



How HQDA Runs – Processes That Link Concepts to Capabilities



TRADOC G-9 White Paper

December 2016

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Victory Starts Here!

Introduction

This pamphlet identifies ways to align TRADOC and HQDA interactions to ensure Future Force initiatives and recommendations are fully developed, vetted, and integrated within Department of the Army processes. The pamphlet describes roles, responsibilities, procedures, forums, and actions that will allow TRADOC to efficiently collaborate, coordinate, staff, and present products and recommendations to engage effectively in the Army’s strategy, planning, programming, and budgeting processes.

The desired outcomes (or ends) are TRADOC and HQDA operating in a synchronized manner so that proposed solutions and recommendations are integrated into the appropriate forums and review processes in a timely manner so the Army has a holistic, fully vetted and integrated perspective that validates requirements for prioritization and resourcing.

“...Commanding General, TRADOC is designated the lead and responsible official for Force 2025 and Beyond and will coordinate with HQDA...to ensure initiatives and recommendations are fully developed, vetted, and integrated within Department processes...”

Force 2025 and Beyond – SETTING THE COURSE
Memorandum, July 22, 2014

This primer identifies critical HQDA planning, resourcing and force management processes and forums in which TRADOC can engage to Shape-Inform-Influence outcomes that ensure initiatives and decisions support the future force development strategy.

We must develop opportunities to tell our partners and stakeholders in and outside of DoD “what TRADOC is for” in order to gain and retain their trust, support for our efforts and required resources. We must develop and articulate a compelling narrative on the need for Army landpower both now and into the future and how TRADOC helps to build it.

TRADOC Strategic Guidance - 2017

TRADOC Designs, Acquires, Builds and constantly Improves the Army to Win in a Complex World.

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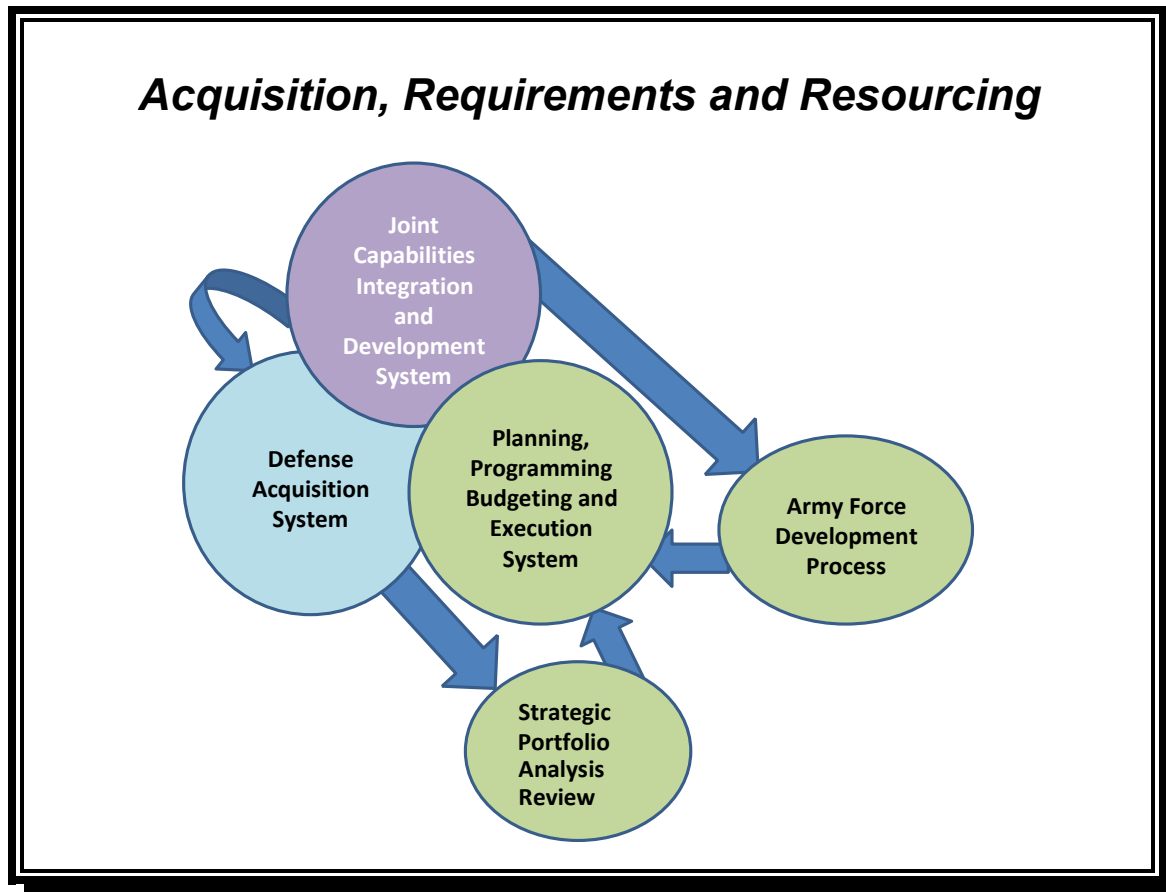
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1 What Are the Key Systems and Processes That Will Facilitate the TRADOC Objective of Informing, Shaping, and Influencing the Outcomes of Initiatives and Decisions That Support the future force?

The Army will leverage the three overarching Department of Defense systems to implement doctrine, organizations, training, materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) solutions and recommendations. These three systems (Joint Capabilities Integration and Development System (JCIDS), the Defense Acquisition System (DAS) and the Planning, Programming, Budgeting and Execution (PPBE) system are depicted in Figure 1 along with the Army’s primary inputs to the PPBE system. The outputs of the JCIDS feed both the DAS and PPBE. The Army uses the results of the Strategic Portfolio Analysis Review (SPAR) and PPBE system activities to transition the concepts and capabilities into resourced future force programs.

Exhibit 1. Acquisition, Requirements & Resourcing Systems

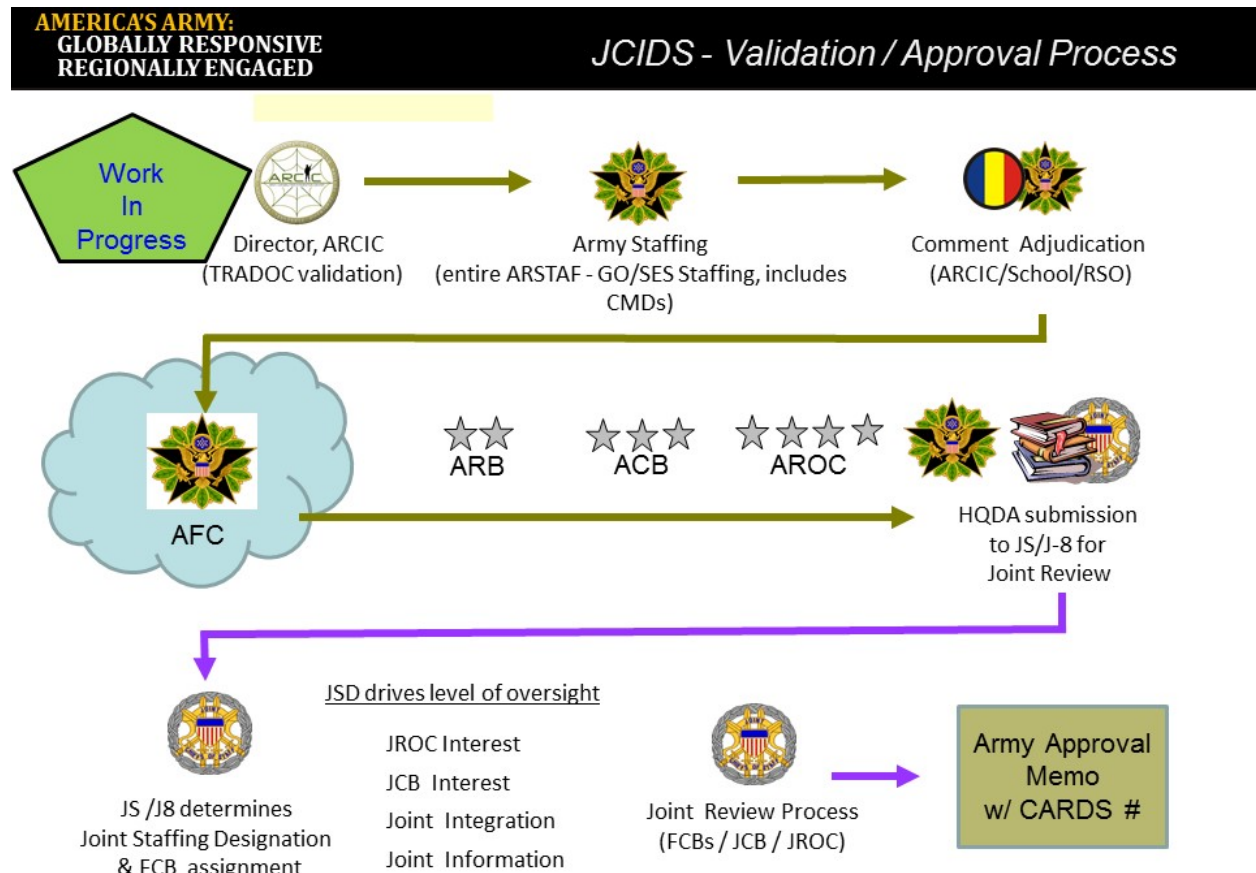


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1.1 Joint Capabilities Integration and Development System (JCIDS)

The Army’s Force Development process that transitions concepts and capabilities into fielded warfighting capabilities begins with JCIDS. As the TRADOC lead for capabilities development, Army Capabilities and Integration Center (ARCIC) works with TRADOC and non-TRADOC force modernization and branch proponents identified in Army Regulation 5-22 (The Army Force Modernization Proponent System¹) and formally initiates the process as the TRADOC Gatekeeper through submission of capability documents to the Army Gatekeeper, HQDA G-8 Force Development. The JCIDS process is well documented in both Army Regulation 71-9 (Warfighting Capabilities Determination) and TRADOC Regulation 71-20, Concept Development, Capabilities Determination, and Capabilities Integration. The validation and approval process, summarized in Exhibit 2, outlines the steps G-8 uses to produce an approval memorandum. Proposed capabilities go through an extensive review process that includes the Army Requirements Oversight Council (AROC) Process Review Board (APRB) which includes an ARCIC 0-6 level representative as one of the co-chairs. The comment adjudication process may take significant time as ARCIC, working with force modernization proponents, must address comments from both the Army and Joint communities of interests.

Exhibit 2. JCIDS Approval Process (source: G8 DOM)

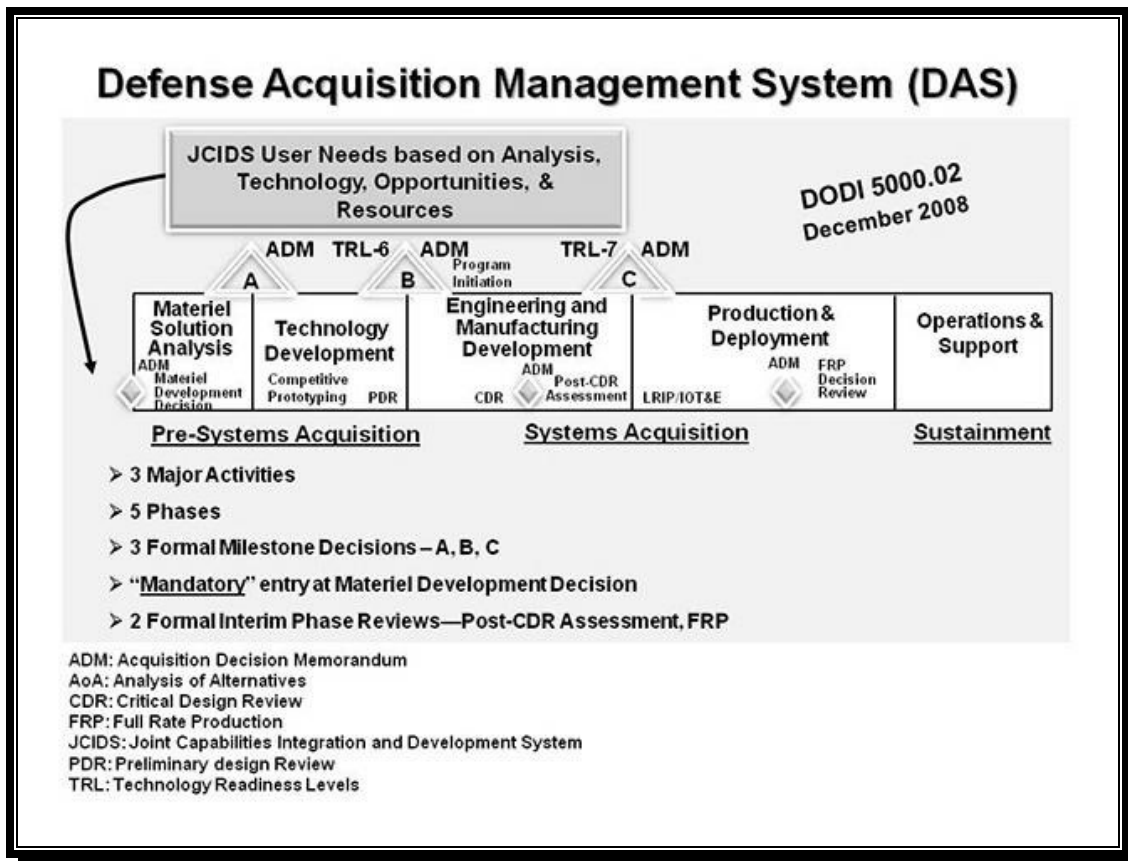


G-8 assigns all capabilities documents to one of three categories that determines the staffing process the capability document must undergo to gain approval. Capabilities that do not affect other Services (Joint Information) receive a less extensive review as opposed to an Army Acquisition Category 1 (ACAT) program that must follow the Joint Capabilities Board/Joint Requirements Oversight Council (JCB/JROC) approval process depicted in Exhibit 2. From a planning perspective, the duration of the validation and approval process can last from 7 to 12 months or longer. Materiel systems processing through the AROC are also considered within the more holistic Strategic Portfolio Analysis Review (SPAR). G-8 FD serves as the lead for the HQDA SPAR. TRADOC supports the SPAR that culminates with a 1-N equipment priority list and divestiture priority recommendations for VCSA approval.ⁱⁱ

1.2 Defense Acquisition System

Both the deliberate acquisition process (depicted in Exhibit 3) and the Strategic Portfolio Analysis Review (SPAR) process are leveraged to develop future force materiel solutions. The SPAR planning time horizon encompasses the near-term (out to six years) to the far-term (out to 30 years). This long range planning facilitates knowledge points, enabling decision points for considering equipment age, degradation of overmatch abilities, industrial base viability (economic, political, environmental, and resource considerations), and closure of capability gaps in a near-, mid-, and far-term timeframes, while also underpinning cost-informed decisions.ⁱⁱⁱ

Exhibit 3. Defense Acquisition Management System (source: HTAR)

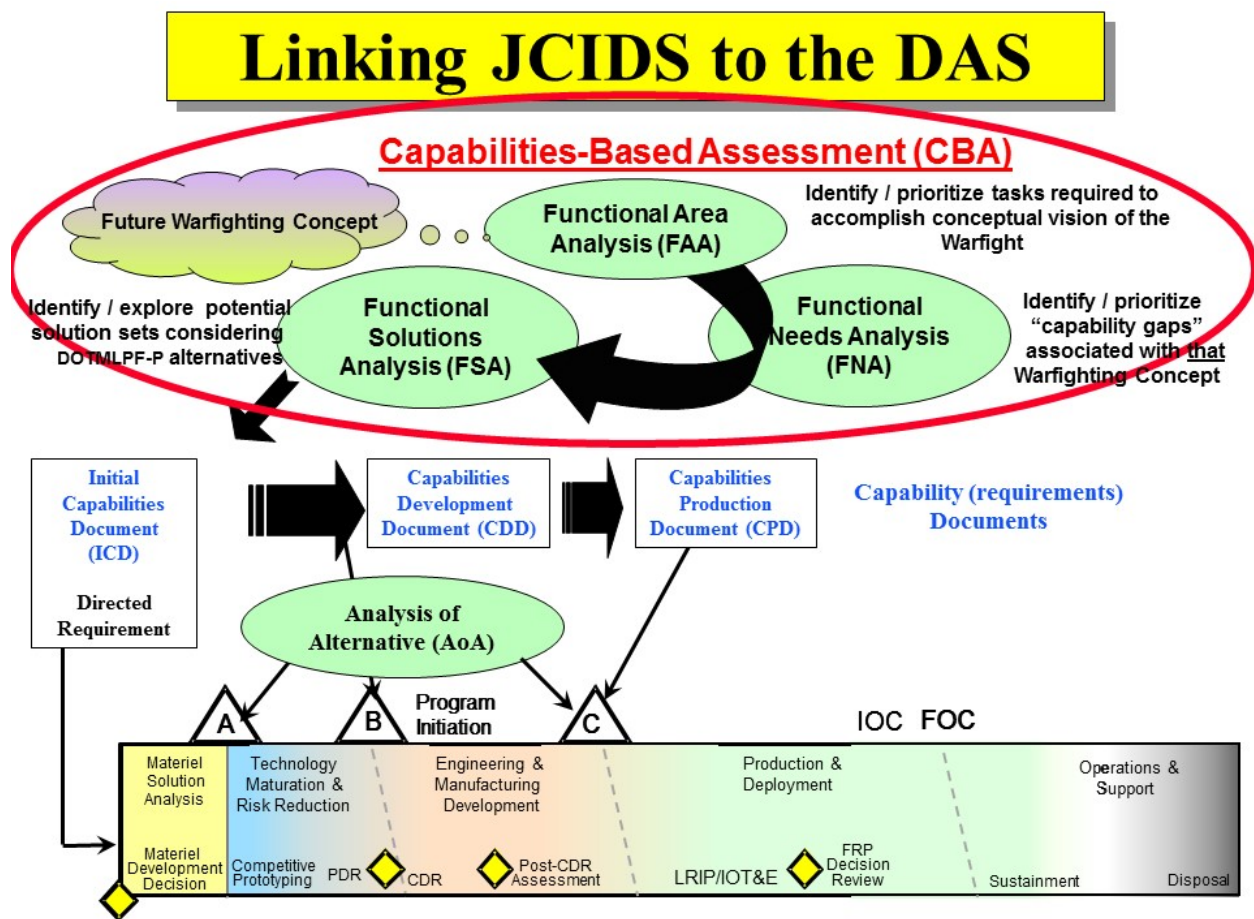


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1.3 Linking JCIDS and Acquisition System

After the release of the HQDA G-8 approval memorandum discussed in paragraph 1.1, the approved program is placed under the management of the Army Acquisition Executive (AAE) who generates a material decision memorandum that initiates the acquisition process. The process is summarized in Exhibit 4 below. ARCIC actively participates in the acquisition process as the generator/manager of follow-on capability documents and provides oversight for the analysis of alternatives (AoA) as well as serving as a permanent member of the AROC, Army AROC Process Review Board (APRB) and the Army System Acquisition Review Council (ASARC). (See Exhibits 17 and 18 for an overview of the AROC, APRB and ASARC forums).

Exhibit 4. How JCIDS links to the DAS



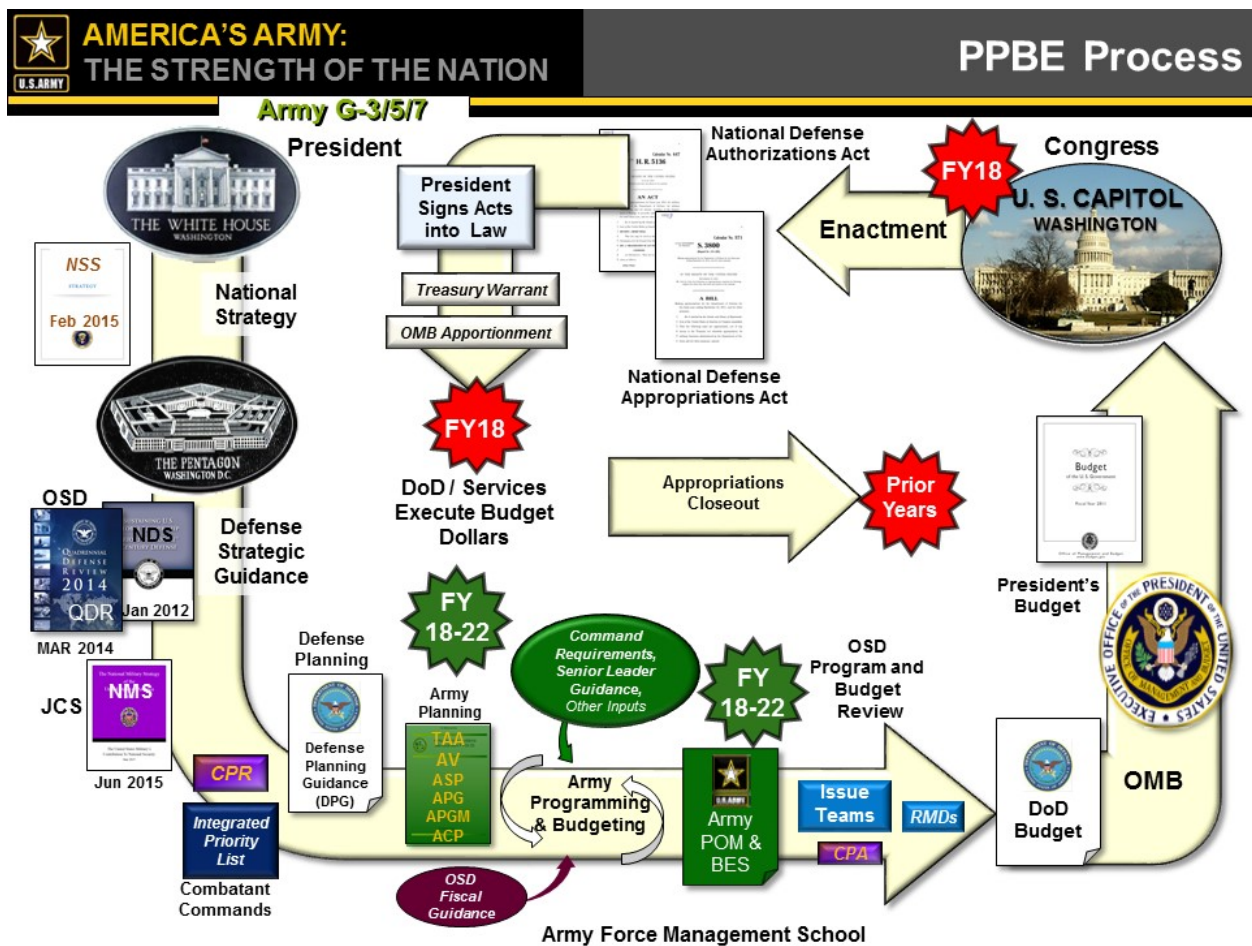
The original JCIDS CBA consisted of four sequential components: the functional area analysis (FAA), the functional needs analysis (FNA), the functional solutions analysis (FSA), and the post-independent analysis (PIA). In the fall of 2008, the Joint Chiefs of Staff (JCS J-8), CBA Users Guide, V3, Chapter 1, section 1.4, page 9, changed: “JCIDS revisions eliminated the terms FAA, FNA, and FSA”. However, IAW the current Army Regulation 71–9, Force Development, Warfighting Capabilities Determination, Chapter 1, Section 1-5, para. o., dated 28 DEC 2010,

“the Army continues to retain these terms and develops a concept through a CBA consisting of a FAA, FNA, and FSA”.

1.4 Planning, Programming, Budgeting and Execution (PPBE) System

The main objective of the Army PPBE system (illustrative model at Exhibit 5) is to establish, justify, and acquire the fiscal and manpower resources needed to accomplish the Army’s assigned missions in executing the Defense Strategy. Outcomes from the review and validation of future force required capabilities will directly affect all phases of the system that feeds into the President’s Budget on an annual basis.

Exhibit 5. Army Planning, Programming, Budgeting and Execution System
(source: G-3/5/7 AFMS)



During each phase of the PPBE process the objectives are:

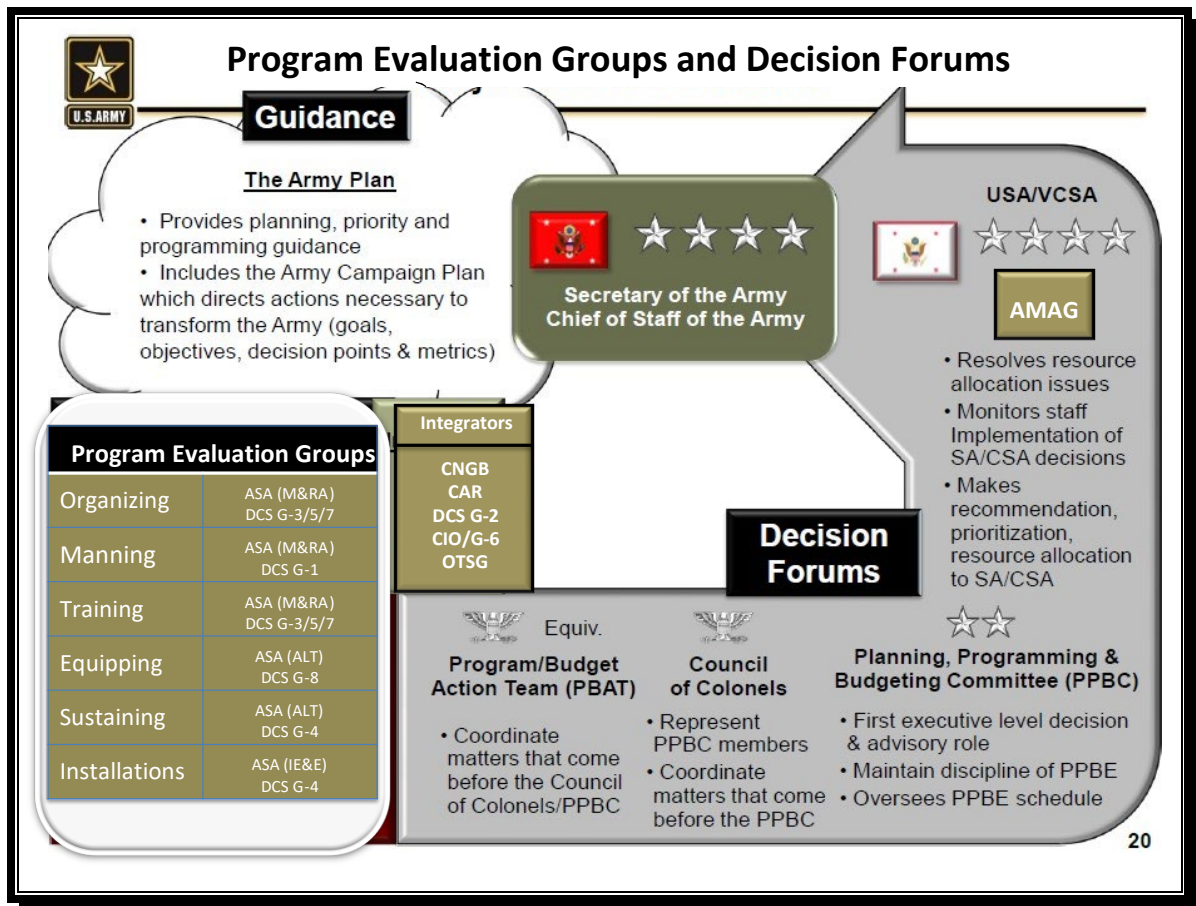
- During *all phases* of PPBE, to provide essential focus on Departmental policy and priorities for Army functional activities.
- *Through planning*, to size, structure, man, equip, and train the Army force to support the national military strategy.

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- **Through programming**, to distribute projected manpower, dollars, and materiel among competing requirements per Army resource allocation policy and priorities.
- **Through budgeting**, to convert program decisions on dollars and manpower into requests for congressional authorization and appropriations.
- **Through program execution**, to:
 - Apply resources to achieve approved program objectives.
 - Adjust resource requirements based on execution feedback.
- **Through budget execution**, manage and account for funds to carry out approved programs.

The Program Evaluation Groups (PEGs) (Exhibit 6) support PPBE. Each is co-chaired by a representative of the Secretariat and a representative of the PEG's proponent, who provide the PEG with executive and administrative support. Other permanent PEG members include representatives of ASA (FM&C) appropriation sponsors, DCS G-3/5/7 program prioritizers and requirements staff officers, and DCS G-8PAE program integrators. The CNGB (Director, ARNG), Chief Army Reserve (CAR), DCS G-2, CIO/G-6, and the Office of the Surgeon General (OTSG) serve as Program Integrators and provide technical assistance and monitor actions to integrate priorities into the Army's overall program. PEGs will host numerous meetings throughout the year and participate in programming and budget decision forums (see exhibit 16).

Exhibit 6. Program Evaluation Groups

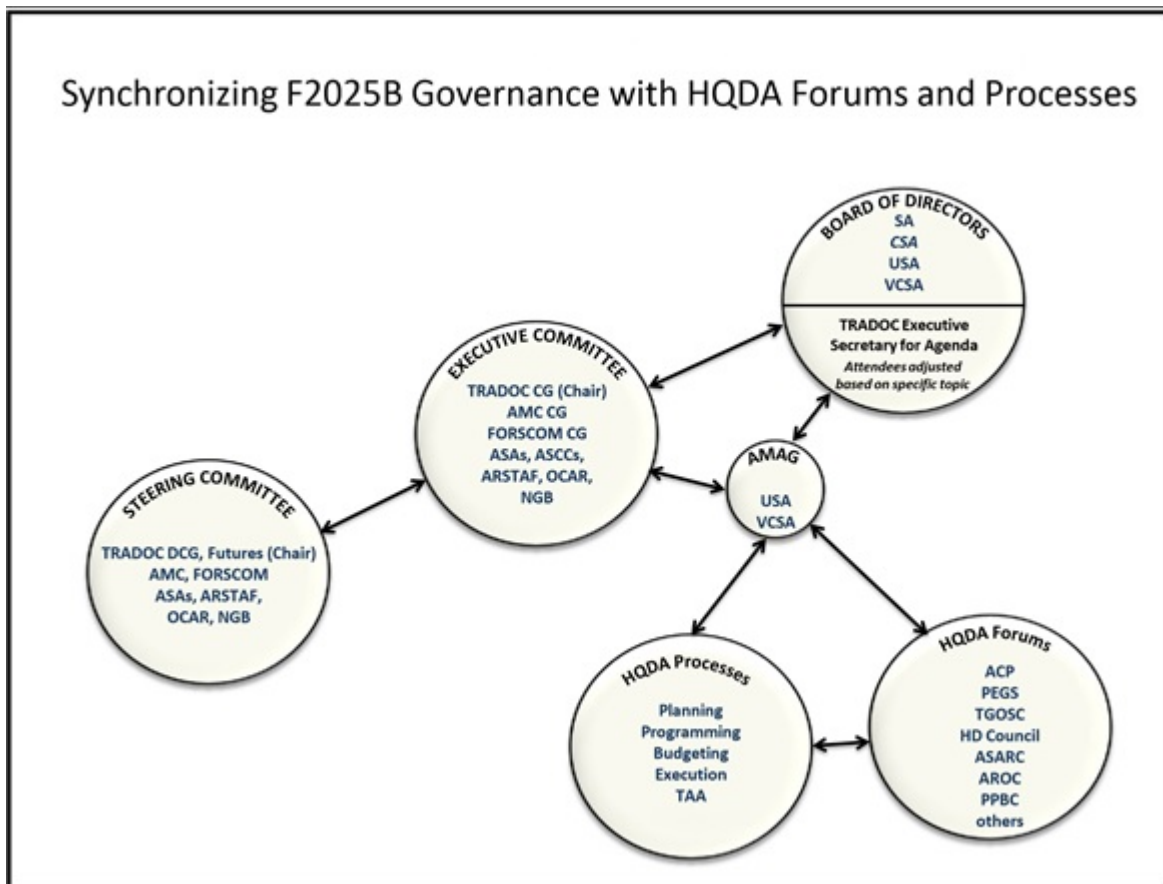


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2 Who are the Key HQDA Stakeholders and What are Their Statutory or Regulatory Roles as They Relate to the future force development?

HQDA (the Army Secretariat and Army Staff (ARSTAF)) plays a key role in the success of future force initiatives because of the Title 10 responsibilities of the Secretary of the Army (SecArmy). General Order 2012-01 “Assignment of Functions and Responsibilities within Headquarters Department of the Army”, dated 11 June 2012, outlines the full responsibilities of all HQDA elements. The HQDA governance also underwent changes to incorporate a Future Force Governance structure that includes a Steering Committee, Executive Committee and Board of Directors. These governance bodies assist the Army leadership (SecArmy, Chief of Staff of the Army (CSA), Under Secretary of the Army (USA) and Vice Chief of Staff of the Army (VCSA)) in coordinating and executing future force initiatives and complement existing forums and governance bodies that are a part of HQDA management processes. The Army Management Action Group (AMAG) chaired by the USA and VCSA provides oversight.

Exhibit 8. Governance Structure



Following are the primary responsibilities of both the key Secretariat and ARSTAF elements.

2.1 Secretariat

2.1.1 Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) As principal adviser to the SecArmy for manpower, human capital management, training, leader development, readiness and Reserve Affairs, the ASA (M&RA):

- Sets the strategic direction for Army policies, plans and programs for personnel, force structure, manpower management, training, military and civilian personnel readiness.
- Establishes strategic direction for aspects of the PPBE process within the ASA (M&RA)'s assigned functions and responsibilities, including training, leader development, readiness, force structure, manning and associated resource allocations and policies.
- Co-chairs the Organizing, Manning and Training Program Evaluation Groups.
- Supervises the development and implementation of Army human resource policies, plans and programs and exercises the human resource authorities of the SecArmy, including for strategic management of human capital, military and civilian, across all Army Components.

2.1.2 Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA (ALT)) As principal adviser to the SecArmy on all matters relating to acquisition, logistics and technology, the ASA (ALT):

- Serves as the Army Acquisition Executive, Senior Procurement Executive and Senior Official responsible for the management of acquisition of contract services, Science Adviser to the SecArmy and senior research and development official for HQDA.
- Sets the strategic direction for and ensures that HQDA policies, plans and programs related to acquisition, logistics, technology, procurement, and the industrial base are synchronized.
- Establishes the strategic direction for aspects of the PPBE process including acquisition, logistics, technology, procurement and associated resource allocation decisions and policies.
- Co-chairs the Equipping and Sustaining Program Evaluation Groups.
- Exercises sole authority for providing material solutions to equipment modernization requirements.
- Develops and executes the Army's acquisition function and the acquisition management system, including Army acquisition programs and Army acquisition policy, and chairing the Army Systems Acquisition Review Council and Configuration Steering Board.
- Supervises the research and development function for the Army and directs the Army Science Board.

2.1.3 Assistant Secretary of the Army (Financial Management and Comptroller) (ASA (F&MC)) As principal adviser to the SecArmy on financial management, the ASA (FM&C):

- Exercises the comptroller function, including the financial management functions and operations, for HQDA through the Director, Army Budget Office (DAB) and ensures that

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headquarters financial management systems are in compliance with statutory and regulatory requirements.

- Manages the PPBE process and supporting groups and boards that assist in the process.
- Supervises and directs the development, submission, defense and execution of the Army budget, including resources for contingency operations and related appropriations; the associated automated systems that support PPBE; analytical reviews of the Army budget; and the development and coordination of cost and budget plans and reports.
- Supervises and directs the preparation of budget estimates for HQDA and otherwise carrying out statutory budget responsibilities.
- Liaises between HQDA and Congress for appropriations, except for Civil Works issues, and fulfills all necessary related functions.

2.1.4 Assistant Secretary of the Army (Installations, Energy and Environment) (ASA (IE&E)) As principal adviser to the SecArmy on matters related to Army installations, energy security, the Army's impact on the environment, safety and occupational health, the ASA (IE&E):

- Provides strategic guidance and supervision for policies, plans and programs for facilities investments, military construction, energy security, operational energy, water security, contingency bases and environmental initiatives executed by the Army.
- Establishes strategic direction for aspects of the PPBE process including facilities investment, military construction, installations, Army real estate, energy security, operational energy, and the environment.
- Co-chairs the Installation Program Evaluation Group.

2.1.5 Chief Information Officer (CIO)/Deputy Chief of Staff, G-6 As principal advisor to the SecArmy and CSA on all information management, information technology, and communications issues and their impact on warfighting capabilities, including ensuring network support to current and future force capabilities, the CIO:

- Advises on information and signal operations, force structure, equipping and employment of signal forces; assesses the effects on the warfighter of information management (IM)-related strategy, policies, plans, services and programs; and advocates for and monitors the implementation of IM requirements on behalf of the warfighter.
- Develops and executes the Army network strategy and architecture and monitors implementation of the Army global enterprise network.
- Formulates and defends resources necessary to provide command, control, communications, computers and information technology (IT) capabilities to the warfighter; translates IM, IT and information requirements for warfighters into dollars; and provides necessary technical/operational perspective.

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2.2 Army Staff (ARSTAF)

2.2.1 Deputy Chief of Staff, G-1 (DCS, G-1) As principal military adviser to the ASA (M&RA) for manpower, human capital management, human resources and personnel readiness, the DCS, G-1:

- Develops policies and concept plans that provide guidance for human resource support to the Total Army through integration and synchronization across the human resource life cycle for both the military and civilian workforce and executing, or supervising the execution of, related programs.
- Co-chairs the Manning Program Evaluation Group.
- Develops, defends, evaluates and directs the execution of personnel legislation, policy, programs and budgets.
- Supervises the formulation and integration of officer accession and enlisted recruiting policy.

2.2.2 Deputy Chief of Staff, G-2 (DCS, G-2) As principal military adviser to the SecArmy and CSA on Army intelligence activities, the DCS, G-2:

- Develops intelligence policy on the training, readiness, force structure, manning and resources necessary to conduct intelligence activities and provide intelligence support to DOD.
- Serves as the ARSTAF lead for intelligence, surveillance and reconnaissance integration issues, including plans, policies and architectures.

2.2.3 Deputy Chief of Staff, G-3/5/7 (DCS, G-3/5/7) As principal military adviser to the SecArmy and CSA on DA operations, strategy, planning, prioritization of capabilities, training, leader development training and education policy, readiness, mobilization, and force management, the DCS, G-3/5/7:

- Monitors and reports on current operations to the SecArmy and CSA.
- Develops and maintains the Army Strategic Plan (ASP), Army Planning Guidance (APG) and the Army Campaign Plan (ACP) as part of The Army Plan (TAP).
- Serves as Co-chair for the Organizing and Training Program Evaluation Groups
- Supervises Army readiness reporting and reporting on the Army's readiness status for prioritization and resourcing decisions.
- Develops and implements policies for managing, structuring, documenting and accounting for the Total Army and for related force management policies, processes and procedures.
- Develops policies and strategies for Army learning, training, training development and military and civilian leader education and development programs and initiatives.
- Validates, approves and prioritizes capabilities to ensure the applicability of the Total Army to the national strategy and ensures that current and future Army strategy, planning guidance, operations and policy are incorporated in force development requirements.

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2.2.4 Deputy Chief of Staff, G-4 (DCS, G-4) As principal military adviser to the ASA (ALT) for logistics and principal ARSTAF adviser to the CSA on logistics, the DCS, G-4:

- Develops and executes Army strategy, policy, plans and programs for logistics and sustainment.
- Serves as Co-chair for the Sustaining and Installations Program Evaluation Groups.
- Collaborates on logistics operations in support of security cooperation and represents the Army on coalition sustainment standardization actions.
- Maintains current logistics operations, contingency plans and resource programs that support Army-wide logistics operations.
- Advises on and monitors the Army's materiel readiness to determine Army-wide readiness trends.
- Ensures that supportability requirements are incorporated into acquisition and fielding requirements for new systems.

2.2.5 Deputy Chief of Staff, G-8 (DCS, G-8) As principal military adviser to the ASA (FM&C) for program development and justification, and the principal ARSTAF adviser to the CSA on all materiel requirements, integration, science and technology initiatives and programming of Army and joint materiel capabilities, the DCS, G-8:

- Develops and defends the Army Program Objective Memorandum (POM) including managing the programming phase of PPBE to facilitate the development and defense of the Army POM and the Future Years Defense Program (FYDP), developing and maintaining the Army's authoritative resource position database and ensuring the coordination of the PPBE programming and budgeting phases and the effective transition to an Army budget estimate.
- Assesses and ensures the integration of Army capabilities across mission and functional areas.
- Integrates activities for and serves as Co-chair of the Equipping Program Evaluation Group (PEG).
- Serves as the focal point for prioritizing Army capabilities, programs and activities and serves as the JCIDS Army Gatekeeper.
- Develops the Army Program Guidance Memorandum (APGM), Section IV of TAP.
- Provides an independent assessment of the Army Program.
- Manages the Center for Army Analysis and other HQDA studies and provide analytic support to HQDA.
- Develops plans, in coordination with the ASA (ALT), for equipping the future Army through programming, materiel integration and studies.
- Coordinates Army input and participation in joint requirements matters considered by DoD bodies.
- Manages the Army's participation in the Quadrennial Defense Review.

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2.2.6 Assistant Chief of Staff for Installation Management (ACSIM) As principal military adviser to the ASA (IE&E) for installation management, military facilities investment requirements and strategy, installation environmental management and stewardship, and sustainability, the ACSIM:

- Supports military facilities investment requirements and strategy, housing, installation environmental management and stewardship, privatization and energy security and sustainability issues.
- Develops and executes Army strategy, policy, plans and programs; ensures the execution of policies, plans and programs consistent with law, regulation and policy by other DA officials and organizations; and reviews and assesses the execution of Army policies, plans and programs.
- Supervises and coordinates the development, implementation and evaluation of policies, plans and strategies for military facilities' investment requirements, privatization, installation, environmental, water management and energy security and sustainability programs.

2.2.7 Chief, Army Reserve (CAR) As the principal adviser to the SecArmy and CSA on matters relating to the U.S. Army Reserve, the CAR:

- Plans, justifies and executes the USAR personnel, operations and maintenance and construction budgets; serves as the director and functional manager for appropriations made for those budgets; and coordinates with the ASA (M&RA) to ensure consistency with DA policy and Total Army interests.
- Participates with other HQDA elements in the formulation, development and coordination of DA programs, policies, principles, concepts and plans.
- Prescribes training requirements, in accordance with approved Army programs and policies, and discipline for the USAR; allocating adequate funds for training; and ensuring units and members of the USAR are trained.
- Facilitates and coordinates with other Principal Officials of HQDA, including the ASA (M&RA); DCS, G-1; and DCS, G-3/5/7 on the development of departmental policies and programs force.

2.3 Chief, National Guard Bureau (Chief, NGB) As the principal adviser to the SecArmy and CSA on matters relating to the National Guard and the Army National Guard (ARNG) of the United States, the Chief, NGB:

- Is under the authority, direction, and control of the Secretary of Defense. The Secretary normally exercises authority, direction, and control through the Secretaries of the Army and the Air Force for matters pertaining to their responsibilities in law or DoD policy.
- Implements DoD, Department of the Army, and Department of the Air Force guidance on the structure, strength authorizations, and other resources of the Army National Guard of the United States and the Air National Guard of the United States.
- Is approval authority for Army National Guard stationing.
- Issues the Troop Structure Program to the Adjutants General of the states.

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- Reviews, monitors, and provides input to the requirements and authorizations development process.
- Recommends specific types of units to be activated, inactivated, or converted in the ARNG in accordance with policy from the ASA (M&RA).

3 What are the Primary Army Processes and Planning Documents used to Execute DOTMLPF-P Solutions Generated within the Army Warfighting Challenges Framework?

The Army Plan (TAP) is composed of five separate documents; each successively building upon the other while simultaneously serving to guide the Army's strategy and budget development.

3.1 The Army Plan (TAP)

The Army Plan (TAP^{iv}) serves as the critical linkage between National Security Strategy and the Army's plans and resources. Future capability requirements will not only influence the Army's strategy but also future resource requirements (see Exhibit 9). The specific sections of TAP are outlined below.

Exhibit 9. Aligning Strategy, Capabilities and Resources



3.1.1 The Army Plan Section I - The Army Vision (AV).

Recent revisions to the former four-part TAP^v partitioned the Army Strategic Planning Guidance into two separate sections. The AV is primarily focused on joint guidance and will be published as

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required May 2017 by the Office of the SecArmy and CSA. Since future concepts and capabilities are key ingredients of the AV, TRADOC must participate in developing this key strategic document. Inputs to the AV should be coordinated through DCS, G-3/5/7 (DAMO-ZT).

3.1.2 The Army Plan Section II - Army Strategic Plan (ASP).

The Army Strategic Plan (ASP) articulates a strategy directing how the Army will fulfill Title 10 responsibilities and additional statutory requirements. The ASP re-emphasizes the Army's "ends" and defines and describes the strategic goals and objectives of senior leaders. The ASP provides a strategic assessment of the operational environment, explicitly articulates key assumptions in strategy formulation, and identifies key areas of risk. The ASP outlines the institutional strategy of the Army over a ten-year horizon, serving as a unifying document for all other Army strategic documents and plans (e.g., Army Modernization Strategy, Army Facility Strategy, etc.). The ASP directs planning and programming across multiple FYDPs, including Total Army Analysis (TAA), and guides changes to DOTMLPF-P. The ASP serves as the key linkage between strategy and budget and informs the Army's annual PPBE process.

TRADOC has the opportunity to participate in the ASP development during the four-month development cycle (December–March). The DCS, G-3/5/7 serves as the lead for the ASP, and coordinates with relevant HQDA Principal Officials, Army Commands (ACOMs), ASCCs, and DRUs. The ASP is published not later than 120 days following the release of the Defense Strategy Report as established in the 2017 NDAA and reviewed every two years. The primary inputs to the ASP will likely come from the Army Operating Concept and existing Future Force documents.

3.1.3 The Army Plan Section III - Army Planning Guidance (APG).

The APG initiates the annual PPBE process by identifying and providing guidance for key planning issues that require resolution or additional guidance before the Program Objective Memorandum (POM) build is complete for use in section IV of TAP. The APG identifies each issue, provides a detailed description and applicable senior leader guidance, along with identifying a responsible body for adjudication of that issue (e.g., AMAG, PPBC, AROC, etc.). The APG time horizon addresses near, mid, and far term planning issues that apply to a specific budget year, later in the FYDP, or endure throughout.

The SecArmy and CSA use the APG to provide guidance to the Program Evaluation Groups (PEGS), Army Commands (ACOMs), and Direct Reporting Units (DRUs). HQDA G-3/5/7 serves as the APG proponent and works with the other Planning, Program, and Budget Committee (PPBC) co-chairs (DCS, G-8 (PAE) and ASA (FM&C) (Director, Army Budget Office)). The APG is published not later than July 4th, each year. Further updates and FRAGOs to the APG may be published as refinements are required. Coordinate inputs with DAMO-ZT/SS.

3.1.4 The Army Plan Section IV - Army Programming Guidance Memorandum (APGM).

The Army Program Guidance Memorandum (APGM) codifies decisions made throughout the planning process to resolve each of the issues identified in the APG. The APGM signals the end

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of the Army's planning phase and beginning of the Army's programming phase for the annual PPBE process and provides specific programming guidance that informs the POM build.

The APGM begins the programming phase for the PPBE process and is used to inform the POM build. Similar to section III of TAP, the PPBC co-chairs lead the effort with the Director, PA&E (DCS, G-8) serving as the proponent. The key event that drives this phase is the POM Off-Site that is held in early January. The APGM is published annually following this event, but NLT mid-January; and is currently in development for POM 19-23. G-8 PA&E proponent coordinates with other co-chairs/members of PPBC. TRADOC provides inputs to the APGM by participating in the APG development and through liaison with the other PPBC members.

3.1.5 The Army Plan Section V - Army Campaign Plan (ACP).

The Army Campaign Plan (ACP) establishes and monitors annual priorities and initiatives from the SecArmy and CSA that require measurable end states or decisions in the year of execution, and have a time horizon of a single Fiscal Year. Assessments are chaired by SecArmy and CSA semi-annually (2 & 4QTR) with reviews co-chaired by USA and VCSA 90 days prior. The ACP is currently in development for ACP18.

3.2 Army Fiscal Year 2017 Budget Objectives and Critical Programs.

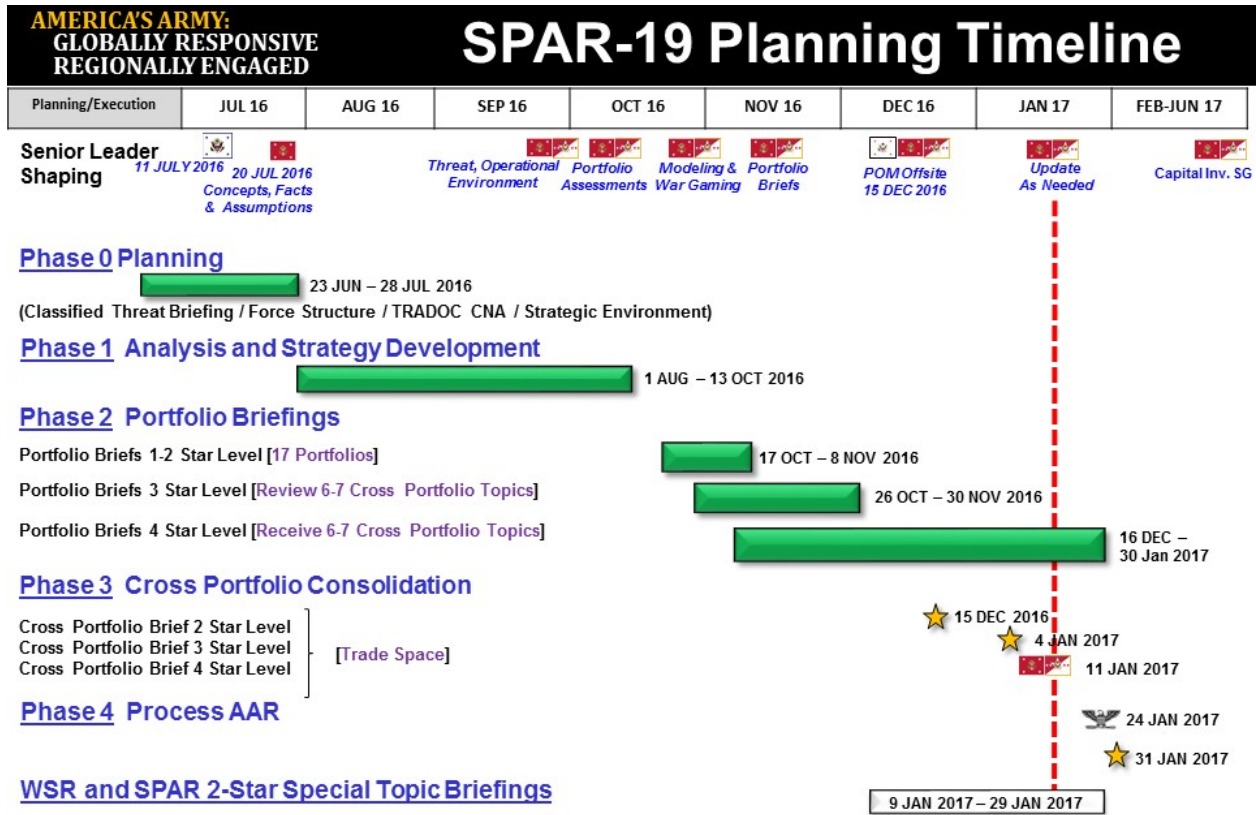
Over the past several years, the Army has absorbed significant budgetary reductions in the midst of conducting operations overseas and rebalancing the force to the wider array of missions called for in the 2012 Defense Strategy Guidance. Overall, Research, Development and Acquisition (RDA) funding was reduced and the long-term effect will be additional stress on current fleets, reduced replacement of war-worn equipment, challenges sustaining the industrial base, and a widening gap in modernization of equipment.

The Army focuses on effectively using constrained resources for near-term requirements and tailoring long-term investments to provide the right capabilities for Soldiers in the future. This approach calls for carefully planned investment strategies across all Army equipment portfolios. The Army has established overarching equipment budget priorities and objectives to help guide investment strategies, as described below.

3.2.1 Strategic Portfolio Analysis Review (SPAR)

Senior Leaders use products from multiple sources within Strategic Portfolio Analysis Reviews (SPAR) to make decisions and inform the POM. The SPAR process replaces both the Capability Portfolio Review (CPR) and Long Range Investment Analysis (LIRA). SPAR optimizes the organization, processes and workload in support of Army Force Development Systems (JCIDS/PPBE/DAS) and improves Army Senior Leader opportunities to influence outcomes. Improving output optimizes the product for the senior leaders while reducing the workload.

Exhibit 10. SPAR-19 Planning Timeline (Source. HQDA G8 FDR)



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as of 12 Sep 2016

1

Key Elements:

- G-8 FD leads execution of SPAR.
- Portfolio presentations to the 2-star level, 3-star level, and CSA/VCSA level.
- One hour session for each portfolio
- Cross-portfolio required capabilities presented to Senior Leaders at the POM Offsite.
- One hour cross-portfolio presentation to senior leaders

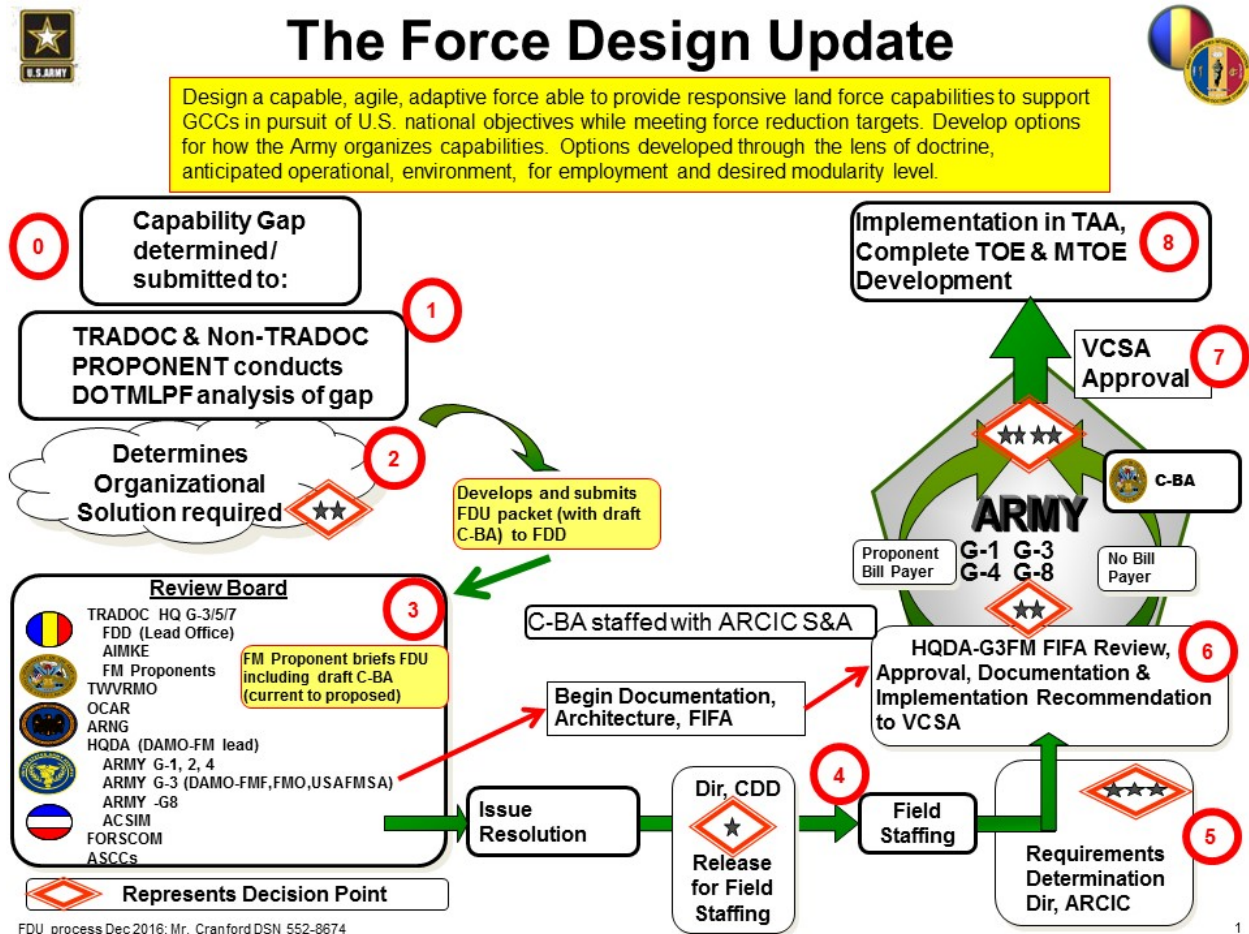
3.3 Force Development and Management

3.3.1 Force Design Update (FDU)

The FDU process (Exhibit 11) develops consensus within the Army on new organizations and changes to existing organizations. On a semiannual basis, the process addresses organizational solutions to desired capabilities and improvements based on proposed DOTMLPF-P solutions generated as part of the Army Warfighting Challenges framework.

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Exhibit 11. Force Design Update Process (source: FDD, ARCIC)



- Step 0: (Capability shortfall/gap) Field units, Army Service Component Commands (ASCC), Army Commands (ACOM), and many others identify requirement short falls affecting their organizations. These capability gaps get forwarded to the responsible COE or Non-TRADOC proponent.

- Step 1: (DOTMLPF Analysis) COEs and Non-TRADOC proponents conduct a DOTMLPF analysis of the capability shortfall/gap to determine solutions. If proponent determines an organization solution is required to address a capability gap, it proceeds to the Organizational Solution Decision.

- Step 2: (Organizational Solution Decision) Commanders, COEs and Non-TRADOC proponents determine organizational design change is the best solution. TRADOC along with the Centers of Excellence (COEs) are the primary builders of FDUs that are sent to HQDA for approval and implementation decisions. HQDA conducts a Force Integration Functional Analysis (FIFA) to review force structure issues and the recommended changes. Submits FDU packet to ARCIC FDD via Transmittal Memo.

- Step 3: (Review Board) ARCIC FDD reviews the FDU packet for completeness and schedules the issue for presentation at a review board consisting of TRADOC, FORSCOM, HQDA, COEs, and Non-TRADOC proponents. The Review Board evaluates the FDU packet and raises any concerns with the proposal and makes a recommendation to accept or reject the packet as a FDU issue.

- Step 4 (Field Staffing): Once accepted as an FDU issue, FDD prepares the issue for Army-wide staffing. FDD forwards it to ARCIC for staffing release. Once released for field staffing, FDD posts the entire packet on its website along with the field staffing brief and notifies the field that the issue is released for field staffing. That list includes over 180 organizations around the world. HQDA begins its initial Force Integration Functional Area (FIFA) analysis and draft documentation during the field staffing phase.

- Step 5 (Requirements Determination): FDD works to resolve all non-concurs and comments received during field staffing and then prepares the issue for a decision brief by the Dir, ARCIC. FDD prepares a statement of non-concurrence for any unresolved non-concurs resulting from field staffing. FDD presents a requirements determination decision brief to the Dir, ARCIC that includes resource implications (personnel and equipment) and a recommendation on the issue. The Dir, ARCIC may determine new requirements for forwarding to HQDA for approval and implementation, ask for additional information, and/or reject the issue.

- Step 6 (HQDA analysis): FDD forwards issues determined as new requirements to HQDA G3/5/7 for approval as part of the next FDU. During the FIFA, the ARSTAF analyzes the force to assess affordability, supportability, and sustainability within the limits of personnel and budgetary constraints. The FIFA can result in one of three recommendations:

1. HQDA can decide to implement the change and find resources
2. or HQDA can return the FDU to the ARCIC for further analysis
3. or prioritize the issue for resourcing in the next Total Army Analysis (TAA)

HQDA G3/5/7 conducts a formal FIFA analysis and prepares the issue for the Dir, G-37 FM's recommendation to the G3 and VCSA.

- Step 7 (Approval): The Dir, FM forwards the FDU through the G3 to the VCSA with a recommendation and implementation strategy. The VCSA can approve, provide additional guidance, and/or reject the FDU and return it to TRADOC.

- Step 8 (implementation): Once approved by the VCSA, HQDA G3/5/7 publishes Tables of Organization and Equipment (TO&E) and Modified Tables of Organizations and Equipment (MTOE) and resources through the Total Army Analysis (TAA) process.

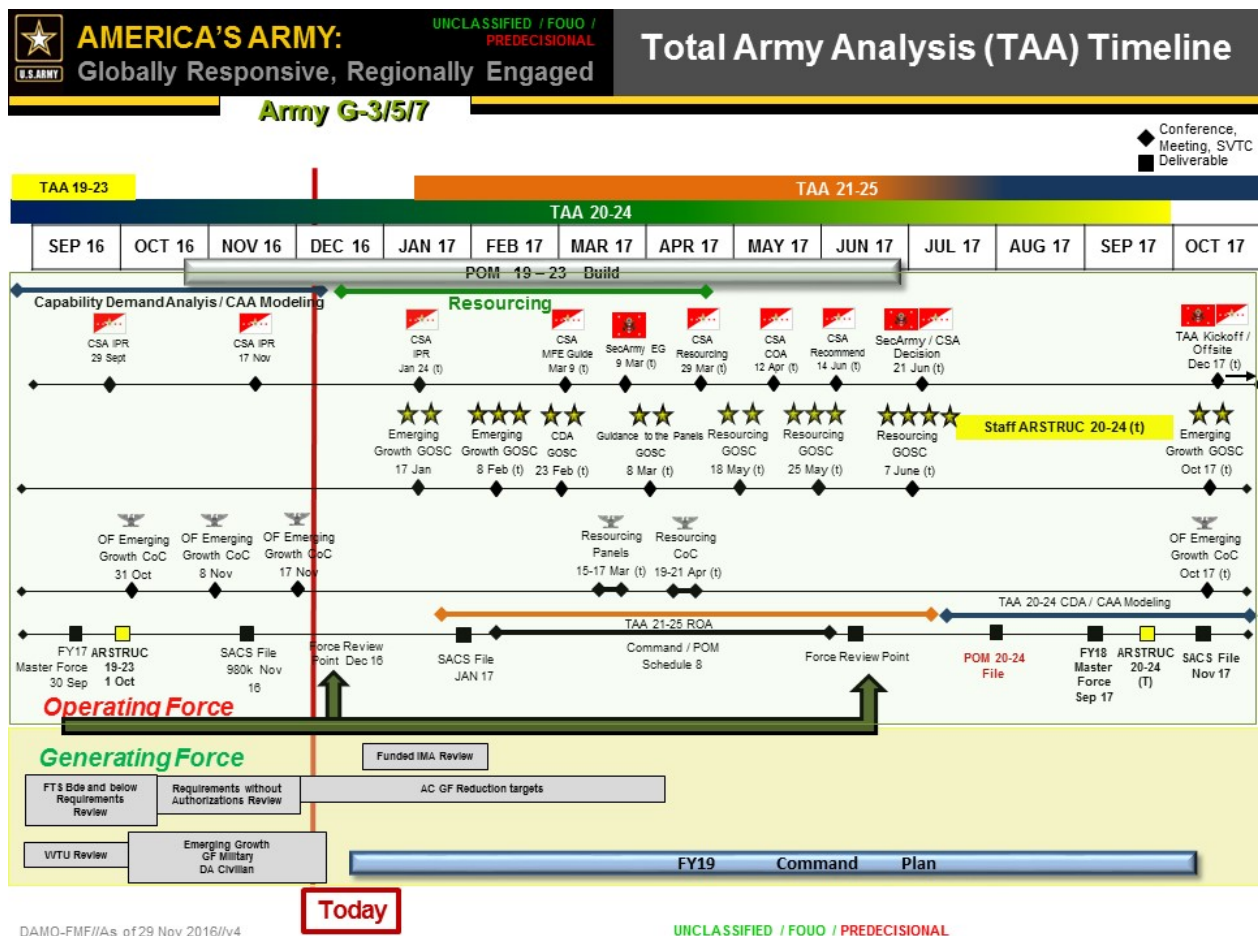
While FDUs are submitted on a semi-annual basis, any changes that will impact the current TAA must be submitted during the Capability Demand Analysis Phase of the TAA cycle (discussed below) but not later than mid-October.

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3.4 Total Army Analysis (TAA)

The TAA is the means to transition force structure from the planning phase to the programming phase within the Army’s PPBE process, assisting in determining, verifying and justifying Army capability demands, while assessing force capabilities. HQDA, G-37 FM manages the two-phased process (Capability Demand Analysis and Resourcing) that builds the Army’s Program Objective Memorandum (POM) force within fiscal constraints. Timelines for TAA 19-23/20-24/21-25 are depicted in Exhibit 12 below. TRADOC influences this process through submissions of FDUs that provide solutions as part of Table of Organization and Equipment (TOE) and Modified Table of Organization and Equipment (MTOE) updates and modeling input (Rules of Allocation, Planning Data, etc.) to support the Capability Demand Analysis phase. The approved updates to the Army’s force structure are documented in the annual Command Plan process.

Exhibit 12. Total Army Analysis End to End Process (source: DAMO-FMF)



DAMO-FMF//As of 29 Nov 2016//v4

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The two-phased process consists of numerous working sessions, CoCs, and GOSCs that culminate with IPRs to the SecArmy and CSA and a briefing to the Army Management Action Group. TRADOC can best influence the process during the Capabilities Demand Analysis phase by ensuring that the force is doctrinally employed (Rules of Allocation, Planning Data) and that all

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FDUs are submitted in priority order well in advance of the October FDU submission deadline so the FDU will have had the opportunity to complete the FIFA review.

3.5 Army Training Management Process

3.5.1 Training General Officer Steering Committee (TGOSC)

The HQDA DCS, G-3/5/7 manages Army training primarily through the Training General Officer Steering Committee (TGOSC). The TGOSC consists of quarterly meetings that enable the G-37 TR Directorate to develop strategic training documents and incorporate emerging training requirements into the POM process. Exhibit 13 depicts the TGOSC battle rhythm that includes two live and two virtual sessions. The general planning window for the Spring TGOSC cycle is the period covered by the upcoming funding letter and budget submission under the PPBE.

Exhibit 13. Training GOSC Battle Rhythm (source. DAMO-TR)

Training General Officer Steering Committee (TGOSC)				
METHOD	LIVE	VIRTUAL	LIVE	VIRTUAL
	<u>TGOSC 1 (Fall)</u> T1: Provide comprehensive guidance to the TT PEG P1: To shape the POM build to maximize training balance and readiness T2: Incorporate input from key stakeholders P2: To provide stakeholders opportunity to prioritize their requirements	<u>TGOSC 2 (Winter)</u> T: Provide the adjusted POM Plan (i.e. reflect POM Offsite guidance) P: Review & Approve PEG balance and risk	<u>TGOSC 3 (Spring)</u> T1: Review Mid-Year Review (MYR) for current FY P1: Identify & prioritize MYR UFRs T2: Shape new initiatives for the future decision (Next POM) P2: Examine & assess initiatives	<u>TGOSC 4 (Summer)</u> T1: Assess Next FY Budget for balance and risk P1: Gain understanding of immediate risk and resource challenges T2: Assess upcoming BES (1 st Year of preceding POM) P2: Gain understanding of upcoming risk and resource challenges T3: Confirm New Initiatives P3: For inclusion in TTPEG guidance
Inputs	SRTRA, NSTD, SPAR, SMDR, Execution Assessment, By Exception Directed Requirements, ATLDC Task Status	PEG Guidance Adjustment, CNA Concerns, APLDF Emerging Issues	New Initiatives or Policies for future DPs, TGM, TT PEG Out-brief, X-PEG Analysis	Next FY Review, BES Overview, APLDF Resource Inputs, New Initiative Decision Briefs, AOC

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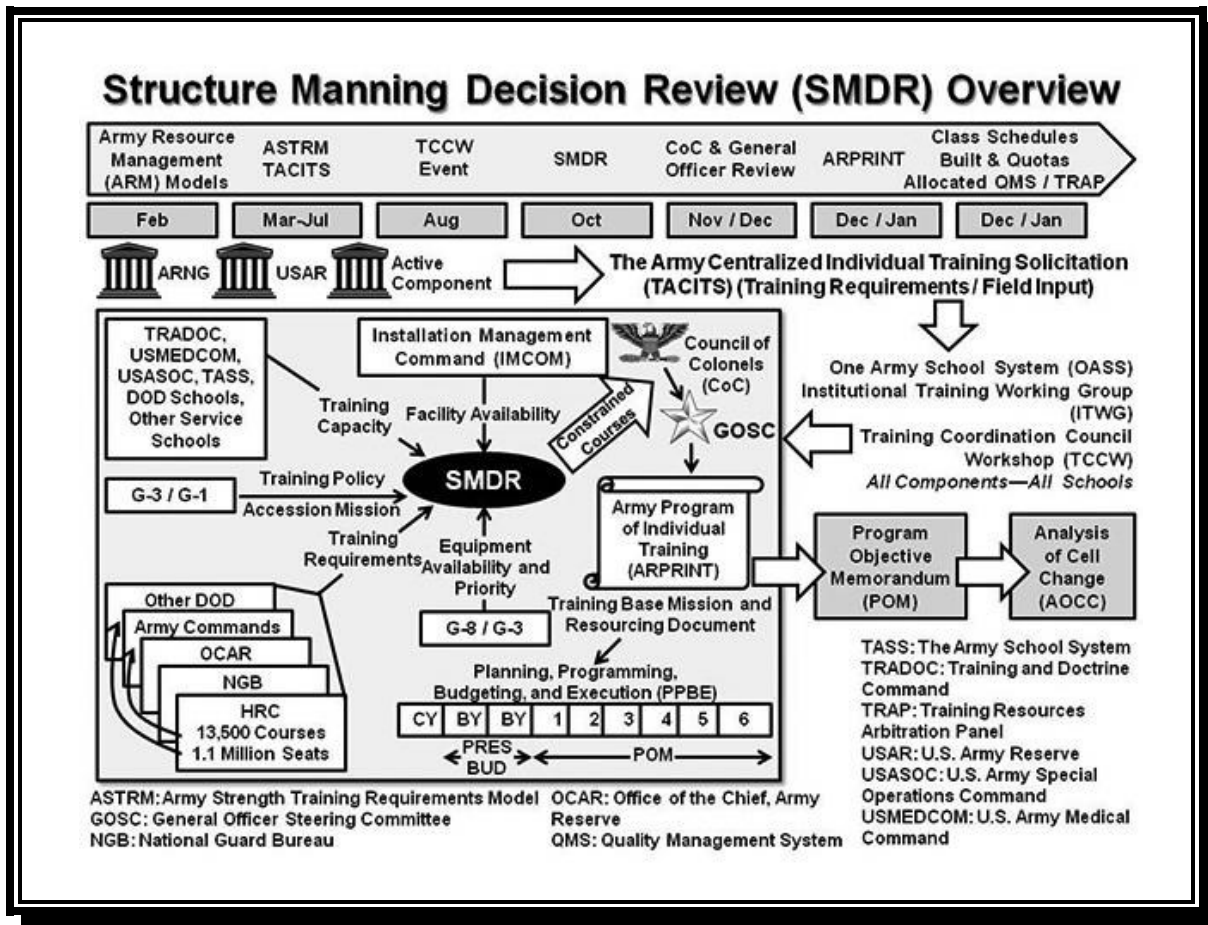
				Review, COP Assessment, ATLDC Task Review
Output	Balanced TT PEG Assessment & Prioritization, CTC Huddle Agenda	Adjusted POM Plan (Balance/ Preview the CNAs), TGM Shaping Guidance	Mid-Year Review Way Ahead and Prioritization ATLDC Agenda	Decision on New Initiatives/Policy Changes
Planning	APG, APM	ACP	TGM	ASP
Programming	X (Build)	X (Adjust)	X (Lock)	X (Assess)
Budgeting				X (Adjust)
Execution	X (Assess)		X (Mid Year)	X (Assess)

The general planning window for the Fall TGOSC cycle is the period covered by the upcoming POM build under the PPBE.^{vi} Colonel/GS-15 level meetings also occur throughout the year hosted by Division Chiefs responsible for various training programs.

The TGOSC is supported by several Councils of Colonels (COC) and groups including the Institutional Training/Distributed Learning COC, Home Station/Deployed Training COC, Combat Training Centers COC, the Training Support Working Group (TSWG), Joint, interagency, intergovernmental, and the multinational (JIIM) Training WG.^{vii} The TGOSC is the optimal means to influence and shape training resource decisions, strategy and policy. TRADOC G3/5/7 and the Combined Arms Center maintain a daily working relationship with G-3/5/7 (DAMO-TRZ) to synchronize efforts.

3.5.2 Structure and Manning Decision Review (SMDR)

Exhibit 14. SMDR Process (source: AR 350-1)



The Army G-1 (DAPE-MPT) and Army G-3/5/7 (DAMO-TRI) co-chair the annual SMDR (Exhibit 3) that validates Army training requirements and incorporates the requirements into an affordable, acceptable, and executable training program. The SMDR occurs annually during September/October. Training requirements are initially established for the third POM year, validated for the second POM year (the primary focus of the SMDR), and fine-tuned for the first POM year.

The outcome of the SMDR results in publishing the Army Program for Individual Training (ARPRINT) that is then used as an input to the POM process via the TT PEG. TRADOC Centers of Excellence and other functional trainers are active participants in the SMDR. Any Future Force solutions should be incorporated into training requirements during the summer reviews in preparation for the actual SMDR that starts in the September/October timeframe.

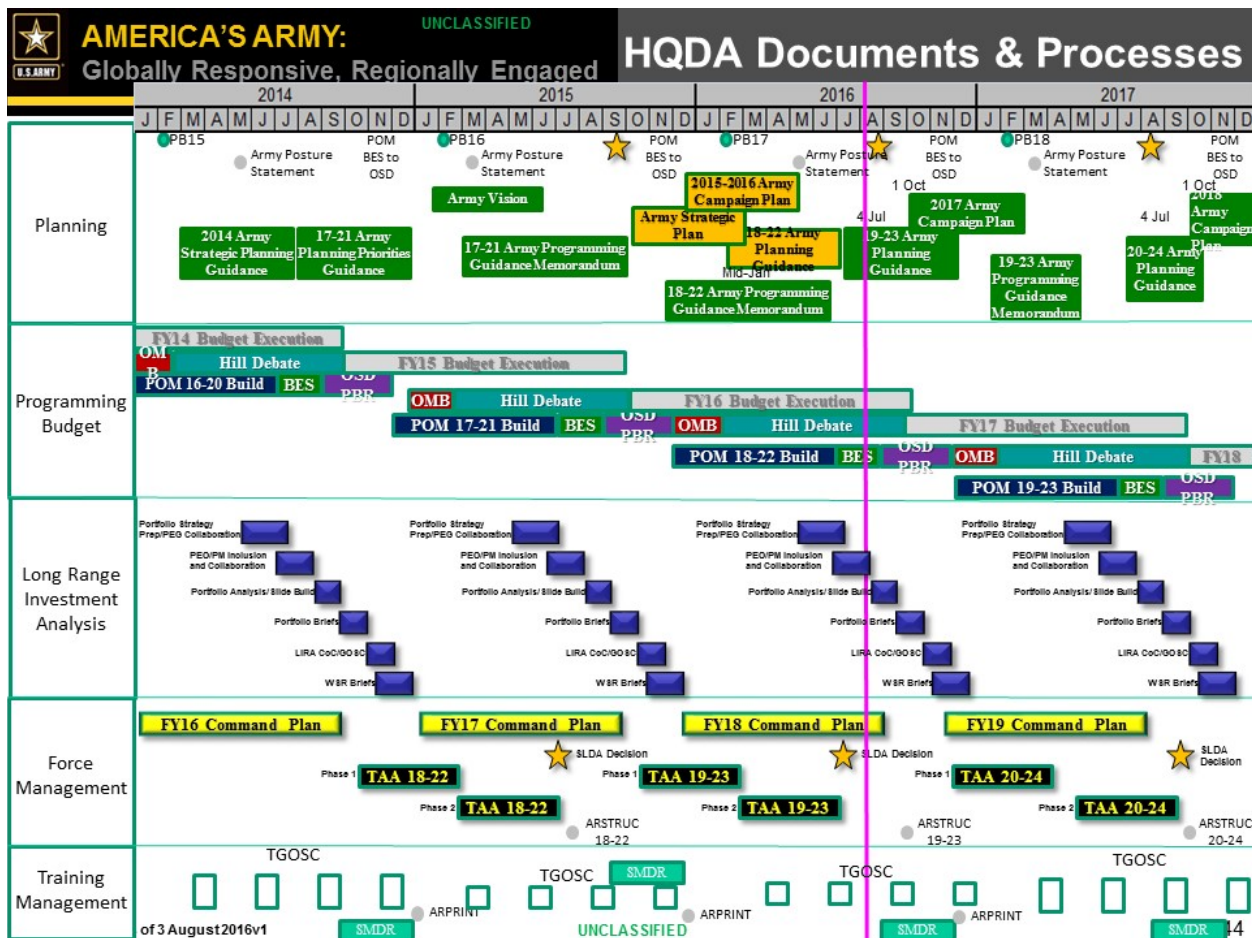
3.5.3 Training Resources Arbitration Panel (TRAP).

The Training Resources Arbitration Panel (TRAP) addresses near-term resource requirements in the year of execution. This is important since any proposed “quick win” solutions that might affect individual training requirements may be addressed in the TRAP. The TRAP manages and implements budget and execution year training program adjustments to those programs developed during the SMDR process, and identifies and resources the associated personnel, equipment, facility and funding. The results of the TRAP directly affect manning and distribution of the forces, MOS readiness, and end strength levels through the availability of the correct quantity of training in the correct MOS/AOC for specific agencies or commands. TRADOC and other training ACOMs actively participate in the TRAP process. ARCIC can stay abreast of the inputs by coordinating with TRADOC G-7 and DCS, G-3/5/7 (DAMO-TRI).

3.6 Overarching Process Schedule

The overarching schedule (Exhibit 15) depicts the major processes identified in this pamphlet. The slide complements the multi-year Future Force Synchronization calendar.

Exhibit 15. HQDA Processes (Source: G-3/5/7 AFMS)



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4 HQDA Forums to Shape-Inform-Influence Outcomes

The following forums are key enablers and go beyond the activities that occur during the Army Campaign Plan Council of Colonels, SE#5 F2025B OPT, and the F20025B Working Group. The forums are groups into three categories: Planning and Programming; Materiel Related; and Requirements Related.

Exhibit 16. Planning and Programming Forums

Forum	Purpose	Chair(s)	Why?	Frequency
Budget Requirements & Programs CoC / BRP 2-Star / BRP 3-Star	Adjudicate near term resourcing requirements	G-8 PAE, ASA (FM&C) DAB DCS G-3/5/7	Near-term and quick win requirements will be resourced in this forum	Weekly
Planning Program Budget Committee (PPBC)	Execution year issues	G-8 PAE ASA (FM&C) DAB DCS G-3/5/7	Near-term and quick win requirements will be resourced in this forum	As required
SPAR (Strategic Portfolio Analysis Review)	HQDA Level revalidation of portfolio decisions to ensure programs are properly programmed and budgeted	G-8 FD	Provides actionable recommendations to the SecArmy to make decisions that establish the current Army FY POM priorities	HQDA-led periodic reviews starting in the Spring.
Manning (MM) PEG	Adjudicate POM related issues for final decision	ASA (M&RA) DCS G-1	Establishes MM PEG priorities and POM resourcing decisions	Periodic during POM Build process
Training (TT PEG)	Adjudicate POM related issues for final decision	ASA (M&RA) DCS G-3/5/7	Establishes TT PEG priorities and POM resourcing decisions	Periodic during POM Build process
Organizing (OO PEG)	Adjudicate POM related issues for final decision	ASA (M&RA) DCS G-3/5/7	Establishes OO PEG priorities and POM resourcing decisions	Periodic during POM Build process
Equipping (EE) PEG	Adjudicate POM related issues for final decision	ASA (ALT) DCS G-8	Establishes EE priorities and POM resourcing decisions	Periodic during POM Build process
Installations (II) PEG	Adjudicate POM related issues for final decision	ASA (IE&E) ACSIM	Establishes II PEG and priorities and POM resourcing decisions	Periodic during POM Build process

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Exhibit 17. Materiel Related Forums

Forum	Purpose	Chair (s)	Why?	Frequency
SPAR	Long range development and acquisition reviews	ASA (ALT) DCS G-8	Integrates POM related decisions from the EE, SS, TT and II Program Evaluation Groups	Periodic March – January
Army Systems Acquisition Review Council (ASARC)^{ix}	Review key programs during each formal milestone decision	ASA (ALT)	Reviews key Army Acquisition Category programs when the Major Decision Authority (MDA) is the DAE, DOD CIO or AAE	Convened at formal milestones to determine a program’s readiness to enter the next phase in the materiel acquisition cycle
Army Science and Technology (S&T) Working Group	Reviews Science and Technology projects on an annual basis	Deputy ASA (Research and Technology) DCS G-8	Future S&T investments are discussed in this WG.	As determined by Chairs
Army Resources Requirements Board (AR2B) CoC/AR2B	Near Term equipment resourcing issues	G-8 PAE ASA (FM&C) DAB DCS G-3/5/7	Focuses on quick-win equipping solutions that support contingency operations that could become enduring requirements	Bi-weekly
Configuration Steering Board (CSB)^x	Review of changes to all ACAT 1 or 1A acquisition programs and also programs in Full-Rate Production	ASA (ALT) Army Acquisition Executive (AAE)	Reviews potential significant deviations from the approved acquisition program baseline (APB) cost, schedule, or performance parameters	- De-scoping CSB meeting held annually - Trigger Event CSB held within 90 days of notification to CSB Secretary
Army overarching integrated product team (OIPT)^{xi}	- Determine issues to be resolved at a lower level forum (for example, a Working-Level Integrated Product Team (WIPT)). - Recommend a “paper” ASARC, issuing an Acquisition Decision Memorandum (ADM) without convening a formal ASARC	ASA (ALT) CIO/G-6	Determines which are critical issues that must be resolved at the CSB or ASARC levels	Prior to a CSB or ASARC

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Exhibit 18. Requirements Related Forums

Forum	Purpose	Chair (s)	Why?	Frequency
Army Requirements Oversight Council (AROC) and AROC Process Review Board (APRB)	Aligns Army requirements to JCIDS	VCSA DCS G-3/5/7 Dir, ARCIC	AROC validates all Army and Joint requirements that enter the JCIDS process. APRB serves as intermediate review board that adjudicates comments	As required
Total Army Analysis Council of Colonels (TAA COC) / TAA GOSC	Force Management programming	DCS G-3/5/7 (DAMO-FM)	Determines the Army’s POM Force	Ongoing during each phase
Organizational Requirements Document Board	Documentation of Army training, personnel and equipment requirements	DCS G-3/5/7 (DAMO-FM) DCS G-8 (DAPR-FDP)	Board approves resources for training, personnel, and equipment requirements that are included in Basis of Issue Plans (BOIP)	As required
Training GOSC (CoC and GOSC)	Addresses training issues related to strategy, policy and resourcing	ASA (M&RA) DCS G-3/5/7 (DAMO-TR)	Serves as the main process that determines training resourced requirements	Quarterly
Structure Manning Decision Review (SMDR) CoC / GOSC	Develops Individual Training Requirements	DCS G-3/5/7 (DAMO-TR) ASA (M&RA) DCS G-1	Results in the Army Individual Training Program (ARPRINT) that provides resources to COEs and functional training programs	Oct - Dec
Human Dimension Council	Human Dimension and Leader Development Initiatives	ASA (M&RA) TRADOC DCG-Futures TRADOC DCG-Combined Arms	One centralized forum that addresses HD and LD initiatives and potential quick wins	Quarterly

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5 TYING IT ALL TOGETHER - CONCLUSION AND RECOMMENDATIONS

- Recommend that the future force planners liaise with each of the key staff sections beyond routine interactions that occur as part of the Army Campaign Plan Council of Colonels. Planners should consider meeting face to face with each of the staff sections and request a full introductory briefing similar to those given to newly assigned action officers. TRADOC G-9 staff can help facilitate such interactions.
- Recommend key action officers attend the “How the Army Runs” (HTAR) course presented by the Army Force Management School at Fort Belvoir, VA. HTAR teaches the roles, missions, and functions of the seven interdependent and continuous processes within the Army Force Management Model (e.g., strategy, joint capabilities integration and development system, defense acquisition system, structure, authorizations, personnel, and equipment), and the nine Force Integration Functional Areas (e.g., structuring, manning, equipping, training, sustaining, funding, deploying, stationing, and readiness), and the requirements and acquisition processes.
- Recommend planners and action officers participate in post POM and TAA reviews with the Director, PAE and the Force Management Directorate division chiefs and staff officers to help understand what happened during the two processes to determine if supported initiatives were resourced in concert with the intent and if not, why.

REFERENCES

AR 5-22

The Army Force Modernization Proponent System

AR 70-1

Army Acquisition Policy

AR 71-9

Warfighting Capabilities Determination

AR 71-32

Force Development and Documentation-Consolidated Policies

AR 350-1

Army Training and Leader Development

How the Army Runs (HTAR)

Published by the US Army War College

General Order 2012-01

Assignment of Functions and Responsibilities within Headquarters, Department of the Army

End Notes

- ⁱ AR 5-22 provides a table of Force Modernization Proponents that includes Secretariat, ARSTAF, TRADOC Centers of Excellence, and Army Branch Schools that are responsible for DOTLMPF future capabilities development
- ⁱⁱ DCS G-3/5/7 Memorandum, Subject: Capability Portfolio Review (CPR) 2015 Implementation Guidance, 27 January 2015
- ⁱⁱⁱ 2014 Army Equipment Modernization Plan
- ^{iv} Secretary of the Army and Chief of Staff of the Army Memorandum, Subject: Revisions to The Army Plan, 16 October 2014
- ^v IBID
- ^{vi} See AR 350-1. Section IV, para 1-5, :The Training Management Process”
- ^{vii} Army Regulation 350-1, “Army Training and Leader Development”
- ^{viii} DCS G-3/5/7 Memorandum, Subject: Capability Portfolio Review (CPR) 2015 Implementation Guidance, 27 January 2015
- ^{ix} See AR 70-1, para 8-1. “Army Unique Programs”
- ^x See AR 70-1, para 8-2. “Army Configuration Steering Board” ^{xi} See AR 70-1, para 8-1.c “Army Unique Programs”

ACRONYMS

AAE	Army Acquisition Executive
AAR	After Action Review
ABO	Army Budget Office
ACAT	Acquisition Category
ACB	AROC Capability Board
ACOM	Army Command
ACP	Army Campaign Plan
ACSIM	Assistant Chief of Staff for Installation Management
ADM	Acquisition Decision Memorandum
AFC	Army Functional Concept
AFMPS	Army Force Modernization Proponent System
ALT	Acquisition, Logistics and Technology
AMAG	Army Management Action Group
AMC	Army Material Command
AoA	Analysis of Alternatives
APB	Acquisition Program Baseline
APG	Army Planning Guidance
APGM	Army Programming Guidance Memorandum
APLDF	Army Profession and Leader Development Forum
APPG	Army Planning Priorities Guidance
APRB	AROC Process Review Board
ARB	Acquisition Review Board
AR2B	Army Resources Requirements Board
ARCIC	Army Capabilities and Integration Center
ARM	Army Resource Management
ARNG	Army National Guard
AROC	Army Requirements Oversight Council
ARPRINT	Army Program for Individual Training
ARSTAF	Army Staff
ASA	Assistant Secretary of the Army
ASARC	Army System Acquisition Review Council
ASCC	Army Service Component Command
ASP	Army Strategic Plan
ASPG	Army Strategic Planning Guidance
ASTRM	Army Strength Requirements Model
ATLDC	Army Training and Leader Development Conference
AV	Army Vision
BES	Budget Estimate Submission
BOIP	Basis of Issue Plans
BRP	Budget Requirements & Programs
CAR	Chief, Army Reserve
CDD	Capabilities Development Document
CDR	Critical Design Review
CG	Commanding General

CIO	Chief Information Officer
Chief, NGB	Chief, National Guard Bureau
CoC	Council of Colonels
COE	Center of Excellence
COP	Common Operating Picture
CMD	Command
CNA	Capabilities Needs Analysis
CPD	Capabilities Production Document
CPR	Capability Portfolio Review
CSA	Chief of Staff of the Army
CSB	Configuration Steering Board
CTC	Combat Training Center
DA	Department of the Army
DAB	Director, Army Budget Office
DAE	Defense Acquisition Executive
DARNG	Director, Army National Guard
DAS	Defense Acquisition management System
DCG	Deputy Commanding General
DCS	Deputy Chief of Staff
DoD	Department of Defense
DOTMLPF-P	Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy
DP	Decision Point
DRU	Direct Reporting Unit
FAA	Functional Area Analysis
FCB	Functional Capabilities Board
FDU	Force Design Update
FIFA	Force Integration Functional Analysis
FM&C	Financial Management and Comptroller
FNA	Functional Needs Analysis
FOC	Full Operational Capability
FORSCOM	Forces Command
FRAGO	Fragmentary order
FRP	Full Rate of Production
FSA	Functional Solutions Analysis
FY	Fiscal Year
FYDP	Future Years Defense Program
GO	General Officer
GOSC	General Officer Steering Committee
HQDA	Headquarters Department of the Army
HTAR	How the Army Runs manual - published by Army War College
ICD	Initial Capabilities Document
IE&E	Installations, Energy and Environment
IM	Information Management
IOC	Initial Operational Capability

IOT&E	Initial Operational Test & Evaluation
IPR	In-Process Review
IT	Information Technology
JCB	Joint Capabilities Board
JCIDS	Joint Capabilities Integration and Development System
JROC	Joint Requirements Oversight Council
JSD	Joint Staffing Designator
LIRA	Long Range Investment Analysis
LRIP	Low Rate Initial Production
M&RA	Manpower and Reserve Affairs
MDA	Major Decision Authority
MDD	Material Development Decision
MTOE	Modified Table of Organization and Equipment
MYR	Mid-Year Review
NGB	National Guard Bureau
NSTD	Non-Standard Training Device
OCAR	Office of the Chief, Army Reserve
OIPT	Overarching Integrated Product Team
OMS	Operational Mode Summary
ORDB	Operational Requirements Documents Board
OSD	Office of the Secretary of Defense
OTSG	Office of the Surgeon General
PAE	Program Analysis and Evaluation
PBAT	Program/Budget Action Team
PDR	Preliminary Design Review
PEG	Program Evaluation Group
POM	Program Objective Memorandum
PPBC	Planning, Programming, Budget Committee
PPBE	Planning, Programming, Budgeting and Execution
QDR	Quadrennial Defense Review
QMS	Quality Management System
RSO	Requirements Staff Officer
S&T	Science and Technology
SA/CSA	Secretary of the Army/Chief of Staff of the Army
SECARMY	Secretary of the Army
SES	Senior Executive Service
SMDR	Structure Manning Decision Review
SPAR	Strategic Portfolio Analysis Review
TAA	Total Army Analysis
TAP	The Army Plan
TASS	The Army School System
TAV	The Army Vision
TCCW	Training Coordination Council Workshop
TGM	Technical Guidance Memorandum
TGOSC	Training General Officer Steering Committee
TOA	Total Obligation Authority

TOE	Table of Organization and Equipment
TRADOC	Training and Doctrine Command
TRAP	Training Resources Arbitration Panel
TRL	Technology Readiness Level
TTPEG	Training Program Evaluation Group
UFR	Unfunded Requirement
USA	Under Secretary of the Army
USAR	US Army Reserve
USASOC	US Army Special Operations Command
USMEDCOM	US Army Medical Command
VCSA	Vice Chief of Staff of the Army
WG	Working Group
WSR	Weapon System Review