



SECRETARY OF THE ARMY  
WASHINGTON

25 SEP 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Implementation of Army Total Force Policy

1. References:

- a. Army Directive 2012-08 (Army Total Force Policy), 4 Sep 2012.
- b. Title 10, United States Code, sections 12304a and 12304b.
- c. Army Human Resource Information Technology Strategy, Version 1.0, 23 Sep 2011.
- d. Memorandum, DACS-ESG, Nov 01 2012, subject: Update of Publications Affecting Standards and Discipline.

2. Purpose. This memorandum provides implementation guidance for the Army Total Force Policy (ATFP) established in reference 1a for Headquarters, Department of the Army; Army Commands; Army Service Component Commands; and Direct Reporting Units. Implementation of the policy requires the Army to adjust procedures and processes to manage the active component (AC) and reserve component (RC) as a Total Force. Successful implementation will result in the Army organizing, manning, training and equipping the Active Army, Army National Guard (ARNG) and U.S. Army Reserve (USAR) as an integrated Total Force.

3. Tasks. I have designated organizations as the Army lead for the implementation tasks listed. For each task, the lead organization will form working groups as required with representation from each component, Army Command, Army Service Component Command and Direct Reporting Unit, as appropriate. The Assistant Secretary of the Army (Manpower and Reserve Affairs) will submit quarterly progress reports on implementation to the Secretary of the Army.

a. No later than (NLT) 1 February 2014, the Assistant Secretary of the Army (Manpower and Reserve Affairs) will:

- establish a committee to review and, if necessary, recommend legislative proposals and/or policy changes required to ensure that procedures and processes are in place to implement uniform training and readiness oversight and to certify, validate and confirm the predeployment training and readiness of RC forces in compliance with ATFP.

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- establish a quarterly general officer steering committee to review progress toward completing the tasks in this memorandum and to identify issues impeding implementation of ATFP. (The charter for the committee is at the enclosure.)
- review and revise Army policy for implementing the involuntary activation authorities granted under Title 10, United States Code, sections 12304a and 12304b (reference 1b).

In addition, NLT 31 March 2014, the Assistant Secretary of the Army (Manpower and Reserve Affairs) will develop a plan to program and implement continuum of service, which optimizes the Army's investment in our Soldiers to facilitate a seamless transition between the AC, ARNG, USAR and veteran status according to the needs of the Service and the Soldier or veteran.

b. The Deputy Chief of Staff (DCS), G-1 will:

(1) proceed to implement the Integrated Personnel and Pay System-Army in accordance with reference 1c.

(2) establish NLT 30 September 2014, in accordance with reference 1d, a prioritized list of Department of the Army publications in Series 135 (Army National Guard of the United States and Army Reserve), Series 140 (Army Reserve) and Series 600 (Personnel-General) for consolidation or elimination to conform to ATFP. The DCS, G-1 will submit the required changes to the Army Publishing Directorate.

c. The DCS, G-3/5/7 will:

(1) ensure that the Army Strategic Planning Guidance supports ATFP.

(2) enhance the Department of the Army Mobilization Processing System (DAMPS) NLT 1 February 2014 by establishing templates within DAMPS for Title 10 United States Code sections 12304a and 12304b to increase response timelines for activating Soldiers and units.

(3) prepare a memorandum of instruction NLT 1 February 2014 to train DAMPS users to become proficient in using the new templates to build packets supporting Title 10 United States Code sections 12304a and 12304b.

(4) revise Army Regulation 71-11 (Total Army Analysis (TAA) NLT 31 March 2014 to require an annual analysis of force structure options that includes the mix of operating and generating force capabilities between the AC, ARNG and USAR for the Secretary of the Army to consider and approve in support of the Army's future Total Force and Secretary of Defense planning objectives.

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(5) revise Army Regulation 525-29 (Army Force Generation) NLT 31 March 2014 to ensure it is synchronized and updated to conform to ATFP and include a description of "force packages" in accordance with paragraph 3b of reference 1a.

(6) revise Army Regulation 500-5 (Army Mobilization) and the Army Mobilization Operations Planning and Execution System NLT 31 March 2014 to ensure that they are synchronized and updated to conform to ATFP.

(7) revise Department of the Army publications Series 350 (Training) NLT 31 March 2014 to conform to ATFP. Consolidate or eliminate separate ARNG and USAR publications.

d. The DCS, G-8 will coordinate with the Assistant Secretary of the Army (Acquisition, Logistics and Technology); other HQDA Staff; and the Offices of the Chief, National Guard Bureau and Chief, Army Reserve to ensure that Army equipping guidance complies with ATFP, senior leader priorities and governing regulations, and is within Army fiscal constraints.

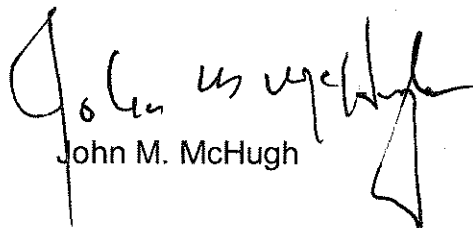
4. Coordination

a. Lead organizations will coordinate all tasks with subject matter experts from the AC, ARNG and USAR, accounting for the uniqueness of each component and leveraging their expertise to develop Total Army solutions.

b. The Chief, National Guard Bureau and Chief, Army Reserve should designate subject matter expert(s) to work with each lead organization for the tasks listed in paragraph 3.

5. The Assistant Secretary of the Army (Manpower and Reserve Affairs) is the proponent for ATFP.

Encl



John M. McHugh

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CHARTER FOR IMPLEMENTATION OF ARMY TOTAL FORCE POLICY  
GENERAL OFFICER STEERING COMMITTEE

1. **Authorities:**

a. Army Regulation 15-1 (Committee Management), 27 November 1992.

b. Memorandum, Secretary of the Army, 2 Aug 2011, subject: Army Policy on the Establishment and Management of Temporary Committees.

2. **Reference:** Army Directive 2012-08 (Army Total Force Policy), 4 Sep 2012.

3. **Name of Committee:** Army Total Force Policy General Officer Steering Committee (ATFP GOSC).

4. **Date Established:** When the Secretary of the Army approves this charter.

5. **Date to be Terminated:** The ATFP GOSC will terminate 3 years after approval by, or at the direction of, the Secretary of the Army.

6. **Purpose:** The GOSC will provide oversight for the Army's efforts to implement the ATFP and will submit reports and recommendations to the Secretary of the Army on the status of the implementation of Army Directive 2012-08. The GOSC will review relevant statutes, regulations, policies, force structure and funding priorities and propose changes as appropriate for implementation of the directive.

7. **Category, Type and Level of Committee:** The ATFP GOSC:

- is an intra-Army committee at the Headquarters, Department of the Army (HQDA) level;
- is an advisory body that will coordinate its recommendations through the Army Staff and forward them through the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) to the Secretary of the Army; and
- does not supersede or replace any other established Army committees.

8. **Direction and Control:** The ATFP GOSC reports through the ASA (M&RA) to the Secretary of the Army and Chief of Staff of the Army. The ASA (M&RA) and Deputy Chief of Staff (DCS), G-3/5/7 cochair the ATFP GOSC. The Deputy ASA for Training, Readiness and Mobilization (SAMR-TRM) in the Office of the ASA (M&RA) is the lead and will administer the GOSC.

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**9. Composition:**

<b>Organization</b>	<b>Role</b>
ASA (M&RA) (or designated representative)	Cochair
DCS, G-3/5/7 (or designated representative)	Cochair
Office of the ASA (M&RA) DASA for Training, Readiness and Mobilization	Voting Member; Administrator
Office of the ASA (M&RA), DASA Civilian Personnel	Voting Member
ASA (Financial Management and Comptroller)	Voting Member
ASA (Installations, Energy and Environment)	Voting Member
DCS, G-1	Voting Member
DCS, G-8	Voting Member
Chief, U.S. Army Reserve	Voting Member
Director, Army National Guard	Voting Member
Deputy Commanding General (DCG), U.S. Army Forces Command	Voting Member
DCG, U.S. Army Training and Doctrine Command	Voting Member
DCG, U.S. Army Materiel Command	Voting Member
DCG, U.S. Army Pacific	Voting Member
DCG, U.S. Army Europe	Voting Member
DCG, U.S. Army Special Operations Command	Voting Member
Armed Forces Reserve Policy Committee	Invited Participant
DCS, G-4	Invited Participant
Office of General Counsel	Invited Participant
DCG, U.S. Army North	Invited Participant
Other organizations as required	Invited Participants

**10. Sponsor and Agency Providing Support:**

- a. SAMR-TRM is the office of primary responsibility for the ATRP GOSC.
- b. Army Staff proponents are responsible for institutionalizing the approved policy recommendations in the relevant governance publications.

**11. Meetings:**

- a. Frequency
  - (1) The GOSC will meet quarterly or at the discretion of the cochair.
  - (2) The GOSC will be supported by a council of colonels administered by the Deputy ASA for Training, Readiness and Mobilization. The council will meet monthly.
  - (3) The GOSC may convene working groups with other organizations and advisory committees as required to coordinate implementation of the ATRP.

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b. Agenda. The agenda focus may include, but is not limited to:

- (1) Development of the deliverables listed in paragraph 12.
- (2) How to effectively manage Soldier talent during transition between duty statuses to efficiently meet Army Total Force requirements.
- (3) Integration and programming of the reserve component (RC) for Army future force generation.
- (4) Other active and reserve component (AC/RC) integration issues, as required.

### 12. Deliverables:

a. The GOSC will submit quarterly reports to the Secretary of the Army on the status of implementation of the ATFP. These reports will describe the progress toward completion of each task specified in Army Directive 2013-20.

b. The GOSC will present recommendations to the Army's senior leadership conducive to the effective and efficient implementation of an operational Total Force. These recommendations should:

- (1) Identify existing or future required statutes, regulations and policies to achieve more efficient AC/RC integration and facilitate seamless transition between full-time and part-time duty status or components during a Soldier's career.
- (2) Improve activation, mobilization and deployment processes.
- (3) Improve effectiveness and efficiency within the Total Army force structure.
- (4) Ensure appropriate funding and other resources are in place to support implementation of ATFP.

c. As appropriate, the GOSC will submit policy and legislative proposals through the ASA (M&RA) to fully implement the ATFP.

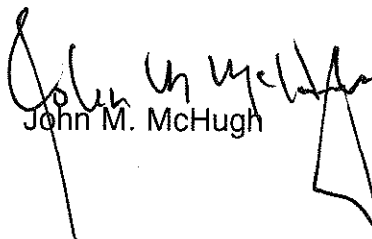
d. Annually, the GOSC will assess the efficacy of Army actions to implement the ATFP and recommend any needed changes to the Secretary of the Army.

**13. Administrative Support and Staff Arrangements:** A cost-benefit analysis is at the enclosure. Establishment and operation of the ATFP GOSC will be accomplished in a resource neutral manner using existing funding, and civilian and military authorizations. No additional funding for travel or contractor support is authorized for this GOSC. Participants will employ existing staff to meet GOSC requirements.

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14. **Correspondence:** The ATRP GOSC will submit its recommendations through the ASA (M&RA) to the Secretary of the Army. All correspondence and communications regarding the GOSC shall be provided to the cochair's by electronic, telephonic or direct personal means.

Encl

  
John M. McHugh