Contents (Listed by paragraph and page number)

Chapter 1 Introduction, page 1 Section I Fulfilling The Intent Of The Congress, page 1 Changing how we manage change • 1-1, page 1 Managing The Army • 1–2, page 1 Section II Army Transformation, page 2 Background • 1-3, page 2 The Army Vision • 1–4, page 2 Managing transformation • 1–5, page 2 Transformation Campaign Plan • 1–6, page 3 Army Transformation and the force development process • 1-7, page 4 Section III Purpose, Scope, And Objectives Of This Text, page 4 Purpose • 1-8, page 4 Scope and objectives • 1–9, page 5 Section IV Text Organization And Relevance, page 5 Three part text • 1–10, page 5 The Army as a system • 1–11, page 5 Army systems and subsystems • 1–12, page 5 Management and management support systems • 1-13, page 5 Relevance • 1–14, page 6 The Army Organizational Life Cycle, page 7 Section I Introduction, page 7 Chapter content • 2–1, page 7 The Army Organizational Life Cycle Model (AOLCM) • 2–2, page 7 Section II Force management, page 9 The Army War College Model • 2–3, page 9 Force management terms. • 2–4, page 10 Section III Coordination of force integration actions, page 11 Information exchange as a key element of force integration • 2-5, page 11 The team approach to force integration • 2-6, page 11 Section IV Changing how we manage change, page 13 Alterations to force management • 2–7, page 13 The future of force integration • 2–8, page 14 Section V Summary and references, page 15 Summary • 2–9, *page 15* References • 2–10, page 15

i

```
Chapter 3
Army Organizational Structure, page 17
Section I
Introduction, page 17
Chapter content • 3–1, page 17
The Army organizational system • 3-2, page 17
Section II
The production subsystem, page 18
Statutory requirements • 3–3, page 18
Production of needed resources • 3-4, page 18
Section III
The combat subsystem, page 20
Products of the combat subsystem • 3-5, page 20
The Army in the field • 3–6, page 21
Section IV
The integrating subsystem, page 21
Tasks of the integrating subsystem • 3-7, page 21
Differentiation and integration • 3–8, page 22
Section V
Summary and references, page 23
Summary • 3–9, page 23
References • 3-10, page 23
Chapter 4
The Relationship of Joint And Army Force Planning, page 25
Section I
Introduction, page 25
Chapter content. • 4–1, page 25
The joint strategic planning system (JSPS). • 4–2, page 25
Joint requirements oversight council (JROC) and joint warfighting capability assessments (JWCA) (see para 4-12).
  • 4–3, page 26
Army participation in joint planning and resourcing processes. • 4-4, page 26
JOPÉS • 4-5, page 26
Section II
Joint strategic planning system (JSPS), page 26
Joint strategic planning system (SSI 5), page 26

Strategic direction. • 4–6, page 26

Joint strategic capabilities plan (JSCP). • 4–8, page 27

Planning and programming advice. • 4–9, page 27

Strategic assessments • 4–10, page 28
The joint requirements oversight council (JROC). • 4-11, page 29
Joint warfighting capability assessments (JWCA). • 4–12, page 31
Section III
Planning and resourcing, page 31
DOD planning, programming, and budgeting system (PPBS). • 4–13, page 31
The Army planning system • 4–14, page 32
Section IV
The force requirements process, page 35
Process overview. • 4–15, page 35
National military strategy force. • 4–16, page 36
Program Objective Memorandum (POM) Force • 4-17, page 36
```

Budget Force • 4–18, page 37 Current Force • 4–19, page 37

```
Section V
The Joint Operations Planning and Execution System (JOPES), page 37
JOPES. • 4-20, page 37
Combatant Commands. • 4-21, page 38
Relationship of the chairman of the JCS (CJCS) to combatant commanders. • 4-22, page 39
Section VI
Summary and references, page 40
Summary • 4–23, page 40
References • 4–24, page 40
Chapter 5
Army Force Development, page 41
Section I
Introduction, page 41
Force development • 5–1, page 41
Force development process • 5-2, page 41
Section II
Phase I-Generate capability requirements, page 42
Capabilities integration and development • 5–3, page 42
Joint concept development • 5-4, page 43
Capabilities based requirements generation • 5–5, page 44
Section III
Phase II-Design organizations, page 47
Organization design • 5-6, page 47
The organization design process • 5–7, page 47
Section IV
Phase III-Develop organizational models, page 48
TOE and BOIP developers • 5-8, page 48
TOE description • 5-9, page 49
Incremental TOE system • 5-10, page 49
TOE review and approval • 5-11, page 50
Consolidated TOE update • 5–12, page 50
Basis-of-issue plan (BOIP) • 5–13, page 50
Section V
Phase IV-Determine organizational authorizations, page 51
Determining organizational authorizations • 5–14, page 51
Total army analysis (TAA) • 5-15, page 51
The TAA process • 5-16, page 52
TAA Phase I-Requirements determination • 5-17, page 53
TAA Phase II–Resource determination • 5–18, page 56
Army structure (ARSTRUC) message • 5–19, page 57
The product of TAA • 5-20, page 57
Section VI
Phase V-Document organizational authorizations, page 58
Documentation components • 5-21, page 58
Structure and manpower allocation system (SAMAS) • 5-22, page 58
The Army authorization documents system (TAADS) • 5-23, page 59
The force documentation process. • 5–24, page 60
Structure and composition system (SACS) • 5–25, page 62
Force management system (FMS). • 5-26, page 63
Section VII
Summary and references, page 63
Summary • 5–27, page 6\bar{3}
References • 5-28, page 64
```

Chapter 6 Planning For Mobilization And Deployment, page 65

Section I
Introduction, page 65
Chapter content • 6–1, page 65
Chapter organization • 6–2, page 65

Section II
Planning system description, deliberate planning, and crisis action planning, page 65
The planning system • 6–3, page 65
Deliberate planning • 6–4, page 71
Crisis action (time sensitive) planning (CAP) • 6–5, page 74
Relationship to deliberate planning • 6–6, page 75
Crisis action planning phases • 6–7, page 75

Section III

Single-crisis and multiple-crisis procedures, page 77 Initiation of single-crises procedures • 6–8, page 77 Initiation of multiple-crisis procedures • 6–9, page 81

Section IV

Army mobilization, page 82
Framework for mobilization planning • 6–10, page 82
AMOPES overview • 6–11, page 82
Mobilization planning responsibilities • 6–12, page 83
Mobilization management • 6–13, page 85

Section V

Industrial preparedness, page 92

The need for industrial preparedness • 6–14, page 92

DOD industrial base preparedness objectives • 6–15, page 92

DOD-level industrial preparedness management • 6–16, page 92

The defense priorities and allocations system (DPAS) • 6–17, page 93

The national defense stockpile • 6–18, page 93

DOD key facilities list (KFL) • 6–19, page 93

Army industrial preparedness program • 6–20, page 93

Section VI Summary and references, page 94 Summary • 6–21, page 94 References • 6–22, page 94

Chapter 7 Reserve Components, page 95

Section I
Introduction, page 95
Chapter content • 7–1, page 95
Reserve components • 7–2, page 95

Section II
The Army National Guard, page 95
An American tradition • 7–3, page 95
National Defense Act of 1916 • 7–4, page 95
World War I • 7–5, page 95
World War II • 7–6, page 95
Korean War • 7–7, page 96
Vietnam War • 7–8, page 96
Desert Shield/Desert Storm • 7–9, page 96
Current force • 7–10, page 96

Section III The Army Reserve, page 97

```
Federal control • 7-11, page 97
The formative years • 7–12, page 97
World War I • 7-13, page 97
Korean War • 7–14, page 98
Changing role • 7–15, page 98
Operations Just Cause to Joint Endeavor/Guard • 7-16, page 98
Current force • 7–17, page 98
Section IV
Title 10 U.S.Code, page 98
United States Code (USC) • 7–18, page 98
Title 10 and Title 32 • 7–19, page 98
Section V
Reserve service, page 98
The categories • 7–20, page 98
The Ready Reserve • 7-21, page 99
Standby Reserve (Army Reserve only) • 7–22, page 102
Retired Reserve (Army Reserve only) • 7–23, page 102
Section VI
Reserve component management, page 102
Structure • 7-24, page 102
Congress • 7-25, page 102
Office of the Secretary of Defense (OSD) • 7-26, page 102
Office of the Chairman, Joint Chiefs of Staff (CJCS) • 7–27, page 103 Headquarters, DA • 7–28, page 103 The National Guard Bureau (NGB) • 7–29, page 104
Office of the Chief, Army Reserve (OCAR) • 7-30, page 105
Major Army Commands • 7-31, page 107
State Adjutants General (Army National Guard) • 7–32, page 107
Section VII
Training, page 108
Goals • 7–33, page 108
Challenges • 7-34, page 108
Unit training assemblies • 7-35, page 108
Collective tasks • 7–36, page 109
Section VIII
Equipment, page 109
Policy • 7–37, page 109
National Guard and Reserve equipment appropriation (NGREA) • 7-38, page 109
Withdrawal • 7–39, page 109
Section IX
Readiness/mobilization assistance, page 109
Background • 7-40, page 109
AC/RC affiliations programs • 7-41, page 109
Section X
Wartrace, page 109
Wartime organization • 7-42, page 109
Association • 7-43, page 110
Management • 7–44, page 110
Defense planning guidance (DPG) • 7-45, page 110
Force support packages (FSP) • 7-46, page 110
Army Reserve elements (ARE) of Joint and Defense activities • 7–47, page 110
Overseas Deployment Training (ODT) • 7-48, page 111
Full time support (FTS) • 7–49, page 111
The Total Army School System (TASS) • 7-50, page 112
```

Reserve Component Pay, Benefits, And Entitlements, page 112

```
Individual status • 7-51, page 112
Benefits • 7–52, page 112
Retirement • 7-53, page 112
Uniform Code of Military Justice (UCMJ) • 7–54, page 113
Section II
Reserve Component Transformation Campaign Plan, page 113
Army Reserve transformation • 7–55, page 113
Division XXI Design • 7–56, page 113
Enhanced separate brigades • 7–57, page 113
ARNG division redesign study (ADRS)/ARNG restructure initiative (ARNGRI) • 7–58, page 113
Integrated divisions • 7–59, page 114
Multiple Component Units (MCU) • 7–60, page 114
Section III
Summary And References, page 114
Summary • 7-61, page 114
References • 7-62, page 114
Chapter 8
Force Readiness, page 115
Section I
Introduction, page 115
Maintaining readiness • 8-1, page 115
Chapter content • 8–2, page 115
Section II
Managing force readiness, page 116
Definitions of readiness • 8–3, page 116
Factors affecting force readiness • 8-4, page 116
Cost of force readiness. • 8–5, page 116
Resourcing readiness • 8–6, page 117
Section III
Department of defense readiness reporting system (DRRS), page 118
DRRS overview • 8–7, page 118
Chairman's Readiness System (CRS). • 8–8, page 118
The JQRR Process (Figure 8-4) • 8-9, page 119
JQRR Metrics • 8–10, page 120
JQRR Outputs • 8-11, page 124
Senior Readiness Oversight Council (SROC) • 8–12, page 124
Quarterly Readiness Report to Congress (QRRC). • 8–13, page 124
Assessing future readiness • 8–14, page 125
Global Status of Resources and Training System (GSORTS) • 8-15, page 125
Section IV
Army readiness, page 125
Unit status report purpose • 8–16, page 125
USR relationship to joint readiness • 8–17, page 125
USR changes • 8–18, page 125
USR procedures • 8–19, page 125
Use of USR data at HQDA • 8-20, page 128
Strategic Readiness System (SRS) • 8-21, page 128
Section V
Summary and references, page 130
Summary • 8–22, page 130
References • 8-23, page 130
```

Chapter 9

Army Planning, Programming, Budgeting, and Execution System, page 131

```
Section I
Introduction, page 131
Chapter content • 9–1, page 131
PPBS-a dynamic system • 9–2, page 131
Section II
System Responsibilities, page 132
Secretarial oversight • 9-3, page 132
System management • 9-4, page 132
Planning phase • 9–5, page 132
Integrated programming-budgeting phase • 9–6, page 140
Execution phase • 9–7, page 141
Section III
Responsibilities for PPBES-Related Operational Tasks, page 142
HQDA principal officials • 9-8, page 142
Army commanders • 9–9, page 144
Staff managers and sponsors for congressional appropriations • 9–10, page 145
Section IV
DOD PPBS System Description, page 146
Purpose • 9–11, page 146
The Future Years Defense Program (FYDP • 9-12, page 146
Key participants • 9–13, page 147
Senior Executive Council • 9–14, page 148
Defense Resources Board • 9-15, page 148
Program Review Group • 9-16, page 148
Intelligence Program Review Group • 9-17, page 148
Defense Acquisition Board and Joint Requirements Oversight Council • 9-18, page 149
Section V
Army PPBES, page 149
Army's primary resource management system • 9-19, page 149
PPBES concept • 9-20, page 149
PPBES objectives • 9–21, page 150
Control of planning, programming, and budgeting documents • 9-22, page 150
Section VI
Recording Resources, page 150
The MDEP: what it is and how it's used • 9-23, page 150
Program and budget years covered by the MDEP • 9-24, page 151
Extent that manpower and dollars can be redistributed in the MDEP • 9-25, page 152
How flexibility affects the MDEP • 9-26, page 152
Resource recording structures • 9–27, page 153
Automated support • 9–28, page 153
Section VII
PPBES Deliberative Forums, page 153
Army Resources Board • 9-29, page 153
Senior Review Group • 9-30, page 154
Planning Program Budget Committee • 9-31, page 154
PPBC Council of Colonels • 9-32, page 154
Program Evaluation Groups • 9-33, page 155
A principal PPBES-related committee • 9–34, page 157
Section VIII
Process and Structure, page 157
System process • 9-35, page 157
System structure • 9–36, page 157
Section IX
PPBS Planning Phase, page 159
Planning by OSD and the Joint Staff • 9–37, page 159
NSC guidance • 9-38, page 159
```

Joint strategic planning • 9–39, page 159 Joint Strategic Planning System • 9-40, page 159 JSPS documents and plans • 9–41, page 160 OSD planning products • 9-42, page 161 Section X PPBES Planning, page 161 Army Vision and Transformation Campaign Plan • 9–43, page 161 The Army Plan • 9-44, page 162 Army Strategic Planning Guidance • 9–45, page 162 Army Planning Priorities Guidance • 9–46, page 162 Army Program Guidance Memorandum • 9-47, page 162 Army International Activities Plan. • 9-48, page 162 Requirements determination • 9–49, page 163 Army Modernization Plan • 9-50, page 163 Army Research, Development, and Acquisition Plan • 9–51, page 163 Force Development and Total Army Analysis • 9-52, page 164 Force management • 9-53, page 164 Section I Operational Planning Link to the PPBS, page 165 Operational planning • 9–54, page 165 Missions and tasks • 9–55, page 165 OPLAN development and review • 9-56, page 165 Section II Integrated Programming-Budgeting Phase, page 166 Army programming and budgeting • 9–57, page 166 Guidance • 9-58, page 166 Resource framework • 9-59, page 167 POM preparation • 9-60, page 167 Program and budget correlation • 9–61, page 170 BES preparation • 9-62, page 170 OSD program and budget review • 9-63, page 170 President's Budget • 9-64, page 172 Justification • 9-65, page 172 POM/BES updates • 9-66, page 173 Section III Budget Execution Phase, page 173 Management and accounting • 9–67, page 173 Financial management • 9–68, page 173 Revised approved program for RDT&E • 9-69, page 175 Program Budget Accounting System • 9-70, page 175 Obligation and outlay plans • 9–71, page 175 Financing unbudgeted requirements • 9-72, page 175 Oversight of nonappropriated funds • 9-73, page 176 Section IV Program Performance and Review, page 176 Program implementation • 9-74, page 176 Performance Assessment • 9–75, page 176 Review of selected acquisition systems • 9–76, page 176 Joint Reconciliation Program • 9–77, page 176 Section V SUMMARY AND References, page 177 PPBES concept • 9-78, page 177 System products and process • 9-79, page 177 References • 9-80, page 177 Chapter 10

Resource Management, page 179

```
Section I
Introduction, page 179
The need for resource management • 10-1, page 179
Resource management—a definition • 10-2, page 180
Resource management terms • 10-3, page 180
Key players in Army resource management • 10-4, page 180
A framework to help study resource management • 10-5, page 182
Section II
Acquire Resources, page 183
Getting the fiscal resources for the Army to use • 10–6, page 183
Treasury warrants • 10–7, page 183
Section III
Allocate Resources To The Field, page 184
Fund distribution and control • 10-8, page 184
Fund Authorization Document (FAD) • 10-9, page 185
Fund allowance system • 10–10, page 185
Delegation of funding authority • 10–11, page 185
Special classified programs • 10-12, page 185
Secretary of the Army Representation Funds • 10–13, page 185
Section IV
Account For The Use Of The Resources, page 186
Legally using the resources to accomplish the mission • 10-14, page 186
Availability of appropriations for obligations • 10-15, page 186
Properly obligating the resources • 10–16, page 187 The Anti-deficiency Act (ADA) • 10–17, page 187
Accounting for the obligation • 10-18, page 187
The Army management structure (AMS) • 10-19, page 188
Year end certification of accounts • 10-20, page 189
Section V
Analyze The Use Of Resources, page 189
1981 - A change in responsibilities • 10–21, page 189
Execution reviews. • 10-22, page 189
HQDA Cost and Performance Measures Reviews • 10-23, page 189
Shifting resources • 10–24, page 189
Analyzing the "accounting books"-Joint Reconciliation Program • 10-25, page 190
Section VI
Improving Management And Business Practices In The Army, page 190
Efforts to improve Army management • 10-26, page 190
Federal Manager's Financial Integrity Act (FMFIA) of 1982 • 10–27, page 190 Chief Financial Officers (CFO) Act of 1990 • 10–28, page 191
Government Management Reform Act (GMRA) of 1994 • 10-29, page 191
Government Performance and Results Act (GPRA) of 1993. • 10-30, page 191
Federal Financial Management Improvement Act (FFMIA) of 1996 • 10-31, page 192
Management controls • 10-32, page 192
Improving business practices • 10–33, page 192 Cost management (CM). • 10–34, page 193
Cost modeling • 10–35, page 193
Planning • 10–36, page 194
Building an ABC model • 10–37, page 194
Using the ABC model • 10-38, page 195
Cost commitment and review • 10-39, page 195
Links to principles • 10–40, page 196
Summary • 10–41, page 196
Section VII
Non-Appropriated Funds, page 196
Non-appropriated funds definitions. • 10-42, page 196
NAFI management. • 10-43, page 197
Fiduciary responsibility for NAF (10 United States Code 2783). • 10-44, page 197
```

```
Management of MWR and NAFs. • 10-45, page 197
HQDA oversight of non-appropriated funds • 10-46, page 197
Section VIII
Summary And References, page 198
Summary • 10–47, page 198
References • 10-48, page 198
Chapter 11
Materiel System Research, Development, And Acquisition Management, page 199
Section I
Introduction, page 199
Department of Defense (DOD) and U.S. Army Management System. • 11-1, page 199
System focus. • 11–2, page 199
Section II
DOD organization and management, page 199
DOD policy • 11-3, page 199
DOD acquisition management • 11-4, page 200
Organizational linkage • 11–5, page 200
DOD Science and Technology (S&T) • 11–6, page 201
Defense Science and Technology Strategy • 11–7, page 201
Defense Advanced Research Projects Agency (DARPA) • 11-8, page 202
Defense Acquisition University (DAU) • 11-9, page 202
Defense Systems Management College (DSMC) • 11-10, page 202
Section III
Army organization and management, page 202
Army's RDA Goals • 11-11, page 202
Army Acquisition Executive (AAE) • 11-12, page 203
The program executive officer (PEO) • 11–13, page 205
The Program/Project/Product Manager (PM) • 11–14, page 207
PEO Resource Control • 11–15, page 207
Acquisition Career Management • 11–16, page 207
Headquarters, Department of the Army (HQDA) • 11–17, page 208
Major Army Commands (MACOMs) • 11-18, page 212
Other DA agencies • 11-19, page 214
Section IV
Materiel requirements generation system, page 215
Policy • 11–20, page 215
Army science and technology • 11-21, page 216
Technology transition strategy • 11-22, page 218
Warfighting experiments • 11–23, page 220
Section V
Materiel requirements documents (MRDs), page 221
Generating and documenting materiel requirements • 11-24, page 221
Capability Development Document (CDD) / Capability Production Document (CPD). • 11–25, page 221
Operational need statement (ONS). • 11–26, page 221
Section VI
Materiel requirements approval process, page 222
Requirements approval • 11-27, page 222
Army requirements oversight council (AROC) • 11-28, page 222
Requirements review council (RRC) • 11-29, page 223
Approval process procedures • 11-30, page 223
Section VII
Materiel systems acquisition management process, page 225
Materiel systems acquisition management • 11-31, page 225
Acquisition categories • 11–32, page 227
Acquisition strategies and program plans • 11-33, page 227
```

```
Environmental considerations • 11-34, page 228
Risk assessments and management • 11-35, page 228
Section VIII
Acquisition activities, phases and milestones, page 228
Pre-systems acquisition activity • 11–36, page 228
Concept and technology development phase • 11-37, page 228
Entrance criteria for concept development and exploration • 11-38, page 228
Milestone A • 11-39, page 229
Concept exploration work effort • 11-40, page 229 Technology development work effort • 11-41, page 229
Systems acquisition activity • 11–42, page 229
System development and demonstration phase • 11-43, page 230
Entrance criteria for system development and demonstration • 11-44, page 230
Milestone B • 11-45, page 230
Entry into system development and demonstration (SDD) • 11-46, page 231
System integration work effort • 11-47, page 231
System demonstration work effort • 11–48, page 231
Production and deployment phase • 11–49, page 231
Entrance criteria for production and deployment • 11–50, page 231
Milestone C • 11–51, page 232
Low-rate initial production (LRIP) work effort • 11-52, page 232
Full-rate production (FRP) decision review • 11–53, page 232
Full-rate production and deployment work effort • 11-54, page 232
Sustainment activity/operations and support phase • 11–55, page 233
Sustain systems work effort • 11-56, page 233
Dispose of systems work effort • 11–57, page 233
Total package fielding (TPF) process • 11–58, page 233
Army system of systems (SoS)/unit set fielding (USF) • 11–59, page 234
Software blocking (SWB) • 11-60, page 236
Army recapitalization • 11-61, page 236
Additional considerations • 11-62, page 237
Section IX
Acquisition documentation, page 237
Materiel requirements documents (MRDs) • 11-63, page 237
Other service requirements • 11-64, page 237
Catalog of approved requirements documents (CARDS) • 11-65, page 237
Program review documentation and program plans • 11-66, page 237
Typical waivers and reports • 11-67, page 240
Other documentation. • 11-68, page 241
Section X
Acquisition oversight and review (O&R) process, page 241
Integrated product teams (IPTs) • 11–69, page 241
The Defense Acquisition Board (DAB) • 11–70, page 242
DOD Information Technology Acquisition Board (ITAB) • 11-71, page 242
The Army Systems Acquisitions Review Council (ASARC) • 11–72, page 243 In-process review (IPR) • 11–73, page 243
Other program reviews. • 11-74, page 243
Section I
Testing and evaluation, page 244
T&E strategy • 11-75, page 244
Developmental testing (DT) and operational testing (OT) • 11–76, page 244
Integrated logistics support (ILS), page 245
ILS requirements and procedures • 11-77, page 245
ILS process • 11-78, page 245
Section III
Manpower and personnel integration (MANPRINT) program, page 246
Seven MANPRINT domains • 11-79, page 246
```

```
MANPRINT objectives and concept • 11-80, page 247
Section IV
Acquisition resources management, page 247
Appropriations • 11–81, page 247
Program and budget process • 11-82, page 247
RDTE appropriation activities • 11-83, page 248
Procurement appropriations • 11–84, page 249
Research, development, and acquisition plan (RDAP) • 11–85, page 249 TRADOC warfighting lens analysis (WFLA) • 11–86, page 250 Program stability. • 11–87, page 250
Section V
Acquisition reform, page 250
Reform process • 11–88, page 250
Rapid acquisition program for transformation (RAPT) • 11-89, page 251
Horizontal technology integration (HTI) • 11-90, page 251
Simulation and modeling for acquisition, requirements, and training (SMART) • 11-91, page 252
Section VI
Summary and references, page 253
Summary. • 11–92, page 253
References. • 11-93, page 254
Chapter 12
Logistics, page 257
Section I
Introduction, page 257
Chapter content • 12–1, page 257
Key definitions and concepts (from factory to foxhole) • 12–2, page 257
Section II
National Logistics Organization: ASA (ALT); the Army G-4; and, Army Materiel Command, page 261
Assistant Secretary of the Army for Acquisition, Logistics, and Technology (ASA (ALT)). • 12–3, page 261 Deputy for Integrated Logistics Support (ILS), ASA (ALT)/Army G-4. • 12–4, page 262 Mission and Organization of AMC • 12–5, page 268 AMC In Transition • 12–6, page 272 Functions of AMC • 12–7, page 273
Other Logistics-related organizations • 12-8, page 280
Section III
Standard systems, page 282
Defense standard systems • 12-9, page 282
Department of the Army standard systems • 12–10, page 283
Section IV
Funding, page 286
Appropriations • 12-11, page 286
AWCF • 12–12, page 286
Section V
Security assistance, page 287
Security assistance (SA) responsibilities • 12–13, page 287
Security assistance and coordination • 12–14, page 288
Section VI
Summary, references, websites, & professional reading list, page 288
Summary • 12–15, page 288
Selected official military references • 12-16, page 288
Websites • 12-17, page 289
Professional reading list • 12–18, page 289
```

Chapter 13 Military Human Resource Management, page 291

Officer promotions • 13-43, page 314

```
Section I
Introduction, page 291
Military human resource management (MHRM) • 13-1, page 291
Personnel transformation (PT) • 13–2, page 291
Military HR life cycle functions • 13–3, page 292
Human resources (HR) leadership • 13-4, page 292
Key military human resource (HR) publications • 13-5, page 292
Military occupational classification and structure system (MOCS) • 13-6, page 293
Key terms and interrelated documents and systems at the heart of the human resources (HR) process • 13-7,
 page 293
Section II
The structure function, page 294
Military manpower management • 13-8, page 294
Manpower management at HQDA • 13-9, page 295
Personnel management authorization document (PMAD) • 13-10, page 296
Notional force (NOF) system • 13-11, page 296
Military force alignment • 13-12, page 296
Section III
The acquisition function, page 297
Enlisted procurement • 13–13, page 297
Warrant officer (WO) procurement • 13-14, page 298
Commissioned officer procurement • 13–15, page 298
Section IV
The compensation function, page 299
Compensation overview • 13-16, page 299
Manning program evaluation group (PEG) • 13–17, page 299
Section V
The distribution function, page 300
Enlisted distribution and assignment • 13–18, page 300
Officer distribution and assignment • 13–19, page 304
Section VI
The development function, page 306
Enlisted development • 13-20, page 306
Enlisted personnel management system (EPMS) • 13–21, page 306
Enlisted evaluation system (EES) • 13–22, page 306
The NCO leader self-development career model • 13-23, page 306
Enlisted promotions • 13-24, page 306
Command sergeants major program • 13–25, page 307 Total army retention program • 13–26, page 307
Qualitative management program (QMP) • 13-27, page 307
Warrant officer development • 13-28, page 308
Warrant officer management act (WOMA) • 13-29, page 308
Warrant officer education system (WOES) • 13-30, page 308
Warrant officer promotions • 13-31, page 309
Warrant officer retention programs • 13-32, page 309
Officer development • 13-33, page 309
Officer personnel management system III (OPMS III) • 13-34, page 309
Fundamentals of officer management • 13-35, page 311
Career fields • 13–36, page 311
Career field assignment • 13–37, page 312
OPMS as a part of human resources management (HRM) • 13-38, page 312
Centralized selection for command positions • 13-39, page 313
Army acquisition corps (AAC) • 13–40, page 313
Officer evaluation system • 13-41, page 314
Officer evaluation reporting system • 13-42, page 314
```

```
Officer quality management • 13-44, page 315
Officer strength management • 13-45, page 315
Defense Officer Personnel Management Act (DOPMA) • 13-46, page 315
DOD Reorganization Act of 1986 ("Goldwater-Nichols") • 13-47, page 316
Section VII
The sustainment function, page 316
Sustainment function overview • 13-48, page 316
Army continuing education system (ACES) • 13-49, page 316
Equal opportunity program • 13–50, page 317
The army casualty system • 13–51, page 317
Section VIII
The transition function, page 317
Transition function overview • 13-52, page 317
The army career and alumni program (ACAP) • 13-53, page 317
Army retirement services program • 13-54, page 318
Separation • 13–55, page 318
Enlisted separation • 13–56, page 318
Enlisted nondisability retirement system • 13–57, page 319
Officer nondisability retirement system • 13–58, page 319
Physical disability separation • 13-59, page 319
Section IX
Summary and references, page 319
Summary • 13–60, page 319
References • 13-61, page 320
Chapter 14
Civilian Personnel Management, page 321
Section I
Introduction, page 321
Chapter content • 14-1, page 321
Categories of civilian personnel • 14-2, page 322
Army workforce mix • 14-3, page 322
Decentralized management • 14–4, page 322
Section II
Organization for civilian personnel management, page 323
U.S. office of personnel management (OPM) • 14-5, page 323
Other agencies with federal government-wide authority. • 14-6, page 324
Department of Defense (DOD). • 14-7, page 324
Department of the Army (DA) • 14-8, page 324
Civilian personnel regionalization and modernization, page 325
Regionalization structure • 14-9, page 325
Modernization • 14-10, page 325
Section IV
Personnel management at installation/activity level, page 326
Personnel management responsibility and authority. • 14-11, page 326
Commander responsibilities • 14–12, page 326
Supervisor responsibilities • 14–13, page 327
Maintain accurate position descriptions • 14–14, page 327
Recruit, select, and assign employees • 14–15, page 328
Evaluate employee performance and administer awards/incentives programs • 14–16, page 328
Train and develop employees • 14–17, page 329
Communication, discipline, and labor-management relations. • 14–18, page 330
Section V
Equal employment opportunity in the federal government, page 331
Equal employment opportunity statutory requirements and Army implementation • 14-19, page 331
```

```
The discrimination complaint process • 14–20, page 332
Section VI
Senior executive service, page 332
Senior executive service structure and composition • 14–21, page 332
Qualification of SES members • 14–22, page 333
Section VII
Mobilization planning, page 333
Designation of deployable and non-deployable civilian positions • 14–23, page 333
Civilian personnel mobilization planning • 14–24, page 334
Section VIII
Defense civilian intelligence personnel system, page 334
Structure and composition of the defense intelligence personnel system (DCIPS) • 14–25, page 334
Relationship of DCIPS to the Army civilian personnel program • 14–26, page 334
Section IX
Army personnel transformation, page 335
Civilian personnel management XXI • 14–27, page 335
Current CHR administration • 14–28, page 335
Section X
Summary and references, page 335
Summary • 14–29, page 335
References • 14-30, page 336
Chapter 15
Army Training, page 337
Section I
Introduction, page 337
The training goal • 15-1, page 337
Chapter organization • 15–2, page 337
Section II
Army training overview, page 337
Army training • 15–3, page 337
The three major components of the training system • 15–4, page 338
Combined arms training strategy (CATS) • 15-5, page 338
Future Army training • 15–6, page 339
Section III
The policy, requirements, and resourcing process, page 339
General • 15–7, page 339
Organization • 15–8, page 340
Requirements and resourcing • 15-9, page 341
Development of the Army individual training requirements • 15–10, page 341
Section IV
Training and doctrine command (TRADOC) organization and training development systems., page 344
Training in institutions-general • 15–11, page 344
The systems approach to training (SAT) • 15–12, page 345
Training and doctrine development configuration (TDDC) • 15-13, page 346
Section V
The Army school system, page 346
The objectives of the Army school system (TASS) • 15–14, page 346 The Army training system (TATS) • 15–15, page 346
Enlisted initial military training (IMT) • 15–16, page 348
Noncommissioned officer training • 15-17, page 349
NCO functional courses • 15-18, page 349
Warrant officer training • 15–19, page 350
```

```
Officer education system (OES) • 15-20, page 351
Self development training • 15–21, page 353
Mobilization training base • 15–22, page 354
Section VI
Training in units, page 354
General • 15-23, page 354
Organization for training in units • 15-24, page 355
Training of soldiers and leaders in units • 15-25, page 355
Soldier training publications (STP) • 15–26, page 356
Collective training • 15–27, page 357
Risk management • 15–28, page 357
Army training and evaluation program (ARTEP) • 15-29, page 357
Mission training plans (MTPs) and drills • 15–30, page 358
Combat training center (CTC) program • 15-31, page 358
Unit training management • 15–32, page 359
Army modernization training (AMT) • 15–33, page 360
The security assistance training program (SATP) • 15-34, page 361
Section VII
The training support system, page 362
Training support-general • 15-35, page 362
Organization for training support • 15–36, page 362
New training technologies • 15–37, page 363
Section VIII
Summary and references, page 364
Summary • 15–38, page 364
References • 15–39, page 364
Training websites with links • 15-40, page 365
Chapter 16
Army Knowledge Management, page 367
Section I
Introduction, page 367
Transformation Strategy • 16–1, page 367
Implementation • 16–2, page 367
Section II
Chief Information Officer (CIO)/G-6 roles and responsibilities, page 368
Clinger-Cohen Act (CCA) • 16–3, page 368
Army Knowledge Management (AKM) • 16-4, page 369
Army CIO Executive Board • 16-5, page 370
C4/IT Inversement Strategy • 16–6, page 370
Section III
Army Enterprise Management, page 372
Army Enterprise Management • 16-7, page 372
Army Knowledge Online (AKO). • 16-8, page 374
Architecture • 16-9, page 374
Section IV
Other areas, page 376
The Army CIO/G-6 Organization • 16-10, page 376
Resource Integration (RI) • 16-11, page 377
Information Infostructure • 16–12, page 377
C4 Systems and Networks • 16–13, page 377
Information Assurance (IA). • 16–14, page 377
Biometrics. • 16–15, page 377
Human Capital (HC) • 16–16, page 377
Policy and Governance • 16-17, page 378
Strategic Outreach • 16–18, page 378
```

```
Strategic Partnering • 16-19, page 378
Section V
Objective force, page 379
Transformation changes • 16–20, page 379
Cultral changes • 16–21, page 379
Goal of AKM • 16-22, page 379
Section VI
Summary and references, page 379
Summary • 16–23, page 379
References • 16-24, page 379
Chapter 17
Installation Command and Management, page 381
Section I
Introduction, page 381
Chapter content • 17-1, page 381
The Army's installation environment • 17–2, page 381
ACSIM mission and functions • 17–3, page 382
Section II
Installation management agency (IMA) organization, page 382
General • 17-4, page 382
Installation organization • 17–5, page 383
Section III
Key installation positions, page 383
Installation commander and senior mission commander • 17-6, page 383
Garrison commander and installation support activity commander • 17-7, page 383
Area support group (ASG) commander • 17-8, page 384
Base support battalion commander • 17–9, page 384
Deputy to the garrison commander • 17-10, page 384
Section IV
Installation management professional development, page 384
Additional skill identifier (ASI) 6Y (Installation Management) • 17-11, page 384
Garrison pre-command course (GPC) • 17-12, page 384
General officer installation commander's course (GOIC) • 17–13, page 384 Garrison Sergeant Major Course (GSGMC) • 17–14, page 385
Section V
Installation staff organization, page 385
Installation special and personal staff • 17-15, page 385
Garrison/area support group/installation support activity • 17-16, page 385
Installation management personnel designations • 17–17, page 385
Section VI
Installation strategy, page 386
Strategy. • 17–18, page 386
Strategic goals. • 17–19, page 386
Section VII
Major installation management initiatives and programs, page 386
Strategic communications • 17–20, page 386
Doctrine • 17–21, page 386
Privatization and outsourcing • 17–22, page 386 Commercial activities • 17–23, page 387
Environmental compliance program • 17-24, page 387
Hazardous Substances Management System (HSMS) • 17–25, page 388 Toxic Release Inventory (TRI) Reduction Strategy • 17–26, page 388
Installation pollution prevention plans • 17–27, page 388
Recycling • 17-28, page 388
```

```
Army Energy Program • 17-29, page 388
Energy savings performance contracts (ESPC) • 17–30, page 389
Army installation restoration program (IRP) • 17–31, page 389
Army conservation program. • 17–32, page 389
Military Construction Army (MCA) Process • 17-33, page 389
Army Facility Reduction Program • 17-34, page 390
Revitalization • 17-35, page 390
Installation Status Report (ISR) • 17-36, page 391
Army Facility Strategy • 17-37, page 391
Managing installations to standards • 17–38, page 391
Improved business practices • 17–39, page 392
Civilian inmate labor programs • 17-40, page 392
Army Communities of Excellence (ACOE) • 17-41, page 392
Section VIII
Summary and references, page 393
Summary • 17–42, page 393
References • 17-43, page 393
Chapter 18
Intelligence, page 395
Section I
Introduction, page 395
Chapter content • 18–1, page 395
Pending and on-going intelligence-related organizational changes. • 18-2, page 395
Intelligence drivers • 18–3, page 396
Intelligence products • 18–4, page 397
Section II
The National Foreign Intelligence System, system management and oversight, and management of collection and
 production, page 399
U. S. intelligence community goals and organization • 18-5, page 399
Executive and Congressional intelligence resource management • 18-6, page 402
Intelligence cycle • 18–7, page 404
Section III
Defense and Army Intelligence and uses of intelligence, page 405
Department of Defense (DOD) • 18-8, page 405
Army intelligence system • 18-9, page 406
General uses of intelligence • 18–10, page 408
Section IV
Summary and References, page 410
Summary • 18–11, page 410
References • 18-12, page 410
Chapter 19
The Army Health Service Support System, page 413
Section I
Introduction, page 413
The revolution in military medicine • 19–1, page 413
Scope of the AMEDD • 19–2, page 413
The health service support system and the Army • 19-3, page 413
Medical support to the objective force • 19-4, page 413
Section II
AMEDD mission and support to commanders, page 414
Mission of the Army medical department • 19-5, page 414
AMEDD support to commanders • 19–6, page 415
Section III
The Army medical department system, page 415
```

```
Key elements • 19-7, page 415
Staff relationships and responsibilities • 19–8, page 416
Section IV
Command and management, page 416
AMEDD reorganization • 19-9, page 416
U.S. Army Medical Command (USAMEDCOM) • 19-10, page 417
U. S. Army Medical Research and Materiel Command (USAMRMC) • 19-11, page 418
U.S. Army Dental Command • 19-12, page 418
U.S. Army veterinary service • 19–13, page 418
U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM) • 19–14, page 418
U.S. Army Medical Department Center and School • 19-15, page 419
USAMEDCOM Acquisition Activity • 19–16, page 419
Regional Medical Commands (RMCs) • 19–17, page 419
AMEDD role in combat service support units • 19-18, page 420
Staff surgeons • 19-19, page 420
Health service logistics • 19–20, page 420
Medical Reengineering Initiative (MRI) • 19-21, page 421
Secretary of the Army's executive agent representative for DoD executive agencies (DoD EA) • 19-22, page 421
Section V
Summary and references, page 421
Summary • 19–23, page 421
References • 19–24, page 421
Chapter 20
Management Of Legal Affairs, page 423
Section I
Introduction, page 423
Law and the commander • 20-1, page 423
Office of the Staff Judge Advocate (OSJA) • 20-2, page 423
Staff Judge Advocate • 20–3, page 423
Section II
Administrative and civil law, page 423
The Army as an administrative agency • 20–4, page 423
Corrective administrative personnel actions • 20-5, page 423
Improper relationships • 20–6, page 424
Standards of conduct • 20-7, page 424
Legal basis of command • 20-8, page 425
Environmental law • 20-9, page 426
Federal labor relations and the role of the labor counselor • 20-10, page 427
Legal assistance • 20–11, page 427 Claims • 20–12, page 428
Command authority and judicial review of military activities • 20-13, page 428
Section III
Military Justice, page 429
Background • 20-14, page 429
Providing military justice legal services • 20-15, page 429
Active Army jurisdiction • 20–16, page 430
Jurisdiction over reservists • 20-17, page 430
The commander's role • 20–18, page 430
Options available to the commander • 20–19, page 431
Unlawful command influence • 20–20, page 432
Section IV
International/Operational Law, page 433
International law • 20–21, page 433
Operational law (OPLAW) • 20–22, page 433
U.S. Forces stationed overseas under a Status of Forces Agreement (SOFA) • 20-23, page 434
Deployment for conventional combat missions • 20–24, page 434
Security assistance missions • 20-25, page 436
```

```
Deployment for overseas exercises • 20-26, page 438
Smaller-scale contingencies (SSC) • 20–27, page 438
Section V
Contract/Fiscal Law, page 439
Overview • 20–28, page 439
Contract legal review • 20-29, page 440
Fiscal law • 20-30, page 440
Section VI
Summary and references, page 441
Summary • 20–31, page 441
References • 20-32, page 441
Chapter 21
Civil Functions Of The Department Of The Army, page 443
Section I
Introduction, page 443
Civil functions defined • 21-1, page 443
Funding sources for civil functions • 21–2, page 443 Relationship to warfighting competencies • 21–3, page 443
Leadership and organization • 21-4, page 443
Section II
Civil works program, page 444
Civil works program activities • 21-5, page 444
Research and development (R&D) • 21-6, page 447
Section III
Support to other government agencies, page 448
Overview of support to other government agencies • 21–7, page 448
Value of support activities • 21-8, page 448
Section IV
National Cemeteries, page 449
Overview of national cemeteries • 21-9, page 449
Funding • 21-10, page 449
Long-term capital planning for Arlington National Cemetery • 21-11, page 449
Section V
Engineer Overseas Activities, page 449
Overview of engineer overseas activities • 21-12, page 449
Foreign military sales (FMS) • 21–13, page 449
Cooperative threat reduction • 21–14, page 449
Partnership for peace • 21–15, page 450
Support for U.S. agencies • 21–16, page 450
Section VI
Support To Unified Combatant Commanders, page 450
Benefits to warfighting capabilities • 21–17, page 450
Overview of support to unified combatant commanders • 21–18, page 450
Examples of support to unified combatant commanders • 21-19, page 450
Section VII
Summary and References, page 451
Summary • 21–20, page 451
References • 21-21, page 451
Chapter 22
Public Affairs, page 453
```

```
Section I
Introduction, page 453
Chapter content • 22–1, page 453
Specialized and specific terms used in public affairs • 22–2, page 453
Section II
Public affairs principles, page 454
Public affairs strategic goals • 22-3, page 454
Public affairs vision • 22-4, page 454
Section III
Public affairs doctrine and processes, page 454
The Constitution and First Amendment • 22–5, page 454
Freedom of Information Act • 22-6, page 454
Privacy Act • 22–7, page 454
DOD principles of information • 22–8, page 455
Guidelines for coverage of DOD combat operations • 22-9, page 455
Operational security • 22–10, page 455
Core processes • 22–11, page 456
Section IV
Army public affairs organizations, page 457
The Office of the Chief of Public Affairs (OCPA), Department of the Army • 22-12, page 457
Installation public affairs • 22–13, page 457
Unit public affairs • 22–14, page 458
Army Service Component Command (ASCC) PAO • 22-15, page 458
Corps and Theater Support Command (TSC) PAOs • 22–16, page 458 Division and Corps Support Command (COSCOM) PAOs • 22–17, page 458
Reserve component public affairs • 22–18, page 458
Public Affairs Operations Center (PAOC) • 22–19, page 458
Mobile Public Affairs Detachment (MPAD) • 22-20, page 458
Broadcast Operations Detachment (BOD) • 22–21, page 458
Public Affairs Detachment (PAD) • 22-22, page 458
Section V
Joint and combined public affairs organizations, page 459
Office of the Assistant Secretary of Defense (Public Affairs) (OASD(PA)) • 22-23, page 459
Joint Information Bureau (JIB) • 22-24, page 459
Combined Information Bureau (CIB) • 22–25, page 459
Pentagon correspondents • 22–26, page 459 DOD media pool • 22–27, page 459
Combat camera • 22–28, page 460
Section VI
Information mediums, page 460
News media • 22-29, page 460
Television • 22–30, page 460
Television "news magazines" • 22–31, page 460
Radio • 22–32, page 460
Print • 22-33, page 460
Motion picture industry support • 22-34, page 460
Internet • 22–35, page 461
Section VII
Summary and references, page 461
Summary • 22–36, page 461
References • 22-37, page 461
Chapter 23
Military Assistance To Civil Authorities, page 463
Section I
Introduction, page 463
```

Constitutional and policy basis for military assistance to civil authorities (MACA) • 23–1, page 463

How the Army Runs

Overview • 23-2, page 463 DOD Role in Homeland Security (HLS) • 23-3, page 463 Military assistance definitions • 23–4, page 464 Historic role of domestic military support • 23-5, page 464 Section II Domestic emergencies and response, page 465 Domestic emergencies • 23-6, page 465 Federal crisis management response • 23-7, page 466 Consequence management • 23-8, page 466 Section III Federal response process, page 469 Federal response plan • 23–9, page 469 Emergency support function #3 (public works and engineering) • 23–10, page 472 Section IV Department of Defense MACA structure, page 473 Changes in DOD structure • 23-11, page 473 Policy principles • 23-12, page 474 Unified combatant commands • 23-13, page 474 Section V Military support process, page 474 Principles of MACA • 23-14, page 474 Leadership reviews • 23–15, page 475 Planning parameters • 23–16, page 475 MSCA request and response process • 23–17, page 475 Immediate response • 23–18, page 477 National special security event (NSSE) • 23-19, page 477 Section VI Special MACA situations, page 477 Consequence management for chemical-biological-radiological-nuclear and high yield explosives • 23–20, page 477 Support to sporting competitions • 23–21, page 479 Section VII Military assistance for civil disturbances (MACDIA), page 479 MACDIS • 23-22, page 479 Civil disturbance conditions (CIDCON) • 23-23, page 480 Section VIII MACA considerations, page 481 Drug interdiction and counter drug activities • 23-24, page 481 Reserve component considerations • 23–25, page 481 Media relations • 23–26, page 482 Section IX Summary and references, page 482 Summary • 23–27, page 482 References • 23-28, page 482 **Table List** Table 8-1: JQRR Functional Areas, page 122 Table 8-2: RA levels Definitions, page 124 Table 9-1: Program Evaluation Groups, page 133 Table 9–2: Managers for manpower and force structure issues, page 134 Table 9-3: Budget activity management structure for operation and maintenance appropriations, page 134 Table 9-4: Budget activity management structure for operation and maintenance appropriations—Army manpower only activity structure, page 136 Table 9-5: Budget activity management structure for operation and maintenance appropriation—Base operations support (BOS), page 136

- Table 9-6: Budget activity management structure for operation and maintenance appropriations-Sustainment, Restoration, and Moderniztaion (SRM), page 137
- Table 9-7: Budget activity management structure for operation and maintenance appropriations-Army National Guard, page 138
- Table 9–8: Budget activity management structure for operations and maintenance appropriations–U.S. Army Reserve, page 138
- Table 9-9: Army appropriations—managers for functional requirements and program and performance, page 139
- Table 9-11: FYDP Programs and Subprograms with Army Proponents, page 146
- Table 9-12: Composition of PPBES deliberative forums, page 154
- Table 9-13: Topics covered in POM/BES 04-09, page 169
- Table 10-1.: Translating an accounting code., page 188
- Table 11-1: Systems Acquisition Management Individual Element, page 199
- Table 11-2: Below Threshold Reprogramming Levels, page 248
- Table 12-1: Foci of national and theater logistics, page 259
- Table 12–2: UMMIPS time standards, *page 283* Table 13–1: TWOS promotion goals, *page 309* Table 13–2: Career progression pattern, *page 315*
- Table 15-1: SAT Phase Functions Requirements, page 347
- Table 15-2: Enlisted Training Program, page 349
- Table 20–1: Court Martial maximum punishments, page 432
- Table 21–1: Civil Works Division and Districts, page 444
- Table 23-1: Federal Response Plan Emergency Support Functions, page 472

Figure List

- Figure 1–1: The Army Transformation, page 3
- Figure 2–1: The Army Organization Life Cycle Model, page 8
- Figure 3-1: HQDA Unified Staff, page 22
- Figure 4-1: JSPS Documents, page 25
- Figure 4–2: JROC functional area, page 30
- Figure 4-3: JWCA team organization, page 31
- Figure 4-4: Army planning and PPBES cycle, page 32
- Figure 4–5: Army force requirements, page 33
- Figure 4-6: Force development stages, page 35
- Figure 4-7: Army force providers, page 38
- Figure 4-8: Command and communication, page 38
- Figure 5-1: Force development process, page 42
- Figure 5-2: Army concepts, page 44
- Figure 5-3: Concepts based capability development, page 45
- Figure 5-4: Solutions documents, page 46
- Figure 5-5: Force design update (FDU), page 48
- Figure 5-6: Modernization over time (Resource Driven), page 50
- Figure 5-7: Total army analysis process, page 53
- Figure 5-8: Notional Force sizing construct, page 56
- Figure 5-9: Force structure components (COMPO), page 58
- Figure 5–10: The year-to-year flow, page 61
- Figure 5-11: SACS/Force builders process, page 63
- Figure 6-1: Joint strategic planning system, page 66
- Figure 6–2: Joint operations planning and execution system (JOPES), page 67
- Figure 6-3: Functional process major inputs and outputs, page 69
- Figure 6-4: JOPES relational functions, page 70
- Figure 6–5: JOPES deliberate planning, page 72
- Figure 6-6: Deliberate planning process, page 73
- Figure 6-7: JOPES crisis action planning, page 74
- Figure 6–8: Crisis action planning process, page 77
- Figure 6-9: Army mobilization planning, page 82
- Figure 6-10: AMOPES Subsystems, page 85
- Figure 6–11: Reserve categories and mobilization, page 88
- Figure 6-12: Stages of mobilization, page 89
- Figure 6–13: Operational and mobilization continuum, page 89
- Figure 6–14: Mobilization and Execution Process, page 91 Figure 7-1: FY 04 Total Army composition, page 97
- Figure 7-2: Reserve service categories, page 99
- Figure 7-3: ARNG end strength and force structure allowance, page 100
- Figure 7-4: Army Reserve end strength and force structure, page 100
- Figure 7–5: Individual ready reserve, page 101

```
Figure 7-6: Army Reserve Command relationships, page 103
Figure 7-7: ARNG management structure, page 104
Figure 7–8: Army Directorate, NGB, page 105
Figure 7-9: Office of the Chief, Army Reserve, page 106
Figure 7-10: Joint Reserve Unit and AREs, page 111
Figure 8–1: Balancing the Imperatives, page 115 Figure 8–2: The Cost of Force Readiness, page 117
Figure 8-3: Chairman's Readiness System, page 119
Figure 8-4: The JQRR Process, page 120
Figure 8-5: The Context of the JQRR, page 121
Figure 8-6: JQRR M-Level Criteria, page 121
Figure 8–7: JQRR Deficiency Acceptance Flow Chart, page 123
Figure 8–8: RA–Level Impact Considerations, page 124
Figure 8-9: Active Army and Army Reserve Unit Status Reporting, page 126
Figure 8-10: Army National Guard Unit Status Reporting Channels, page 127
Figure 8–11: SRS Architecture, page 129
Figure 8–12: Army Mission Map, page 130
Figure 9–1: Program Integrators, page 144
Figure 9–2: Resources in the FYDP reflecting the FY04–05 budget, page 147
Figure 9-3: Fiscal year structure of resources in an MDEP reflecting the FY 04-05 budget, page 152
Figure 9-4: Fiscal year structure of resources in an MDEP reflecting in the FY 06-11 POM, page 152
Figure 9-5: Fiscal year structure of resources in an MDEP reflecting in the FY 06-07 budget, page 152
Figure 9-6: Program Evaluation Groups, page 156
Figure 9-8: PPBES framework, page 158
Figure 9-9: Army Resource Framework, page 167
Figure 9–10: Representative Timeline for POM/BES build, page 168
Figure 9–11: Program versus budget perspective, page 170
Figure 9–12: Representative timeline for program and budget review, page 172
Figure 10-1: Office of the Assistant Secretary of the Army (Financial Management and Comptroller), page 182
Figure 10–2: Resource Management's "4–A's", page 183
Figure 10-3: Fund Distribution Process, page 184
Figure 10–4: Cycle of Commitment and Review, page 196
Figure 11-1: Organizational linkage for Army materiel acquisition, page 201
Figure 11-2: Army acquisition executive (AAE), page 203
Figure 11-3A: Acquisition categories (ACATS), page 204
Figure 11–3B: Acquisition categories (ACATS)- continued, page 204
Figure 11-4: DoD Acquisition authority chart, page 206
Figure 11-5: Army S&T oversight, page 218
Figure 11-6: Technology Readiness Levels (TRLs), page 219
Figure 11-7: Materiel requirements approval/program initiation process, page 224
Figure 11-8: System acquisition management process, page 227
Figure 11-9: Total package fielding concept, page 234
Figure 11–10: Acquisition Strategy, page 240
Figure 12-1: Strategic lines of operation and communication, page 260
Figure 12–2: Army G–4 organization, page 262
Figure 12–3: Major elements of AMC, page 269
Figure 12-4: Planned and pre-decisional organization of AMC, page 273
Figure 12–5: Merging of inputs to create projected distribution, page 277
Figure 12-6: Executing distribution requisition validations (REQVAL), page 277
Figure 12–7: Equipment release priority system, page 278
Figure 12-8: Supply, personnel, maintenance, acquisition, transportation, and medial source data, page 279
Figure 13-1: Strength relationships, page 296
Figure 13–2: Enlisted procurement, page 297
Figure 13–3: Manning programs, page 300
Figure 13–4: Enlisted automation management system, page 301
Figure 13-5: Officer distribution, page 305
Figure 13-6: OPMS III career fields, page 311
Figure 13–7: Human resource management senior leadership, page 313
Figure 14–1: U.S. Army assigned strength as of 30 September 2002, page 321
Figure 14–2: Differences between the military and civilian systems, page 323
Figure 14-3: Department of the Army civilian career program strength as of November 2002, page 330
Figure 14-4: Senior executive service assigned strength as of 01 January 2003, page 333
Figure 15-1: The Army Training System, page 338
Figure 15–2: The policy, requirements, and resource process, page 340
Figure 15-3: Developing training requirements and resourcing the training base, page 343
Figure 15-4: Structure manning decision review (SMDR), page 344
```

```
Figure 15-5: Headquarters, TRADOC, page 345
Figure 15-6: Systems approach to training (SAT) model, page 346
Figure 15–7: The Army training system, page 348
Figure 15-8: Warrant officer education system, page 351
Figure 15-9: Officer training system, page 353
Figure 15-10: The forces training system, page 355
Figure 15-11: System for individual training in units, page 357
Figure 15–12: New equipment training: planning process, page 361
Figure 15–13: The training support system, page 362
Figure 16-1: Investment Strategy Working Group Process, page 371
Figure 16–2: Operational relationships, page 373
Figure 16-3: AKEA roles and responsibilities, page 376
Figure 16-4: CIO/G-6 Organization, page 376
Figure 18-1: Army Intelligence—-Changing Methods and Balance, page 397
Figure 18-2: Organization of the National Intelligence System, page 400
Figure 18–3: Army Intelligence Organization, page 407
Figure 19–1: The Army medical department, page 417
Figure 19-2: Regional boundaries for Medical and Dental Commanders, page 420
Figure 21-1: Construction Support for Non-DoD Agencies, page 448
Figure 23-1: Crisis and consequence management, page 466
Figure 23-2: Tiered disaster/emergency response, page 468
Figure 23-3: EMAC participants, page 469
Figure 23-4: The Federal response plan, page 470
```

Figure 23–5: Sequence for disaster support (MSCA), page 477
Figure 23–6: CBRNE (Consequence Management & Technical Operations), page 479

Figure 23-7: Civil disturbance support command and control, page 480

Glossary