



SECRETARY OF THE ARMY  
WASHINGTON

04 SEP 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2012-08 (Army Total Force Policy)

1. References:

- a. Title 5, United States Code (Government Organizations and Employees).
- b. Title 10, United States Code (Armed Forces).
- c. Title 32, United States Code (National Guard).
- d. Memorandum, Secretary of Defense, 19 Jan 07, subject: Utilization of the Total Force.
- e. Department of Defense (DoD) Directive 1200.17 (Managing the Reserve Components as an Operational Force), 29 Oct 08.
- f. DoD Directive 1235.10 (Activation, Mobilization, and Demobilization of the Ready Reserve), Incorporating Change 1, 21 Sep 11.
- g. DoD Directive 5100.01 (Functions of the Department of Defense and Its Major Components), 21 Dec 10.

2. This directive establishes policy for the integration of the Army's active component (AC) and reserve component (RC) as a "Total Force." DoD policies require the military departments to organize, man, train and equip their active and reserve components as an integrated operational force to provide predictable, recurring and sustainable capabilities. The Total Force must be part of Army strategy and planning to fulfill national military needs.

3. Army policy is that:

- a. As one Total Force, the Active Army, Army National Guard and U.S. Army Reserve provide operating and generating forces to support the National Military Strategy and Army commitments worldwide.
- b. The Army will ensure that the Total Force is organized, trained, sustained, equipped and employed to support combatant commander requirements as force packages tailored to achieve anticipated objectives.

SUBJECT: Army Directive 2012-08 (Army Total Force Policy)

- c. As appropriate, the Army will integrate AC and RC forces and capabilities at the tactical level (division and below), consistent with the Secretary of Defense's policies for use of the Total Force (reference 1d). This will include some predeployment collective training of tactical-level organizations, including for those organizations that will routinely deploy as multicomponent forces (for example, sustainment brigades and other multifunctional support brigades).
- d. Army Commands and Army Service Component Commands will ensure that the procedures and processes for validating the predeployment readiness of assigned forces are uniform for AC and RC units and Soldiers. Army commanders will be responsible for certifying personnel readiness and individual training for assigned personnel. Standards for qualification and professional development will be the same for AC and RC personnel.
- e. The Army will streamline the voluntary and involuntary call to active duty of RC personnel and units to rapidly expand and sustain Total Army capabilities.
- f. The Army's equipping strategy will ensure that procurement and equipping processes enable the Total Force to perform the missions of the Department of the Army.
- g. The Army will employ an integrated personnel management and pay system that contains standardized business processes and authoritative data for military personnel, enabling access to secure and reliable data. Personnel policies shall incorporate Total Force values and facilitate continuum of service and opportunities for joint experiences.

4. Implementation of this policy requires the following actions:

- a. Amend Army Regulation (AR) 71-11 (Total Army Analysis) to include an annual analysis of force structure options, including the mix of operating and generating force capabilities between the AC and RC, for the Secretary of the Army to consider and approve in support of the Army's future force and to meet Secretary of Defense planning objectives. The amended regulation shall require that the Assistant Secretary of the Army (Manpower and Reserve Affairs), in coordination with the Deputy Chief of Staff, G-3/5/7, report any military capabilities that are insufficient in numbers or type to meet Secretary of Defense planning objectives for the Total Force and provide recommendations to the Secretary of the Army. In accordance with AR 71-11, the Secretary of the Army and Chief of Staff, Army annually approve the Army's Program Objective Memorandum Force.
- b. Amend AR 525-29 (Army Force Generation) to direct that available forces (mission force and surge force) are prepared to deploy as integrated expeditionary forces, to the maximum extent possible, in accordance with Global Force Management requirements. The amended regulation shall require that the Assistant Secretary of the Army (Manpower and Reserve Affairs), in coordination with the Deputy Chief of Staff, G-3/5/7, develop a common set of standards and procedures for the validation of readiness. Within the parameters of global security conditions and combatant commander requirements, the

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Army shall use a common deployment cycle (Army Deployment Period) for named operations, approved by the Secretary of the Army, to facilitate the integration of AC and RC forces in support of operations. The Chief of Staff, Army provides advice to the Secretary with regard to such plans and, after approval of the plans or recommendations, acts as the agent of the Secretary in carrying them into effect.

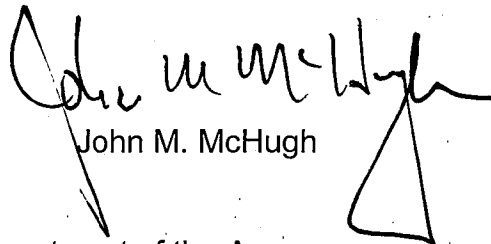
c. Amend AR 500-5 (Army Mobilization) and the Army Mobilization Operations, Planning and Execution System to conform with this policy. The amended regulation shall require that the Assistant Secretary of the Army (Manpower and Reserve Affairs), in coordination with the Deputy Chief of Staff, G-3/5/7, streamline the mobilization process to rapidly provide RC capabilities to support the Total Force and perform Army missions.

d. Consolidate or eliminate Department of the Army publications (Series 135 (Army National Guard of the United States and Army Reserve), Series 140 (Army Reserve), Series 350 (Training) and Series 600 (Personnel-General) to conform with the guidance in this directive. All components will collaborate in the development, administration and execution of publications to ensure streamlining while addressing the uniqueness of the component and leveraging their subject matter expertise.

e. To help achieve these ends, the Army will use the new authority provided by 10 United States Code section 12304b, which allows the Secretary of the Army to order RC units to active duty under certain conditions. This directive, coupled with this new Reserve call-up authority, will allow the Army to benefit from the shared experiences of the last decade of war.

5. This policy is effective immediately and applies to all components.

6. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is the proponent for this policy.



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SUBJECT: Army Directive 2012-08 (Army Total Force Policy)

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