

**U.S. Army War College
Carlisle, PA 17013
2001-2002**

HOW THE ARMY RUNS

A Senior Leader Reference Handbook

Table of Contents

Commandant's Letter	i
Preface.....	ii
Faculty Editors.....	iii
CHAPTER 1	
INTRODUCTION.....	1-1
<i>SECTION I</i>	
<i>FULFILLING THE INTENT OF THE CONGRESS</i>	<i>1-1</i>
1-1. Change as a constant	1-1
1-2. Effecting change.....	1-1
<i>SECTION II</i>	
<i>ARMY TRANSFORMATION.....</i>	<i>1-2</i>
1-3. Why transform?.....	1-2
1-4. The global environment - evolving geopolitical and military threats	1-3
1-5. The Army Vision.....	1-3
1-6. The transformation strategy	1-3
1-7. Transformation over three axes.....	1-3
1-8. Army Transformation and the force development process	1-5
<i>SECTION III</i>	
<i>PURPOSE, SCOPE, AND OBJECTIVES OF THIS TEXT.....</i>	<i>1-5</i>
1-9. Purpose.....	1-5
1-10. Scope and objectives	1-6
<i>SECTION IV</i>	
<i>TEXT ORGANIZATION AND RELEVANCE.....</i>	<i>1-7</i>
1-11. Three part text	1-7
1-12. The Army as a system.....	1-7
1-13. Army systems and subsystems.....	1-7
1-14. Management and management support systems	1-7
1-15. Relevance	1-8
CHAPTER 2	
INTEGRATION OF THE ARMY ORGANIZATIONAL LIFE CYCLE	2-1
<i>SECTION I</i>	
<i>INTRODUCTION</i>	<i>2-1</i>
2-1. Chapter content	2-1
2-2. Force management and integration terms	2-2

SECTION II	
FORCE MANAGEMENT—IMPETUS FOR CHANGE.....	2-3
2-3. The decade of modernization	2-3
2-4. Force management inspections and studies	2-5
2-5. Force management changes at Headquarters, Department of the Army (HQDA).	2-6
SECTION III	
FORCE MANAGEMENT AND INTEGRATION MODELS.....	2-7
2-6. The Army Organizational Life Cycle Model (AOLCM)	2-7
2-7. The Army War College Model	2-10
SECTION IV	
COORDINATION OF FORCE INTEGRATION ACTIONS.....	2-11
2-8. Information exchange as a key element of force integration	2-11
2-9. Objective of force integration	2-11
2-10. The organization integration team approach to force integration	2-12
2-11. Organization integration function	2-12
2-12. The future of organization integration	2-16
SECTION V	
SUMMARY AND REFERENCES.....	2-17
2-13. Summary	2-17
2-14. References	2-17
CHAPTER 3	
ARMY ORGANIZATIONAL STRUCTURE.....	3-1
SECTION I	
INTRODUCTION.....	3-1
3-1. Chapter content	3-1
3-2. The Army organizational system	3-1
SECTION II	
THE PRODUCTION SUBSYSTEM.....	3-3
3-3. Statutory requirements	3-3
3-4. Production of needed resources	3-4
SECTION III	
THE COMBAT SUBSYSTEM.....	3-6
3-5. Products of the combat subsystem	3-6
3-6. The Army in the field.....	3-7
SECTION IV	
THE INTEGRATING SUBSYSTEM.....	3-8
3-7. Tasks of the integrating subsystem	3-8
3-8. Differentiation and integration.....	3-8
SECTION V	
SUMMARY AND REFERENCES.....	3-11
3-9. Summary	3-11
3-10. References	3-11
CHAPTER 4	
THE RELATIONSHIP OF JOINT AND ARMY FORCE PLANNING	4-1
SECTION I	
INTRODUCTION.....	4-1
4-1. Chapter content	4-1

4-2. The Joint Strategic Planning System (JSPS).....	4-1
4-3. Joint Warfighting Capabilities Assessments (JWCA)	4-2
4-4. Army participation in Joint planning and resourcing processes	4-3
4-5. JOPES	4-3
SECTION II	
JOINT STRATEGIC PLANNING SYSTEM (JSPS)	4-3
4-6. JSPS overview.....	4-3
4-7. Strategic direction	4-3
4-8. Joint Strategic Capabilities Plan.....	4-4
4-9. Planning and programming advice.....	4-5
4-10. Strategic assessments	4-6
4-11. The Joint Requirements Oversight Council (JROC) process.....	4-8
4-12. Joint Warfighting Capabilities Assessments (JWCA)	4-9
SECTION III	
PLANNING AND RESOURCING.....	4-10
4-13. DOD Planning, Programming, and Budgeting System (PPBS).....	4-10
4-14. The Army planning system	4-11
SECTION IV	
THE FORCE REQUIREMENTS PROCESS.....	4-15
4-15. Process overview.....	4-15
4-16. National military strategy force	4-16
4-17. Program Objective Memorandum (POM) force	4-18
4-18. Budget force.....	4-18
4-19. Current force	4-19
SECTION V	
THE JOINT OPERATIONS PLANNING AND EXECUTION SYSTEM (JOPES).....	4-19
4-20. JOPES overview.....	4-19
4-21. Crisis action planning.....	4-20
4-22. Combatant commands.....	4-22
4-23. Relationship of the Chairman of the JCS (CJCS) to CINCs	4-24
SECTION VI	
SUMMARY AND REFERENCES.....	4-24
4-24. Summary	4-24
4-25. References	4-25
CHAPTER 5	
ARMY FORCE DEVELOPMENT.....	5-1
SECTION I	
INTRODUCTION	5-1
5-1. Force development	5-1
5-2. Relationship to change	5-1
5-3. Army force development process.....	5-2
SECTION II	
PHASE I—DETERMINE REQUIREMENTS	5-4
5-4. Requirements determination	5-4
5-5. Requirements determination process	5-5
5-6. The vision.....	5-5
5-7. Army warfighting concepts.....	5-6
5-8. Experimentation, simulation and analysis.....	5-7

5-9. DTLOMS requirements	5-9
SECTION III	
PHASE II—DESIGN ORGANIZATIONS.....	5-10
5-10. Organization design	5-10
5-11. The organization design process	5-10
5-12. The force design update (FDU).....	5-11
SECTION IV	
PHASE III—DEVELOP ORGANIZATIONAL MODELS	5-12
5-13. TOE and BOIP developers.....	5-12
5-14. TOE description	5-13
5-15. Incremental TOE system.....	5-14
5-16. TOE review and approval	5-15
5-17. Consolidated TOE update	5-15
5-18. Basis-of-issue plan (BOIP)	5-16
SECTION V	
PHASE IV—DETERMINE ORGANIZATIONAL AUTHORIZATIONS.....	5-17
5-19. Determining organizational authorizations	5-17
5-20. Total Army analysis (TAA)	5-18
5-21. The TAA process	5-19
5-22. Phase I. Requirements Determination.....	5-20
5-23. Phase II. Resource Determination.....	5-25
5-24. Army structure (ARSTRUC) message.....	5-27
5-25. The product of TAA.....	5-27
SECTION VI	
PHASE V—DOCUMENT ORGANIZATIONAL AUTHORIZATIONS	5-28
5-26. Documentation components.....	5-28
5-27. Structure and Manpower Allocation System (SAMAS).....	5-29
5-28. The Force File	5-29
5-29. The Budget File.....	5-31
5-30. Force documentation	5-31
5-31. Authorization documents	5-34
5-32. The Army Authorization Documents System (TAADS)	5-35
5-33. Structure and Composition System (SACS)	5-36
5-34. United States Army Force Management Support Agency (USAFMSA) ...	5-38
5-35. Army Force Management School (AFMS).....	5-38
SECTION VII	
SUMMARY AND REFERENCES.....	5-38
5-36. Summary	5-38
5-37. References	5-39
CHAPTER 6	
PLANNING FOR MOBILIZATION AND DEPLOYMENT	6-1
SECTION I.....	6-1
INTRODUCTION	6-1
6-1. Chapter content	6-1
6-2. Chapter organization	6-1
SECTION II	6-2
PLANNING SYSTEM DESCRIPTION, DELIBERATE PLANNING, AND	
CRISIS ACTION PLANNING.....	6-2
6-3. The planning system	6-2

6-4. Deliberate planning	6-9
6-5. Crisis action (time sensitive) planning (CAP)	6-14
6-6. Relationship to deliberate planning.....	6-15
6-7. Crisis action planning phases	6-15
SECTION III	
SINGLE-CRISIS AND MULTIPLE CRISIS-PROCEDURES	6-18
6-8. Initiation of single-crisis procedures	6-18
6-9. Initiation of multiple-crisis procedures	6-24
SECTION IV	
ARMY MOBILIZATION.....	6-26
6-10. Framework for mobilization planning	6-26
6-11. AMOPES overview.....	6-27
6-12. Mobilization planning responsibilities.....	6-28
SECTION V	
THE ARMY WARTRACE PROGRAM.....	6-31
6-13. WARTRACE program description and composition	6-31
SECTION VI	
INDUSTRIAL PREPAREDNESS.....	6-41
6-14. The need for industrial preparedness	6-41
6-15. DOD industrial base preparedness objectives.....	6-41
6-16. DOD-level industrial preparedness management.....	6-42
6-17. The Defense Priorities and Allocations System (DPAS)	6-43
6-18. The National Defense Stockpile.....	6-43
6-19. DOD key facilities list (KFL)	6-43
6-20. Army Industrial Preparedness Program	6-44
SECTION VII	
SUMMARY AND REFERENCES.....	6-44
6-21. Summary	6-44
6-22. References	6-45
CHAPTER 7	
RESERVE COMPONENTS	7-1
SECTION I	
INTRODUCTION	7-1
7-1. Chapter content	7-1
7-2. Reserve Components.....	7-1
SECTION II	
THE NATIONAL GUARD	7-1
7-3. An American tradition.....	7-1
7-4. National Defense Act of 1916.....	7-1
7-5. World War I	7-2
7-6. World War II	7-2
7-7. Korean War	7-2
7-8. Vietnam War	7-2
7-9. Desert Shield/Desert Storm.....	7-3
7-10. Current Force	7-3
SECTION III	
THE ARMY RESERVE	7-3
7-11. Federal control	7-3
7-12. The formative years.....	7-3

7-13. World War I	7-4
7-14. Korean War	7-4
7-15. Changing role	7-4
7-16. Operations Just Cause to Joint Endeavor/Guard	7-5
7-17. Current force	7-5
SECTION IV	
TITLE 10 U.S.CODE	7-5
7-18. United States Code (USC)	7-5
7-19. Title 10 and Title 32	7-5
SECTION V	
RESERVE SERVICE.....	7-6
7-20. The categories	7-6
7-21. The Ready Reserve	7-6
7-22. Standby Reserve (USAR only)	7-9
7-23. Retired Reserve (USAR only).....	7-10
SECTION VI	
RESERVE COMPONENT MANAGEMENT	7-10
7-24. Structure	7-10
7-25. Congress	7-10
7-26. Office of the Secretary of Defense (OSD)	7-11
7-27. Office of the Chairman, Joint Chiefs of Staff (CJCS)	7-11
7-28. Headquarters, DA.....	7-12
7-29. The National Guard Bureau (NGB)	7-13
7-30. Office of the Chief, Army Reserve (OCAR)	7-15
7-31. Major Army commands	7-16
7-32. State adjutants general (Army National Guard).....	7-17
SECTION VII	
TRAINING	7-18
7-33. Goals	7-18
7-34. Challenges	7-19
7-35. Unit training assemblies	7-19
7-36. Collective tasks	7-19
SECTION VIII	
EQUIPMENT.....	7-19
7-37. Policy.....	7-19
7-38. National Guard and Reserve Equipment Appropriation (NGREA)	7-20
7-39. Withdrawal.....	7-20
SECTION IX	
READINESS/MOBILIZATION ASSISTANCE.....	7-20
7-40. Background	7-20
7-41. Roundout/roundup.....	7-20
SECTION X	
WARTRACE.....	7-21
7-42. Wartime organization	7-21
7-43. Association.....	7-21
7-44. Management.....	7-21
7-45. Defense Planning Guidance (DPG)	7-21
7-46. Force support packages (FSP).....	7-21
7-47. Joint reserve units (JRU).....	7-22

7-48. Overseas deployment training (ODT).....	7-23
7-49. Drug interdiction and counter drug activities.....	7-23
7-50. Military support to civil authorities (MSCA).....	7-24
7-51. Full time support (FTS).....	7-25
7-52. The Total Army School System (TASS)	7-26
SECTION XI	
RESERVE COMPONENT PAY, BENEFITS, AND ENTITLEMENTS.....	7-27
7-53. Individual status	7-27
7-54. Benefits	7-27
7-55. Retirement	7-27
7-56. Uniform Code of Military Justice (UCMJ).....	7-27
SECTION XII	
RESERVE COMPONENT TRANSFORMATION CAMPAIGN PLAN	7-28
7-57. Division XXI design	7-28
7-58. Enhanced separate brigades	7-28
7-59. ARNG Division Redesign Study (ADRS)	7-28
7-60. Integrated divisions	7-28
7-61. Multi-component units	7-29
SECTION XIII	
SUMMARY AND REFERENCES.....	7-29
7-62. Summary	7-29
7-63. References	7-29
CHAPTER 8	
FORCE READINESS.....	8-1
SECTION I.....	
INTRODUCTION	8-1
8-1. Maintaining readiness	8-1
8-2. Chapter content	8-1
SECTION II	
MANAGING FORCE READINESS.....	8-2
8-3. Definitions of readiness.....	8-2
8-4. Factors affecting force readiness.....	8-2
8-5. Cost of force readiness.....	8-3
8-6. Resourcing readiness.....	8-4
SECTION III	
CHAIRMAN'S READINESS SYSTEM.....	8-5
8-7. System overview	8-5
8-8. Assessing current joint readiness	8-6
8-9. Assessing future readiness	8-8
8-10. Key relationships.....	8-8
8-11. Global Status of Resources and Training System (GSORTS)	8-9
SECTION IV	
ARMY READINESS.....	8-9
8-12. Unit status report purpose	8-9
8-13. USR relationship to joint readiness.....	8-10
8-14. USR changes	8-10
8-15. USR procedures	8-11
8-16. Use of USR data at HQDA	8-13

SECTION V	
SUMMARY AND REFERENCES.....	8-13
8-17. Summary	8-13
8-18. References	8-13
CHAPTER 9	
ARMY PLANNING, PROGRAMMING, BUDGETING, AND EXECUTION SYSTEM	9-1
.....
SECTION I	
INTRODUCTION.....	9-1
9-1. Chapter content	9-1
9-2. PPBS—a dynamic system.....	9-1
SECTION II	
SYSTEM RESPONSIBILITIES.....	9-3
9-3. Secretarial oversight.....	9-3
9-4. System management.....	9-4
9-5. Planning phase	9-4
9-6. Integrated programming and budgeting phase.....	9-5
9-7. Execution phase	9-7
SECTION III	
RESPONSIBILITIES FOR PPBES-RELATED OPERATIONAL TASKS	9-8
9-8. HQDA principal officials	9-8
9-9. Army commanders	9-12
9-10. Staff managers and sponsors for congressional appropriations	9-13
SECTION IV	
DOD PPBS SYSTEM DESCRIPTION.....	9-14
9-11. Purpose.....	9-14
9-12. The Future Years Defense Program.....	9-15
9-13. Key participants	9-16
9-14. Defense Resources Board	9-16
9-15. Program Review Group.....	9-17
9-16. Intelligence Program Review Group.....	9-17
9-17. Defense Acquisition Board and Joint Requirements Oversight Council	9-17
SECTION V	
ARMY PPBES SYSTEM DESCRIPTION.....	9-18
9-18. Army's primary resource management system.....	9-18
9-19. PPBES concept.....	9-18
9-20. PPBES objectives.....	9-19
9-21. Control of planning, programming, and budgeting documents.	9-20
SECTION VI	
RECORDING RESOURCES.....	9-21
9-22. The MDEP: what it is and how it's used.....	9-21
9-23. Program and budget years covered by the MDEP	9-22
9-24. Extent that manpower and dollars can be redistributed in the MDEP	9-23
9-25. How flexibility affects the MDEP.....	9-24
9-26. Resource recording structures	9-24
9-27. Automated support.....	9-24
SECTION VII	
PPBES DELIBERATIVE FORUMS.....	9-26
9-28. Army Resources Board	9-26

9-29. Senior Review Group.....	9-26
9-30. Planning Program Budget Committee	9-27
9-31. Council of Colonels.....	9-27
9-32. Program Evaluation Groups	9-28
SECTION VIII	
PROCESS AND STRUCTURE	9-28
9-33. System process	9-28
9-34. System structure	9-28
SECTION IX	
PPBS PLANNING PHASE	9-30
9-35. Planning by OSD and the Joint Staff	9-30
9-36. NSC guidance.....	9-30
9-37. Joint strategic planning	9-30
9-38. Joint Strategic Planning System (JSPS).....	9-33
9-39. JSPS documents and plans	9-34
9-40. OSD planning products	9-36
SECTION X	
PPBES PLANNING.....	9-36
9-41. The Army Plan	9-36
9-42. Army Strategic Planning Guidance.....	9-37
9-43. Army Planning Guidance.....	9-37
9-44. Army Program Guidance Memorandum.....	9-38
9-45. Army requirements determination process	9-38
9-46. Army modernization plan	9-38
9-47. Army Research, Development, and Acquisition Plan.....	9-39
9-48. Force development and total Army analysis.....	9-40
9-49. Force management	9-40
SECTION XI	
OPERATIONAL PLANNING LINK TO THE PPBS	9-42
9-50. Operational planning.....	9-42
9-51. Missions and tasks.....	9-42
9-52. OPLAN development and review	9-42
SECTION XII	
INTEGRATED PROGRAMMING-BUDGETING PHASE	9-43
9-53. Army programming and budgeting.....	9-43
9-54. Guidance	9-44
9-55. Program-budget development process	9-44
9-56. OSD program review	9-48
9-57. Program Decision Memorandum	9-49
9-58. POM updates.....	9-49
9-59. Complementary program and budget perspective.....	9-50
9-60. BES preparation	9-51
9-61. BES review and approval.....	9-52
9-62. Justification	9-55
SECTION XIII	
BUDGET EXECUTION PHASE.....	9-53
9-63. Management and accounting.....	9-53
9-64. Financial management	9-54
9-65. Revised approved program for RDT&E	9-56

9-66. Program Budget Accounting System	9-56
9-67. Obligation and outlay plans	9-57
9-68. Financing unbudgeted requirements	9-57
9-69. Oversight of nonappropriated funds.....	9-58
SECTION XIV	
PROGRAM PERFORMANCE AND REVIEW.....	9-58
9-70. Program implementation.....	9-58
9-71. Quarterly Army Performance Review	9-58
9-72. Review of selected acquisition systems	9-58
9-73. Joint Reconciliation Program.....	9-58
SECTION XV	
SUMMARY AND REFERENCES.....	9-64
9-74. Summary	9-64
9-75. References	9-64
CHAPTER 10	
RESOURCE MANAGEMENT	10-1
SECTION I	
INTRODUCTION	10-1
10-1. The need for resource management	10-1
10-2. Resource management—a definition	10-2
10-3. Resource management terms.....	10-2
10-4. Key players in Army resource management	10-3
10-5. A framework to help study resource management.....	10-7
SECTION II	
ACQUIRE RESOURCES	10-7
10-6. Getting the fiscal resources for the Army to use.....	10-7
10-7. Treasury warrants.....	10-9
SECTION III	
ALLOCATE RESOURCES TO THE FIELD.....	10-9
10-8. Fund distribution and control	10-9
10-9. Fund Authorization Document (FAD).....	10-10
10-10. Fund allowance system	10-10
10-11. Delegation of funding authority	10-10
10-12. Special classified programs.....	10-11
10-13. Secretary of the Army Representation Funds	10-11
SECTION IV	
ACCOUNT FOR THE USE OF THE RESOURCES	10-12
10-14. Legally using the resources to accomplish the mission	10-12
10-15. Availability of appropriations for obligations.....	10-12
10-16. Properly obligating the resources.....	10-13
10-17. The Anti-deficiency Act (ADA)	10-14
10-18. Accounting for the obligation	10-15
10-19. The Army management structure (AMS)	10-16
10-20. Year end certification of accounts.....	10-17
SECTION V	
ANALYZE THE USE OF RESOURCES.....	10-18
10-21. 1981 - A change in responsibilities.....	10-18
10-22. Execution reviews.	10-18
10-23. HQDA Reviews—Quarterly Army Performance Review (QAPR).....	10-18

10-24. Shifting resources.....	10-18
10-25. Analyzing the “accounting books”—Joint Reconciliation Program.....	10-19
SECTION VI	
IMPROVING MANAGEMENT AND BUSINESS PRACTICES IN THE ARMY.....	10-20
10-26. Efforts to improve Army management	10-20
10-27. Federal Manager’s Financial Integrity Act (FMFIA) of 1982	10-20
10-28. Chief Financial Officers (CFO) Act of 1990	10-20
10-29. Government Management Reform Act (GMRA) of 1994.....	10-21
10-30. Government Performance and Results Act (GPRA) of 1993.	10-21
10-31. Federal Financial Management Improvement Act (FFMIA) of 1996	10-22
10-32. Management controls	10-23
10-33. Improving business practices	10-23
SECTION VII	
NON-APPROPRIATED FUNDS.....	10-25
10-34. Non-appropriated funds definitions	10-25
10-35. NAFI management.....	10-25
10-36. Fiduciary responsibility for NAF (10 United States Code 2783).	10-26
10-37. HQDA oversight of non-appropriated funds.....	10-26
SECTION VIII	
SUMMARY AND REFERENCES.....	10-26
10-38. Summary	10-26
10-39. References.....	10-27
CHAPTER 11	
MATERIEL SYSTEM RESEARCH, DEVELOPMENT, AND ACQUISITION MANAGEMENT	11-1
SECTION I	
INTRODUCTION	11-1
11-1. Department of Defense (DOD) and U.S. Army management system	11-1
11-2. System focus	11-1
SECTION II	
DOD ORGANIZATION AND MANAGEMENT	11-2
11-3. DOD policy	11-2
11-4. DOD acquisition management	11-3
11-5. Organizational linkage	11-3
11-6. DOD science and technology.....	11-4
11-7. Defense science and technology strategy.....	11-4
11-8. Defense Advanced Research Projects Agency (DARPA)	11-5
11-9. Defense Acquisition University (DAU).....	11-6
11-10. Defense Systems Management College (DSMC)	11-6
SECTION III	
ARMY ORGANIZATION AND MANAGEMENT.....	11-6
11-11. Army’s RDA goals.....	11-6
11-12. Army Acquisition Executive (AAE)	11-7
11-13. The program executive officer (PEO).....	11-9
11-14. The program/project/product manager (PM)	11-12
11-15. PEO resource control	11-12
11-16. Acquisition career management.....	11-13
11-17. Headquarters, Department of the Army (HQDA).....	11-14

11-18. Major Army commands (MACOMs).....	11-20
11-19. Other DA agencies	11-24
SECTION IV	
MATERIEL REQUIREMENTS DETERMINATION PROCESS.....	11-25
11-20. Policy.....	11-25
11-21. Army science and technology	11-27
11-22. Technology transition strategy	11-30
11-23. Warfighting experiments.....	11-32
SECTION V	
MATERIEL SYSTEMS ACQUISITION MANAGEMENT PROCESS.....	11-33
11-24. Initiation of the materiel acquisition process	11-33
11-25. Framework of the materiel acquisition process	11-34
11-26. Determining and documenting materiel requirements	11-35
11-27. Acquisition categories.....	11-35
11-28. Acquisition strategies and program plans	11-35
11-29. Environmental considerations.....	11-35
11-30. Risk assessments and management.....	11-36
SECTION VI	
ACQUISITION ACTIVITIES, PHASES AND MILESTONES.....	11-36
11-31. Pre-systems acquisition activity	11-36
11-32. Concept and technology development phase	11-36
11-33. Entrance criteria	11-36
11-34. Milestone A	11-36
11-35. Concept exploration work effort	11-37
11-36. Decision review.....	11-37
11-37. Program initiations in advance of Milestone B.....	11-37
11-38. Component advanced development work effort	11-38
11-39. Systems acquisition activity.....	11-38
11-40. System development and demonstration phase.....	11-38
11-41. Entrance criteria	11-39
11-42. Milestone B	11-40
11-43. Entry into system development and demonstration	11-40
11-44. System integration work effort.....	11-40
11-45. Interim progress review.....	11-41
11-46. System demonstration work effort.....	11-41
11-47. Production and deployment phase	11-41
11-48. Entrance criteria	11-41
11-49. Milestone C	11-42
11-50. Low-rate initial production (LRIP) work effort.....	11-42
11-51. Full-rate production (FRP) decision review	11-43
11-52. Full-rate production and deployment work effort	11-43
11-53. Sustainment activity/phase.....	11-43
11-54. Sustain systems work effort	11-43
11-55. Dispose of systems work effort.....	11-44
11-56. Total package fielding (TPF) process	11-44
11-57. Army system of systems (SoS)/unit set fielding (USF)	11-45
11-58. Additional considerations.....	11-48

SECTION VII	
ACQUISITION DOCUMENTATION	11-48
11-59. Materiel requirements documents (MRDs).....	11-48
11-60. Other service requirements	11-51
11-61. Catalog of approved requirements documents (CARDS).....	11-51
11-62. Program review documentation and program plans.....	11-51
11-63. Typical waivers and reports	11-55
11-64. Other documentation.....	11-55
SECTION VIII	
ACQUISITION OVERSIGHT AND REVIEW (O&R) PROCESS	11-56
11-65. Process control by decision reviews	11-56
11-66. Integrated product and process development (IPPD).....	11-56
11-67. The Defense Acquisition Board (DAB).....	11-58
11-68. The Army Systems Acquisitions Review Council (ASARC).....	11-59
11-69. The HQDA Information Technology Overarching Integrated Product Team (ITOIPT)	11-59
11-70. In-process review (IPR)	11-59
SECTION IX	
TESTING AND EVALUATION.....	11-60
11-71. T&E strategy	11-60
11-72. DT and OT	11-60
SECTION X	
INTEGRATED LOGISTICS SUPPORT (ILS)	11-61
11-73. ILS requirements and procedures.....	11-61
11-74. ILS process.....	11-61
SECTION XI	
MANPOWER AND PERSONNEL INTEGRATION (MANPRINT)	
PROGRAM.....	11-63
11-75. Seven MANPRINT domains.....	11-63
11-76. MANPRINT objectives and concept	11-64
SECTION XII	
ACQUISITION RESOURCES MANAGEMENT	11-65
11-77. Appropriations.....	11-65
11-78. Program and budget process	11-65
11-79. RDTE appropriation activities	11-66
11-80. Procurement appropriations	11-68
11-81. Research, development, and acquisition plan (RDA plan)	11-68
11-82. TRADOC warfighting lens analysis (WFLA)	11-69
11-83. Program stability	11-70
SECTION XIII	
ACQUISITION REFORM.....	11-71
11-84. Reform process.....	11-71
11-85. Army XXI reinvention centers.....	11-71
11-86. Army XXI Acquisition Reform Reinvention Laboratory	11-72
11-87. Warfighting Rapid Acquisition Program (WRAP)	11-72
11-88. Horizontal technology integration (HTI)	11-73
11-89. Simulation and modeling for acquisition, requirements, and training (SMART)	11-75

SECTION XIV	
SUMMARY AND REFERENCES.....	11-77
11-90. Summary	11-77
11-91. References	11-77
CHAPTER 12	
LOGISTICS MANAGEMENT	12-1
SECTION I	
INTRODUCTION.....	12-1
12-1. Chapter content	12-1
12-2. Definitions.....	12-1
SECTION II	
LOGISTICS TASKS AND ROLES	12-3
12-3. Logistics tasks	12-3
12-4. Logistics roles	12-3
SECTION III	
MISSIONS, ORGANIZATION, AND MANAGEMENT FUNCTIONS.....	12-10
12-5. Mission, organization, and functions of the DCSLOG	12-10
12-6. Mission and organization of AMC.....	12-21
12-7. Functions of AMC.....	12-25
12-8. Explanation of AMC functions.....	12-26
SECTION IV	
STANDARD SYSTEMS.....	12-35
12-9. Defense standard systems.	12-35
12-10. Department of the Army standard systems.	12-36
SECTION V	
FUNDING.....	12-41
12-11. Appropriations.....	12-41
12-12. AWCF	12-41
SECTION VI	
SECURITY ASSISTANCE	12-42
12-13. Security Assistance (SA).....	12-42
SECTION VII	
SUMMARY AND REFERENCES.....	12-44
12-14. Summary	12-44
12-15. References	12-45
CHAPTER 13	
MILITARY HUMAN RESOURCE MANAGEMENT.....	13-1
SECTION I	
INTRODUCTION.....	13-1
13-1. Chapter content	13-1
13-2. The transition to military human resource management (HRM)	13-2
13-3. Military HR life cycle functions	13-2
13-4. Military human resources (HR) integrating functions	13-3
13-5. Key military human resource (HR) publications	13-3
13-6. Military Occupational Classification and Structure system (MOCS)	13-4
13-7. Human resources (HR) leadership and structure	13-4

SECTION II	
THE STRUCTURE FUNCTION.....	13-5
13-8. Personnel management authorization document (PMAD)	13-5
13-9. Notional force (NOF) system.....	13-5
SECTION III	
THE ACQUISITION FUNCTION.....	13-6
13-10. Interrelated documents and systems at the heart of the human resources (HR) acquisition process.....	13-6
13-11. Military manpower management	13-8
13-12. Manpower management at HQDA.....	13-9
13-13. Military force alignment	13-11
13-14. Enlisted procurement	13-11
13-15. Warrant officer (WO) procurement	13-13
13-16. Commissioned officer procurement	13-14
SECTION IV	
THE COMPENSATION FUNCTION.....	13-15
13-17. Compensation overview.....	13-15
13-18. Manning Program Evaluation Group (PEG).....	13-16
SECTION V	
THE DISTRIBUTION FUNCTION.....	13-17
13-19. Enlisted distribution and assignment	13-17
13-20. Officer distribution and assignment	13-25
SECTION VI	
THE DEVELOPMENT FUNCTION—ENLISTED.....	13-28
13-21. Enlisted development.....	13-28
13-22. Enlisted Personnel Management System (EPMS)	13-28
13-23. Enlisted Evaluation System (EES).....	13-28
13-24. The NCO Leader Self-Development Career Model.....	13-28
13-25. Enlisted promotions	13-29
13-26. Command sergeants major program	13-29
13-27. Total Army Retention Program.....	13-30
13-28. Qualitative Management Program (QMP)	13-30
SECTION VII	
THE DEVELOPMENT FUNCTION—WARRANT OFFICER	13-31
13-29. Warrant officer development	13-31
13-30. Warrant Officer Education System (WOES)	13-31
13-31. Warrant officer promotions.....	13-32
13-32. Warrant officer retention programs.....	13-33
13-33. Warrant Officer Management Act (WOMA).....	13-33
SECTION VIII	
THE DEVELOPMENT FUNCTION—OFFICER.....	13-34
13-34. Officer Personnel Management System (OPMS)	13-34
13-35. Officer Personnel Management System XXI (OPMS XXI)	13-34
13-36. Fundamental officer management changes.....	13-36
13-37. Career fields	13-37
13-38. Career field assignment.....	13-38
13-39. Status of OPMS XXI.....	13-39
13-40. OPMS as a part of human resources management (HRM)	13-40
13-41. Branch detail program.....	13-40

13-42. Centralized selection for command positions	13-41
13-43. Army Acquisition Corps (AAC)	13-41
13-44. Officer Evaluation System	13-42
13-45. Officer Evaluation Reporting System	13-43
13-46. Officer promotions	13-44
13-47. Officer quality management.....	13-44
13-48. Officer strength management.....	13-45
13-49. Defense Officer Personnel Management Act (DOPMA).....	13-45
13-50. DOD Reorganization Act of 1986 (“Goldwater-Nichols”).....	13-46
SECTION IX	
THE SUSTAINMENT FUNCTION	13-47
13-51. Sustainment function overview	13-47
13-52. Army Continuing Education System (ACES).....	13-47
13-53. Equal Opportunity Program	13-47
13-54. The Army casualty system	13-48
SECTION X	
THE TRANSITION FUNCTION.....	13-48
13-55. Transition function overview	13-48
13-56. The Army Career and Alumni Program (ACAP)	13-49
13-57. Army Retirement Services Program	13-49
13-58. Separation.....	13-50
13-59. Enlisted separation	13-50
13-60. Enlisted nondisability retirement system	13-51
13-61. Officer nondisability retirement system.....	13-51
13-62. Temporary early retirement authority (TERA)	13-51
13-63. Physical disability separation.....	13-51
SECTION XI	
SUMMARY AND REFERENCES	13-52
13-64. Summary	13-52
13-65. References	13-53
CHAPTER 14	
CIVILIAN PERSONNEL MANAGEMENT	14-1
SECTION I	
INTRODUCTION	14-1
14-1. Chapter content	14-1
14-2. Categories of civilian personnel.....	14-2
14-3. Army workforce mix.....	14-3
SECTION II	
ARMY CIVILIAN PERSONNEL MANAGEMENT.....	14-3
14-4. Decentralized management	14-3
14-5. Appropriated fund civilians.....	14-4
14-6. Nonappropriated fund civilians.....	14-5
SECTION III	
ORGANIZATION FOR CIVILIAN PERSONNEL MANAGEMENT.....	14-5
14-7. U.S. Office of Personnel Management (OPM)	14-5
14-8. Other agencies with Federal government-wide authority.....	14-6
14-9. Department of Defense	14-7
14-10. Department of the Army	14-7

SECTION IV	
CIVILIAN PERSONNEL REGIONALIZATION AND MODERNIZATION.....	14-9
14-11. Regionalization Initiative	14-9
14-12. Regionalization structure	14-9
14-13. Modernization	14-11
SECTION V	
PERSONNEL MANAGEMENT AT INSTALLATION/ACTIVITY LEVEL.....	14-12
14-14. Personnel management responsibility and authority.....	14-12
14-15. Commander responsibilities.....	14-12
14-16. Supervisor responsibilities	14-13
14-17. Maintain Accurate Position Descriptions.....	14-13
14-18. Recruit, select, and assign employees	14-14
14-19. Evaluate employee performance and administer awards/incentives programs	14-16
14-20. Train and develop employees.....	14-16
14-21. Communication, discipline, and labor-management relations.....	14-18
SECTION VI	
EQUAL EMPLOYMENT OPPORTUNITY IN THE FEDERAL GOVERNMENT	14-20
14-22. Equal employment opportunity statutory requirements and Army implementation	14-20
14-23. The discrimination complaint process	14-21
SECTION VII	
SENIOR EXECUTIVE SERVICE	14-22
14-24. Senior Executive Service structure and composition.....	14-22
14-25. Qualification of SES members.....	14-22
SECTION VIII	
MOBILIZATION PLANNING.....	14-24
14-26. Designation of deployable and non-deployable civilian positions	14-24
14-27. Civilian personnel mobilization planning	14-24
SECTION IX	
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM	14-25
14-28. Structure and composition of the Defense Intelligence Personnel System (DCIPS).....	14-25
14-29. Relationship of DCIPS to the Army Civilian Personnel Program	14-25
SECTION X	
SUMMARY AND REFERENCES.....	14-26
14-30. Summary	14-26
14-31. References	14-26
CHAPTER 15	
ARMY TRAINING.....	15-1
SECTION I	
INTRODUCTION	15-1
15-1. The training goal	15-1
15-2. Chapter organization	15-1
SECTION II	
ARMY TRAINING OVERVIEW.....	15-2
15-3. Army training	15-2
15-4. The three major components of the training system	15-2

15-5. Combined arms training strategy (CATS)	15-2
15-6. Future Army training.....	15-4
SECTION III	
THE POLICY, REQUIREMENTS, AND RESOURCING PROCESS	15-5
15-7. General	15-5
15-8. Organization.....	15-5
15-9. Requirements and resourcing.....	15-7
15-10. Development of the Army individual training requirements	15-7
SECTION IV	
TRAINING AND DOCTRINE COMMAND (TRADOC) ORGANIZATION.....	15-10
15-11. Training in institutions—general	15-10
SECTION V	
TRAINING DEVELOPMENT SYSTEM.....	15-12
15-12. The Systems Approach to Training (SAT)	15-12
15-13. Automated Systems Approach to Training (ASAT).....	15-12
SECTION VI	
THE ARMY SCHOOL SYSTEM.....	15-13
15-14. The objectives of The Army School System (TASS)	15-13
15-15. Total Army Training System (TATS).....	15-13
15-16. Enlisted Initial Entry Training (IET).....	15-15
15-17. Noncommissioned officer training.....	15-16
15-18. NCO functional courses	15-17
15-19. Warrant officer training.....	15-18
15-20. Lieutenants' training	15-20
15-21. Captains' training	15-20
15-22. Field grade training	15-21
15-23. General officer training	15-22
15-24. Self development training	15-22
15-25. Mobilization Training Base.....	15-23
SECTION VII	
TRAINING IN UNITS.....	15-24
15-26. General	15-24
15-27. Organization for training in units.....	15-24
15-28. Training of soldiers and leaders in units	15-25
15-29. Soldier training publications	15-26
15-30. Collective training.....	15-26
15-31. Risk management	15-27
15-32. Army Training and Evaluation Program (ARTEP)	15-27
15-33. ARTEPs, mission training plans (MTPs) and drills.....	15-27
15-34. Combat Training Center (CTC) Program	15-28
15-35. Unit training management.....	15-30
15-36. Army modernization training (AMT)	15-32
15-37. The Security Assistance Training Program (SATP)	15-33
SECTION VIII	
THE TRAINING SUPPORT SYSTEM.....	15-34
15-38. Training support—general	15-34
15-39. Organization for training support.....	15-35
15-40. New training technologies.....	15-35

SECTION IX	
SUMMARY AND REFERENCES.....	15-37
15-41. Summary	15-37
15-42. References	15-38
CHAPTER 16	
ARMY INFORMATION MANAGEMENT	16-1
SECTION I	
INTRODUCTION.....	16-1
16-1. General background	16-1
16-2. The Army in the Information Age	16-2
16-3. Army Transformation Strategy	16-2
SECTION II	
CHIEF INFORMATION OFFICER (CIO).....	16-2
16-4. CIO authority	16-2
16-5. CIO responsibilities and duties contained in the CCA.....	16-3
SECTION III	
ARMY ENTERPRISE.....	16-4
16-6. Definition	16-4
16-7. Army Enterprise Strategy (AES)	16-4
16-8. Components of the AES.....	16-4
16-9. Major participants in the process	16-5
SECTION IV	
CIO INVESTMENT STRATEGY.....	16-5
16-10. General background	16-5
16-11. Army CIO strategy and implementation	16-5
SECTION V	
ARCHITECTURE.....	16-7
16-12. Army Enterprise Architecture (AEA)	16-7
16-13. Tool and products.....	16-7
16-14. Army Operational Architecture (AOA)	16-7
16-15. Army Systems Architecture (ASA)	16-7
16-16. Joint Technical Architecture—Army	16-8
SECTION VI	
PROCESS ANALYSIS AND REVISION	16-8
16-17. Responsibilities	16-8
16-18. Documentation	16-8
SECTION VII	
PERFORMANCE MEASUREMENT.....	16-9
16-19. Objectives.....	16-9
16-20. Measurement types.....	16-9
SECTION VIII	
CHIEF INFORMATION OFFICER (CIO) ACTIVITIES.....	16-10
16-21. Digitization of the battlefield	16-10
16-22. Digitizing the sustaining base	16-10
16-23. Information assurance	16-10
16-24. Army acquisition and CIO assessment	16-11
16-25. Electronic commerce (EC).....	16-11

SECTION IX	
SPACE AND NETWORKS.....	16-13
16-26. Contracting for telecommunications services	16-13
16-27. Roles of USANETA, ANSOC, and CECOM	16-13
16-28. The Global Command and Control System-Army (GCCS-A)	16-13
SECTION X	
C4/IT INFRASTRUCTURE	16-14
16-29. Synchronization tool	16-14
16-30. CIO responsibilities.....	16-14
SECTION XI	
RESERVES	16-14
16-31. General background	16-14
16-32. Reserve overview	16-15
SECTION XII	
ARMY MISSION AND TRANSFORMATION CAMPAIGN PRIORITIES	16-16
16-33. General background	16-16
16-34. CIO priorities	16-16
SECTION XIII	
SUMMARY AND REFERENCES.....	16-18
16-35. Summary	16-18
16-36. References	16-19
CHAPTER 17	
INSTALLATION COMMAND AND MANAGEMENT.....	17-1
SECTION I	
INTRODUCTION	17-1
17-1. Chapter content	17-1
17-2. The Army's installation environment	17-1
17-3. ACSIM mission and functions	17-3
SECTION II	
MAJOR COMMAND (MACOM) INSTALLATION MANAGEMENT	
ORGANIZATION.....	17-4
17-4. General	17-3
17-5. Installation organization.....	17-4
SECTION III	
KEY INSTALLATION POSITIONS.....	17-4
17-6. Installation commander	17-4
17-7. Garrison commander and installation support activity commander	17-5
17-8. Area support group commander.....	17-5
17-9. Base support battalion commander	17-5
17-10. Executive assistant (base operations).....	17-5
SECTION IV	
INSTALLATION MANAGEMENT PROFESSIONAL DEVELOPMENT	17-6
17-11. Additional Skill Identifier (ASI) 6Y (Installation Management).....	17-6
17-12. Garrison Pre-Command Course (GPCC)	17-6
17-13. General Officer Installation Commander's Course (GOICC)	17-6
17-14. Garrison Sergeant Major Course (GSGMC).....	17-6
SECTION V	
INSTALLATION STAFF ORGANIZATION.....	17-7
17-15. Installation special and personal staff	17-7

17-16. Garrison/area support group/installation support activity	17-7
17-17. Installation management personnel designations.....	17-8
SECTION VI	
INSTALLATION STRATEGY	17-9
17-18. Installations: A Strategy for the 21st Century.....	17-8
17-19. Strategic goals.	17-8
SECTION VII	
MAJOR INSTALLATION MANAGEMENT INITIATIVES AND PROGRAMS.....	17-9
17-20. Strategic communications	17-9
17-21. Doctrine.....	17-9
17-22. Privatization and outsourcing.....	17-9
17-23. Commercial activities.....	17-11
17-24. Environmental Compliance Program.....	17-12
17-25. Hazardous Substances Management System (HSMS).....	17-12
17-26. Toxic Release Inventory (TRI) Reduction Strategy.....	17-13
17-27. Installation pollution prevention plans.....	17-13
17-28. Recycling.....	17-13
17-29. Army Energy Program	17-14
17-30. Energy savings performance contracts (ESPC)	17-14
17-31. Army Installation Restoration Program (IRP)	17-15
17-32. Army conservation program.	17-15
17-33. Military Construction Army (MCA) Process.....	17-16
17-34. Army Facility Reduction Program	17-16
17-35. Revitalization	17-17
17-36. Installation Status Report (ISR)	17-19
17-37. Army Facility Strategy.....	17-19
17-38. Managing installations to standards	17-20
17-39. Improved business practices	17-21
17-40. Civilian inmate labor programs.....	17-21
17-41. Army Communities of Excellence (ACOE)	17-22
SECTION VIII	
SUMMARY AND REFERENCES.....	17-23
17-42. Summary	17-24
17-43. References	17-24
CHAPTER 18	
INTELLIGENCE.....	18-1
SECTION I	
INTRODUCTION	18-1
18-1. Chapter content	18-1
18-2. Intelligence drivers.....	18-1
18-3. Intelligence products	18-3
SECTION II	
THE NATIONAL FOREIGN INTELLIGENCE SYSTEM, SYSTEM MANAGEMENT AND OVERSIGHT, AND MANAGEMENT OF COLLECTION AND PRODUCTION	18-6
18-4. U. S. intelligence community goal and organization	18-6
18-5. Executive and Congressional intelligence resource management	18-9
18-6. Intelligence cycle	18-12

SECTION III	
DEFENSE AND ARMY INTELLIGENCE AND USES OF INTELLIGENCE.....	18-13
18-7. Department of Defense	18-13
18-8. Army intelligence system.....	18-17
18-9. General uses of intelligence	18-19
SECTION IV	
SUMMARY AND REFERENCES.....	18-23
18-10. Summary	18-23
18-11. References	18-23
CHAPTER 19	
THE ARMY HEALTH SERVICE SUPPORT SYSTEM.....	19-1
SECTION I	
INTRODUCTION	19-1
19-1. The revolution in military medicine.....	19-1
19-2. Scope of the AMEDD	19-2
19-3. The health service support system and the Army	19-2
SECTION II	
AMEDD MISSION AND SUPPORT TO COMMANDERS.....	19-2
19-4. Mission of the Army Medical Department	19-2
19-5. AMEDD support to commanders.....	19-4
SECTION III	
THE ARMY MEDICAL DEPARTMENT SYSTEM.....	19-4
19-6. Key elements.....	19-4
19-7. Staff relationships and responsibilities.....	19-6
SECTION IV	
COMMAND AND MANAGEMENT	19-7
19-8. AMEDD reorganization	19-7
19-9. U.S. Army Medical Command (USAMEDCOM)	19-8
19-10. U. S. Army Medical Research and Materiel Command (USAMRMC)	19-9
19-11. U.S. Army Dental Command	19-9
19-12. U.S. Army Veterinary Service	19-10
19-13. U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM)	19-10
19-14. U.S. Army Medical Department Center and School.....	19-10
19-15. USAMEDCOM Acquisition Activity	19-11
19-16. Regional medical commands (RMCs)	19-11
19-17. AMEDD role in combat service support units.....	19-12
19-18. Staff surgeons.....	19-13
19-19. Health service logistics	19-13
19-20. Medical Reengineering Initiative (MRI).....	19-14
SECTION V	
SUMMARY AND REFERENCES.....	19-14
19-21. Summary	19-14
19-22. References	19-14

CHAPTER 20

MANAGEMENT OF LEGAL AFFAIRS	20-1
SECTION I	
INTRODUCTION	20-1
20-1. Law and the commander	20-1
20-2. Office of the staff judge advocate	20-1
20-3. Staff judge advocate	20-1
SECTION II	
ADMINISTRATIVE AND CIVIL LAW	20-2
20-4. The Army as an administrative agency	20-2
20-5. Corrective administrative personnel actions	20-2
20-6. Improper relationships	20-3
20-7. Standards of conduct	20-5
20-8. Legal basis of command	20-5
20-9. Environmental law	20-8
20-10. Federal labor relations and the role of the labor counselor	20-10
20-11. Legal assistance	20-11
20-12. Claims	20-13
20-13. Command authority and judicial review of military activities	20-13
SECTION III	
MILITARY JUSTICE	20-15
20-14. Background	20-15
20-15. Providing military justice legal services	20-16
20-16. Active Army jurisdiction	20-16
20-17. Jurisdiction over Reservists	20-16
20-18. The commander's role	20-17
20-19. Options available to the commander	20-18
20-20. Unlawful command influence	20-21
SECTION IV	
INTERNATIONAL/OPERATIONAL LAW	20-22
20-21. International law	20-22
20-22. Operational law (OPLAW)	20-23
20-23. U.S. Forces stationed overseas under a status of forces agreement (SOFA)	20-23
20-24. Deployment for conventional combat missions	20-25
20-25. Security assistance missions	20-28
20-26. Deployment for overseas exercises	20-32
20-27. Smaller-scale contingencies (SSC)	20-34
SECTION V	
CONTRACT/FISCAL LAW	20-35
20-28. Overview	20-35
20-29. Contract legal review	20-36
20-30. Fiscal law	20-36
SECTION VI	
SUMMARY AND REFERENCES	20-42
20-31. Summary	20-42
20-32. References	20-42

CHAPTER 21	
CIVIL FUNCTIONS OF THE DEPARTMENT OF THE ARMY.....	21-1
SECTION I	
INTRODUCTION.....	21-1
21-1. Civil functions defined.....	21-1
21-2. Funding sources for civil functions.....	21-1
21-3. Relationship to warfighting competencies.....	21-2
21-4. Leadership and organization	21-2
SECTION II	
CIVIL WORKS PROGRAM.....	21-4
21-5. Civil works program activities.....	21-4
21-6. Research and development.....	21-10
SECTION III	
SUPPORT TO OTHER GOVERNMENT AGENCIES.....	21-11
21-7. Overview of support to other government agencies	21-11
21-8. Value of support activities	21-12
SECTION IV	
NATIONAL CEMETERIES.....	21-12
21-9. Overview of national cemeteries.....	21-13
21-10. Funding	21-13
21-11. Master plan for Arlington National Cemetery	21-13
SECTION V	
ENGINEER OVERSEAS ACTIVITIES.....	21-13
21-12. Overview of engineer overseas activities.....	21-13
21-13. Foreign military sales.....	21-13
21-14. Partnership for Peace.....	21-14
21-15. Support for U.S. agencies.....	21-14
21-16. Benefits to warfighting capabilities	21-14
SECTION VI	
SUPPORT TO COMMANDERS IN CHIEF.....	21-14
21-17. Overview of support to commanders in chief (CINCs)	21-14
21-18. Examples of support to CINCs	21-15
SECTION VII	
SUMMARY AND REFERENCES.....	21-15
21-19. Summary	21-15
21-20. References	21-15
CHAPTER 22	
PUBLIC AFFAIRS	22-1
SECTION I	
INTRODUCTION.....	22-1
22-1. Chapter content	22-1
22-2. Specialized and specific terms used in public affairs.....	22-2
SECTION II	
PUBLIC AFFAIRS STRATEGY.....	22-3
22-3. Public affairs strategic goals	22-3
22-4. Public Affairs Vision.....	22-4

22-41. References	22-18
CHAPTER 23	
MILITARY ASSISTANCE TO CIVIL AUTHORITIES.....	1
SECTION I	
INTRODUCTION.....	23-1
23-1. Constitutional and policy basis for military assistance to civil authorities.....	23-1
23-2. Overview	23-2
23-3. Military assistance definitions.....	23-2
23-4. Component of homeland security	23-2
23-5. Historic role of domestic military support	23-3
SECTION II	
DOMESTIC EMERGENCIES AND RESPONSE.....	23-4
23-6. Domestic emergencies	23-4
23-7. Federal crisis management response.....	23-5
23-8. Federal domestic disaster response is a tiered, escalating process.....	23-5
SECTION III	
FEDERAL RESPONSE PROCESS.....	23-9
23-9. Key authorities.	23-9
23-10. Federal Response Plan	23-10
23-11. Emergency Support Function #3 (Public Works and Engineering)....	23-15
SECTION IV	
DEPARTMENT OF DEFENSE MACA STRUCTURE	23-16
23-12. Civilian control.....	23-16
23-13. Policy principles.....	23-17
23-14. DOD Executive Agent	23-17
23-15. Executive Agent missions	23-18
23-16. Director of Military Support (DOMS)	23-18
23-17. Combatant command CINCs	23-19
SECTION V	
MILITARY SUPPORT PROCESS.....	23-20
23-18. Principles of MACA	23-20
23-19. Leadership reviews.....	23-20
23-20. Planning parameters	23-20
23-21. MSCA request and response process	23-21
23-22. Immediate response.....	23-23
23-23. National special security event.....	23-23
SECTION VI	
SPECIAL MACA SITUATIONS.....	23-24
23-24. Consequence management for chemical-biological-radiological-nuclear and high yield explosives (CBRNE).....	23-24
23-25. Special event sporting competitions.....	23-25
SECTION VII	
MILITARY ASSISTANCE FOR CIVIL DISTURBANCES (MACDIS).....	23-26
23-26. MACDIS	23-26
SECTION VIII	
MACA CONSIDERATIONS	23-28
23-27. Role of Reserve Component forces (see chapter 7, paragraph 7-50).	23-28
23-28. Media relations.....	23-28

SECTION IX

<i>SUMMARY AND REFERENCES.....</i>	<i>23-28</i>
23-29. Summary	23-28
23-30. References	23-29
<i>Glossary of acronyms and abbreviations.....</i>	<i>Glossary-1</i>

Figures

CHAPTER 1	1-1
<i>Figure 1-1. The Army Transformation</i>	<i>1-4</i>
CHAPTER 2	2-1
<i>Figure 2-1. Force Development Relationship to Force Integration</i>	<i>2-2</i>
<i>Figure 2-2. The Army Organizational Life Cycle Model.....</i>	<i>2-8</i>
<i>Figure 2-3 Army Force Management.....</i>	<i>Insert</i>
<i>Figure 2-4. Organization Integration Team Composition.....</i>	<i>2-13</i>
CHAPTER 3	3-1
<i>Figure 3-1. Examples of Field Operating Agencies</i>	<i>3-7</i>
<i>Figure 3-2. Secretariat</i>	<i>3-9</i>
<i>Figure 3-3. Organization of the Army Staff.....</i>	<i>3-10</i>
CHAPTER 4	4-1
<i>Figure 4-1. JSPS Documents.....</i>	<i>4-2</i>
<i>Figure 4-2. JROC Functional Areas.....</i>	<i>4-8</i>
<i>Figure 4-3. JWCA Team Organization</i>	<i>4-9</i>
<i>Figure 4-4. PPBS</i>	<i>4-10</i>
<i>Figure 4-5. Army Planning and PPBES Cycle.....</i>	<i>4-12</i>
<i>Figure 4-6. Army Force Requirements Planning</i>	<i>4-13</i>
<i>Figure 4-7. Force Development Stages</i>	<i>4-16</i>
<i>Figure 4-8. NMS Force.....</i>	<i>4-17</i>
<i>Figure 4-9. POM Force.....</i>	<i>4-18</i>
<i>Figure 4-10. Budget Force.....</i>	<i>4-19</i>
<i>Figure 4-11. Current Force</i>	<i>4-19</i>
<i>Figure 4-12. JOPES Deliberate Planning.....</i>	<i>4-20</i>
<i>Figure 4-13. Army Force Providers.....</i>	<i>4-21</i>
<i>Figure 4-14. Command and Communication Channels</i>	<i>4-22</i>
CHAPTER 5	5-1
<i>Figure 5-1. Force Development Process</i>	<i>5-2</i>
<i>Figure 5-2. Army Concept Development.....</i>	<i>5-7</i>
<i>Figure 5-3. Requirements Determination Process.....</i>	<i>5-8</i>
<i>Figure 5-4. Battle Labs</i>	<i>5-8</i>
<i>Figure 5-5. Force Design Update (FDU)</i>	<i>5-12</i>
<i>Figure 5-6. Modernization Over Time (Resource Driven)</i>	<i>5-14</i>
<i>Figure 5-7. NMS to MTOE</i>	<i>5-19</i>
<i>Figure 5-8. Total Army Analysis Process.....</i>	<i>5-20</i>
<i>Figure 5-9. Sizing and Shaping Methodology</i>	<i>5-24</i>
<i>Figure 5-10. Force Structure Components (COMPO)</i>	<i>5-28</i>
<i>Figure 5-11. SAMAS.....</i>	<i>5-29</i>
<i>Figure 5-12. Sample Force File Record.....</i>	<i>5-30</i>
<i>Figure 5-13. Extract Report 82 ABN Division DIVARTY.....</i>	<i>5-31</i>
<i>Figure 5-14. The Command Plan Process</i>	<i>5-32</i>
<i>Figure 5-15. MTOE Documentation Process</i>	<i>5-32</i>
<i>Figure 5-16. The Year-to-Year Flow</i>	<i>5-33</i>
<i>Figure 5-17. FB/SACS Process</i>	<i>5-37</i>
CHAPTER 6	6-1

<i>Figure 6-1. Joint Strategic Planning System</i>	6-3
<i>Figure 6-2. Joint Operations Planning and Execution System (JOPES).....</i>	6-5
<i>Figure 6-3. Functional Process Major Inputs and Outputs.....</i>	6-7
<i>Figure 6-4. JOPES Relational Functions</i>	6-9
<i>Figure 6-5. JOPES Deliberate Planning</i>	6-12
<i>Figure 6-6. Deliberate Planning Process</i>	6-13
<i>Figure 6-7. JOPES Crisis Action Planning</i>	6-15
<i>Figure 6-8. Crisis Action Planning Process.....</i>	6-19
<i>Figure 6-9. Army Mobilization Planning.....</i>	6-27
<i>Figure 6-10. AMOPES Subsystems.....</i>	6-30
<i>Figure 6-11. Reserve Categories and Mobilization.....</i>	6-36
<i>Figure 6-12. Stages of Mobilization</i>	6-38
<i>Figure 6-13. Operational and Mobilization Continuum</i>	6-38
<i>Figure 6-14. Mobilization and Execution Process.....</i>	6-40
CHAPTER 7	7-1
<i>Figure 7-1. FY 00 Total Army Composition</i>	7-4
<i>Figure 7-2. Reserve Service Categories.....</i>	7-6
<i>Figure 7-3. ARNG End Strength and Force Structure Allowance</i>	7-8
<i>Figure 7-4. USAR End Strength and Force Structure</i>	7-8
<i>Figure 7-5. Individual Ready Reserve.....</i>	7-9
<i>Figure 7-6. USAR Command Relationships</i>	7-12
<i>Figure 7-7. ARNG Management Structure.....</i>	7-13
<i>Figure 7-8. Army Directorate, NGB</i>	7-14
<i>Figure 7-9. Office of the Chief, Army Reserve</i>	7-15
<i>Figure 7-10. Force Support Package Units and Tiered Resourcing.....</i>	7-22
<i>Figure 7-11. Joint Reserve Unit.....</i>	7-22
CHAPTER 8	8-1
<i>Figure 8-1. Balancing the Imperatives.....</i>	8-1
<i>Figure 8-2. The Components of Military Capability.....</i>	8-2
<i>Figure 8-3. The Cost of Force Readiness.....</i>	8-4
<i>Figure 8-4. Chairman's Readiness System</i>	8-6
<i>Figure 8-5. Joint Readiness Functional Areas</i>	8-7
<i>Figure 8-6. JMRR/SROC/QRRC Cycle.....</i>	8-9
<i>Figure 8-7. Active Army and Army Reserve Unit Status Reporting Channels.....</i>	8-10
<i>Figure 8-8. Army National Guard Unit Status Reporting Channels</i>	8-10
CHAPTER 9	9-1
<i>Figure 9-1. Managers for Manpower and Force Structure Issues</i>	9-10
<i>Figure 9-2. Program Evaluation Groups</i>	9-10
<i>Figure 9-3. Resources in the FYDP Reflecting the FY 02-03 Budget</i>	9-11
<i>Figure 9-4. FYDP Major Defense Programs and Subprograms with Army Proponent Agencies</i>	9-11
<i>Figure 9-5. Fiscal Year Structure of Resources in an MDEP Reflecting the FY 00-01 Budget</i>	9-22
<i>Figure 9-6. Fiscal Year Structure of Resources in an MDEP Reflecting the FY 02-07 POM</i>	9-23
<i>Figure 9-7. Fiscal Year Structure of Resources in an MDEP Reflecting the FY 02-03 Budget</i>	9-23
<i>Figure 9-8. Events of the Biennial PPBS/PPBES Cycle</i>	Insert

<i>Figure 9-9. PPBES Framework</i>	<i>9-31</i>
<i>Figure 9-10. Timelines for POM Build FY 02-07.....</i>	<i>9-46</i>
<i>Figure 9-11. Program and Budget Perspectives</i>	<i>9-50</i>
CHAPTER 10	10-1
<i>Figure 10-1. Office of the Assistant Secretary of the Army (Financial Management and Comptroller)</i>	<i>10-5</i>
<i>Figure 10-2. Resource Management's "4-A's".....</i>	<i>10-7</i>
<i>Figure 10-3. Fund Distribution Process</i>	<i>10-8</i>
CHAPTER 11	11-1
<i>Figure 11-1. Systems Acquisition Management Individual Elements</i>	<i>11-2</i>
<i>Figure 11-2. Organizational Linkage for Army Materiel Acquisition.....</i>	<i>11-4</i>
<i>Figure 11-3. Army Acquisition Executive (AAE)</i>	<i>11-7</i>
<i>Figure 11-4. Acquisition Categories.....</i>	<i>11-9</i>
<i>Figure 11-5. DOD Acquisition Authority Chain.....</i>	<i>11-10</i>
<i>Figure 11-6. Army Science and Technology Oversight.....</i>	<i>11-30</i>
<i>Figure 11-7. System Acquisition Management Process</i>	<i>11-34</i>
<i>Figure 11-8. Total Package Fielding Concept.....</i>	<i>11-45</i>
<i>Figure 11-9. Acquisition Strategy.....</i>	<i>11-53</i>
<i>Figure 11-10. Below Threshold Reprogramming Levels.....</i>	<i>11-66</i>
<i>Figure 11-11. Warfighting Lens Analysis (WFLA)</i>	<i>11-70</i>
CHAPTER 12	12-1
<i>Figure 12-1. Office of the Deputy Chief of Staff for Logistics.....</i>	<i>12-11</i>
<i>Figure 12-2. U.S. Army Materiel Command (AMC)</i>	<i>12-22</i>
<i>Figure 12-3. Department of the Army Master Priority List (DAMPL)</i>	<i>12-31</i>
<i>Figure 12-4. Projecting Distribution</i>	<i>12-31</i>
<i>Figure 12-5. Executing Distribution-Requisition Validation (REQVAL)</i>	<i>12-32</i>
<i>Figure 12-6. Executing Distribution-Equipment Release Priority System (ERPS).....</i>	<i>12-33</i>
CHAPTER 13	13-1
<i>Figure 13-1. Strength Relationships.....</i>	<i>13-10</i>
<i>Figure 13-2. Enlisted Procurement</i>	<i>13-12</i>
<i>Figure 13-3. Manning Programs.....</i>	<i>13-17</i>
<i>Figure 13-4. Unit Fill Priorities.....</i>	<i>13-19</i>
<i>Figure 13-5. Enlisted Automation Management Systems</i>	<i>13-20</i>
<i>Figure 13-6. Officer Distribution</i>	<i>13-26</i>
<i>Figure 13-7. TWOS Promotion Goals.....</i>	<i>13-33</i>
<i>Figure 13-8. OPMS XXI—Four Career Fields</i>	<i>13-36</i>
<i>Figure 13-9. Human Resource Management Senior Leadership</i>	<i>13-40</i>
<i>Figure 13-10. Career Progression Pattern.....</i>	<i>13-44</i>
CHAPTER 14	14-1
<i>Figure 14-1. U.S. Army Assigned Strength as of 30 September 2000.....</i>	<i>14-2</i>
<i>Figure 14-2. Differences Between the Military and Civilian Systems</i>	<i>14-4</i>
<i>Figure 14-3. Civilian Personnel Policy and Operations Organization</i>	<i>14-8</i>
<i>Figure 14-4. Civilian Personnel Management Support Relationships</i>	<i>14-10</i>
<i>Figure 14-5. Department of the Army Civilian Career Program Strength as of October 15, 2000.....</i>	<i>14-17</i>
<i>Figure 14-6. Senior Executive Service Assigned Strength as of 30 September 2000.....</i>	<i>14-24</i>

CHAPTER 15.....	15-1
<i>Figure 15-1. The Army Training System</i>	<i>15-3</i>
<i>Figure 15-2. The Policy, Requirements, and Resource Process</i>	<i>15-6</i>
<i>Figure 15-3. Developing Training Requirements and Resourcing the Training Base.....</i>	<i>15-8</i>
<i>Figure 15-4. Structure Manning Decision Review (SMDR)</i>	<i>15-9</i>
<i>Figure 15-5. Headquarters, Training and Doctrine Command.....</i>	<i>15-11</i>
<i>Figure 15-6. Systems Approach to Training (SAT) Model.....</i>	<i>15-12</i>
<i>Figure 15-7. Total Army Training System</i>	<i>15-16</i>
<i>Figure 15-8. Enlisted Training Program</i>	<i>15-18</i>
<i>Figure 15-9. Warrant Officer Education System.....</i>	<i>15-20</i>
<i>Figure 15-10. Officer Training System</i>	<i>15-21</i>
<i>Figure 15-11. Excerpt from TRADOC Reg 350-70</i>	<i>15-23</i>
<i>Figure 15-12. The Forces Training System</i>	<i>15-25</i>
<i>Figure 15-13. System for Individual Training in Units.....</i>	<i>15-27</i>
<i>Figure 15-14. New Equipment Training: Planning Process.....</i>	<i>15-33</i>
<i>Figure 15-15. The Training Support System</i>	<i>15-34</i>
CHAPTER 18.....	18-1
<i>Figure 18-1. Army Intelligence—Changing Methods and Balance</i>	<i>18-3</i>
<i>Figure 18-2. Organization of the National Intelligence System</i>	<i>18-7</i>
<i>Figure 18-3. Army Intelligence Organization.....</i>	<i>18-17</i>
CHAPTER 19.....	19-1
<i>Figure 19-1. The Army Medical Department.....</i>	<i>19-8</i>
<i>Figure 19-2. Regional Medical Commands and Collocated Dental Commands.....</i>	<i>19-12</i>
CHAPTER 20.....	20-1
<i>Figure 20-1. Court Martial Maximum Punishments.....</i>	<i>20-19</i>
CHAPTER 21.....	21-1
<i>Figure 21-1. Civil Works Divisions and Districts</i>	<i>21-3</i>
<i>Figure 21-2. Military Programs Organization.....</i>	<i>21-4</i>
<i>Figure 21-3. Fiscal Year 2001 Sources of Funding for Civil Works Program</i>	<i>21-5</i>
<i>Figure 21-4. Construction Support for Non-DOD Agencies.....</i>	<i>21-12</i>
CHAPTER 23.....	23-1
<i>Figure 23-1. Crisis and Consequence Management.....</i>	<i>23-4</i>
Figure 23-2. Tiered Disaster/Emergency Response	23-7