Consolidated Policies

By Order of the Secretary of the Army:

MARK A. MILLEY
General, United States Army
Chief of Staff

Official:

KATHLEEN S. MILLER
Administrative Assistant
to the Secretary of the Army

History. This publication is a major revision.

Summary. This regulation has been revised to update the policies for developing and documenting organizational requirements and authorizations, and for establishing certain force development functions in the Deputy Chief of Staff, G–3/5/7.

Applicability. This regulation applies to the Regular Army, Army National Guard/Army National Guard of the United States, and U.S. Army Reserve, unless otherwise stated.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field-operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains management control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–FMD), 400 Army Pentagon, Washington, DC 20310–0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief of Staff, G–3/5/7 (DAMO–FM), 400 Army Pentagon, Washington, DC 20310–0400.

Committee management. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZA), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established "group" identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/ Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

*This regulation supersedes AR 71–32, dated 1 July 2013; AR 25-70, dated 18 July 2000; and AR 71-11, dated 29 December 1995.

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Figure List

Glossary

Chapter 1
Introduction

1–1. Purpose
This regulation provides the authoritative policy guidance and prescribes responsibilities regarding force development and documentation and associated force management activities. This regulation complies with Army Directive 2012–08 as it applies to all Army components (COMPOs) both operating force (OF) and generating force (GF).

1–2. References and forms
See appendix A.

1–3. Explanation of abbreviations and terms
See glossary.

1–4. Responsibilities
Responsibilities are listed in chapter 2.

1–5. Record management (recordkeeping) requirements
The records management requirement for all record numbers, associated forms, and reports required by this regulation are addressed in the Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are located in Army Records Information Management System (ARIMS)/RRS–A at https://www.arims.army.mil. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

1–6. The Army Organizational Life Cycle Model
a. The AOLCM graphically captures the continuous cycle of developing, employing, maintaining, and eliminating organizations.

b. The AOLCM can be used to understand how the Army generates, prepares, sustains, and manages the Army to meet its mission requirements. The eight functions (force management, acquisition, training, distribution, sustainment, development, separation, and Army force generation) are interrelated, and actions within any function affect the other seven. The goal is to document and field the most combat-effective force within the resources provided. The focus of this model is to ensure properly integrated programs and decisions are implemented to organize, train, and equip a combat-ready Army capable of maintaining the peace and security of the United States.

c. Figure 1–1 graphically shows the relationships of the eight functions in the model. For further explanation of the AOLCM functions see DA Pam 71–32 for further detail.

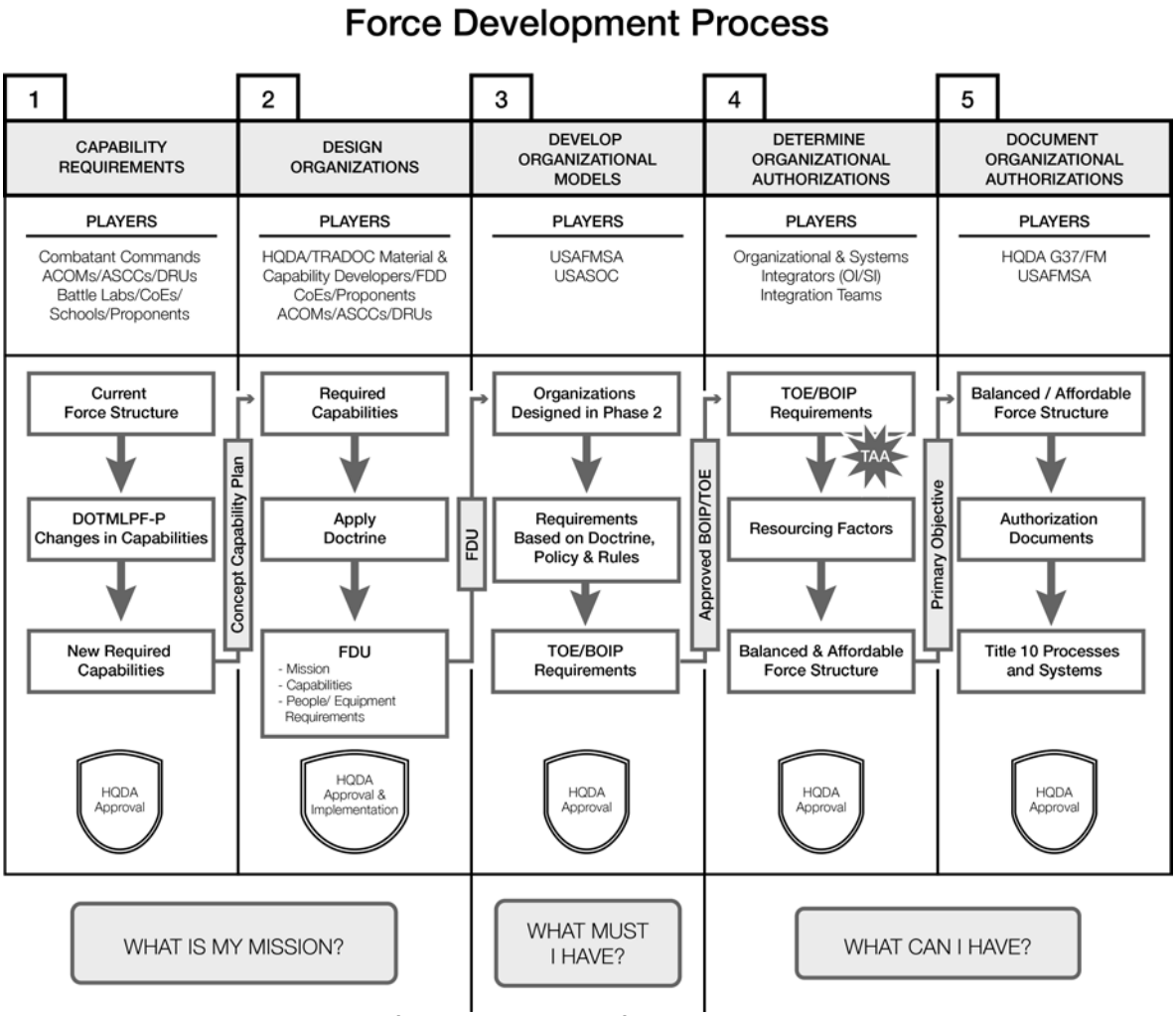

Figure 1–1. Force Development Process

1–7. Force management

a. The Army strives to implement orderly management of change through existing processes to minimize turbulence in organizations.

b. Force management is the capstone process to establish and field mission-ready Army organizations. The process includes the execution of activities encompassing the development of concepts, capabilities requirements, force development, force integration, and documentation.

c. The focal point of force management is meeting the Secretary of the Army (SECARMY) statutory requirements to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, maintain, and station the Army.

1–8. Army force management model

a. The Army Force Management Model is a "system of systems" approach producing combat-ready units for combatant commanders (CCDRs).

b. The Army Force Management model is a roadmap divided into seven distinct modules: strategy; Joint capabilities integration and development system (JCIDS); structure; defense acquisition system (DAS); planning, programming, budgeting, and execution (PPBE); personnel; and materiel). The model shows the relationships of Army processes to each other, and to the major Department of Defense (DOD) management processes.

c. Although the model depicts the flow of processes in a relatively linear and sequential manner, the complexities of managing change mandate that at any time an initiative may be in several of these processes simultaneously, in parallel, compressed in time, or in reverse order.

d. Eventually, all of the steps must take place to produce a trained, equipped, and resourced total force (OF and GF).

e. To view the Army Force Management Model in its entirety, please refer to the digital library that is available at http://www.afms1.belvoir.army.mil/digitallibrary.php.

1–9. Force integration

a. Force integration synchronizes force integration functional areas (FIFAs) to execute force management decisions while considering resource constraints.

b. The mission of force integration is to improve warfighting capabilities with minimum adverse effect on readiness during the period of transition. Execution of the force integration mission includes:

(1) Placing new or changed doctrine, organizations, and equipment into the Army.

(2) Developing strategies for coordinating and integrating the functional and managerial systems that exist in the Army.

(3) Assessing the effect of decisions on organizations.

c. Encompassing processes, decision support mechanisms and products to manage change by—

(1) Assessing requirements for changes in capability.

(2) Ensuring consideration of growth alternatives.

(3) Developing suitable, feasible, and acceptable concepts to execute programs.

(4) Determining and recommending solutions.

(5) Preparing and executing detailed plans of action.

(6) Assuring feedback that validates or modifies actions and execution, as necessary.

(7) Considering facility requirements by location.

1–10. Organizational integration

Organizational integration—

a. As a part of force integration, focuses on organizations in the process of introducing, incorporating, and sustaining new structure, equipment, and doctrine into the Army.

b. Manages the documentation, resourcing, fielding, and sustainment of assigned organizations as integrated packages of doctrinally aligned capabilities within resource constraints.

c. Focuses on increasing force capability while managing the organizational changes through prioritization of resources, management of information, synchronization of activities, and assessment of capabilities.

d. Identifies how the force and equipment changes will affect facility requirements.

e. Works with the Assistant Chief of Staff for Installation Management (ACSIM) to ensure facilities and or resources are available to support the changes.

1–11. Force development

a. Force development initiates the organizational life cycle of the Army and is the underlying basis for all other functions. It is a process that defines military capabilities, designs force structures to provide these capabilities, and produces plans and programs that, when executed through force integration activities, translate organizational concepts based on doctrine, technologies, materiel, manpower requirements, and limited resources into a trained and ready Army (see fig 1–2).

b. Chapters three through seven detail the five phases of force development. The five phases of the force development process are as follows:

(1) *Phase 1: Develop capabilities* (see chap 3).

(2) *Phase 2: Design organizations* (see chap 4).

(3) *Phase 3: Develop organizational models* (see chap 5).

(4) *Phase 4: Determine organizational authorizations* (see chap 6).

(5) *Phase 5: Document organizational authorizations* (see chap 7).

c. The products of force development provide the basis for acquiring and distributing materiel and acquiring, training, and distributing personnel in the Army to achieve the ultimate goal of fielding a properly structured and resourced force.

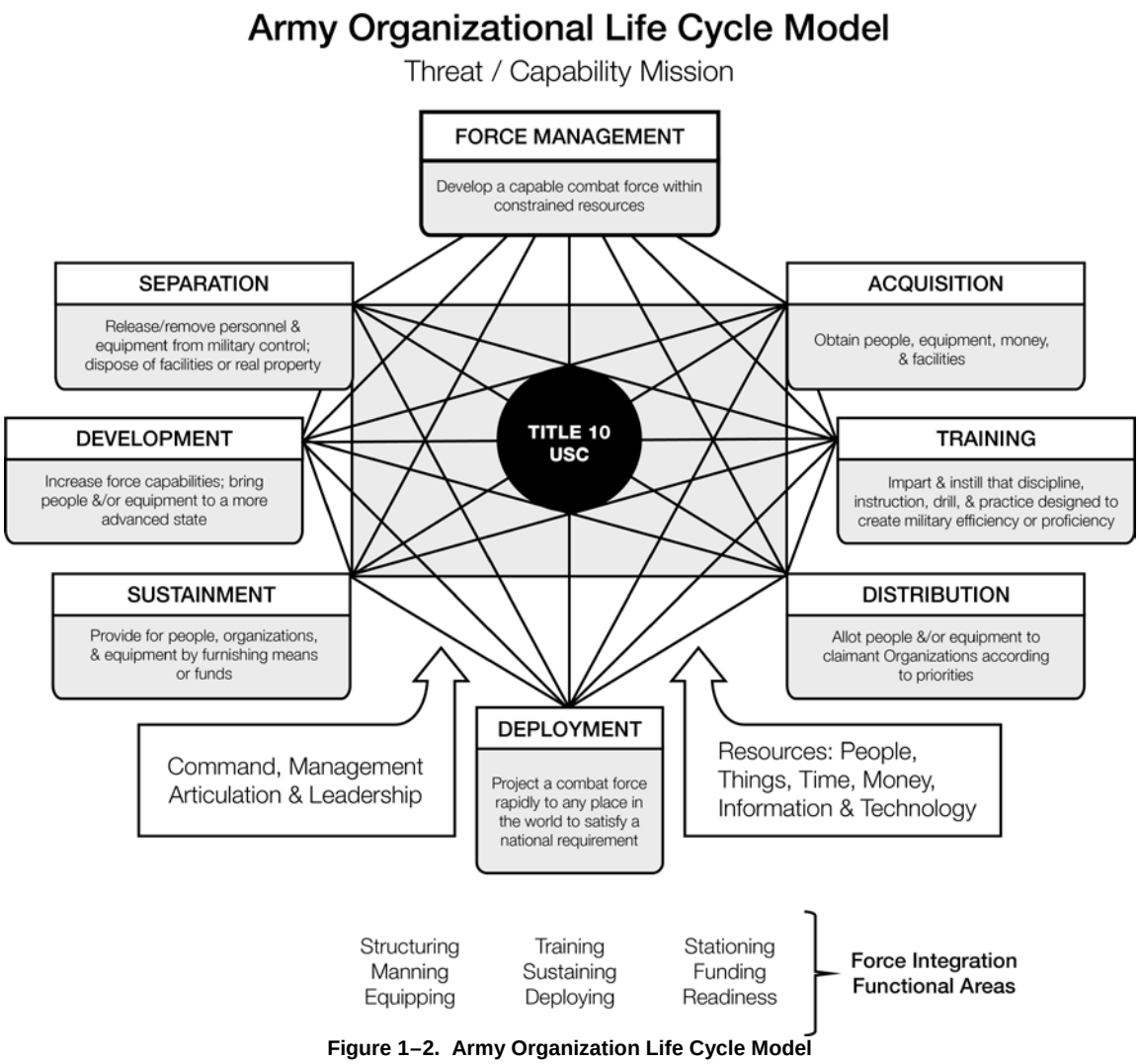

Figure 1–2. Army Organization Life Cycle Model

Chapter 2
Responsibilities

2–1. Assistant Secretary of the Army (Acquisition, Logistics and Technology)

The ASA (ALT) will—

a. Establish acquisition and materiel development guidelines for new, developmental, and fielded systems that ensure maintenance data requirements are provided as requested by DCS, G–3/5/7 (DAMO–FM) for maintenance manpower requirements determination.

b. Ensure materiel developers (MATDEVs) submit basis of issue plan (BOIP) feeder data (BOIPFD) and direct productive annual maintenance man hours to U.S. Army Force Management Support Agency (USAFMSA) for acceptance within 60 days from receipt of a Headquarters, Department of the Army (HQDA)-approved nondevelopmental line item number (ZLIN) from the standard study number (SSN)-line item number (LIN) automated management and integrating system (SLAMIS) for all programs of record via the logistics information warehouse (LIW) system.

c. Coordinate the BOIPFD with other MATDEVs and all appropriate capability developers (CAPDEVs), system maintenance support proponents, and personnel proponents to support HQDA type classification (TC) requirements. Ensure BOIPFD lists all equipment to include component major items (CMI), and associated support items of equipment

(ASIOE) needed to meet the primary LIN capability mission. Identification of CMI and ASIOE is a major factor in the total Army analysis (TAA) and the Army acquisition objective (AAO) processes.

d. Ensure the MATDEVs submit amended BOIPFD when a change occurs in the information previously submitted, to include not only changes to baseline maintenance burden data, but also changes to CMI and/or ASIOE.

e. Ensure that all test, measurement, and diagnostic equipment (TMDE) items have been reviewed and that U.S. Army Central TMDE activity has concurred per AR 750–43. MATDEVs will also provide the U.S. Army Central TMDE activity approval number on the BOIPFD.

f. Ensure an HQDA-approved BOIP is used to establish TC standard designation and Milestone (MS) C decisions. Submit waivers to continue the acquisition process without an approved BOIP through Deputy Commander, USAFMSA to DCS, G–3/5/7 (DAMO–FMD) for Organizational Requirements Document Approval Board (ORDAB) General Officer Steering Committee (GOSC) decision.

g. Establish guidance for MATDEVs in support of the U.S. Army Materiel Command (AMC) 3-year cyclic review of maintenance burden data for fielded systems.

h. Provide LIN available quantities to Deputy Chief of Staff, G–8 (DCS, G–8) quarterly using the Army Equipping Enterprise System program manager's available module.

i. Field equipment in accordance with approved modified table of organization and equipment (MTOE) authorizations. Ensure equipment is documented on MTOE and/or TDAs, or letters of authorization are obtained before fielding equipment to units.

j. Ensure MATDEVs invite USAFMSA to participate in the product support management integrated process team (PSMIPT) when developing BOIPFD to ensure timely and accurate submission per AR 700–127.

k. Gain maintenance provider validation and approval of manpower requirements criteria (MARC) direct productive annual maintenance man-hours data.

l. Participate in cyclic reviews of LIN and/or BOIP files via SLAMIS upon receipt of email tasker notification to the appropriate integrators.

m. Obtain LIN and SSN, through their servicing AMC life cycle management command (LCMC), for each item that is to be TC standard logistics control code (LCC) A. This includes limited production test, limited production urgent, low-rate initial production (LRIP), and low rate production type reclassification decisions.

n. Enter into the LIW, appropriate data for Army major item system configuration identification obtained from servicing LCMCs (see AR 710–1).

o. Provide USAFMSA current power requirements (technical data) for all electrical consuming and producing equipment (by LIN) to be documented in TOEs and/or BOIPs.

p. Provide equipment characteristics data to U.S. Army Military Surface Deployment and Distribution Command.

q. Support AMC in developing and maintaining a process to provide accurate and timely maintenance data to USAFMSA for new equipment, via BOIPFD, and for fielded equipment, via MARC maintenance data updates. Comply with the maintenance data requirements identified by the DCS, G–3/5/7 (DAMO–FM) for maintenance manpower requirement determination.

r. Coordinate with appropriate CAPDEVs on the maintenance data developed in support of BOIPFD and/ or MARC maintenance data updates prior to submission to USAFMSA.

s. Provide support to USAFMSA-convened maintenance data review panels, as required.

t. Coordinate long-range investment requirements analysis (LIRA) policy and guidance documents with ASA (M&RA); Assistant Secretary of the Army (Installations, Energy and Environment) (ASA IE&E); ACSIM; DCS, G–3/5/7; DCS, G–4; DCS, G–8; U.S. Army Training and Doctrine Command (TRADOC) Army Capabilities Integration Center (ARCIC); and AMC.

u. Participate in ORDAB Council of Colonels (CoC) and GOSC.

2–2. Assistant Secretary of the Army (Financial Management and Comptroller)

The ASA (FM&C) will—

a. Develop and publish Army management structure code (AMSCO) policies and procedures.

b. Participate in developing force management documentation processes and systems policies and procedures concerning AMSCOs in authorizations documents.

c. Review organizational structure, personnel, and equipment documented in authorization documents for adequacy and compliance with policies for which the ASA (FM&C) is the proponent.

d. Provide Army cost factors and the Forces and Organization Cost Estimating System model to force developers upon request, with the Deputy Assistant Secretary of the Army (Cost & Economics) (DASA–CE) as the agent.

e. Validate costs and approved methodologies used in the command plan (CPLAN) process.

f. Review and provide recommendations on cost-benefit analysis for new TDA and/or augmentation TDA (AUGTDA) force structure initiatives to DCS, G–3/5/7 (DAMO–FM).

2–3. Assistant Secretary of the Army (Installations, Energy and Environment)

The ASA (IE&E) will—

a. Review organizational structure, personnel, and equipment documented in authorization documents for adequacy and compliance with policies for which the ASA (FM&C) is the proponent.

b. Establish strategic direction for aspects of the PPBE process within the ASA (IE&E)'s areas of responsibility, including facilities investment, military construction, installations, and Army real estate.

c. Develop policies for and supervise the implementation of policies for base closures, realignments and stationing, planning and utilization.

d. Supervise the ACSIM's development of an operationally prioritized and executable military construction program.

e. Provide recommendations and assistance to senior leaders, Department of the Army (SLDA) as they prepare for Congressional, DOD, and Joint Staff (JS) engagements involving the Army's strategic stationing initiatives and the military construction program.

2–4. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) will—

a. Provide strategic direction and supervision for ensuring Army policies, plans, and programs for force structure, and manpower and personnel management are executed consistent with law.

b. Supervise the development and execution of plans and programs related to total force policy and mobilization of the Reserve Component (RC).

c. Serve as the approval authority for all Army management headquarters activities (AMHA) actions and develop policies that ensure that ASA (M&RA) AMHA oversight and approval responsibilities are met.

d. Provide oversight of Army Staff (ARSTAF) Deputy Chief of Staff, G–1 (DCS, G–1) and DCS, G–3/5/7 to ensure policy compliance with policies for force structure allocation and resourcing decisions.

e. Supervise and provide direction for Army manpower management, force structure, workforce mix, manpower allocation and requirements determination, and statutory and regulatory requirements fulfillment for Army manpower including approval of acquisition system manpower estimates.

f. Provide strategic direction for and ensure compliance with policies, plans, and programs for personnel management.

g. Maintain policy management oversight authority over manpower analysis requirements criteria (MARC) studies to ensure personnel affordability and supportability decisions comply with policy governing military occupational specialty (MOS) classification and the application of military standards of grade (SOG).

h. Approve policies developed for the full-time support program and maintain policy management oversight of the program.

i. Review the documentation of Army military and civilian manpower requirements and authorizations to ensure conformance with changes in automated workload management systems at the Army command (ACOM), Army service component command (ASCC), direct reporting unit (DRU), and installation levels to ensure authorization documentation reflects workload-based documentation changes.

j. Provide policy management oversight of readiness, mobilization, and inactivation of Army units to ensure conformance with existing military and civilian manpower and personnel policy guidance and force management documentation processes and systems documentation policies.

k. Monitor changes in authorization documentation of nonappropriated morale, welfare, and recreation activities to ensure compliance with Army Family advocacy, community support, and quality of life policies.

l. Serve as the proponent for the contractor inventory review process, and military manpower coding.

m. Validate and approve manpower analysis, including workload, for table of distribution and allowance (TDA) change management plan (TDA CMP) requests for compliance with manpower policy, and for validation of workload analysis, manpower studies and models.

n. Ensure U.S. Army Manpower Analysis Agency will—

(1) Serve as ASA (M&RA) and DCS, G–1 lead for validation of TDA manpower workload.

(2) Review and recommend manpower management policies and identify and analyze manpower workload and manpower models for documentation.

(3) Manage the TDA manpower validation program by (see AR 570–4)—

(a) Develop and/or validate manpower models.

(b) Validate and approve manpower studies.

(c) Validate TDA CMPs in relation to mission mandate and workload validation metrics and/or methods in accordance with change management guidance. ASA (M&RA) completes this responsibility as part of the larger responsibility to validate and approve all manpower studies conducted or manpower models developed at the ACOM-level, ASCC-level, and/or DRU-level.

(d) Conduct focused TDA manpower studies and/or organizational reviews.

(e) Provide guidance on TDA organizational models.

o. Serve as the co-lead with DCS, G–3/5/7 (DAMO–FM) and provides policy, programming, and oversight of Army organization and force structure, to include all Army force management initiatives that affect the OF and GF.

2–5. Administrative Assistant to the Secretary of the Army

The AASA will—

a. Manage, allocate, and provide centralized accounting of manpower resources in support of HQDA, its staff support and field operating agencies (FOA), and Joint and DOD agencies resourced by Operating Agency 22.

b. Approve the establishment and discontinuation of HQDA FOAs.

c. Approve requests for changes to non-AMHA manpower allocations resourced by Operating Agency 22.

d. Ensure that the Director, Center of Military History (CMH)—

(1) Determines unit designations and approves unit re-designations for both table of organization and equipment (TOE) and TDA units and issues appropriate DA authorities per AR 220–5. For TOE units, coordinates with the document integrators (DIs) and approves the designation lines included in Section 1 of the TOE.

(2) Furnishes technical advice and recommendations as required to ARSTAF agencies, USAFMSA, and proponents concerning TOE titles.

(3) Selects MTOE units for constitution, organization, and/or activation in coordination with DCS, G–3/5/7 (DAMO–FM). Upon selection, notifies DCS, G–3/5/7 (DAMO–FMP) of the unit designations and historical unit identification code (UIC),if applicable.

(4) Provides technical advice, as required, on issues relating to the historical background of previous force structure decisions and policies.

2–6. Chief Information Officer/G–6

The CIO/G–6 will—

a. Review requirements and authorization documents and distribution and/or fielding plans in the CIO functional area of interest.

b. Participate in Force Design Update (FDU) process.

c. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

d. Participate in the LIN validation CoC, ORDAB CoC, and ORDAB GOSC, as required.

2–7. The Inspector General

TIG will—

a. Review, monitor, and provide input to the requirements development processes (FDU, Army requirements and resources board (AR2B), ORDAB, TDA CMPs, as required by DCS, G–3/5/7 (DAMO–FM), force feasibility reviews (FFRs), CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability as appropriate.

b. Furnish, through the IG, professional and technical advice to OIs, DIs, and proponents of operational concepts, organization designs, and staffing for IG service support.

2–8. Chief, Public Affairs

The CPA will—

a. Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA CMPs as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability as appropriate in accordance with AR 5–22.

b. Furnish professional and technical advice to OIs, DIs, and proponents concerning operational concepts, organization designs, professional staffing, and equipping of public affairs units, organizations, and elements.

c. Participate in the FDU process.

d. Serve as the force management proponent for public affairs.

2–9. Chief, National Guard Bureau

The Chief, National Guard Bureau (CNGB), directly or by delegation to the Director, Army National Guard (DARNG), will—

a. Review, monitor, and provide input to the requirements and authorizations development processes (FDU, AR2B, TDA CMPs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability.

b. Recommend specific types of units to be activated, inactivated, or converted in the ARNG in accordance with policy from the office of ASA (M&RA) and in coordination with DCS, G–3/5/7 (DAMO–FM), and Chief, Army Reserve (CAR).

c. Work with the adjutants general to ensure personnel needs are met for ARNG units.

d. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

e. Participate in the cyclic review of LINs in SLAMIS.

f. Participate in the LIN validation CoC, ORDAB CoC and ORDAB GOSC, as required.

g. Nominate units for multiple component (MC) status and develop required memorandum of agreement (MOA) in accordance with DA Pam 71–32.

h. Coordinate with appropriation sponsors to identify and budget for necessary funding for their multiple component units (MCUs).

i. Act as approval and signing authority for all MOAs pertaining to ARNG elements executed pursuant to force development responsibilities assigned by this regulation.

j. Re-validate MCU UICs in Defense Readiness Reporting System-Army (DRRS–A) no later than 1 year prior to the MCU's EDATE.

k. Ensure the number of derivative unit identification codes (DUICs) does not exceed the system limits in DRRS–A.

l. Recommend, in coordination with DCS, G–3/5/7, specific types of units to be activated, inactivated, reorganized, or converted within the ARNG.

m. Responsible for force structure allocation among the states, territories, and the District of Columbia, which may be further delocated.

n. Recommend reallocation of units within the Total Army.

o. Develop, based on troop program guidance (TPG), the Army National Guard—Troop Structure Program in coordination with the State National Guard Headquarters.

p. Assess the ARNG capability to meet OF and GF requirements.

q. Document its formal process in National Guard Regulation 71–1 Army National Guard Force Program Review (ARNG–FPR).

2–10. Deputy Chief of Staff, G–1

The DCS, G–1 will—

a. Formulate, coordinate, and enforce policies governing military position authorizations, classification, grading, and personnel management.

b. Approve policies, plans, and programs pertinent to developing, implementing, and maintaining military personnel.

c. Publish the personnel management authorization document (PMAD) and/or updated authorization documents in coordination with DCS, G–3/5/7 (DAMO–FM) at the force review point or more frequently, as required.

d. Synchronize manning to support the force generation process ensuring proper manning levels are aligned with the effective date (EDATE) window.

e. Evaluate, at grade and skill detail, HQDA's capability to support the military personnel authorizations documented in force management system (FMS).

f. Provide analysis of projected force structure changes, by MOS or area of concentration (AOC) and grade, in coordination with USAFMSA and the DCS, G–3/5/7 (DAMO–FM).

g. Review and monitor requirement development processes (FDU, Army requirements and resources board (AR2B), ORDAB, TDA CMPs, force feasibility reviews (FFR), CPLAN, TAA, and MARC), human systems integration management plans, acquisition plans, manpower estimates, and other activities for personnel affordability and supportability.

h. Develop, staff, and approve the program of instruction for the Manpower and Force Management Course, Army Logistics University, Fort Lee, VA, in conjunction with the ASA (M&RA); DCS, G–3/5/7 (DAMO–FM); and the course director.

i. Manage the Army's trainees, transients, holdees, and students (TTHS) account within DCS, G–3/5/7 (DAMO–FM) constraints.

j. Ensure that manpower policy changes are reflected in AR 570–4.

k. Participate in staffing of all TDA CMPs as required by DCS, G–3/5/7 (DAMO–FM).

l. Review, evaluate, and provide decisions on proposed changes affecting manpower policy.

m. Validate BOIPFD for MOS maintainer information.

n. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

o. Participate in the ORDAB CoC and/or GOSC, when required.

p. Maintain SOG tables to provide grading documentation of personnel.

q. Conduct a structure and composition database (SACDB) review to support assessment of personnel requirements over the program years and objective table of organization and equipment (OTOE).

r. Adapt personnel policies and procedures to support MCU status.

s. Establish oversight to ensure UICs for MCUs are in the appropriate personnel systems.

t. Ensure requisitioning agencies are identified for the Regular Army element of MCUs with an RC flag to support timely requisition of personnel.

u. Ensure structure data from documentation systems is available in personnel systems to support requisitioning and strength manning. Make all necessary system changes when functional requirements are fully identified, and funds are provided. Incorporate MCUs in the planning for future personnel systems. Ensure that system support recognizes both peacetime and mobilization requirements.

v. Participate in the MCU approval process in conjunction with the DCS, G–3/5/7 (DAMO–FM).

w. In coordination with TSG and TRADOC, develop and provide casualty estimate rate data as an input to Phase I of TAA.

x. Provide personnel supportability analysis, as requested, to include historical data, analysis of projected under manning and estimated AC TTHS account projections.

y. Assess personnel implications of force structure actions.

2–11. Deputy Chief of Staff, G–2

a. The DCS, G–2 will—

(1) Review, monitor, and provide input to the requirements and authorizations development processes (FDU, AR2B, ORDAB, TDA CMPs as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability.

(2) Approve all changes to, and coordinate with ARSTAF review, validation, and approval of, all changes to Army foreign language requirements, to include those affecting U.S. Army Reserve (USAR), and Army National Guard (ARNG).

(3) Approve all military intelligence language-coded billets.

(4) Conduct an annual review of authorization documents for units with language-coded billets and approve and coordinate with the appropriate ARSTAF elements for authorization changes affecting language-coded billets.

(5) Provide guidance and direction on security clearance data and codes and review authorization documents for proper security codes and compliance to established security clearance policy.

(6) Provide independent analysis, assessment, and guidance on all modifications to Military Intelligence Program and National Intelligence Program-funded positions for feasibility and affordability of force structure and force design proposals to ensure compliance with all fiscal guidance. This analysis includes mapping resources to all force development and documentation related solutions.

(7) Provide threat validation, in coordination with U.S. Army Intelligence and Security Command (INSCOM), for TAA use.

(8) Assess and make recommendations concerning Army intelligence and security force structure, in conjunction with the DCS, G–3/5/7.

b. The CG, INSCOM will—

(1) Provide threat information on DCS, G–2 approved intelligence requirements.

(2) Provide allied force information.

(3) Provide an assessment of, and requirements for, echelons above corps intelligence and force structure.

(4) In coordination with DCS, G–2, support validation of threat data.

2–12. Deputy Chief of Staff, G–3/5/7

The DCS, G–3/5/7 will—

a. Exercise primary ARSTAF responsibility for all aspects of the force management process.

b. Task ACOMs, ASCCs, DRUs, FOAs, and HQDA agencies for support for force management-related processes as required.

c. Approve organizational requirements and authorizations for military structure and requirements for the civilian structure.

d. Formulate, coordinate, and enforce policies governing paid parachutist positions.

e. Coordinate and supervise activities related to the development and management of the force to ensure synchronization of all FIFA analysis to support programmed activations, conversions, inactivations, or relocation actions.

f. Lead the TAA process to determine the proper mix of units in the total force, establish the program objective memorandum (POM) force, publish the Army Structure (ARSTRUC) Memorandum, and deliver the POM Force to the SECARMY and/or Chief of Staff of the Army (CSA) for approval.

g. Lead annual CPLAN process to account for and document force structure decisions and directives from Army leadership, including those changes submitted by the Office of the Secretary of Defense (OSD) and the ARSTAF, ACOMs, ASCCs, and DRUs and outlined in Congressional guidance.

h. Co-chair of the ORDAB and LIN Validation forums with the DCS, G–8.

i. Chair the TDA and/or AUGTDA equipment review and validation board (ERVB).

j. Participate in SLAMIS management.

k. Develop and publish documentation guidance.

l. Serve as a single entry point for all TRADOC-validated force design updates (FDUs) and FDU juniors.

m. Use the FIFA analysis process to evaluate the affordability, supportability, and feasibility of new and revised organization designs such as FDUs. Coordinate with the ARSTAF integrators for manning, equipping, training, stationing, facilities, sustaining, and funding.

n. Review for adequacy and policy compliance the organizational structure and personnel and equipment data recorded in requirements and authorization documents. Approve documents for publication and release, following an automated three-way compare of force, manpower and authorization document data.

o. Maintain, oversee, and distribute a force accounting system and future forces database for both military and civilian manpower. Release official master force (MFORCE) and force review point force structure files.

p. Appoint an HQDA UIC manager to manage and issue parent UICs in coordination with the Director, CMH. HQDA UIC manager issues the unit numerical designations for assigned Army units to be activated, established, or organized.

q. Establish the process to synchronize force, manpower and requirements and authorization data.

r. Serve as the HQDA single entry point for formal staffing and approval of TDA CMPs DCS, G–3/5/7 (DAMO–FMP).

s. Determine the equipment readiness code (ERC) and identify equipment pacing items for units by type.

(1) Update and maintain ERC tables of AR 220–1 on force management system (FMS) Web site (FMSWeb).

(2) Update and maintain authoritative listing of unit status report exempt LINs on FMSWeb.

(3) Use the guidelines, processes and procedures in AR 220–1.

t. Serve as the HQDA single entry point for formal staffing and approval of letters of authority (LOAs) and letters of exemption (LOEs) (DAMO–FMF).

u. Integrate and synchronize all stationing actions and lead the effort to obtain senior level stationing decisions using the process outlined in AR 5–10.

(1) Support the ACSIM in developing an operationally prioritized and executable military construction program and updating the methodology used to generate facility requirements in Army systems.

(2) Provide assistance to SLDA as they prepare for Congressional, DOD, and JS engagements involving the Army's strategic stationing initiatives and military construction program.

v. Assign and manage force activity designations (FADs) and conduct annual reviews of FAD assignments.

w. Develop, operate, and maintain the automation capabilities to produce and provide the Army's authoritative data for funded and programmed military and civilian authorizations at the UIC–AMSCO–GRADE–CTYPE level.

x. Develop and publish the dynamic Army resource priority list (DARPL).

y. Exercise oversight of the Army Force Management School per AR 350–1.

z. Exercise approval authority for the establishment of multiple COMPO units (MCUs) after appropriate HQDA staffing.

aa. Identify the lead COMPO or the nominating ACOM.

bb. Manage UIC registration and management procedures.

cc. Ensure UIC initial registration is in DRRS–A no later than one year prior to the EDATE.

dd. In consultation with TRADOC and the other ACOMs, ASCCs, and/or DRUs develop and/or adapt training procedures to support multi-COMPO (MC) organizations.

ee. Facilitate the development of the memorandum of agreement (MOA) between components supporting generation, administration, and operation of the MC organization.

ff. Exercise primary ARSTAF responsibility for all phases of the TAA process.

gg. Issue force-planning guidance.

hh. Review defense planning guidance (DPG) and the Army Strategic Plan (ASP) for guidance that outline OF structure (fiscally constrained force). Assess unique requirements of homeland security and Army support to other services, as required.

ii. Review quantity and types of OFs employed in OSD integrated security constructs (ISCs) and scenarios. Determine the appropriate strategic environment and/or ISC for use in TAA.

jj. Employ the current OSD force-sizing construct when determining force requirements.

kk. Determine specific identification, size, and composition of fiscally constrained OFs in accordance with the Army plan (TAP) force structure guidance.

ll. Lead CoCs and GOSCs, as required. Coordinate and provide approved GOSC guidance and required information to the Center for Army Analysis (CAA). Recommend to the GOSC the proposed force structure options for each program year. These recommended programs include priorities for unit activations, inactivations, and conversions for each year. Resolve remaining GOSC issues.

mm. Conduct SLDA decision and approval briefings.

nn. Provide ARSTAF elements, ACOMs, ASCCs, DRUs, FOAs, HQDA support agencies and functional area proponents with the approved force structure for programming, by program year, so that all resource impacts may be assessed, corrected and executed.

oo. Adjust the program force structure, as required, to incorporate DPG changes, POM decisions, and decisions of the Secretary of Defense (SECDEF), as directed in the resource management directives.

pp. Publish the ARSTRUC memorandum.

qq. Lead the ERVB process (DAMO–FMP) for HQDA intensely managed LINs (see DA Pam 71–32 for further detail).

rr. Provide guidance on equipment documentation support for the ERVB and ACOMs, ASCCs and/or DRUs, as applicable.

ss. Designate the Director, Force Management as the CDR, USAFMSA to—

(1) Assume the role of ARSTAF lead for the BOIP, TOE, MTOE, MARC, and TDA development systems, commons table of allowance (CTAs), FMS, and FMSWeb.

(2) As the source for authoritative data, develop, publish, maintain, and distribute requirements documents (TOE and BOIP) and MARC.

(3) As the source for authoritative data, develop, publish, maintain, and distribute classified and unclassified authorization documents (MTOE, TDA, CTA, and Joint table of allowances (JTA)).

(4) Participate in the LIN Validation and ORDAB CoC and GOSCs.

(5) As the source for authoritative data, develop, operate, and maintain automation systems to support documentation and distribution of detailed force structure data, requirements, and authorizations.

(6) Apply the updated Supply Bulletin (SB) 700–20 monthly (see DA Pam 708–3).

(7) Provide force management and documentation support to designated special programs, sensitive activities, and special access programs per AR 380–381 and AR 381–102.

(8) Develop, maintain, operate, and manage access to the Army organization server (AOS) and FMSWeb.

(9) Document BOIPs and notification of future changes in coordination with organization integrators (OI); force integrators; DIs; systems integrators; DCS, G–8 staff synchronization officers (SSOs); DCS, G–1 personnel system staff officers; DA logistics staff officers; requirements staff officers, DA system coordinators and DCS, G–4 analysts.

(10) Develop and implement BOIPs, notification of future changes (in coordination with DCS, G–1), TOE, MTOE, TDA, CTA, JTA, and MARC documentation processes.

(11) Staff draft requirements and authorization documents with stakeholders and adjudicate feedback.

(12) Implement the Global Force Management-Data Initiative (GFM–DI).

(13) Participate in the MATDEVs' PSMIPTs when BOIPFD is being developed to ensure timely and accurate submission per AR 700–127.

(14) Participate in TRADOC integrated capabilities development teams (ICDTs) or other meetings when BOI guidance is being developed to ensure accuracy and sufficiency.

(15) Participate in the staffing of JCIDS documents during Armywide and HQDA staffing.

(16) Ensure documentation is accurate and current with approved TDA CMPs, command implementation plans, and ERVB decisions.

(17) Provide documentation support and assistance to ACOMs, ASCCs, and DRUs.

(18) Maintain the automated 4610–R–E (Request for Type Classification Exemption/LIN for Commercial Equipment) Tool in FMSWeb.

2–13. Deputy Chief of Staff, G–4

The DCS, G–4 will—

a. Review requirements and authorization documents and distribution and/or fielding plans in logistics functional areas of interest and furnish information concerning equipment issues to DCS, G–3/5/7 (DAMO–FM), and all applicable stakeholders.

b. Provide oversight for AMC when they, in conjunction with system proponents, review and update equipment requirements, and authorizations published in the logistics structure and composition (LOGSAC) database (LOGSACDB) prior to the publication of the total Army equipment distribution program (TAEDP) for DCS, G–4-managed materiel.

c. Participate in the HQDA staffing of BOIPFD TOEs, LOAs and LOEs, and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

d. Participate in the cyclic review of LINs in SLAMIS.

e. Participate in the LIN validation CoC and the ORDAB CoC and GOSC.

f. Participate in the DCS, G–3/5/7 (DAMO–FM) CPLAN review to validate the future application of BOIPs to units.

g. Participate in all force management forums. Conduct independent analysis and assessment of sustainability and affordability of force structure and force design proposals. Provide alternatives as appropriate.

h. Enter LIN validation assessments in SLAMIS.

i. Participate in the FDU process.

j. Provide input to DCS, G–3/5/7 (DAMO–FM) for review of TDA CMPs, as requested and/or required by DAMO–FM.

k. Participate in automated 4610–R–E tool evaluation process and provide support to the ERVB.

l. Participate in the MATDEV's PSMIPT when BOIPFD is being developed to ensure timely and accurate submission per AR 700–127.

m. Lead the coordination and synchronization of sustainment program evaluation group LIRA efforts.

n. Ensure JCIDS documents adequately address sustainment equities.

o. Ensure sustainment equities are adequately addressed throughout the LIRA process, which holistically examines weapons system requirements over a 30-year period.

p. Adapt or modify appropriate logistics policies and procedures to support MCU. Make changes to appropriate, functional regulations to address MCUs.

q. Evaluate equipping parameters for compatibility, availability, and sustainability of proposed MCUs.

r. Participate in the MCU approval process in conjunction with the DCS, G–3/5/7 (DAMO–FM).

s. Ensure logistics systems provide appropriate support to MCUs, as required. Develop and/or approve applications designed to provide consolidated data to MCU CDRs.

t. In coordination with TRADOC, DCS, G–3/5 (DAMO–SS), and AMC, develop and provide logistics planning data, operational concepts of support and contracted services (for example, Logistics Capability Program (LOGCAP)) data as inputs to Phase I of TAA.

u. Develop equipment distribution programs for non-HQDA controlled items.

v. Provide data on the distribution of materiel items of all classes, as required.

w. Serve as a voting member on the ERVB. Provide data on critical shortage equipment, DA-controlled equipment, equipment fielding plans, equipment repair sites and total density of equipment for DCS, G–4 managed LINs.

x. Provide technical expertise and advice for all DCS, G–4-managed LINs, as requested.

2–14. Deputy Chief of Staff, G–8

The DCS, G–8 will—

a. Supervise the Director, Program Analysis and Evaluation, who is responsible for developing and defending the Army Program under the guidance and direction of ASA (FM&C) and the DCS, G–8. This includes managing the programming phase of PPBE to facilitate the development and defense of the Army program and the future years' defense program, developing and maintaining the Army's authoritative resource position database, and ensuring an effective transition to an Army budget estimate.

b. Develop plans, in coordination with the ASA (ALT), for equipping the future Army through equipment programming, materiel integration, and studies. These plans include the following:

(1) Develop the equipping portion of the Army's program.

(2) Develop the LIRA that holistically examines weapon system requirements over a 30-year period.

(3) Achieve required capabilities in support of strategic and rotational force requirements.

(4) Ensure that JCIDS documents are resource-informed.

(5) Develop and distribute the following Army documents that provide the conceptual framework and narrative for Army equipment modernization and equipping lines of effort based on strategy and senior leader guidance: the Army Equipment Modernization Strategy (AEMS), the Army Equipment Program in Support of President's Budget, and the Army Equipping Guidance (AEG).

(6) Establish COMPO level equipment allocations and reallocations of new equipment; and depot reset and/or recapitalized equipment.

(7) Vet Army Sustainment Command equipment distribution plans to maintain the integrity of the PPBE process and Department of Defense Instruction (DODI) 1225.06 requirements; and ensuring that the AEMS, the Army equipment program in support of President's Budget, the AEG, the Army program guidance memorandum (APGM), and the Army planning guidance (APG) are nested.

c. Co-chair the ORDAB CoC and GOSC with the DCS, G–3/5/7. Ensure SSOs participate in the ORDAB CoC and GOSC, as required to brief funding status of BOIPs.

d. Co-Chair the LIN Validation Forum with the DCS, G–3/5/7.

e. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

f. Participate in LIN validation CoC. Enter LIN validation assessments in SLAMIS.

g. Provide the DCS, G–3/5/7 with BOIP recommendations based on the projected inventory of DCS, G–8-managed LINs. This includes the following:

(1) Monitoring BOIP principal LINs across the Army program to ensure application to the force does not exceed resourcing in a given fiscal year; and providing MTOE recommendations at LIN, COMPO, and LIN quantity analysis detail to support the CPLAN process.

(2) Participating in the MATDEV's PSMIPT when BOIPFD is being developed to ensure timely and accurate submission per AR 700–127.

h. Review TDA CMPs and provide sourcing and feasibility assessment for manpower and equipment change requests.

i. Participate in the automated 4610–R–E tool evaluation process in support of the ERVB.

j. Request the DCS, G–3/5/7 to execute an LOA per chapter 7, if equipment distribution exceeds current MTOE and/or TDA authorizations and there is an approved BOIP for the quantity on hand.

k. Identify and recommend the publication of a LOE, when applicable.

l. Participate in the FDU process.

m. Provide an independent analysis of programs, alternatives, and priorities to make informed decisions regarding future years planning and programming to meet Army strategic objectives.

n. Exercise overall responsibility for developing the investment strategy for the entire Army in support of the POM and future years' defense program (FYDP).

o. Manage the programming phase in the Army's PPBE process and serve as executive agent for defending the Army program to OSD.

p. Provide independent analysis and assessment of the feasibility and affordability of the equipping portion of force structure and force design proposals. This analysis includes mapping resources to all force development and documentation related solutions.

q. Conduct sourcing analysis to determine and recommend approval of select Army equipment as available to support foreign military sales to include the sale of stock, diversion, and excess defense articles.

r. Program resources, within prescribed constraints, to support MCUs.

s. Adjust strategic equipping policies and guidance, as appropriate.

t. Participate in the MCU approval process in conjunction with DCS, G–3/5/7 (DAMO–FM).

u. In coordination with ASA (ALT) and the DCS, G–4, provide information on procurement plans and programs for materiel items; forecast equipment availability to support proposed force structure, including unit activations, reorganizations and conversions, when required.

v. Conduct the quantitative analysis (Phase I) and modeling, as directed by DCS, G–3/7 FM, to derive the forces required to support the combat forces identified in DPG or Quadrennial Defense Review (QDR) and OSD directed ISCs and scenarios.

w. Provide DCS, G–3/7 FM with the required enabler force and Army force generation modeling output for each scenario and the TAA ISC, respectively as required.

x. Provide analytical support to DCS, G–3/7 FM, as required.

y. Publish a TAA study report.

z. Develop equipment distribution programs for HQDA-controlled equipment in accordance with DCS, G–3/5/7 priorities.

aa. Serve as a voting member on the ERVB.

bb. Provide data on critical shortage equipment, DA-controlled equipment, equipment fielding plans, and total density of equipment for DCS, G–8-managed LINs.

cc. Provide technical expertise and advice for all DCS, G–8-managed LINs, as requested.

2–15. Chief, Army Reserve and Commander, U.S. Army Reserve Command

The CAR and/or CDR, USARC will—

a. Review, monitor, and provide input to the requirements and authorizations development processes (FDU, AR2B, TDA CMPs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability.

b. Recommend specific types of units to be activated, inactivated, or converted in the USAR in accordance with recommendations from the ASA (M&RA) and in coordination with DCS, G–3/5/7 (DAMO–FM) and DARNG.

c. Coordinate facility requirements with ACSIM.

d. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

e. Participate in the cyclic review of LINs in SLAMIS.

f. Participate in the LIN validation CoC, ORDAB CoC, and ORDAB GOSC, as required.

g. Nominate units for MC status and develop required MOA in accordance with DA Pam 71–32.

h. Coordinate with appropriation sponsors to identify and budget for necessary funding for their MCUs.

i. Act as approval and signature authority for all MOAs pertaining to USAR elements executed pursuant to force development responsibilities assigned by this regulation.

j. Re-validate MCU UICs in DRRS–A no later than 1 year prior to the MCU's EDATE.

k. Ensure the number of DUICs does not exceed the system limits in DRRS–A.

l. Recommend specific types of units to be activated, inactivated, or converted within the USAR, in coordination with the DCS, G–3/5/7, FORSCOM, U.S. Army Europe, U.S. Army Pacific, USASOC, and USARC.

m. Recommend reallocation of units within the Total Army.

n. Develop and provide troop action guidance to FORSCOM and other ACOMs with USAR-aligned units. This guidance will support the development of the program containing all organizational actions planned for the USAR in the program years based on current TPG.

o. Assist the DCS, G–3/5/7 in assuring the USAR force structure is updated uniformly and systematically.

p. Advise and support ASA(M&RA), as requested, in setting policy enabling support of mission requirements and the provision of the applicable allocation and mix of FTS categories to achieve readiness and deployability requirements of RC forces.

2–16. Chief of Engineers

The COE will—

a. Review requirements and authorization documents and distribution and/or fielding plans in the engineer functional area of interest Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA change management and/or implementation plans as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability as appropriate.

b. Furnish professional and technical advice and recommendations to OIs, DIs, and proponents concerning operational concepts, organizational design, professional staffing, and equipping of Engineer units.

c. Review, in coordination with DCS, G–1, TOE and SOG studies to ensure that proper identifiers, titles, and grades are established.

d. Ensure engineer support is properly addressed in the dependency statements when no organic engineer requirements are documented.

e. Participate in developing force management documentation processes and systems policies and procedures concerning engineer functions, personnel, and equipment. Provide technical guidance related to occupational specialties and grades for all engineer functions.

f. Participate in all updates for BOIPs, distribution and/or fielding plans for engineer end items. Assist in change actions for associated items of equipment and the standard study number file for changes of component items.

g. Update and revise engineer data used in TAA planning factors, in coordination with the U.S. Army Maneuver Support Center of Excellence (CoE).

h. In coordination with U.S. Army Corps of Engineers, assess and make recommendations concerning force structure implications of real property policy and acquisition in theaters of operation, encompassing leasing, construction and contracted engineering and services, including LOGCAP.

2–17. The Surgeon General

a. TSG will—

(1) Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA CMPs, as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability, as appropriate.

(2) Furnish professional and technical advice and recommendations to OIs, DIs, and proponents concerning operational concepts, organizational design, professional staffing, and equipping of medical units.

(3) Ensure the Army's professional officer filler information system personnel are properly documented in authorization documents.

(4) Review, in coordination with DCS, G–1, TOE, and MARC studies that include U.S. Army Medical Department (AMEDD) personnel to ensure that proper identifiers, titles, and grades are established.

(5) Ensure force health protection is properly addressed in the dependency statements when no organic health service requirements are documented.

(6) Perform a technical review of all requests for medical equipment and provide proposed CTA 8–100 changes to USAFMSA.

(7) Participate in developing force management documentation processes and systems policies and procedures pertaining to medical functions, personnel, and equipment. Provide technical guidance concerning occupational specialties and grades of AMEDD commissioned personnel and AMEDD command grade ceilings.

(8) Formulate, coordinate, and implement policies governing medical facility and activity materiel requirements, funding, procurement, distribution, and maintenance support.

(9) Update BOIP file for a change of associated items of equipment and the SSN file for changes of component items.

b. CG, MEDCOM, through the Army Medical Department Center and School (AMEDD C&S), will—

(1) Develop Army health system doctrine.

(2) Develop organizational designs for requirements documents and review them for application to AMEDD units. Provide results to USAFMSA for documentation.

(3) Staff draft TOEs with Tactical Wheeled Vehicle Requirements Management Office (TWVRMO).

(4) Review non-AMEDD draft TOE and approved TOE in the medical area of interest.

(5) Develop and submit to USAFMSA for review and HQDA approval, MARC for medical functions.

(6) Develop medical models and databases needed to determine medical workloads.

(7) Maintain an appropriate organizational structure to support the MARC Program.

(8) Coordinate with TRADOC for capability gap and needs analysis.

(9) Update and revise appropriate unit allocation rules for medical TOE and TDA units through the AMEDD C&S.

(10) Assess the impact of force structure changes, particularly as they relate to medical treatment facilities in the CONUS that provide beneficiary health care and mobilization medical support and the conduct of CONUS base hospital bed expansion.

(11) Assess the impact of medical unit force structure actions with FORSCOM, developing full impacts on professional officer filler information system availability.

(12) Provide an analysis of deficiencies in TOE and TDA medical structure and recommend alternatives to eliminate or reduce deficiencies through the combat development process via the AMEDD C&S.

(13) Ensure TDA troop program unit medical units are included in the phased force list.

(14) Develop casualty estimate rates for disease, non-battle injuries, and battle fatigue through the AMEDD C&S.

2–18. Assistant Chief of Staff for Installation Management

a. The ACSIM will—

(1) Receive Army force structure documents from DCS, G–3/5/7 for inclusion in the Army Stationing and Installation Plan (ASIP) database to identify units assigned at each Army location.

(2) Review organizational structure, personnel, and equipment documented in authorization documents for effect on facility requirements.

(3) Coordinate with DCS, G–3/5/7 to ensure that the methodology used to generate facility requirements in the Real Property Planning and Analysis System (RPLANS) considers the personnel and equipment associated with new or revised TOE and TDA units. The RPLANS computes facility requirements based on approved Army force structure, approved stationing plans, and population assigned in the ASIP.

(4) Participate in the TDA CMP process.

(5) Review requirements and authorization documents and distribution and/or fielding plans in ACSIM functional area of interest.

(6) Establish and promulgate policy and procedures for funding base-level commercial equipment and participate in staffing of FDUs.

(7) Ensure real property planning and analysis system supports the facilities requirements of new or revised TOE and TDA units. Real property planning and analysis system computes the facilities requirements and authorizations based on the programmed Army force structure.

(8) Participate with the ARSTAF integrators for the facilities, infrastructure, and environmental requirements as it relates to the funding, affordability, supportability, and feasibility of new and revised organization designs using the force integration functional areas analysis process.

(9) Participate in all force management forums. Conduct independent analysis and assessment of sustainability and affordability of force structure and force design proposals as it relates to critical infrastructure, installation supportability, environmental impacts, and installation management policy and guidelines. Provide feasible alternatives, as appropriate.

(10) Assess impacts resulting from unit activations, inactivations, and conversions

b. The CG, IMCOM will—

(1) Develop installation management doctrine and organizational designs for requirements documents, review them for application in efficient delivery of installation services, and support to the designated mission CDR, to include Army support activities on non-Army Joint Bases, non-IMCOM managed installations, and expeditionary base operations and support, as required.

(2) Review all draft TDA and approved TDA in the installation management area of interest.

(3) Develop and submit to USAFMSA for review and HQDA approval, MARC for installation management functions.

(4) Develop installation management and common levels of support service manpower models and databases needed to determine installation services delivery and support workloads.

(5) Maintain an appropriate organizational structure to support the MARC program.

2–19. The Judge Advocate General

TJAG will—

a. Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA CMPs, as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability as appropriate.

b. Furnish through TJAG Personnel, Plans, and Training Office and TJAG's Legal Center and School on matters about operational concepts, organization designs, and staffing for legal service support.

c. Ensure legal service support for all installations and organizations is properly addressed and documented as required by Army regulation; United States Code (USC), Title 10, Section 3037 (10 USC 3037) and Uniform Code of Military Justice, Article 6 (UMCJ, Art. 6);.

2–20. Chief of Chaplains

The CCH will—

a. Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA CMPs as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability as appropriate, in accordance with AR 5–22.

b. Furnish, through the U.S. Army Chaplain Center and School, professional and technical advice to OIs, DIs, and proponents concerning operational concepts, organization designs, and staffing of chaplain sections and unit ministry teams to provide religious support for units, organizations, and elements.

2–21. Provost Marshal General

a. The PMG will—

(1) Review, monitor, and provide input to the requirements processes (FDU, AR2B, ORDAB, TDA CMPs as required by DAMO–FM, FFRs, CPLAN, TAA, and MARC), authorization documents and distribution and/or fielding plans in the military police functional areas of interest, which includes law enforcement, criminal investigations, criminal intelligence fusion, corrections, physical security, high-risk personnel security, antiterrorism and detention operations, as well as forensics and biometrics.

(2) Furnish professional and technical advice to OIs, DIs, and proponents related to operational concepts, organization designs, professional staffing and equipping of military police units, organizations, and elements, and military functional areas of interest as described in paragraph 2–21*a*.

(3) In support of the ASA (M&RA) and the DCS, G–3/5/7 in execution of Army antiterrorism and protection efforts, review, monitor, and provide input and direct support for antiterrorism branch, antiterrorism protection operations, intelligence cell functions and requirements along with support and input to the ASA (IE&E) on installation physical security requirement processes.

b. The CG, USACIDC will—

(1) Provide an assessment of, and requirements for, USACIDC force structure.

(2) Participate in the allocation of resources during TAA.

(3) Assess the impact of, and provide priorities for, force structure additions, conversions, reorganizations, and inactivations.

c. The CG, U.S. Army Corrections Command will—

(1) Provide an assessment of, and requirements for, ACC force structure.

(2) Participate in the allocation of resources during TAA.

(3) Assess the impact of, and provide priorities for, force structure additions, conversions, reorganizations, and inactivations.

2–22. Headquarters, Department of the Army staff and support agencies

HQDA staff and support agencies will—

a. Support the TAA process, as required.

b. Maintain a continuity of relationships between the POM Force and the development of force-related programs.

c. Provide policy and guidance.

d. Designate a TAA point of contact and furnish the information to DCS, G–3/5/7 (DAMO–FMF) for the OF TAA, and to DCS, G–3/7 (DAMO–FMP) for the GF TAA.

e. Approve appropriate unit allocation rules (existence, workload, and manual). All changes must accurately reflect current Army doctrine and policies.

f. Develop host nation support (HNS) force structure data based on information provided by CCDRs.

g. Participate in all TAA phases, panel reviews, and conferences, as required.

h. Assist in performing executability, affordability, and supportability analysis of the base force alternatives as required.

i. Assess the implications of force structure actions.

2–23. Commanders, Army commands, Army service component commands, and/or direct reporting units

CDRs, ACOMs, ASCCs, and/or DRUs will—

a. Review, monitor, and provide input to the requirements development processes (FDU, AR2B, ORDAB, TDA CMPs as required by DCS, G–3/5/7 (DAMO–FM), FFRs, CPLAN, TAA, and MARC), acquisition plans, manpower estimates, and other activities for affordability and supportability, as appropriate.

b. Participate in the staffing of authorization documents within the CPLAN and out of cycle (OOC) process

c. Participate in the ERVB, as appropriate.

d. Staff draft TOEs with TWVRMO.

e. Ensure that equipment is resourced to authorized organizations. Coordinate, as required, with and DCS, G–8, and AMC.

f. Direct the publication of permanent orders described in AR 220–5.

g. Process requests for equipment changes to TDA and/or AUGTDA received from unit CDRs through the FMSWeb 4610–R Tool. Process equipment changes to MTOEs in memorandum format to DCS, G–3/5/7 FM (DAMO–FM) for processing.

h. Assist DCS, G–1 in the development and periodic updating of mobilization manpower standards.

i. Appoint a UIC information officer to coordinate UICs with HQDA in accordance with AR 220–1.

j. Re-validate parent UICs and register DUICs in defense readiness reporting system-Army (DRRS-

k. Submit LOA requests to DCS, G–3/5/7 (DAMO–FMD) if equipment on hand (O/H) exceeds current MTOE authorizations, and there is an approved BOIP for the quantity O/H.

l. Submit LOE requests to DCS, G–3/5/7 (DAMO–FMD), as applicable.

m. Nominate units for MC status and develop required MOA in accordance with DA Pam 71–32.

n. Exercise mission command of assigned or attached MCUs consistent with 10 USC 162 and 10 USC 165 (AC units), 10 USC 10171 (USAR), and 10 USC 10107 (ARNG). Unless directed otherwise by the SECDEF, Army forces not performing departmental duties (those prescribed by 10 USC 3013 (b)) must be assigned to the combatant commands (COCOM) and receive administration and support from the Army in accordance with 10 USC 162 and 10 USC 165. The provisions of 10 USC 10171(c) require all nonspecial forces, continental United States (CONUS)-based USAR forces to be assigned to the USARC and 10 USC 10107 prescribes state command and control of ARNG forces until such forces are ordered to Federal active duty under 10 USC.

o. Coordinate with sponsors to identify and budget for necessary funding for their MCUs.

p. Act as approval and signing authority all MOAs pertaining to MCUs with AC elements within their command executed pursuant to force development responsibilities assigned by this regulation.

q. Ensure all TDA CMPs and MOAs are complete.

r. Re-validate MCU UICs in DRRS–A no later than 1 year prior to the MCU's EDATE.

s. Ensure the number of DUICs does not exceed the system limits in DRRS–A.

t. Update theater-planning factors, war plans and associated time-phased force and deployment data lists for use in phase I of TAA.

u. Develop HNS force structure data as appropriate.

v. Participate in all phases of analysis, panel reviews, and conferences as appropriate to: review OF requirements; review HQDA, CCDR and ACOM concerns, proposed changes and potential issues; and participate in CoCs and GOSCs, as necessary to validate resourcing decisions and integrate TOE, MTOE, and/or TDA issues.

w. Recommend priority of proposed changes to the Army force structure.

x. Assist in performing executability, affordability, and supportability analysis of the OF alternatives, as required.

y. Assess implications of force structure actions in their areas of responsibility.

z. Identify theater-unique requirements and infrastructure affecting force structure.

aa. Provide information on theater employment of reinforcing units, as appropriate.

bb. Assess the impact of, and provide priorities for, force structure additions, conversions, reorganizations, and inactivations.

cc. Ensure equipment requirements and authorizations are fully justified by mission requirements.

dd. Validate all equipment required to accomplish the unit mission is properly documented.

ee. Conduct equipment reviews and/or studies for the determination and documentation of TDA and/or AUGTDA equipment requirements and authorizations. These reviews can be periodic or ad hoc and may use established teams, subject matter experts, or a staff review process. Format and analytical approaches for these reviews may be determined by the commands and agencies. Results of the equipment review or evaluation will be incorporated into the DA TDA documentation process using the automated 4610–R–E tool located in FMSWeb.

ff. Ensure all excess equipment is identified and returned to the supply system.

gg. Ensure property accountability records and authorization documents are reconciled.

hh. Verify that all requests for TDA/AUGTDA equipment changes are loaded into the automated 4610–R–E tool within FMSWeb.

ii. Ensure standard adopted items of equipment identified in SB 700–20 that are in short supply Army-wide are authorized in TDA organizations only when no suitable items are available. When possible, TDAs will incorporate commercial equipment if not identified in SB 700–20.

jj. Report excess defense communications system (Army) equipment, U.S. Army Communications-Electronics Command B–46 items, non-defense communications system equipment, communications security equipment, and medical equipment in accordance with disposition instructions in this regulation.

2–24. Commanding General, U.S. Army Forces Command

The CG, FORSCOM, in addition to the responsibilities in paragraph 2–23, will—

a. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs as required. Ensure BOIPs identify TDA collective training facilities requirements for the Joint Readiness Training Center, National Training Center, and Combat Maneuver Training Center, when applicable.

b. Provide Army synchronization tool output to support DARPL development.

c. Verify the availability of units by UIC to satisfy OF unit requirements.

d. Participate in the allocation of resources during Phase II of TAA.

e. Assess the AC to RC mix of each enabler capability.

f. Assess the impact of, and provide priorities for, force structure additions, conversions, reorganizations, and inactivations.

2–25. Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC, in addition to the responsibilities in paragraph 2–23, will—

a. Lead the Army in developing requirements for war fighting functions and conduct gap analysis for consideration in POM development based upon the priorities established in the annual capability needs analysis (CNA) process.

b. Serve as the doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF–P) CAPDEV and operational architect for the Army. Document command, control, communications, computers, and intelligence requirements in organizational architectures that provide the BOI for requirement documents (BOIPs and TOEs).

c. Complete worldwide staffing, and forward TRADOC-approved FDUs (with unit reference sheet (URS)) to DCS, G–3/5/7 FM (DAMO–FM) for HQDA-led FIFA analysis and subsequent HQDA approval.

d. In coordination with USAFMSA, participate in MARC development process to include the planning, management, and scheduling of MARC actions, as required. Facilitate visits and provide administrative coordination and support for MARC standard revalidation actions and studies, as required.

e. Participate in the BOIP process.

(1) Incorporate USAFMSA as a member of the proponent ICDT for BOI development in the presystems acquisition phase of the DAS.

(2) Participate in the acceptance of BOIPFD.

(3) Coordinate USAFMSA review of BOI information corresponding to capability development document (CDD) or CDD Update.

(4) Provide USAFMSA a BOI appendix, when applicable.

(5) Participate in the cyclic reviews of LIN and/or BOIP files via SLAMIS.

(6) Distribute approved materiel capability documents to DCS, G–3/5/7 (DAMO–FM) and USAFMSA.

(7) Validate the accuracy and sufficiency of the MATDEV BOIPFD prior to loading into LIW.

f. Support the LIRA process by providing to HQDA a prioritized list of capability gaps; recommended capability solutions and associated timelines, to include the identification of projected technology options and costs to mitigate capability gaps; and the disposition and status of JCIDS capability requirement documents.

g. Designate the Director, TWVRMO to be the single manager in TRADOC for validating the form, fit and function applicability of tactical wheeled vehicle (TWV) requirements in Army force structure requirements documents, in support of CAPDEVs. The Director, TWVRMO ensures TWV minimum mission-essential wartime requirements (MMEWR) are stated, justified, and documented adequately. The TWVRMO tracks individual and aggregate TWV requirements, as required, through FMS and FMSWeb. The TWVRMO requests and validates TWV types and quantities in FMSWeb's TDA and/or AUGTDA automated equipment request tool (automated 4610–R–E tool).

h. Conduct independent TWV requirements analysis to support TWV modernization throughout Army force structure.

i. Assess CAPDEV and MATDEV initiatives in all mission areas for qualitative TWV fleet impacts.

j. Participate in the ORDAB CoC and/or GOSC.

k. Participate in the ERVB CoC and/or GOSC.

l. Participate in the MATDEV's PSMIPT when BOIPFD is being developed to ensure timely and accurate submission per AR 700–127.

m. Provide input supporting update and/or revision of appropriate unit allocation rules (existence, workload, and manual). Recommended changes must accurately reflect current Army doctrine and policies.

n. Provide an analysis of deficiencies in TOE unit structure designs; develop alternative designs to eliminate or reduce deficiencies through the capability developments process for approval during the FDU process.

o. In accordance with AR 700–8, provide support to the DCS, G–4 in reviewing and updating logistical support data.

2–26. Commanding General, U.S. Army Materiel Command

The CG, AMC, in addition to the responsibilities in paragraph 2–23, will—

a. As the Army's lead materiel integrator, manage and synchronize materiel distribution and redistribution planning and execution for all Army equipment to and across ACOMs, ASCCs, DRUs, and COMPOs in accordance with Army priorities, DOD and Army policy, Army authorization and prioritization documents, appropriate statutes, and authoritative inputs.

b. Coordinate with HQDA to ensure guidance provided by the Army Equipping Modernization Plan (AEMS), and AEG are nested in equipment distribution actions.

c. Provide functional matrix support to MATDEVs during the initiation and processing of BOIPFD via BOIPFD via SLAMIS.

d. Distribute and redistribute equipment in accordance with Army priorities and against MTOE and/or TDA authorizations, HQDA-approved LOAs and other HQDA validated requirements

e. Develop and maintain a process to provide accurate and timely maintenance data to USAFMSA for new equipment, via BOIPFD, and for fielded equipment, either BOIPFD amendments or MARC maintenance data updates.

f. Comply with the maintenance data requirements identified by the DCS, G–3/5/7 (DAMO–FM) for maintenance manpower requirements determination.

g. Provide maintenance data, combat damage, and other related wartime workload data requirements identified by USAFMSA.

h. Assist in the development of logistical factors that describe the wartime battlefield situation and provide them to USAFMSA for use in the development of TOE manpower requirements.

i. Provide support to USAFMSA-convened maintenance data review panels, as required.

j. Establish guidance for major subordinate commands in support of the 3-year cyclic review of maintenance burden data for fielded systems.

k. Identify funding allocations in support of MARC by single line item identification on budget documentation and inform USAFMSA of funding status.

l. Submit amended BOIPFD when a change occurs in the information previously submitted, to include not only changes to baseline maintenance burden data, but also changes to CMI, and/or ASIOE/P from LCMCs through coordination with the program executive officer and/or program manager community. With the assistance of other commands and agencies, as required, AMC will—

(1) Ensure response from the LCMC or other AMC coordinating agencies to the CTA proponent as to whether a similar item in the supply system will fill the requirement and whether the assets will be available to support the requested change.

(2) Ensure that assemblages with supporting major end items are listed on FMSWeb.

(3) Ensure that items of equipment requiring HQDA approval for inclusion in authorization documents are assigned controlled item code "C."

(4) Modernize capabilities using actions at the national item number and/or national stock number levels.

m. Review commercial items proposed for inclusion in TDA or JTA and validate exemption from TC or initiate TC action.

n. Provide LIN edit file to USAFMSA monthly to maintain the accuracy of FMS (see SB 700–20). Distribute LIN edit data file to other organizations, as required.

o. Assist ASA (M&RA) in the development and periodic updating of mobilization manpower standards about supply and maintenance activities. This responsibility is administered by U.S. Army Manpower Analysis Agency, as agent for the ASA (M&RA).

p. Assist DCS, G–3/5/7 (DAMO–FMO and DAMO–FMP) and USAFMSA in updating the Army prepositioned stock MTOE documents.

q. Participate in the cyclic reviews of LIN and/or BOIP files via SLAMIS.

r. Direct the turn-in of obsolete materiel in conjunction with DCS, G–4.

s. Program and budget for the second destination transportation funds to execute equipment redistribution.

t. Calculate for DCS, G–4 (DALO–MNZ) operational readiness float, repair cycle float, peacetime replacement factors, and unserviceable generation factors to support the DCS, G–4 submission of the repair cycle float and operational readiness float data to DCS, G–8 for visibility in AE2S.

u. Release DCS, G–8 managed materiel to Army claimants in accordance with the priorities provided by the HQDA Equipping the Force Application. All other materiel release is per the established procedures outlined in AR 710–1.

v. Submit the TRADOC proponent updated BOIP file for changes to associated items of equipment and the SSN file for changes of component items.

w. Update BOIP file for a change of associated items of equipment and the SSN file for changes of component items.

x. Participate in the automated 4610–R–E tool evaluation process and provide support to the ERVB.

y. Participate and provide analysis in support of the LIRA process.

z. Assess the impact of sustainment structure actions on the CONUS wholesale logistics base.

2–27. Commanding General, U.S. Army Special Operations Command

The CG, USASOC will—

a. Develop the draft TOE and review the TOE for special operations forces units in coordination with DCS, G–3/5/7 (DAMO–FM) and USAFMSA.

b. Staff draft TOEs with TWVRMO.

c. Develop and maintain special operations forces-specific BOIPs, including ASIOE/P and growth in non-major force program 11 equipment, in conjunction with USAFMSA.

d. Participate in the area of interest reviews of BOIPFD and ARSTAF coordination of all BOIPs, TOEs, and FDUs.

e. Participate in the cyclic review of LINs in SLAMIS, as required.

f. Participate in the ORDAB CoC and ORDAB GOSC, as required.

g. Coordinate with TRADOC for capability gap and needs analysis. Consideration should include conventional force capabilities and their correlation to the special operations forces (SOF) capabilities.

h. Identify force structure requirements unique to USASOC.

i. Participate in the allocation of resources during Phase II of TAA.

j. Assess the impact of, and provide priorities for, force structure additions, conversions, reorganizations, and inactivations.

k. Develop the concept of SOF and support to SOF for Phase I of TAA.

Chapter 3
The Force Development Process—Phase 1: Develop Capabilities

3–1. Phase 1: develop capabilities overview

a. JCIDS is the starting point in the force development process to identify the acquisition requirements and evaluation criteria for future defense programs in terms of personnel, equipment, and unit structure. This process begins with the receipt of national-level, defense-level, Joint-level, and Army-level guidance, to include but not limited to the following:

(1) *National guidance:*

(a) National security strategy (NSS).

(b) Defense strategic guidance.

(c) Unified command plan.

(2) *Defense guidance:*

(a) Quadrennial defense review.

(b) DPG.

(c) Guidance for employment of the force.

(d) Global force management allocation plan.

(e) Global force management implementation guidance.

(f) SECDEF orders book.

(3) *Joint guidance* :

(a) National military strategy (NMS).

(b) Joint strategic capabilities plan.

(c) CNA

(4) *Army guidance* :

(a) TAP, to include its subordinate parts: Army vision; ASP; APG; APGM, and Army Campaign Plan articulates the SLDA translation of the DOD and/or Joint Chiefs of Staff (JCS) guidance into specific direction to the ARSTAF, ACOMs, ASCCs, DRUs, and FOA for the development of the Army POM. TAP constitutes the start point for force structuring activities for DCS, G–3/5 (DAMO–SSP) and G–3/7 FM (DAMO–FM). DAMO–SSP and DAMO–FM, along with the CAA, use the DPG and OSD-provided ISCs to prepare the combat force apportionment that drives the operating and GF requirements for that POM cycle. TAP-directed force structure and the support forces are collectively known as the OF.

b. The develop capabilities phase continuously adjusts requirements based on guidance from SLDA.

3–2. The Joint capabilities integration and development system overview

a. The JCIDS process uses CNA including concept and mission analysis to identify required capability gaps and prioritize capabilities, gaps, or shortcomings in the current force. The objective of JCIDS analysis is to develop potential solutions that are militarily relevant, supportable, and affordable within the Army's strategic and CCDRs' operational priorities. JCIDS develops integrated solutions sets that address the DOTMLPF–P domains (see AR 71–9).

b. Services, COCOMs, and other DOD components conduct capabilities-based assessments (CBAs) to assess capability requirements and associated capability gaps and risks. The capability requirements and capability gaps identified through CBAs and other studies are traceable to an organization's doctrinal or assigned roles and missions, Army and joint concepts, and described in terms of tasks, conditions, and standards.

c. Materiel and nonmateriel approaches for the mitigation of significant gaps are derived from a validated initial capabilities document (ICD), Joint urgent operational need (JUON), joint emergent operational need (JEON), Army operational needs statement (ONS), or joint DOTMLPF–P change recommendation after a more detailed analysis of potential approaches and alternative capability solutions is completed. In certain cases, a CDD or CDD Update is generated directly from other studies or analyses, potentially using urgent operational needs, experimentation, or test and evaluation results in lieu of an ICD to describe capability gaps and potential solutions.

d. If the optimal solution identified from the JCIDS analysis calls for improved or new organizations or materiel capabilities, the second phase of the force development process is initiated.

Chapter 4
The Force Development Process—Phase 2: Design Organizations

4–1. Phase 2: design organizations overview

a. As the organizational conceptual requirements mature, the force development process provides the framework to start designing organizations. The capabilities development community develops the proposed organization, designs, missions, and functions to meet the required operational capabilities. Organizational solutions, both personnel and equipment, to fill operational capabilities are captured in an FDU in sufficient detail to support Army force design initiatives, and related studies and analysis.

b. TRADOC conducts the FDU process to determine requirements for doctrinally correct organizations. For materiel, the TRADOC capability manager with the MATDEV produces BOIPFD. The BOIPFD is based on the concept of employment and/or BOI guidance from the JCIDS process. The concept of employment and/or BOI guidance is available in the CDD or CDD Update and describe operational attributes of a materiel solution. TRADOC uses the JCIDS process to determine requirements for materiel solutions and nonmateriel solutions. Capabilities documents are submitted to HQDA for Army Requirements Oversight Council (AROC) and ultimately the Joint Requirements Oversight Council validation and HQDA approval.

c. TRADOC proponent centers and schools develop and analyze proposed organizational designs. ARCIC staffs the proposed organizational design throughout the Army to ensure that the proposal is doctrinally correct. ARCIC incorporates the organizational architecture into the FDU that will be used by developers to document the mission essential battlefield mission command networks and systems requirements in BOIPs and TOE. ARCIC will forward recommendations to the CG, TRADOC. TRADOC-approved recommendations are forwarded to DCS, G–3/5/7 (DAMO–FM) for a FIFA analysis and HQDA stakeholder staffing before FDU approval by the Vice Chief of Staff, Army (VCSA), or CSA.

d. Operational CDRs can use an ONS to document the urgent or emerging need for a materiel solution to correct a deficiency or to improve a capability that affects ability to accomplish an assigned mission. ONS requirements are not documented on TOEs, MTOEs, or TDAs. All validated urgent needs (ONS, Rapid Equipping Force 10-Liner, JUON and/or JEON) are reviewed through the AROC process for non-standard equipment to determine applicability to future force capability gaps. If the recommendation that an urgent solution be transitioned to an enduring capability is approved at the AROC, appropriate JCIDS documentation will be prepared to support the acquisition and/or sustainment activities, resource programming and force documentation. Equipment identified to support enduring capability and or training requirements that have not been TC standard will be documented on a TDA and/or AUGTDA pending TC of these bridging solutions. When validated and approved by HQDA as enduring requirements to fill a capability gap, necessary force development processes will be followed per AR 71–9 and DA Pam 71–32.

4–2. Force design updates

a. The FDU—

(1) Includes capabilities development, capabilities determination, requirements approval, and implementation decisions.

(2) Includes developed organizational design solutions to overcome identified capability shortfalls that cannot be accommodated by doctrine, training, leadership and education, facility, or policy solutions. As part of the solution development, TRADOC CoEs force modernization proponents and non-TRADOC force management proponents consider courses of action across DOTMLPF–P with the intent of deriving materiel, personnel and organizational solutions as a last resort. Once an organizational solution becomes the recommendation, the force modernization proponent begins the integration process across the DOTMLPF–P domains.

(3) Includes MMEWR (equipment and personnel) for new or modified organizations.

(4) Is developed by CAPDEVs within TRADOC, MEDCOM, Space and Missile Defense Command, and USASOC.

(5) Is coordinated with other CAPDEVs and other Army organizations having a specific interest, including all ACOMS, ASCCs, DRUs, NG, USAR, and TWVRMO. After FDUs are approved by the TRADOC FDU process review board, they are available as source documents for TOE development.

b. TRADOC develops and provides FDUs to DCS, G–3/5/7 (DAMO–FM) to develop new organizational requirements or changes to existing TOE organizations to meet current and evolving doctrinal requirements. DCS, G–3/5/7 (DAMO–FM) is the single entry point of entry to receive the FDU from TRADOC, staff it with the ARSTAF in a FIFA analysis, and provide HQDA oversight of the FDU process.

c. TOE development is accomplished in parallel with the FDU process.

d. TRADOC submits FDUs to DCS, G–3/5/7 (DAMO–FM) semiannually. Special OOC FDUs may be conducted to handle complex design issues or issues of special emphasis, such as those directed by SLDA. In addition, force modernization proponents can submit an FDU junior issue at any time. FDU junior issues involve minor adjustments that normally do not affect other proponents, and do not cause personnel growth including MARC growth.

e. TRADOC performs FDU cost-benefit analysis for submission to DASA–CE for validation. All FDUs and other force structure initiatives requiring an increase in resources must be offset to result in zero personnel growth (including grade) in the overall authorized force levels for each COMPO. Any potential increase in equipment requirements must be reviewed for resourceability and supportability or include appropriate levels of funding to cover unbalanced growth.

f. See DA Pam 71–32 for further detail.

4–3. Force integration functional area analysis

a. HQDA evaluates all proposed organizational changes by using a FIFA analysis to ensure designs are suitable, feasible, and acceptable. The proposed organizational design must accomplish the Army's mission and comply with VCSA and CSA guidance. To be feasible, the proposed organization design (unit, branch, echelon) must have the capability to accomplish the mission in terms of available resources. To be acceptable, the transformational advantage gained by executing the organizational design must justify the increased cost in resources.

b. The FIFA analysis reviews force structure issues and the impacts of force structure decisions on the total Army. The FIFA determines whether or not the force can be structured, manned, equipped, trained, sustained, funded, and stationed. The FIFA analysis process analyzes the force to assess affordability, supportability, and sustainability. The FIFA analysis may provide alternatives based on prior initiatives, unalterable decisions from SLDA, or program budget decisions.

c. FIFA can result in one of three recommendations—

(1) Implement the change and find resources.

(2) Return to TRADOC for further analysis.

(3) Prioritize the issue of resourcing in the next TAA.

d. The nine FIFAs provide the basis for transitioning organizations from one level of capability to a higher level. FIFAs help force managers assign functional responsibility for issues and integrate the solutions. They are considered and applied against a draft TOE or URS. The 9 FIFAs are as follows:

(1) *Structuring.* An organization is properly structured to accomplish its doctrinal mission when the organization, its field maintenance and sustainment maintenance structure, and the support infrastructure, have accurate requirements documents, registered UICs, and HQDA-approved authorization documents.

(2) *Manning.* An organization is properly manned when the organization has assigned all authorized personnel by grade and skill.

(3) *Equipping.* An organization is properly equipped when the organization has the equipment authorized, including the following: major end items; TMDE; special tools and test equipment; maintenance floats.

(4) *Training.* An organization is properly trained when: all required Army training, including new equipment training is completed and evaluated according to mission essential task list standards; all authorized organizational training support materiel and training devices are in unit hands; all institutional training courses and training systems, training ammunition, and training facilities are available; and all doctrinal publications are on hand.

(5) *Sustaining.* An organization can be properly sustained when all authorized organization-level non-combat personnel are assigned; all support equipment, facilities, spares, and supplies are on hand; the field maintenance and sustainment structure and any support infrastructure is structured, equipped, trained, manned, sustained, stationed, and funded to sustain the supported organization; all support publications are on hand, and the organizations have valid DOD activity address codes.

(6) *Funding.* An organization is properly funded when: all costs associated with the organization and its field maintenance and sustainment structure have been identified, programmed, and resourced; and funds are available to support activation, reorganization, conversion, stationing, property turn-in or transfer, transportation, facility construction or renovation, and operational tempo.

(7) *Deploying.* An organization is deployable and/or employable when its field maintenance and sustainment structure, and associated units, are structured, equipped, trained, manned, sustained, stationed, and funded to operate as an element of an Army component command.

(8) *Stationing.* An organization is properly stationed when the organization and its field maintenance and sustainment structure have all required organizational facilities and support infrastructure in place. No degradation of the quality of life, safety, or environmental standards can exist.

(9) *Readiness.* An organization is ready when its overall rating and commodity area category levels are consistent with current Army readiness standards in accordance with AR 220–1 and AR 525–30.

e. An approved FDU should support and accomplish each FIFA.

f. See DA Pam 71–32 for further detail and procedures.

Chapter 5
The Force Development Process—Phase 3: Develop Organizational Models

Section I

Tables of Organization and Equipment

5–1. General

a. The TOE is an organizational model and the end product document of the Army's capability development process. It merges, in one document, the results of the capabilities determination process. TOEs are the primary basis for stating Army requirements.

b. TOEs MMEWR for sustained combat operations, including the nonorganic capabilities the unit needs to sustain itself, listing only requirements. A TOE prescribes the doctrinal wartime mission, organizational structure, personnel, and equipment requirements for a military organization and is the model for authorization documents. TOEs are further identified by a standard requirements code (SRC) which reflects the branch proponent and type of organization for that type structure. TRADOC creates the SRC using established business rules and submits the TOE to DCS, G–3/5/7 FM for approval (see DA Pam 71–32).

c. The Army uses a TOE system with personnel and equipment modernization over time that reflects how the Army conducts its organizational and force modernization actions. The TOE system illustrates capability enhancements of an organizational model through the application of related doctrinally sound personnel and equipment changes in separately identifiable BOIPs. A TOE begins with a doctrinally sound BTOE and through the application of BOIPs, yields a fully modernized OTOE.

d. TOEs are available in two views: base TOE (BTOE) and OTOE.

5–2. Table of organization and equipment

The TOE—

a. Documents requirements not authorizations.

b. Serves as key inputs for the Army's POM submission.

c. Determines and documents the MMEWR, of maneuver, maneuver support and maneuver sustainment units.

d. Represents Army-approved doctrine and organization design concepts.

e. Provides a basis for standardization and modernization of units.

f. Represents the minimum number of organizational models required for structuring the current force and planning and programming the future force.

g. Provides HQDA-approved detailed requirements to supported databases and processes (see chap 8).

h. Serves as the basis for an authorization document (MTOE).

5–3. Base table of organization and equipment

The BTOE is an organizational model design based on doctrine and equipment currently available. The BTOE is the least modernized version of the TOE and includes only those items that have been designated by USAFMSA and approved by the DCS, G–3/5/7 (DAMO–FM) as BTOE equipment.

5–4. Objective table of organization and equipment

The OTOE is a fully modernized, doctrinally sound organizational model design achieved by applying all approved BOIPs. The OTOE portrays a fully modernized unit's structure and composition and includes all modernization options available. The OTOE sets the goal for planning and programming of the Army's force structure and supporting acquisition systems.

5–5. Levels of tables of organization and equipment

There are two levels of TOEs—

a. Level 1 of the TOE is the designed MMEWR to provide an effective organization for maneuver, maneuver support, and maneuver sustainment units.

b. Level B provides a means for conserving military manpower by substituting other types of personnel. Level B reflects the minimum military personnel required for command, supervision, technical, and maintenance functions. Positions in Level 1, but not in Level B, may be filled by other than U.S. military personnel. Civilian contractors or host nation support labor may substitute for noncritical or nonleadership positions. Equipment requirements remain at 100 percent at all levels except for individual equipment such as bayonets, protective masks, tool kits, and individual weapons.

c. See DA Pam 71–32 for further detail.

Section II

Basis of Issue Plans

5–6. General

a. A BOIP is a requirements document that allows for the incremental modernization of Army units.

b. The BOIP lists the planned placement of quantities of new equipment and ASIOE/P, as well as the reciprocal displacement of equipment and personnel.

5–7. Basis of issue plan requirements

a. A BOIP is required for the following:

(1) Items to be procured in response to approved capability requirements documents and other requirements documents or materiel change management programs, which change the performance, characteristics, or capabilities of the item. These items require a new LIN and TC LCC A (includes type reclassification standard from limited procurement or LRIP) (see AR 700–142).

(2) Items that require additional ASIOE/P (see AR 700–142).

(3) End items that are not required as components of sets, kits, and outfits (SKO), and for assemblies when they are to be TC standard LCC A separately for distinct authorization and issue.

(4) Equipment re-buys that require new technology, a new LIN for management, ASIOE/P, or items that result in an impact on training.

b. BOIPs are not required for CMI when standard LINs (SLINs) are only required for reporting purposes.

c. Exemptions from the BOIP process are listed in DA Pam 71–32.

5–8. Basis of issue plan process

a. Basis of issue plan feeder data.

(1) Developing correct BOIPFD is the first step in the development of a BOIP. The BOIPFD is a compilation of information about a new or improved item of equipment.

(2) BOIPFD will be prepared by the MATDEV following an approved CDD and approved MS B decision, and will support BOIP completion prior to MS C decision.

(3) BOIPFD will be prepared by the MATDEV and forwarded to USAFMSA within 60 days of the assignment of ZLIN for developmental items and within 30 days for a nondevelopmental item (NDI).

(4) When applicable, BOIPFD will include equipment modernization requirements for all schools in the One Army School System, both AC and RC, and in combat training facilities.

(5) BOIPFD amendments will follow the same staffing process as initial submissions.

(6) Refer to ASA (ALT) policies and procedures for proposing and submitting BOIPFD.

b. Basis of issue plan development and staffing.

(1) The BOIP development process begins following the acceptance of BOIPFD in SLAMIS. The appropriate USAFMSA branch chief, DCS, G–4, manager (DCS, G–1, DCS, G–8, TWVRMO, and the Army MARC maintenance database (AMMDB)) and other subject matter experts (SMEs) participate in the review of the BOIPFD to ensure acceptability and affordability. If the BOIPFD is complete and error-free, the BOIP is accepted for development. Following USAFMSA development of the BOIP, the BOIP is submitted to DCS, G–3/5/7 FM (DAMO–FM) for HQDA staffing.

(2) An HQDA-approved BOIP is required to establish TC standard designation at MS C decisions.

c. Basis of issue plan approval. New or amended capability BOIPs (and MARC (see sect III)) are reviewed, validated, and approved by the ORDAB for all new or amended capability BOIPs (and MARC) to ensure correct BOI, personnel, materiel synchronization, and affordability. The CoC ORDAB is co-chaired by the Deputy CDR, USAFMSA, and the DCS, G–8 (DAPR–FDP) Resource Documentation Division Chief. The ORDAB GOSC is co-chaired by the DCS, G–3/5/7 (DAMO–FMZ), and DCS, G–8 (DAPR–FD). It comprises the following members: ASA (ALT); CIO/G–6; DCS, G–1; DCS, G–3/5/7 (DAMO–FM and DAMO–TR); DCS, G–4; DCS, G–8 (DAPR–FD); TRADOC; USAFMSA, ARNG, USAR and other SMEs, as required.

d. Documentation of basis of issue plans. Once a BOIP Feeder Data is accepted by USAFMSA for development, USAFMSA documents the BOIP on the TOE as a draft record, and promotes it to approval level 3 in preparation for the ORDAB CoC. The application of the BOIP to MTOEs is done in accordance with the CPLAN cycle and adjusted as needed by DCS, G - 3/5/7. USAFMSA documents the BOIP on the TOE as a draft record, and promotes it to approval level 3 in preparation for the ORDAB CoC. The application of the BOIP to MTOEs is done in accordance with the CPLAN cycle and adjusted as needed by DCS, G - 3/5/7

e. Announcements: DCS, G–3/5/7(DAMO–FM) announces decisions of BOIPs. A HQDA-approved BOIP is required for ASA (ALT) to continue to TC at MS C.

f. Reference. See DA Pam 71–32 for BOIP procedures.

5–9. Associated support item of equipment and/or personnel and component major end item

a. Associated support item of equipment and/or personnel.

(1) ASIOE/Ps are essential equipment and personnel needed to operate, maintain, or transport the principal and ASIOE items.

(2) ASIOE/Ps are initially identified by the MATDEV for directly related equipment and personnel and by the CAPDEVs and personnel proponents for organizational related equipment and personnel. TRADOC will provide feedback to the MATDEV.

(3) ASIOE/P requirements are subject to change based on the BOIP impact as they are sequenced into modernization paths.

(4) ASIOE will be documented separately and accounted for separately.

(5) An item is ASIOE unless it requires a change to its form, fit, and function (see table 5–1).

(6) ASIOE must have a LIN in SB 700–20.

(7) See DA Pam 71–32 for procedures concerning ASIOE/P.

b. Component major end item.

(1) CMI is an item that has been modified for the major end item and is a part of the BOIP item configuration.

(2) End items used as a component will not be listed separately in authorization documents because they take on the identity of the BOIP item.

(3) CMI may or may not be installed or removed at depot level when the system is being built due to wiring, mounting, system interface, and is the primary item in the assembly or set configuration. Its removal will destroy the identity and integrity of the assemblage or set. An example is a trailer or shelter that is modified and then embedded in the major end item.

c. Materiel developers.

(1) MATDEVs will use the ASIOE and CMI decision matrix to determine if an item is ASIOE or CMI.

(2) MATDEVs will define in the CDD and/or CDD Update items to be ASIOE, CMI, and/or components of end items.

Table 5–1
Associated support items of equipment fit form function criteria

Criteria	Definition	ASIOE	CMI
Fit	The ability of an item to physically interface or interconnect with or become an integral part of another item.	User can install or uninstall (if required) at organization level with only authorized organizational support equipment.	Requires support above the organizational level (that is, DEPOT)
Form	The shape, size, dimensions, mass, weight, and other physical parameters that uniquely characterize an item. For software, form denotes the language and media.	No change. Item's physical attributes are retained (meets key performance parameter and or key system attribute thresholds and objectives).	Modification of an item's physical attributes beyond its key performance paramater and or key system attribute thresholds and objectives to meet end-item requirements.
Function	The action or actions that an item is designed to perform.	The item can operate independently of the system but is required to operate, maintain, or transport the system.	Removal of the item will destroy the identity and integrity of the system.

Section III

Manpower Analysis Requirements Criteria Description and Personnel Identity Codes

5–10. General

a. MARC studies produce standards that express the MMEWR for personnel needed to perform specific maneuver support or sustainment functions (nonmaintenance) in a combat environment. Through continual analysis, studies produce and refine a process that responds to wartime concepts, doctrinal revisions, and force modernization.

b. MARC studies produce staffing criteria that provide a complete explanation of the work function, skills involved, and the methodology employed to establish the proposed criterion.

c. The approved MARC standards, study processes, and procedures are published on the FMSWeb force management bulletin board (FMBB).

5–11. Manpower requirements criteria policy

a. Workload-driven personnel requirements in TOEs are based on an activity or service to be performed. Where the use of workload man-hours is not feasible or available, the personnel requirements will be based on other suitable information, such as proponent doctrinal, training, and organizational publications; unit after action reports; lessons learned; unit histories; and consultants. Personnel requirements data, field test results, data developed by prototype and test results, work measurement techniques, industrial research and manufacturer's reports, sample data collection reports, labor union data, materiel available from other military services, and other pertinent source materiels may be used as appropriate and required.

b. MARC requirements consist of standard MARC and workloadable MARC.

(1) Standard MARC includes supervisory and/or nonsupervisory positions where work is not readily measurable. Examples include inspector general, field feeding advisor, vehicle crews.

(2) Workloadable MARC directly relates to the number of man-hours required to perform a specific task. It is determined using an equation. The formula for workloadable MARC includes the use of the annual MOS availability factor (AMAF).

c. Workloadable maintenance MARC is documented in the AMMDB.

d. Maintenance MARC establishes the requirement for selected Army maintainers. The maintenance MARC is derived from the direct productive annual maintenance man-hours provided by the weapon system MATDEV (see AR 700–127).

e. Procedural information regarding criterion determination and MARC application is posted on the FMSWeb FMBB.

5–12. Manpower requirements criteria approval

a. One hundred twenty-one MARC standards (less medical and AMMDB maintenance) were reviewed for relevance to current force structure and operational doctrine. As a result of the MARC standards review, in instances where existing MARC did not support the determination of functional manpower requirements (less maintenance MARC) proponents may address any inconsistency via doctrinal solutions. The respective TRADOC proponent will submit their doctrinal determinations through ARCIC to HQDA for final approval.

b. All requests for MARC studies are forwarded through ARCIC to Sustainment Division, USAFMSA for review. In addition, all requests for medical MARC studies will be forwarded through AMEDD C&S and ARCIC to Sustainment Division, USAFMSA for review.

c. Prior to initiation, DCS, G–3/5/7 FM must approve the conduct of all MARC studies. Resource requirements (funding and personnel) must be identified prior to the commencement of the study.

d. Respective OIs will coordinate this action throughout HQDA. The requesting proponent must provide and fund manpower requirements and/or SMEs. DCS, G–3/5/7 FM approves or disapproves MARC studies after they have been coordinated with affected agencies, proponents, and DIs whose TOEs are affected by the function under study.

e. See DA Pam 71–32 for further detail.

5–13. Annual military occupational specialty availability factors

The use of the AMAF contained in FMSWeb is required to determine workloadable MARC. Exceptions to this policy may be developed during a MARC study if the rationale for the exception is contained within the affected study. Deviation from the annual MOS availability factors requires justification and approval by DCS, G–3/5/7 (DAMO–FMZ).

5–14. Table of organization and equipment application

a. The full personnel requirements developed from appropriate MARC are documented in TOEs. If deviations are required, the increase or decrease must be fully justified and approved during the TOE approval process.

b. MARC deviations should be identified in TOEs with standard remark 62 "deviation from MARC requirements," as applicable and in TOE section I. All deviations are forwarded through Sustainment Division, USAFMSA for review in accordance with FMBB approved by the DCS, G–3/5/7 FM.

c. See DA Pam 71–32 for MARC workload, MOS availability factors, submission, approval, computations, deviations, and management procedures.

5–15. Identity code guidance

a. With the elimination of the direct ground combat restriction, identity codes serve as the sole means of indicating where an assignment restriction exists for either males or females. The direct combat position code is no longer in effect for the assignment and utilization of women in the Army. All personnel positions listed on the requirements document will be assigned a gender code based on current guidance.

b. The proponent for gender codes is the DCS, G–1.

c. Any request to change position coding for an occupation, position, or unit to be opened or closed to women must be forwarded to the DCS, G–1. The SECDEF is the final approval authority for changes.

Chapter 6
The Force Development Process—Phase 4: Determine Organizational Authorizations

Section I

Operating force and generating force total Army analysis overview

6–1. Phase 4: Determine organizational authorizations overview
TAA is a phased force structure analysis process that defines the required Army force structure within end strength and accounts for the military and DA Civilian requirements and authorizations necessary to comply with DOD guidance. The TAA provides the basis for the Army's POM development and the establishment of the POM Force.

6–2. Operating force total Army analysis overview
a. TAA shapes Army force structure and determines the best mix of organizations that are required and resourced as a balanced and affordable force and examines the projected Army force through both quantitative and qualitative analysis. The DCS, G–3/5/7 will continuously update the information, modeling, and analysis used to develop the Army POM Force. The goal of TAA is to produce a force for POM submission.

b. TAA is an integral part of the OSD PPBE and the Chairman, JCS's Joint Strategic Planning System. The TAA process develops a fiscally constrained force based on NMS objectives to be achieved and the dynamics of internal and external constraints. The fiscally constrained force is developed to achieve an affordable and competent force to support national objectives.

c. See chapter 2 for TAA responsibilities.

6–3. Generating force total Army analysis overview
a. GF TAA determines the right size and composition of the GF to support the Army's future force structure requirements. This is accomplished through a yearly review of GF capabilities that addresses emerging capabilities growth, restructure initiatives, and rebalancing actions.

b. Reviews TDA structure manpower requirements without authorizations focusing on military and DA Civilian requirements with the goal of reducing those requirements no longer valid within the current documented capability.

c. Provides the SLDA the opportunity to prioritize GF capabilities, capacity, and manpower mix**.**

d. Provides a total Army programmed force and SACDB file as required to build a POM submission.

Section II

Total Army Analysis

6–4. Total Army analysis objectives
a. Develop, analyze, determine, and justify a POM Force, aligned with OSD and/or JS DPG and TAP. The POM Force is the force projected to be raised, provisioned, sustained, and maintained within resources available during the FYDP.

b. Provide analytical underpinning for the POM Force for use in dialog among Congress, OSD, JS, CCDRs, and the Army.

c. Assure continuity of force structure requirements within the PPBE processes.

d. Provide program basis for structuring organization, materiel, and personnel requirements and projected authorizations in SACDB.

e. Conduct an annual analysis of force structure options for programming consideration that includes the mix of OF and GF capabilities between the AC (COMPO 1), the ARNG (COMPO 2), and the USAR (COMPO 3) for the SA to consider and approve in support of the Army's future total force and SECDEF's planning objectives.

6–5. Total Army analysis products
a. Army program objective memorandum force. The product of TAA is the Army's POM Force; the force recommended and supported by resource requests in the Army POM. For resourcing purposes, the POM Force is apportioned among the three COMPOs. The resulting POM Force includes the programmed structure for all Army components throughout the POM years and provides the basis for the development of the Army POM submission. Upon approval, the POM

Force is released via the ARSTRUC memorandum and/or Structure and Manpower Allocation System (SAMAS) lock point file, becomes the basis for the development of the Army's POM submission.

b. Army structure memorandum. The product of the TAA and POM processes is the approved and funded force structure as specified in the ARSTRUC. The ARSTRUC memorandum provides the historical record of SLDA decisions and details all changes to the force since the last publication.

6–6. Total Army analysis: Phase 1—capability demand analysis

a. Phase 1, capability demand analysis, consists of force guidance and quantitative analysis. DCS, G–3/5/7 derives force guidance from numerous sources to include the NSS, quadrennial defense review, NMS, and SLDA. Scenarios that are modeled are OSD-approved and reflect a range of possible futures.

b. Phase 1 concludes when the SLDA review and approve the modeled and analyzed capability demands, which provide the doctrinally required units to meet the ISC demand.

c. See DA Pam 71–32 for further detail.

6–7. Total Army analysis: Phase 2—resourcing and approval

a. Phase 2, resourcing and approval, consists of qualitative analysis and SLDA review.

b. Phase 2 develops force-resourcing options within total end strength guidance for use in developing the POM Force.

c. DCS, G–3/5/7 leads reviews of the POM Force at multiple levels, culminating in approval by the SLDA.

d. See DA Pam 71–32 for further detail.

Section III

Multiple Component Units

6–8. Multiple component units overview

a. A MCU is a unit organized with personnel and/or equipment requirements and authorizations from more than one COMPO. MCUs will integrate to the maximum extent within statutory and regulatory constraints, resources from more than one COMPO into a cohesive, fully capable Army unit.

b. See chapter 2 for MCU-specific responsibilities.

c. See DA Pam 71–32 for further detail.

6–9. Multicomponent unit planning and resourcing consideration

a. Planning for multiple component units. Planning for MCUs will follow the deliberate force management development process. Force integration planning guidance must be considered.

b. Resourcing components. Resourcing components will carefully consider the FIFAs and mobilization readiness and validation processes prior to nominating a unit for MCU status.

c. Resourcing priorities. DCS, G–3/5/7 sets Army resourcing priorities.

d. Full-time support. The use of full-time support personnel in ARNG and USAR elements will not change as a result of being part of an MCU. As such, existing laws and regulations still apply.

Chapter 7
The Force Development Process—Phase 5: Document Organizational Authorizations

Section I

Overview

7–1. Phase 5: document organizational authorizations overview

Authorization documents implement HQDA decisions regarding a specific organization's mission, organizational structure, personnel and equipment requirements and authorizations for the current year, the budget year, and the first program year. They authorize units to requisition personnel and/or equipment and provide data essential to the execution of Army planning, programming, resourcing, and readiness reporting processes.

7–2. Types of authorization documents

Authorization documents align and integrate a specific organization's mission, functions, organizational structure, personnel and/or equipment requirements and authorization data in detailed and summary format. They provide the HQDA-approved authorizations to resource the organization's requirements.

a. Modified table of organization and equipment. An MTOE is a UIC- and EDATE-specific, resource-informed authorization document derived from a TOE through the application of HQDA-directed guidance and personnel changes at billet-and LIN-level of detail. It establishes the personnel and equipment authorizations to resource the MMEWR to execute the organization's doctrinal mission, as documented in the TOE. USAFMSA builds, and DCS, G–3/5/7 (DAMO–FMZ) approves MTOEs. USAFMSA publishes MTOEs for the current year, the budget year, and the first program year. MTOE organizations are primarily in the OF, but can be in the GF.

b. Exception modified table of organization and equipment. Exception MTOEs deviate from the TOE and its applicable BOIPs. The DCS, G–3/5/7 (DAMO–FMZ), is the approval authority for all exception MTOEs. These exceptions will be re-validated every three years.

c. Equipment-only modified table of organization and equipment. This document is a set of equipment pre-positioned for use by a rotational or deploying unit for a specific mission in a specific theater. This authorization document contains only equipment and does not provide requirements or authorizations for personnel. Current examples of equipment only MTOEs are Army prepositioned stocks (APS), the European activity set, and the Korean enduring equipment set.

d. Table of distribution and allowances. A TDA is a UIC-specific and EDATE-specific authorization document that is not based on a TOE. It prescribes the organizational structure, the manpower and/or equipment requirements, and authorizations to perform a mission for which no TOE exists. TDAs can include military and/or civilian personnel, and standard and/or commercial equipment. TDA manpower requirements are workload-based. Workload shall be in direct support of HQDA-level directed missions and functions only.

e. USAFMSA builds, and DCS, G–3/5/7 (DAMO–FMZ) approves TDAs for the current year, budget year, and first program year. TDA organizations are primarily in the GF, but can be in the OF. Workload shall be in direct support of HQDA level directed missions and functions only.

(1) *Augmentation table of distribution and allowances.* The AUGTDA is a form of TDA that augments an MTOE unit. It establishes organizational structure, personnel, and equipment required for the unit to execute administrative and operational functions beyond the capabilities of the MTOE. The AUGTDA can include military and/or civilian personnel, and standard and/or commercial equipment.

(2) *Mobilization table of distribution and allowances.* The MOBTDA is a form of TDA that establishes the mobilization mission, organizational structure, and personnel and equipment requirements and authorizations for units authorized under the nondeployment mobilization troop basis subsequent to a declaration of mobilization.

f. Joint table of allowances. The JTA is an authorization document for equipment in support of joint organizations under the operational control of COCOMs and standing joint force headquarters. JTAs are applicable to all active elements of the Army, Navy, Air Force, Marine Corps, USASOC, and their supporting components and joint commands. USAFMSA creates and staffs JTAs for Deputy CDR, USAFMSA approval, and HQDA publication, as necessary.

g. Common table of allowances. A CTA is an authorization document for items of materiel required for common Armywide use by individuals or MTOE, TDA, or JTA organizations. USAFMSA builds, approves, and publishes CTAs.

h. Government-owned contractor-operated contracts. Government-owned contractor-operated contracts are considered authorization documents when they include nonexpendable equipment that the contractor requires to perform the contract (see Federal Acquisition Regulation, Part 45 (FAR 45.000); Defense FAR Supplement, Part 245 (DFARS 245.1); and Army Financial Acquisition Regulation Supplement, Part 5145 (AFARS 5145.1)). All Government-furnished equipment, except for the categories listed in paragraph 7–17 will be documented in the appropriate TDA to compute replacement requirements.

7–3. Linking documentation to the priority of resourcing

a. Force activity designator. The FAD defines the relative importance of a unit to accomplishing DOD priorities. Army units are assigned a FAD, using Roman numerals I to V, annually in coordination with annual force locks. FADs are used in coordination with the urgency of need designators to establish a matrix of priorities used for supply requisitions. Annually the Army reviews and approves those units designated as FAD I, designated as a top national priority. FAD II - V designation are given to units based on the following business rules as follows:

(1) The FAD I designation is reserved for those units performing high priority tasks and are reviewed annually (see CJCSI 4110.01E).

(2) All Regular Army MTOE units and Army Early Response Forces in the Reserve Component will be designated FAD II.

(3) All TYPCO 2 and 3 units (TDAs/AUG TDAs), all Army National Guard (ARNG), and all United States Army Reserve (USAR) MTOE will be designated FAD III upon activation (or conversion).

(4) All units (MTOE or TDA) scheduled to inactivate will be redesignated FA IV in the year in which they inactivate.

(5) The Army does not use FAD V.

b. Dynamic Army Resource Priority List. The DARPL is a document generated by the DCS, G–3/5/7 (DAMO–FM) and provides prioritization of Army units (all COMPOs) at the AA level by fiscal year (FY) in accordance with validated global force management allocation plan requirements, Army institutional requirements, and force generation policy. The DARPL is generally updated twice each FY (at the beginning and midpoint of the resourcing process), but may be updated as required. Once approved, the DARPL is updated in SAMAS, the Army's authoritative force structure database.

Section II

Authorization Document Requirements

7–4. Requirements for permanent orders

Commands will prepare permanent military orders as described in AR 220–5.

7–5. Requirements for classified authorization documents

Prior to entry of classified authorization documents in FMS, the ACOM, ASCC, and/or DRU provides the reason for classification and identifies to USAFMSA the classified data elements or combination of data elements that make the document classified. DCS, G–3/5/7 (DAMO–FM) will staff the classification request to DCS, G–2, and other appropriate ARSTAF elements to determine the correct level of classification.

7–6. Unit identification code management

a. DCS, G–3/5/7 (DAMO–FMP) will designate a HQDA UIC manager. The HQDA UIC manager handles assigning permanent UICs to all approved parent units in coordination with the CMH for the official unit designation.

(1) An authorization document will not be approved for publication without the UIC fully registered.

(2) Upon receiving a request for registration from the HQDA UIC manager, DCS, G–3/5/7 (DAMO–ODR) will partially register parent UICs in the DRRS–A.

(3) Written approval from the HQDA UIC manager is required prior to the registration of parent level UICs in DRRS–A.

b. The ACOMs, ASCCs, DRUs, DARNG, and ARSTAF principals will appoint a primary and an alternate UIC information officer. The names of the primary and alternate UIC information officer(s), their office symbols, and telephone numbers will be reported to DCS, G–3/5/7 (DAMO–ODR), as indicated in AR 220–1. The ACOM, ASCC, DRU, DARNG, or ARSTAF agency UIC information officer completes the registration of partially registered parent level UICs.

c. Organizations handle the creation, management and termination of DUICs as authorized in AR 220–1.

d. Procedures for registering UICs relative to the DRRS–A system are addressed in AR 220–1. UIC management procedures are also discussed in DA Pam 71–32.

7–7. Effective date establishment

a. General. The EDATE establishes a specific date for the application of change to a unit. Changes include but are not limited to activation, conversion, reflagging, restationing, changing TPSNs, modernizating and/or adjusting personnel and/or equipment. Typically, EDATEs are established annually in accordance with the CPLAN. The EDATE will allow time for initiation or cancelation of personnel and equipment requisitions and time for the systems to respond to new demands. DCS, G–3/5/7 (DAMO–FM) will publish authorization documents 12–18 months before the EDATE, to enable planning and synchronization of resources.

b. Inactivations. When a unit is programmed to inactivate, personnel and equipment the EDATE assists resource managers with decisions to direct resources to that specific unit. The DCS, G–1 normally begins to stop backfilling losses and direct PCS for personnel 6 months prior to the inactivation date. DCS, G–4 and DCS, G–8 can direct movement of equipment as early as 12 months prior to inactivation. The goal is to close out the unit by the inactivation date. It is not unusual for a unit to remain "on the books" 3–4 months after the inactivation date as it completes personnel and equipment close out activities.

c. Parent commands. HQDA handles programming resources to support new MTOE requirements while parent headquarters manage the synchronized delivery of those resources to meet those new MTOE requirements. To change EDATEs, parent commands must provide operational justifications through the DCS, G–3/5/7 (DAMO–FM). See DA Pam 71–32 for the EDATE change process.

d. Army prepositioned stocks. APS will be documented annually with 16 October EDATEs. Under normal circumstances, when a unit is deployed, and/or unable to receive a new document, the following guidelines for MTOE EDATEs will apply:

(1) *Regular Army.* EDATE will be 16 October for all actions except inactivations, which will be 15 October.

(2) *Army National Guard.* EDATE will be 1 September for all actions except inactivations, which will be 31 August.

(3) *Army Reserve.* EDATE will be 16 September for all actions except inactivations, which will be 15 September.

7–8. Troop program sequence number and element sequence number in structure and manpower allocation system

a. A troop program sequence number (TPSN) is a five-digit alphanumeric code that identifies force structure by echelon, function, and unit. The element sequence (ELSEQ) number is a two-digit alphanumeric code that identifies the relationship of units within an organization as either organic or assigned (see DA Pam 71–32 for TPSN tables).

b. DCS, G–3/5/7 (DAMO–FM) assigns TPSNs to all MTOE and TDA units.

c. Organic units are assigned the same TPSN. Assigned units will have a different TPSN and an ELSEQ depicting organizational relationships with higher or subordinate units.

d. Every MTOE unit that has a distinct TPSN also has a distinct ELSEQ.

e. For TDA structure, the TPSN is a distinct alphanumeric code unique to the function and organizational grouping of every unit.

f. TDA units do not have ELSEQs with the exception of augmentation TDA units, which will continue to match the TPSN and/or ELSEQ of their parent MTOE.

Section III

Modified Tables of Organization and Equipment

7–9. Modified table of organization and equipment objectives

a. Establishes the structure as documented in the TOE for a specific unit (UIC) effective on a specific date (EDATE).

b. Establishes the type and quantity of Soldiers (AOC and/or MOS, grade, additional skill identifier, and special qualification identifier) required by the TOE and authorized for a specific unit (UIC) effective on a specific date (EDATE).

c. Establishes the types and quantities of equipment (LIN) required (by the TOE with BOIPs) and authorized for a specific unit (UIC) effective on a specific date (EDATE) in accordance with DCS, G–3/5/7 (DAMO–FMZ) guidance.

d. Establishes the basis for unit status reporting.

e. Establishes the basis for calculation of Army stationing requirements.

f. Establishes the basis for calculation of Army training requirements.

g. Provides HQDA-approved detailed authorizations information to supported databases and systems such as FMSWeb, SACDB, SAMAS, AOS, the DCS, G–8 fielding plan database, and the DCS, G–1 PMAD database.

7–10. Modified table of organization and equipment units

a. The MTOE document is a modified version of a HQDA-approved TOE that prescribes the unit organization, personnel, and equipment necessary to perform an assigned doctrinal mission. Any deviation from the TOE, applicable BOIPs, and approved levels of modernization requires HQDA approval for an exception to MTOE standardization.

b. MTOEs are developed from the application of selected BOIPs to TOEs. The BOIPs are selected based on resource availability and priority.

c. When a MTOE unit is required to perform TDA mission functions or to support TDA units while the MTOE unit is in a specific locale only, any additional required equipment not authorized by the MTOE will be authorized in an existing TDA. If no TDA exists, an augmentation TDA will be established.

d. If a MTOE is not staffed and approved concurrently with the FDU and/or TOE, the MTOE may require staffing with the ARSTAF for suitability, supportability, and acceptability depending on the design changes (personnel and equipment growth). DCS, G–3/5/7 (DAMO–FM) will determine whether a MTOE requires HQDA staffing.

7–11. Component 6: Army prepositioned stocks

APS are documented on MTOEs and AUGTDAs. These constitute authorizations to acquire materiel for theater or CONUS stockage for the purpose of supporting specific operations, contingencies, or war plans for specific geographic areas, and worldwide base development (see AR 710–1).

Section IV

Tables of Distribution and Allowances

7–12. General

a. A TDA is an authorization document that prescribes the structure for a unit for which a TOE does not exist. TDAs are unique in that they are developed based on the type and workload of a unit's HQDA-level directed mission.

b. The specific objectives of the TDA process are to—

(1) Determine and document the HQDA-level directed mission essential requirements and authorizations to support the Army's GF formations and to augment its OF units.

(2) Provide a basis for the standardization of TDA organizational models.

(3) Provide HQDA-approved detailed authorizations information to supported databases and systems such as FMSWeb, SACDB, SAMAS, AOS, the DCS, G–8 fielding plan database, and the DCS, G–1 PMAD database.

7–13. Table of distribution and allowances equipment documentation process

The TDA equipment documentation process ensures—

a. Equipment requirements and authorizations are fully justified by mission requirements and cost-benefit analysis.

b. Equipment required to accomplish the unit mission is properly documented.

c. Excess equipment is identified and returned to the supply system.

d. Property accountability records and authorization documents are reconciled.

7–14. Organizational structure of table of distribution and allowances units

a. TDA units are generally nondeployable units organized to fulfill HQDA-directed mission, function, and workload obligations of a fixed support establishment in CONUS or overseas; however, there are some TDA units that are deployable and categorized as OF. Because of these unique traits, TDA units are developed to perform a specific support mission.

b. Refer to DA Pam 71–32 for a detailed description of the parts of a TDA.

7–15. Augmentation table of distribution and allowances to a modified table of organization and equipment unit

a. The AUGTDA records and documents the HQDA-validated missions, organizational structure, personnel, and equipment required for the unit to execute administrative and operational functions unique to that unit and beyond the capabilities of the MTOE.

b. The AUGTDA can also record and document authorized level of organization B MTOE requirements and authorizations for civilian positions that cannot be documented on an MTOE.

c. The AUGTDA can include military and civilian personnel and is applicable during peacetime and war. It can also include military and/or commercial equipment. Soldiers, civilians, and equipment may be deployable.

d. Commands may propose additional AUGTDA requirements and authorizations through a TDA CMP to DCS, G–3/5/7 (DAMO–FMP). The DCS, G–3/5/7 (DAMO–FMZ) is the approval authority.

e. See DA Pam 71–32 for further detail.

7–16. Mobilization table of distribution and allowances

a. ACOMs, ASCCs, and/or DRUs will determine the requirement to develop MOBTDA for assigned TDA units, as well as the status and missions of those units in case of mobilization.

b. All new MOBTDAs require a mobilization expansion plan for establishment.

c. MOBTDA development requires a review of the existing TDA in terms of the planned mission under mobilization conditions.

d. MOBTDAs reflect the full mobilization mission, organization structure, and personnel and equipment requirements for designated AC and RC TDA units.

e. MOBTDAs will be prepared by USAFMSA under the direction of DCS, G–3/5/7 (DAMO–FM) in coordination with the ARSTAF, ACOMs, ASCCs, and/or DRUs, and authorization documents proponents.

f. MOBTDA planning, development, use of base documents, security and remarks codes, and submission and approval procedures is available in DA Pam 71–32.

Section V

Common Tables of Allowances

7–17. General

a. A CTA is an authorization document for items of materiel required for common Armywide use by individuals, MTOE, TDA, or JTA units and activities.

b. The purpose of a CTA is to authorize widely-used items in one document, rather than documenting the items separately in each MTOE, TDA, or JTA.

c. A CTA item can be authorized for various purposes based on individuals, vehicles, weapons, locations, activities, specific MOSs or duties that the individual performs for a specific purpose, or when certain conditions prevail.

d. CTAs authorize materiel to the Army's AC, ARNG, USAR, Army Reserve Officers' Training Corps, and to DA Civilians. An authorization for DA Civilians also pertains to non-U.S. citizens when employed as Civilians by the. Army, if the BOI for the item applies to the duty of the individual.

e. Clothing and accouterments for selected honor guard are authorized by CTA 50–900.

f. Clothing, accouterments, and other equipment for special ceremonial units are authorized by CTA 50–900 and CTA 50–909, as governed by this paragraph and by the installation TDA.

g. CTAs will include items that are designated as CTA items by approved BOI or type classified in accordance with AR 700–142 and are reflected in SB 700–20.

7–18. Common tables of allowances guidance

a. CTA-authorized items will not be reflected in the equipment section of a MTOE, TDA, or JTA. However, to identify additional authorization documents, CTA numbers and titles will be shown in Section I of MTOE, TDA, and JTA (see SLAMIS for the current table).

b. Authorization of an item by the CTA will not serve as the basis for requesting an increase in funds to purchase the item. Rather, the item will compete for funds allocated to the organization.

c. Unless otherwise excluded by the CTA or an associated appendix, CTA items are installation property and will not be moved when a unit is moved from the installation unless CDRs request an exception to policy.

d. Commercially-available items may be included in CTA if the items are non-DA controlled, do not require TC under provisions of AR 700–142, and if repair parts and maintenance services are to be obtained from local sources or furnished exclusively from sources other than the Army wholesale supply system.

e. CTA proponents will obtain TC and SLIN assignment exemption and/or concurrence exemption from the supporting AMC LCMC. If the commercial items are exempt from type classifying and cataloging, they will be assigned a non-standard LIN (NSLIN), not documented on the CTA, and if required to support formal property accountability, footnoted for local procurement (see AR 700–142 and AR 708–1).

f. The nonexpendable property authorized in CTA 50–900 and 50–909 will be accounted for on property books as prescribed in AR 710–2. Expendable or durable items authorized in CTA 8–100 and 50–970 will be accounted for in accordance with AR 710–2.

g. Items procured from CTA are not a justification for additional MTOE support items (for example, trailers, generators, tool kits).

h. See DA Pam 71–32 for additional information and procedures concerning CTA items.

Section VI

Equipment Documentation Policies

7–19. Equipment not to be documented

The following equipment listed will not be documented in TOE, MTOE, TDA, and/or JTA.

a. Equipment authorized to a unit in another document and used for the same purpose. For example, an item authorized in an MTOE will not be duplicated in the unit's TDA augmentation document when it is to be used to accomplish the same task.

b. Equipment on hand through a temporary loan.

c. Equipment on hand by lease or rental. The exception is nontactical vehicles leased under AR 58–1 to fill TDA shortages. However, nonexpendable equipment initially obtained by rental or lease and later purchased (government-owned) will be documented in TDA or JTA.

d. Research, development, test, and evaluation equipment purchased with research, development, test, and evaluation funds. This includes equipment purchased with other than research, development, test, and evaluation funds but later reimbursed with research, development, test, and evaluation funds.

e. Maintenance float, sizing float, repair parts, and expendable or durable items.

f. LCC B items for which there are standard (LCC A) items, except as prescribed in DA Pam 71–32.

g. Equipment procured from non-appropriated funds.

h. Prefabricated (relocatable) buildings (excluded from TDA and/or JTA only).

i. Operational project stocks obtained from AR 710–1.

j. Real property.

k. Commercial medical materiel that is used solely by TDA or JTA activities and is not required to be type classified under AR 700–142, except as prescribed in DA Pam 71–32.

l. Locally fabricated items for which no known Army-adopted item exists.

m. Intelligence equipment exempt from TC under AR 700–142.

n. Standard items of equipment used as substitutes pending receipt of preferred items (exceptions are stated in para 7–20*b*).

o. Equipment eligible to be procured with production base support funds (applicable to AMC activities only).

p. Items authorized by other authorization documents.

q. Equipment procured exclusively for DOD civil defense efforts.

r. Equipment purchased with or reimbursed by Military Assistance Program and International Military Educational and Training Program funds.

s. Equipment purchased through Defense Supply Service-Washington by Army activities in the National Capital Region (may be included in the TDA, section III supplement only).

t. Equipment used for experiments and tests (see AR 73–1).

u. Secondary end items authorized or issued as components of equipment assemblages and SKO.

v. Any nonexpendable item of serviceable equipment that is withdrawn from the Defense Reutilization and Marketing Office and not used for its intended purpose. This equipment must be approved and accounted for on the user's property book (see AR 710–2).

w. Exception: when the software fills a capability gap with no associated hardware (LIN). This software will be assigned an SLIN and updates to the software will receive unique national stock numbers (NSNs) to show modernization. Software will have a BOIP.

x. Installed equipment is neither included in the TOE, MTOE, TDA, JTA, or CTA, nor will TOE, MTOE, TDA, JTA, or CTA equipment be allowed to become installed equipment. Installed equipment is accounted for as real property (see AR 735–5).

y. Equipment-in-place is personal property and is accounted for on property book records (see AR 735–5).

7–20. Letter of exemption

a. A LOE is the HQDA-managed process to exempt LINs or some quantity of equipment items from the S-level calculation.

b. DCS, G–3/5/7 (DAMO–FMZ) is the approving authority. DCS, G–3/5/7 (DAMO–FMD) is the single point of entry for posting LIN exemption approvals on FMSWeb.

c. A LOE is an interim action to fix an MTOE because of documentation errors or type classified obsolete LINs (see SB 700–20).

d. A LOE also supports synchronizing documentation and resources application to help offset out of cycle MTOE. AR 220–1 establishes the authoritative policy that governs the exemption of specific LINs listed on the MTOE of reporting units.

e. Approved LOEs are applied to the LIN Exemption Table on FMSweb (Special Function Tools, Force Management Bulletin Board/https://fmsweb.fms.army.mil/protected/reqdoc/Frame_Req_Tools.asp?DOC_TYPE=FMBB).

7–21. Letter of authority

a. DCS, G–3/5/7 (DAMO–FMZ) approves and issues an LOA to authorize a unit to retain or be issued equipment that is not on their MTOE.

b. The LOA quantity for a given LIN will not exceed the quantity documented on the BOIP for that LIN.

c. See DA Pam 71–32 for LOA procedures.

Section VII

Change Management

7–22. Table of distribution and allowances change management

a. To change a TDA, all commands and ARSTAF use the TDA CMP process as means to request new organizations, or updates and changes to all AUGTDA and TDA organizations assigned to the Regular Army, ARNG, and USAR regardless of if the UIC is categorized as an OF or GF unit.

b. Not all changes to TDAs and AUGTDAs require a CMP.

c. If a TDA or AUGTDA change meets CMP thresholds, the change is categorized based on the type and impact of change.

d. See DA Pam 71–32 for complete thresholds, category definitions, guidance, and procedures for submitting a TDA CMP.

7–23. Command plan

a. The CPLAN is the annual force management process designed to account for and document force structure decisions and directives. The CPLAN reviews the budget year and documents the first program year.

b. The DCS, G–3/5/7 (DAMO–FMD) is the proponent for CPLAN.

c. The CPLAN process is the primary process for disciplined management of organizational change in the Army. The CPLAN is designed to account for and document force structure decisions and directives from the Army leadership including those changes directed by OSD, submitted by the commands, or outlined in Congressional guidance. The CPLAN synchronizes organizational change with the delivery of resources, to react to changing requirements while minimizing organizational turbulence through a deliberate decision cycle. DAMO–FM publishes the CPLAN guidance memorandum that provides guidance and milestones for the CPLAN submission and describes the actions that must be accomplished.

d. During the CPLAN process, the DCS, G–3/5/7 (DAMO–FM) directs production of the appropriate authorization documents (MTOE and TDA).

e. The CPLAN process results in updated MTOE and TDA documents that provide personnel and equipment requirements and authorizations for the total force at the grade, MOS, LIN and quantity level of detail through the FMS.

f. All ARSTAF, ACOMS, ASCCs, or DRUs will brief the DCS, G–3/5/7 (DAMO–FM) on their CPLAN in accordance with published CPLAN guidance and in accordance with updated guidance from DCS, G–3/5/7 (DAMO–FM).

g. The CPLAN culminates in the approval of the Army MFORCE, and the release of HQDA approved authorization documents.

7–24. Out of cycle process

a. The documentation OOC process is a DCS, G–3/5/7 FM process that occurs between CPLANs. The OOC process is used for any document change to a given UIC that requires a matching SAMAS data value change for that UIC. The original HQDA-approved document is superseded by the OOC replacement document at the EDATE of the OOC document.

b. There are three primary thresholds that warrant an OOC—

(1) Any change to a UIC's approved document information that is also reflected in the associated approved SAMAS subset. See DA Pam 71–32 for a list of SAMAS documented subset data elements.

(2) Any change to an approved document that is directed as an OOC by the DCS, G–3/7 (DAMO–FMZ).

(3) A change originally proposed as an administrative change escalated for OOC consideration by the USAFMSA Deputy CDR.

c. See DA Pam 71–32 for further detail.

7–25. Administrative change process

a. Documentation administrative changes are changes to an HQDA-approved authorization document that are outside of the mandatory criteria for implementation of the DCS, G–3/5/7 OOC documentation process.

b. Documentation administrative changes must be approved by the USAFMSA Deputy CDR, with G–3/5/7 FM concurrence, prior to implementation.

c. Details of the administrative change are annotated in MTOE or TDA section 1.

d. A monthly application of the SB 700–20 to HQDA-approved requirements and authorization documents will be executed through the document administrative change process. These changes are not annotated in the section 1.

e. There are three primary thresholds for an administrative change—

(1) Minor document corrective changes that do not correspond to SAMAS data elements.

(2) Application of previously codified HQDA guidance where the change does not constitute and OOC.

(3) Changes resulting in less than an aggregate $100,000 equipment growth on the TOE will propagate to the associated MTOEs via the administrative change process.

f. See DA Pam 71–32 for further detail.

Chapter 8
Line Item Number Life cycle Management

8–1. Line item number

a. The LIN is a six-character alphanumeric identification of the generic nomenclature assigned to identify nonexpendable and TC expendable or durable items of equipment during their life cycle. There are three types of LINs: ZLINs, SLINs, and NSLINs (see the glossary). LINs will not be recycled for new and/or different equipment (acquisition programs) from their original intent.

b. ZLINs listed in SB 700–20 may be documented in TOE, MTOE, TDA, and CTA, but must be type classified per AR 700–142.

c. SLINs are reflected in SB 700–20 and are used to identify all national stock-numbered nonexpendable and TC expendable or durable items. The items must have the functional capability described by the generic nomenclature, and be identified for inclusion in TOE and authorization by MTOEs TDA, JTA, or CTA.

d. NSLINs are used to identify nonexpendable items with functional capability expressed by the generic nomenclature and to authorize items not eligible for an SLIN. NSLINs ending in "N" and "R" are reserved for and recorded in the CTA and SLAMIS.

e. If a LIN becomes obsolete in SB 700–20 during a contract period, the impacted organization must inform the contracting officer. The contracting officer will identify an alternate capability (SLIN is preferred) to satisfy the requirement, as necessary. The contracting officer must make necessary contract modifications to reflect any resulting changes. The contract modification and contract number will be used as authority to document the alternate capability on the TDA.

8–2. Type classification

a. When documenting a piece of equipment to a requirement or authorization document, it is documented using the LIN and not by TC, LCC, or NSN. The generic LIN is used to identify all NSN items with the functional capability described by the generic nomenclature.

b. Generally, LINs of the latest standard adopted item of equipment appearing in SB 700–20 will be included in TOEs. Exceptions are listed in DA Pam 71–32.

c. In addition to the "standard" classification, LCC A, and LCC B discussed, there are other TC designations and categories of items. The policies for inclusion of these items in TOE and authorization documents are as follows:

(1) *Limited procurement.* A line item when its sole NSN is type classified limited procurement LCC P or LCC T will be included in only those TOE and authorization documents specified in the TC action (see AR 700–142). It may be included in other TOE and authorization documents, only after written approval has been obtained from CDR, USAFMSA.

(2) *Exempt from type classification.* SB 700–20 lists items that have been exempted from TC. These items will be included in the TDA, CTA, and JTA only. Live and training ammunition are exempted from TC. Live ammunition is approved by Program Executive Office (PEO) Ammunition or PEO Missile Space Command, and training ammunition is approved by PEO-Simulation, training and Instrumentation. Under limited circumstances, (for example, musical instruments), it will be necessary to exempt items from TC, list them in SB 700–20, and in the TOE and MTOE. Requests for items to be exempt from TC must be approved by CDR, USAFMSA.

8–3. Basis of issue plan and/or line item number validation

a. USAFMSA conducts cyclic validation reviews of LIN and/or BOIP files not less than every 5 years from the date of BOIP approval to ensure they reflect current operational and organizational concepts, doctrine, and design of units, and the appropriateness of personnel and equipment to meet current Army needs.

b. USAFMSA forwards LIN and/or BOIPs that have not been reviewed in 5 years to TRADOC for validation on a quarterly basis.

c. USAFMSA and DCS, G–3/5/7 (DAMO–FM) coordinate recommended changes for decisions by the ORDAB CoC and GOSC.

8–4. Documentation of basis of issue plans to table of organization and equipment, modified table of organization and equipment, and select table of distribution and allowances

Upon approval, a BOIP is documented on the TOE. The application of the BOIP to MTOEs and TDAs is done in accordance with the annual CPLAN cycle and adjusted as needed by DCS, G–3/5/7.

8–5. Standard study number-line item number automated management and integrating system

a. SLAMIS is a Web-based application located at https://www.slamis.army.mil. SLAMIS is designed to provide Army users easy access to key "chain-of-custody" data relationships and management tools for use over the entire life cycle of major items of equipment. Online processes support requirements approval, funding, acquisition, basis of issue planning, authorization, initial fielding, sustainment, property book management, and eventual disposal of weapon systems and/or equipment items.

b. SLAMIS primary features include the following:

(1) Electronic coordination of a broad range of multifunctional processes across many organizations.

(2) A consolidated database or virtual location that integrates authoritative data values for SSNs, LINs, and associated NSNs while promoting synchronization efforts among several supporting Army databases.

(3) Continuous improvements based on feedback from users and new processes designed by stakeholders.

c. SLAMIS modules have useful reports and support life cycle management activities for major items. SLAMIS modules include:

(1) *Standard study number.* SLAMIS provides on-line management of all requests, maintenance, and deletion of SSNs and key related data elements.

(2) *Line item number, nonstandard line item number, Department of Defense activity code.* Online management and visibility of all LINs, Department of Defense activity codes, and their SSN links and visibility of COTS, government off the shelf, and NDI thru the NSLIN search module.

(3) *Line item number life cycle.* On line management of AMC-managed LINs to address Army near-term critical equipment issues and to provide life cycle LIN sustainment tools.

(4) *Disposition instructions.* Disposition instruction process uses the SLAMIS coordination features and the Army modernization reference data (AMRD) module to facilitate unit excess and/or displaced equipment decisions.

(5) *Requirements.* DCS, G–3/5/7 online catalog of approved requirements document module.

(6) *Type classification.* On-line processing of all transportation and/or materiel status record actions to ensure proper arrangements have been made for Army sustainment of each major item.

(7) *Common tables of allowance updates.* Provides CTA and/or table proponents an online CTA update capability.

(8) *Army modernization reference data.* The AMRD module assists users with major equipment initial distribution and transfer planning.

(9) *Data integrity issues.* Continuous review of persistent data discrepancies that adversely affect the quality and accuracy of logistics data.

(10) *ZLIN issues.* Supports the ZLIN tracking module by allowing the user to report the status on ZLINs that encounter a delay in the TC process to include the development of a BOIP or receipt of BOIPFD.

8–6. Logistics information warehouse

a. The Army's LIW, managed by AMC's logistics support agency, is the Army's single authoritative source for logistics information.

b. LIW is a repository for data that provides a common location for all Army materiel stakeholders to access, acquire, and deliver data and information for managing Army materiel.

c. LIW integrates legacy systems data with data emerging from modern Army enterprise resource planning systems to provide critical strategic business analytics and business intelligence for the Army's logistics leaders. This includes in the areas of maintenance management, asset management, supply management, distribution management, life cycle management, and reset.

d. LIW is intended to serve as the single authoritative source whereby leaders can maintain situational awareness of equipment across the Army.

e. LIW—

(1) Facilitates optimization of materiel management.

(2) Serves as the authoritative data repository for materiel data.

(3) Provides a common location for materiel stakeholders to access information.

(4) Establishes and maintains total asset visibility worldwide.

(5) Supports supply chain management.

Chapter 9
Force Development Tools

9–1. General

There are multiple interrelated databases and systems used by the force management community to manage change across the Army.

9–2. Structure and manpower allocation system

a. SAMAS is the Army's automated force structure authoritative data source (that is, database of record) for force accounting and manpower and unit programming. DCS, G–3/5/7 FM (DAMO–FMP) is the proponent for SAMAS.

b. All approved units from TAA are entered into SAMAS to create the POM Force. The primary inputs to SAMAS are the OFs directed by the Army leadership, such as brigade combat teams, divisions, corps, ASCCs, armored cavalry regiments, Special Forces groups, and the forces required to support the combat structure. GFs are allocated during TAA, and organizational structure is refined during the CPLAN processes or as updated by a TDA CMP.

c. SAMAS has two primary outputs—

(1) The force structure file (commonly referred to as the "force file"), which reflects the approved (programmed and documented) force structure position for each unit in the Army. The force file produces the Army's MFORCE, which is the complete database of the entire Army's force structure. The MFORCE reflects the CSA-approved current, budgeted, and programmed force structure of the Army. As such, it is the authoritative record of the total force over time. Additionally, throughout the year, periodic force review points will adjust the MFORCE to reflect SLDA decisions.

(2) Program and budget guidance (PBG) file (commonly referred to as the "budget file"). The budget file produces the manpower addendum to the PBG. Primary inputs to the budget file come from the annual CPLAN submissions of the Army commands, TDA CMP, PBD, budget change proposals, program change proposals, and POM decisions.

d. SAMAS contains the programmatic and force structure data used for the creation and approval of authorization documents.

e. SAMAS retrievals permit detailed and summary analysis of the Army force structure to include organization, unit description, and strength data. Outputs are used across the Army staff to build detailed personnel, equipping, sustainment, installation, and training program data.

f. The SAMAS database does not contain detailed personnel data or equipment information; however, it does include more than 100 categories of unit information that can be extracted selectively for analysis. Key elements of information, in addition to required and authorized strengths by identity, are the UIC, EDATE, location, assignment code, AMSCO, TPSN (see para 7–8), and SRC.

g. SAMAS has both classified and unclassified data and applications.

h. SAMAS conducts the three-way synchronization among the force file, budget file, and authorization documents. This process is commonly referred to as the Automated Update Transaction System or AUTS. This process ensures authorization documents are matched to the planned structure and strengths programmed in SAMAS. A match will result in the approval to publish and release an authorization document.

i. SAMAS lock-point data is available through DCS, G–3/5/7 (DAMO–FMP) and with approved access.

9–3. Army force management system

a. Army FMS is the information technology (IT) system for BOIP, TOE, MTOE, and TDA development. It is the database of record for UIC, paragraph- and line-level of detail for personnel and equipment. This database aligns with the information in SAMAS.

b. USAFMSA is the proponent for FMS. Access to FMS is limited to the force development community.

c. Data contained in the Army's FMS will adhere to standards required by, Department of Defense Manual (DODM) 8260.03, Volumes 1 and 2.

d. FMS has both classified and unclassified data and applications.

e. FMS data is distributed through FMSWeb and the AOS.

9–4. Army force management system Web

a. FMSWeb is a Web site that provides access to FMS data: TOEs, MTOEs, BOIPs, TDAs, CTA, JTA, and associated reference data and tools. See DA Pam 71–32 for a detailed list of FMSWeb capabilities. FMSWeb is the repository for approved and in staffing requirements and authorization documents.

b. USAFMSA is the proponent for FMSWeb and approves access to the website.

c. Data from FMS may be viewed at FMSWeb, and provides retail level access to requirements and authorizations data and the enduring GFM–DI digitally tagged hierarchical data.

d. FMSWeb is available at https://fmsweb.army.mil/fmsweb or https://fmsweb.fms.army.mil/.

9–5. Army organization server

a. The AOS is a data distribution hub that provides wholesale-level computer-to-computer access to authoritative past, current, and future GFM–DI formatted HQDA-approved Army authorization data through electronic messaging.

b. USAFMSA is the designated proponent for the AOS.

c. DODI 8260.03, DODI 8320.02, and related documents require the OSD, JS, intelligence community, and Armed Services to operate and maintain classified and unclassified GFM–DI organization servers.

9–6. Global force management data initiative

a. The DOD has directed that all enduring automation systems consuming detailed force structure authorization data transition to the GFM–DI format.

b. The GFM–DI is a JS and OSD initiative designed to standardize force structure representation, making it visible, accessible, and understandable across the DOD. Unique identifiers associate billets, crews, equipment, and chain of command links, enabling electronic manipulation across multiple systems. Through the establishment of an information exchange data standard, GFM–DI enables DOD systems to exchange force structure data in a common format while exploiting the net-centric data environment.

c. The central principle of GFM–DI is that force structure data is foundational for assessing and applying service capabilities in support of the NMS. GFM–DI will facilitate effectiveness in transforming the processes for global force management, readiness, command and control, manpower and personnel, and logistics.

d. USAFMSA is the designated proponent for GFM–DI authorization data.

e. Joint Staff J–8 models and Analysis Support Division is the designated proponent for DOD implementation.

9–7. Structure and composition database

a. The SACDB report portrays the Army's time-phased demands for personnel and equipment over the current, budget and program years, plus at OTOE. In this way, SACDB shows current levels of modernization, levels achieved at the end of the POM, and a fully modernized Army for planning purposes.

b. The approved force lock (MFORCE or force review point) is the key force structure input to initiate the SACDB cycle.

c. SACDB combines and synchronizes information from BOIPs, TOEs, SAMAS force file, MTOEs, and TDAs, within resource constraints.

d. SACDB is operated and maintained by DAMO–FMP.

e. SACDB is typically created after each force lock point—2 to 3 times per year.

f. SACDB reflects programmed force modernization changes using AE2S estimated LIN quantities by COMPO, by FY provided by DCS, G–8 (DAPR–FD) and prioritized using the DARPL.

g. SACDB provide personnel and equipment requirement data to help build the Army sourcing lay-down for global requirements. SACDB outputs include the following:

(1) *Personnel structure and composition report.* The personnel structure and composition report combines data from the SAMAS and TOE systems to tabulate and project military personnel requirements and authorizations for each unit in the force for the ten years of the SACDB. This data supports planning for personnel recruiting, training, promoting, validating requisitions, and distribution. personnel structure and composition database, while a product of SACDB, is itself an input to other processes. The PMAD, used by DCS, G–1, and U.S. Army Human Resources Command, provides personnel requirements and authorizations. Personnel Structure and Composition database summarizes the time-phased requirements and authorizations for personnel at the UIC, EDATE, MOS, grade, and quantity level of detail for requirements and authorization for MTOE and TDA units. These are portrayed in the summary, rather than the paragraph and line level of detail.

(2) *Logistics structure and composition report.* LOGSAC combines data from the SAMAS, TOE, BOIP, and Equipfor (EQ4) to tabulate and project equipment requirements and authorizations for each unit in the force for the current, budget, and POM years extended for a total of 10 years. LOGSACDB, while a products of SACDB, is itself an input to other processes. The TAEDP, for example, uses equipment requirements and authorizations from LOGSACDB to plan equipment distribution. LOGSACDB summarizes the time-phased requirements and authorizations for equipment at the UIC, EDATE, LIN, ERC, and quantity level of detail for requirements and authorization for MTOE and TDA units

9–8. Enterprise Management Decision System

a. The EMDS serves as the Army's common operating picture for integrated readiness, resourcing, deployment, and force generation analytics information. EMDS is a secret internet protocol router network integrated, data-driven, commercial off-the-shelf (COTS) business intelligence system designed for the DA (military, government, and DA Civilians). EMDS—

(1) Integrates authoritative data from multiple Army sources to provide visually driven analytic tools for personnel, equipment, training, deployment, and installations. EMDS analytic tools include customizable dashboards, table and chart views, and advanced discovery and search tools.

(2) Provides Army decision makers and their staff with the ability to conduct force planning in alignment with deployment schedules, readiness, and resourcing assessments.

(3) Provides this level of information for the Army's operating and GF's (MTOE and TDA) units, FORSCOM's DUICs, and ACSIM's installation reports.

(4) Provides DCS, G–3/5/7's force generation, resourcing, and readiness common operating pictures for all COMPOs.

b. DCS, G–3/5/7 FM (DAMO–FME) is the proponent for EMDS.

c. The EMDS portal is available at https://emds.army.smil.mil on the classified network.

9–9. Army Equipping Enterprise System

AE2S is the Army's Web-based and common access card enabled knowledge management and decision support system for equipment modernization. It contains the Army's programmed force for the equipping program evaluation group (EE PEG) POM development, projected inventories based on equipment procurements and allocations to each of the components for equipment distribution transparency and BOIP application analysis.

a. DCS, G–8 is the proponent for AE2S.

b. AE2S is the Army's Web-based and common access card-enabled knowledge management and decision support system for equipment modernization. It contains the Army's programmed force for the EE PEG POM development, projected inventories based on equipment procurements and allocations to each of the components for equipment distribution transparency and BOIP application analysis.

c. AE2S contains the enhanced Army Flow Model that produces the TAEDP. It contains other allocation and distribution models to provide courses of action for investments, allocations, and distributions of existing and new equipment. The system combines data from authoritative sources and calculates the total Army requirement for equipment within capability groups; supports affordability analysis, and contains the Army acquisition and procurement objective for new and modifications to existing equipment. AE2S is available at https://afm.us.army.mil.

Appendix A

References

Section I

Required Publications

Except where otherwise indicated, the following references are available on the APD website (http://armypubs.army.mil/). DOD references are available on the OSD website (http://www.dtic.mil/whs/directives/corres/pub1.html). USCs are available at http://uscode.house.gov/.

AFARS 5145.1
Army Financial Acquisition Regulation Supplement, Part 5145 (Cited in para 7–2*h*.) (Available at http://farsite.hill.af.mil/.)

Army Directive 2012–08
Army Total Force Policy (Cited in para 1–1.)

AR 5–10
Stationing (Cited in para 2–12*u*.)

AR 5–22
The Army Force Modernization Proponent System (Cited in para 2–8*a*.)

AR 25–1
Army Information Technology (Cited in para 7–24*a*(4)(*a*).)

AR 25–70
Troop Program Sequence Number (Cited inthe title page.)

AR 40–61
Medical Logistics Policies (Cited in para 7–24*b*(2).)

AR 58–1
Management, Acquisition, and Use of Motor Vehicles (Cited in para 7–19*c*.)

AR 70–1
Army Acquisition Policy (Cited in para 7–26*a*.)

AR 71–9
Warfighting Capabilities Determination (Cited in para 3–2*a*.)

AR 71–11
Total Army Analysis (TAA) (Cited inthe Summary of Change.)

AR 73–1
Test and Evaluation Policy (Cited in para 7–19*t*.)

AR 190–11
Physical Security of Arms, Ammunition, and Explosives (Cited in para 7–24*b*(1)(*h*).)

AR 190–13
The Army Physical Security Program (Cited in para 7–24*b*(1)(*h*).)

AR 220–1
Army Unit Status Reporting and Force Registration - Consolidated Policies (Cited in para 2–12*s*(1).)

AR 220–5
Designation, Classification and Change in Status of Units (Cited in para 2–5*d*(1).)

AR 350–1
Army Training and Leader Development (Cited in para 2–12*y*.)

AR 350–38
Policies and Management for Training Aids, Devices, Simulators, and Simulations (Cited in para 2–24*a*(4)(*b*).)

AR 380–381
Special Access Programs and Sensitive Activities (SAPS) and Sensitive Activities (Cited in para 2–12*ss*(7).)

AR 381–102
U.S. Army Cover Program (Cited in para 2–12*ss*(7).)

AR 420–1
Army Facilities Management (Cited in para 7–24*b*(1)(*c*).)

AR 525–30
Army Strategic Readiness (Cited in para 4–3*d*(9).)

AR 570–4
Manpower Management (Cited in para 2–4*n*3.)

AR 700–8
Logistics Planning Factors and Data Management (Cited in para 2–25*o*.)

AR 700–127
Integrated Product Support (Cited in para 2–1*j*.)

AR 700–131
Loan, Lease, and Donation of Army Materiel (Cited in para 7–23*c*.)

AR 700–142
Type Classification, Materiel Release, Fielding, and Transfer (Cited in para 5–7*a*(1).)

AR 708–1
Logistics Management Data and Cataloging Procedures for Army Supplies and Equipment (Cited in para 7–18*e*.)

AR 710–1
Centralized Inventory Management of the Army Supply System (Cited in para 2–4*m*(2).)

AR 710–2
Supply Policy Below the National Level (Cited in para 7–18*f*.)

AR 735–5
Property Accountability Policies (Cited in para 7–19*x*.)

AR 750–43
Army Test, Measurement, and Diagnostic Equipment (Cited in para 2–1*e*.)

CTA 8–100
Army Medical Department Expendable/Durable Items (Cited in para 2–17*a*(6).)

CTA 50–900
Clothing and Individual Equipment (Cited in para 7–17*e*.)

CTA 50–909
Field and Garrison Furnishings and Equipment (Cited in para 7–17*f*.)

CTA 50–970
Expendable/Durable Items (Except Medical, Class V, Repair Parts, and Heraldic Items) (Cited in para 7–18*e*.)

DA Pam 71–32
Force Development and Documentation Procedures (Cited in the Summary of Change and throughout.)

DA Pam 708–3
Cataloging of Supplies and Equipment, Army Adopted Items of Materiel, and List of Reportable Items (SB 700–20) (Cited in para 2–12*ss*(6).)

DFARS 245.1
Defense FAR Supplement, Part 245 (Cited in para 7–2*h*.) (Available at http://farsite.hill.af.mil/.)

DODI 1225.06
Equipping the Reserve Forces (Cited in para 2–14*b*(7).)

DODI 4500.57
Transportation and Traffic Management (Cited in para 7–24*b*(1)(*g*).)

DODI 8260.03
The Global Force Management Data Initiative (GFM DI) (Cited in para 9–5*c*.)

DODI 8320.02
Sharing Data, Information, and Technology (IT) Services in the Department of Defense (Cited in para 9–5*c*.)

DODM 8260.03, Volume 1
Global Force Management Data Initiative (GFM DI) Implementation: Unique Identification (UID) for GFM (Cited in para 8–3*c*.)

DODM 8260.03 Volume 2
Global Force Management Data Initiative (GFM DI) Implementation: The Organizational and Force Structure Construct (OFSC) (Cited in para 8–3*c*.)

FAR 45.000
Government Property (Cited in para 7–2*h*.) (Available at http://farsite.hill.af.mil/.)

SB 700–20 (DA Pam 708–3)
Reportable Items Selected for Authorization (Cited in para 2–12*y*(6).)

UCMJ, Article 6
Judge Advocates and Legal Officers (Cited in para 2–19*c*.) (Available at http://www.au.af.mil/au/awc/awcgate/ucmj.htm.)

10 USC 162
Combatant commands: assigned forces; chain of command (Cited in para 2–36*b*.)

10 USC 165
Combatant commands: administration and support (Cited in para 2–36*b*.)

10 USC 3013
Secretary of the Army (Cited in para 2–36*b*.)

10 USC 3037
Judge Advocate General, Deputy Judge Advocate General, and general officers of Judge Advocate General's Corps: appointment; duties (Cited in para 2–19*c*.)

10 USC 10107
Army National Guard of the United States: status when not in Federal service (Cited in para 2–36*b*.)

10 USC 10171
United States Army Reserve Command (Cited in para 2–36*b*.)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read a related publication to understand this publication. DOD references are available on the OSD website http://www.esd.whs.mil/directives/issuances/dodm/. USCs are available at http://uscode.house.gov/.

AR 5–13
Total Army Munitions Requirements Process and Prioritization System

AR 10–87
Army Commands, Army Service Component Commands, and Direct Reporting Units

AR 11–2
Managers' Internal Control Program

AR 15–1
Department of the Army Federal Advisory Committee Management Program

AR 20–1
Inspector General Activities and Procedures

AR 25–30
The Army Publishing Program

AR 25–50
Preparing and Managing Correspondence

AR 135–2
Full-Time Support Program

AR 140–145
Individual Mobilization Augmentation (IMA) Program

AR 145–2
Organization, Administration, Operation and Support

AR 380–5
Department of the Army Information Security Program

AR 380–40
Safeguarding and Controlling Communications Security Materiel

AR 415–16
Army Facilities Components System

AR 600–8–105
Military Orders

AR 602–2
Human Systems Integration in the System Acquisition Process

AR 611–1
Military Occupational Classification Structure Development and Implementation

AR 690–11
Use and Management of Civilian Personnel in Support of Military Contingency Operations

AR 700–138
Army Logistics Readiness and Sustainability

AR 725–1
Special Authorization and Procedures for Issues, Sales, and Loans

AR 725–50
Requisition, Receipt, and Issue System

DA GO 2012–01
Assignment of Functions and Responsibilities within Headquarters, Department of the Army

DA GO 2014–02
Affirmation of Secretary of the Army commitment to unity of effort; designation of U.S. Army Cyber Command as an Army force component headquarters; reactivation of Second Army and designation as a direct reporting unit; disestablishment of the U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) as a direct reporting unit and reassignment to Second Army; designation of general court-martial convening authorities

DA Memo 25–52
Staff Action Process and Correspondence Policies

DA Pam 25–403
Guide to Recordkeeping in the Army

DA Pam 220–1
Defense Readiness Reporting System - Army Procedures

DA Pam 611–21
Military Occupational Classification and Structure

DA Pam 708–2
Cataloging and Supply Management Data Procedures for the Army Central Logistics Data Bank

DODI 4140.01
DOD Supply Chain Materiel Management Policy

DODI 4500.36
Acquisition, Management and Use of Non-tactical Vehicles

DODI 5025.13
DOD Plain Language Program

FAR 7.4
Equipment Lease or Purchase (Available at http://farsite.hill.af.mil/.)

FAR 7.401
Acquisition Considerations (Available at http://farsite.hill.af.mil/.)

FAR 7.402
Acquisition Methods (Available at http://farsite.hill.af.mil/.)

10 USC
Armed Forces

10 USC 12310
Reserves: for organizing, administering, etc., reserve components

31 USC 1341
Limitations on expending and obligating amounts

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Except where otherwise indicated below, the following DA Forms are available on the APD website (http://armypubs.army.mil).

DA Form 11–2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

Appendix B

Internal Control Evaluation

B–1. Function
The function covered by this evaluation is force development documentation and policies.

B–2. Purpose
The purpose of this evaluation is to assist DCS, G–3/5/7 in evaluating the key internal controls listed. It is not intended to cover all controls.

B–3. Instructions
Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, other). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

B–4. Test questions
a. Is the CPLAN updated at least every FY?
b. Is this regulation per the most current Army force generation and readiness regulations?
c. Is this regulation per AR 700–142?
d. Is this regulation per AR 220–1?
e. Is this regulation per FMSWeb?
f. Is this regulation reviewed at least once every 3 years and updated, as necessary?

B–5. Supersession
Not applicable.

B–6. Comments
Help make this a better tool for evaluation internal controls. Submit comments to the DCS, G–3/5/7 (DAMO–FMF), 400 Army Pentagon, Washington DC, 20310–0400.

Glossary

Section I

Abbreviations

AAO
Army acquisition objective

ACOM
Army command

ACSIM
Assistant Chief of Staff for Installation Management

AE2S
Army Equipping Enterprise System

AEG
Army equipping guidance

AEMS
Army equipment modernization strategy

AMAF
Army management structure code

AMC
U.S. Army Materiel Command

AMEDD
U.S. Army Medical Department

AMEDD C&S
U.S. Army Medical Department Center and School

AMHA
Army management headquarters activity

AMMDB
Army manpower requirements criteria maintenance database

AMRD
Army modernization reference data

AMSCO
Army management structure code

AOC
area of concentration

AOLCM
Army organizational life cycle model

AOS
Army organization server

APG
Army planning guidance

APGM
Army program guidance memorandum

APS
Army prepositioned stocks

AR2B
Army Requirements and Resources Board

ARCIC
Army Capabilities Integration Center

ARNG
Army National Guard

AROC
Army Requirements Oversight Council

ARSTAF
Army Staff

ARSTRUC
Army structure

ASA (ALT)
Assistant Secretary of the Army (Acquisition, Logistics and Technology)

ASA (FM&C)
Assistant Secretary of the Army (Financial Management and Comptroller)

ASA (IE&E)
Assistant Secretary of the Army (Installations, Energy, and Environment)

ASA (M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASCC
Army service component command

ASIOE
associated support items of equipment

ASIOE/P
associated support items of equipment/personnel

ASIP
Army Stationing and Installation Plan

ASP
Army Strategic Plan

AUGTDA
augmentation table of distribution and allowances

BCE
Base-level commercial equipment

BOI
basis of issue

BOIP
basis of issue plan

BOIPFD
basis of issue plan feeder data

BTOE
base table of organization and equipment

CAA
Center for Army Analysis

CAPDEV
capability developer

CAR
Chief, Army Reserve

CBA
capabilities based assessment

CCDR
combatant commanders

CDD
capability development document

CDR
commander

CG
Commanding General

CIO/G–6
Chief Information Officer/G–6

CMH
Center for Military History

CMI
component major item

CMP
change management plan

CNA
Capability needs analysis

CoC
Council of colonels

COCOM
combatant command

CoE
Center of excellence

COMPO
component

CONUS
continental United States

COTS
commercial off-the-shelf

CPLAN
command plan

CSA
Chief of Staff, Army

CTA
common table of allowances

DA
Department of the Army

DALO–MNZ
DCS, G–4 Director, Maintenance, G–44M

DAMO–FM
DCS, G–3/7 Force Management Directorate

DAMO–FMD
DCS, G–3/7 Force Integration Division

DAMO–FME
Force Management Enterprise/Global Force Information Management Capability Management Office (GFIM CMO)

DAMO–FMF
DCS, G–3/7 Force Management Programs

DAMO–FMI
Stationing Division

DAMO–FMO
Organizational Integration Division

DAMO–FMP
Force Structure and Accounting Division

DAMO–FMZ
DCS, G–3/7 Director, Force Management Directorate

DAMO–ODR
DCS, G–3/7 Army Readiness Division

DAMO–SSP
DCS, G–3/5 Strategic Plans, Concepts, and Doctrine Division

DAPR–FD
DCS, G–8 Force Development

DAPR–FDP
DCS, G–8 Resource Documentation Division

DARNG
Director, Army National Guard

DARPL
dynamic Army resource priority list

DAS
Defense Acquisition System

DASA–CE
Deputy Assistant Secretary of the Army (Cost & Economics)

DCS
Deputy Chief of Staff

DFARS
Defense Federal Acquisition Regulation Supplement

DI
document integrator

DOD
Department of Defense

DODI
Department of Defense Instruction

DODM
Department of Defense Manual

DOTMLPF–P
Doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy

DPG
Defense planning guidance

DRRS–A
Defense Readiness Reporting System-Army

DRU
direct reporting unit

DUIC
derivative unit identification code

EDATE
effective date

EE PEG
Equipping program executive group

ELSEQ
Element sequence

EMDS
Enterprise Management Decision Support

EQ4
equipfor

ERC
equipment readiness code

ERVB
Equipment Review and Validation Board

FAD
Force activity designation

FAR
Federal Acquisition Regulation

FDU
Force design update

FFR
Force feasibility review

FIFA
Force integration functional area

FMBB
Force management bulletin board

FMS
Force Management System

FMSWeb
Force Management System Web site

FOA
field operating agency

FORSCOM
U.S. Army Forces Command

FY
fiscal year

FYDP
future years' defense program

GF
Generating force

GFM–DI
Global Force Management Database Initiative

GOSC
General officer steering committee

HNS
Host nation support

HQDA
Headquarters, Department of the Army

ICD
initial capabilities document

ICDT
integrated capabilities development team

ISC
Integrated security constructs

IT
information technology

JCIDS
Joint Capabilities Integration and Development System

JCS
Joint Chiefs of Staff

JEON
Joint emergent operational need

JS
Joint staff

JTA
Joint table of allowances

JUON
Joint urgent operational need

KSA
key system attribute

LCC
logistics control code

LCMC
Life cycle management command

LIN
line item number

LIRA
long-range investment requirements analysis

LIW
logistics information warehouse

LOA
letter of authority

LOE
letter of exception

LOGCAP
Logistics Capability Augmentation Program

LOGSACDB
Logistics Structure and Composition System

LRIP
low-rate initial production

MARC
manpower requirements criteria

MATDEV
materiel developer

MC
multiple component

MCU
multiple component unit

MEDCOM
U.S. Army Medical Command

MFORCE
master force

MMEWR
minimum mission essential wartime requirements

MOA
memorandum of agreement

MOBTDA
mobilization table of distribution and allowances

MOS
military occupational specialty

MS
Milestone

MSC
material support command

MTOE
modified table of organization and equipment

NDI
nondevelopmental item

NMS
National military strategy

NSLIN
nonstandard line item number

NSN
national stock number

NSS
national security strategy

OF
operating force

OI
organization integrator

ONS
operational needs statement

OOC
out-of-cycle

ORDAB
Organizational Requirements Document Approval Board

OSD
Office of the Secretary of Defense

OTOE
objective table of organization and equipment

PBG
program budget guidance

PEG
program evaluation group

PEO
program executive office

PERSACDB
Personnel Structure and Composition System

PMAD
personnel management authorization document

POM
program objective memorandum

PPBE
planning, programming, budgeting, and execution

PSMIPT
product support management integrated process team

QDR
quadrennial defense review

RC
Reserve Component

RDA
research, development and acquisition

RPLANS
Real Property Planning and Analysis System

SACDB
Structure and composition system

SAMAS
Structure and Manpower Allocation System

SB
supply bulletin

SECARMY
Secretary of the Army

SECDEF
Secretary of Defense

SKO
sets, kits, and outfits

SLAMIS
Standard study number-line item number automated management and integrating system

SLDA
Senior leader, Department of the Army

SLIN
standard line item number

SME
subject matter expert

SOF
special operations forces

SOG
standards of grade

SRC
standard requirements code

SSN
standard study number

SSO
staff synchronization officer

TAA
total Army analysis

TAEDP
total Army equipment distribution program

TAP
The Army Plan

TC
type classification

TDA
Table of distribution and allowances

TDA CMP
table of distribution and allowance change management plan

TIG
The Inspector General

TJAG
The Judge Advocate General

TMDE
test, measurement, and diagnostic equipment

TOE
Table of organization and equipment

TPG
troop program guidance

TPSN
troop program sequence number

TRADOC
U.S. Army Training and Doctrine Command

TSG
The Surgeon General

TTHS
trainees, transients, holdees, and students

TWV
tactical wheeled vehicle

TWVRMO
Tactical Wheeled Vehicle Requirements Management Office

UIC
unit identification code

URS
unit reference sheet

USAFMSA
U.S. Army Force Management Support Agency

USAR
U.S. Army Reserve

USARC
US Army Reserve Command

USASOC
U.S. Army Special Operations Command

USC
United States Code

VCSA
Vice Chief of Staff of the Army

Section II

Terms

Associated support items of equipment and personnel
Equipment and personnel essential to operate, maintain, or transport the principal and ASIOE item(s).

Authorized substitutes
Equipment items prescribed by HQDA in accordance with the provisions explained in DA Pam 708–3, that, if currently on-hand (available) in the unit, will be reported as on-hand (available) in the USR in place of the equipment items required in accordance with the unit's formal requirements and authorizations document (MTOE and TDA). Authorized substitutes are listed in DA Pam 708–3 (see SB 700–20).

Base table of organization and equipment
The BTOE is an organizational model design based on doctrine and equipment currently available. It is the least modernized version of a type of organization and identifies mission-essential wartime requirements for personnel and equipment.

Capability developer
The CAPDEV is the command or agency that formulates warfighting requirements for doctrine, organization, training, materiel, leadership, and education, personnel, facilities and any policy within the context of the force development process. A CAPDEV is also responsible for representing the end user during the full development and lifecycle process and ensures all enabling capabilities are known, affordable, budgeted, and aligned for synchronous fielding and support.

Component major item
An item that has been modified for the major end item; it is a part of the BOIP item configuration. End items used as a component will not be listed separately in authorization documents; they take on the identity of the BOIP item and are included in the total end item cost. Component major items normally will be installed or removed at higher than field level maintenance when the system is being built due to wiring, mounting, and system interface; are the primary item in the assembly or set configuration and removal will destroy the identity and integrity of the assemblage or set. An example is a trailer/shelter that is modified and then embedded in the major end item.

Components
a. Regular Army.
b. Army National Guard.
c. Army Reserve.
d. Unresourced.
e. Prepositioned unit sets.

f. Direct host nation offsets.
g. Direct host nation offisets.
h. LOGCAP.

Components of end items
A component is defined as an assembly or combination of parts, subassemblies, and assemblies mounted together in manufacture, assembly, maintenance, or rebuild.

Critical mission support items
Critical mission support items are selected items of equipment required to refuel, rearm, power, move, recover, provide medical support, or provide direct command and control.

Current force
The force that is approved in the annual Command Plan process and codified in the Army Master Force published in the early summer. The Master Force reflects the execution year force structure for the OF and GF, all Army components, and DA Civilians. The current force is reflected in MTOEs and TDAs produced during the Command Plan.

Developmental line item numbers
Alphanumeric LINs consisting of the letter Z and five numerals ranging from Z00001 through Z99999. They are assigned to items being developed under HQDA-approved materiel development projects, prior to the type-classified standard.

Effective date
The EDATE is used to identify the date of ANY change in a unit's status (that is,activation, inactivation, conversion) and is published annually with the release of updated MTOEs via the Command Plan process.

Element Sequence
A two-digit alphanumeric code that identifies the relationship of units within an organization as either organic or assigned. It is to designate attached and assigned UICs to TPSNd organizations.

End item
An end item is a final combination of end products, components, and materiels that is ready for its intended use. Examples are rifle, ship, tank, mobile machine shop, aircraft, common tools, TMDE, and special test or other support equipment designed and developed to perform a specific maintenance operation on specific assemblies or sub-assemblies of an end item. The exception to the general rule is an end item that is used as a component of a larger end item.

Equipfor
An automated tool used to develop equipment distribution plans to support Army initiatives and the POM. EQ4, a component of the Army flow model, uses data from logistics integrated databases to give on-hand quantities to the unit identification code-level of detail and uses the structure and composition system (SACDB), (specifically the LOGSACDB to identify the equipment requirements over time for the Army.

Equipment defense articles
Defense articles owned by the Government that are neither procured in anticipation of military assistance or sales requirements, nor procured pursuant to a military assistance or sales order. Excess defense articles are items (except construction equipment) which are in excess of the approved force acquisition objective and approved force retention stock of all DOD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations.

Equipment readiness code P items
ERC P items are those items of equipment such as major weapon systems, aircraft, and other items of equipment central to an organization's ability to perform its designated mission. These items are subject to continuous monitoring and management at all levels of command. DCS, G–3/7 (DAMO–FM), in coordination with TRADOC, establishes and maintains the authoritative listing of pacing items for MTOE units at FMSWeb in accordance with the procedures explained in the net-centric unit status report.

Equipment readiness codes A and P items
ERC P and ERC A items of equipment are principal weapon and/or mission systems and equipment (to include technology automation equipment), which are essential to the accomplishment of primary doctrinal mission tasks and force protection, and critical mission support items.

Equipment Review and Validation Board
ERVB is a process through which TDA and/or AUGTDA organizations submit requests (automated 4610–R–E tool) for HQDA-controlled equipment authorizations or modernization upgrades. HQDA-controlled equipment refers to the HQDA-managed LIN list, as determined by DCS, G–8.

Equipment–in–place
For the purpose of this regulation, equipment-in-place is movable TDA, JTA, and CTA nonexpendable equipment that has been affixed to real property, but that may be removed without destroying or reducing the usefulness of the facility. It does not include installed building equipment.

Exception modified table of organization and equipment
An exception MTOE is an MTOE whose requirements differ from the TOE model, that is, have been increased, decreased, added, or subtracted from the TOE. May be equipment and personnel

Excess defense articles
Defense articles owned by the Government that are neither procured in anticipation of military assistance or sales requirements, nor procured pursuant to a military assistance or sales order. Excess defense articles are items (except construction equipment) which are in excess of the approved force acquisition objective and approved force retention stock of all DOD components at the time such articles are dropped from inventory by the supplying agency for delivery to countries or international organizations.

Field operating agency (or activity)
An agency under the supervision of an ARSTAF principal, but not an ACOM or part of an ACOM, that has the primary mission of executing policy.

Force Design Update
FDU is used to develop consensus within the Army on new organizations and changes to existing organizations and to obtain approval and implementation decisions. The FDU process addresses organizational solutions to desired capabilities and improvements to existing designs in which other doctrine, training, materiel, leader development, personnel or facilities solutions were insufficient. The FDU serves as the link between the development of the URS and the development of the TOE.

Force development
The process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions.

Force feasibility review process
The process to analyze force structure options developed during the TAA process. The FFR determines if the POM Force can be manned, trained, equipped, sustained, and stationed. The PEGs conduct the FFR each year while building the POM.

Force file
The force portrayed in SAMAS is the force file, with a working view, not yet approved, and a locked position, approved. When the locked file is published, it is either the Master Force, following the CPLAN, or an interim force review point.

Force integration
The synchronized, resource-constrained execution of an approved force development program to achieve systematic management of change, includes the following:
a. The introduction, incorporation, and sustainment of doctrine, organizations, and equipment in the Army;
b. Coordination and integration of operational and managerial systems collectively designed to improve the effectiveness and capability of the Army; and
c. Knowledge and consideration of the potential implications of decisions and actions taken within the execution process

Force integration functional area analysis
The FIFA analysis reviews force structure issues and the impacts of force structure decisions on the total Army. The FIFA determines the ability for the force to be structured, manned, equipped, trained, sustained, funded, and stationed. The FIFA analysis process analyzes the force to assess affordability, supportability, and sustainability. The FIFA may provide alternatives based on prior initiatives, unalterable decisions from the Army leadership, or program budget decisions. FIFA can result in one of three recommendations:
a. Implement the change and find resources.
b. Return to TRADOC for further analysis; or
c. Prioritize the issue of resourcing in the next TAA.

Force management
The capstone process to establish and field mission-ready Army organizations. The process involves organization, integration, decisionmaking, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, combat developments, materiel developments, training developments, resourcing, and all elements of the AOLCM.

Force review point
A locked force file released outside the CPLAN window.

Generating force
The part of the Total Army (Regular Army and RC Military, and DA Civilians) whose primary purpose is implementing Army policy, and generating and sustaining Operational Army formations. It performs functions specified in law including designing, organizing, recruiting, training, equipping, modernizing, deploying, and sustaining, to ensure readiness and availability of all Army forces. The GF also provides operational depth to the OF by providing real-time reach back support and by deploying individuals, teams, or entire units to provide specific capabilities and functions for employment by or in direct support of Joint Force CDRs and the OFs.

In–lieu–of equipment items.
The in-lieu-of items are those on hand (available) equipment items, to include nontype classified items and non-standard items, that do not have a valid substitute relationship reflected in SB 700–20, but the CDR wishes to report as on hand (available) in place of an equipment item required in accordance with the unit's formal requirements and authorization document.

Installed equipment
Installed equipment is an item of equipment that is affixed and built into a facility as an integral part of that facility. Equipment that is an integral part of a facility is equipment that is necessary to make the facility complete, and if removed, would destroy or reduce the usefulness of the facility. Use of the equipment determines if it is an integral part of a facility.

Joint urgent operational needs statement
Joint request for a capability that the unit does not have, but has been determined is needed to accomplish the mission, or a recognized capability gap.

Master force
The MFORCE is the SAMAS output that is approved during the annual Command Plan. The Master Force reflects the execution year force structure for the operating and GF, all Army components and DA Civilians and is reflected in MTOEs and TDAs approved and published during the Command Plan.

Materiel developer
A MATDEV is located within the research, development and acquisition (RDA) command, agency, or office assigned responsibility for the system under development or being acquired. The term may be used generically to refer to the RDA community in the materiel acquisition process (counterpart to the generic use of CAPDEV).

Minimum mission essential wartime requirements
MMEWR are the minimum personnel and equipment necessary for a military unit to accomplish its doctrinal mission and perform its core functions and assigned universal tasks during sustained combat operations. Level 1 of the BTOE is the MMEWR to structure an effective organization for combat, combat support, and sustainment units. The OTOE includes all modernization options (personnel, equipment, structure) beyond MMEWR. A MTOE for a military unit generally reflects requirements, and associated authorizations, at a level of modernization between the BTOE and OTOE. CTA equipment is not considered to be MMEWR

Mission equipment list
Alternative equipment list required for a unit to accomplish its mission.

Modified table of organization and equipment
An MTOE is an authorization document, built from a TOE requirements document, modified to include only equipment fielded to the unit or units to which it is applied during the reporting period of the MTOE.

Multicomponent unit
A MC unit is a unit organized with personnel and/or equipment from more than one COMPO. MCUs will integrate resources from more than one COMPO into a cohesive, fully capable Army unit, to the maximum extent within statutory and regulatory constraints.

Nonstandard line item numbers
Alphanumeric LINs consisting of a combination of six alphanumeric characters. They are used to identify nonexpendable items with functional capability expressed by the generic nomenclature and to authorize items not eligible for a SLIN.

Objective table of organization and equipment
A fully modernized, doctrinally sound organizational model design achieved by applying all of the HQDA-approved BOIPs. The OTOE sets the goal for planning and programming of the Army's force structure and supporting acquisition systems.

Operating force
Those forces whose primary missions are to participate in combat and the integral supporting elements thereof. The OF is Army organizations whose primary purpose is to fulfill global operational requirements. The force constrains globally available rotational structure and a globally available nonrotational structure.

Operational needs statement
Operational field CDRs use an ONS to document the urgent or emerging need for a materiel and/or nonmateriel solution to correct a deficiency or to improve a capability that impacts upon mission accomplishment in overseas contingency operations (see AR 71–9).

Organization integrator
OIs manage TOE and/or MTOE units, by branch, to provide an operational view of change management. OIs are branch assigned personnel who are the focal point for force accounting, documentation, resourcing, readiness of assign units; exercise resource controls for documentation; coordinate and recommend approval or disapproval of all branch specific actions and documentation. The OI is the subject matter expert for branch issues and advises DCS, G–3/5/7 and G–3/7 FM on the disposition of branch actions at HQDA. The OI is the focal point for proponent and field access to the larger HQDA force management processes.

Organizational integration
Management of change in organizations.

Organizational requirements document approval board
The organizational requirements document approval board is the DCS, G–3/5/7 forum at the colonel and general Officer levels that convenes on a regular basis to review and approve or disapprove new and amended BOIPs for documentation.

Program objective memorandum force (programmed force)
The POM force is that force projected to be raised, provisioned, sustained, and maintained within resources available during the FYDP. It includes the operating and generating, all Army components and DA Civilians. TAA is the basis for the Army's POM development and is articulated in the Army Structure Memorandum.

Sets, kits, and outfits
SKO are assemblages of components, mission specific, and common tools in a container (pouch, box, chest, van, trailer or shelter) primarily designed to accomplish a specific mission or maintenance function.

Staff support agency (or activity)
Organization that directly supports only an Army staff principal, usually with management information, analysis, or command and control support.

Standard line item numbers
Alphanumeric LINs consisting of one letter and five numbers ranging from A00001 through Y99999 (except alpha I and O).

Standard manpower requirements criteria
Standard MARC includes supervisory and/or nonsupervisory positions where work is difficult to measure or apply a specific unit of measure. Such positions often have no definable or recurring work task that occurs within a Soldier's work day for which measurements can be taken. Examples are inspector general, field feeding advisor, or recovery vehicle operators.

Standard requirements code
A twelve-position alphanumeric code that identifies the type organization, edition, authorized level of authorization, and exceptions to standard structure, personnel, and equipment

Standard requirements code
The SRC is a twelve-position alphanumeric code that identifies the type organization, edition, authorized level of organization, and exception. The first nine positions of the SRC are the TOE number.

Standard study number–line item number automated management and integrating system
SLAMIS is a Web-based application designed to provide Army users easy access to key "chain-of-custody" data relationships and management tools for use over the entire life cycle of major items of equipment. Online processes support requirements approval, funding, acquisition, basis of issue planning, authorization, initial fielding, sustainment, property book management, and eventual disposal of weapon systems and/or equipment items.

Table of distribution and allowances
A TDA is a workload-based manpower authorization document. It prescribes the organizational structure, the personnel, and equipment requirements, and authorizations required to perform a unique mission for which no TOE exists. However, a TDA can be either an operating or GF TDA. TDAs include military, civilian, as well as standard and commercial equipment. TDAs are organized and resourced in accordance with DOD and Army priorities

Table of organization and equipment
A requirements document that prescribes the doctrinal mission, organization and MMEWR for manpower and equipment TOEs provide the model for authorization documents.

Table of organization and equipment mobility statement
A mobility statement defines, as a percentage, the doctrinal requirement of the unit to transport equipment and supplies in a single lift using authorized organic vehicles. The statement also cites the approved doctrinal reference. The type and size of TWVs for functional tasks will be the minimum essential based on mission, mobility, and payload requirements. Typically, units will not have a 100 percent mobility statement. The doctrinal requirement will be a mix of organic and nonorganic TWV assets.

Troop program sequence number
Used to track an organization capability at various echelons by grouping UIC’s under a common field.

Unit Reference Sheet
A product of the organizational design process, the URS as part of a FDU provides the basis for development of a TOE. Section I of the URS contains a narrative providing sufficient detail for subsequent development of Section I of the TOE. Section II contains quantities of personnel (MOS and grade) and equipment LIN at paragraph and line number level of detail. The URS is always a component of a force design update (FDU) package submitted for approval of a new design or significant change to an existing design

Workloadable Manpower requirements criteria
Directly relates to the number of manhours required to perform a specific task. It is measured in terms of the identifiable work tasks that need to be performed, the time it takes to accomplish the task and the frequency of the task within a Soldier's workday. Workloadable MARC is determined using an equation. The formula for workloadable MARC includes the use of the AMAF which describe the number of available hours during 24-hour period that a Soldier can perform their MOS.

ZLIN
developmental and/or nondevelopmental LIN.

Section III

Special abbreviations and terms
This section contains no entries.