



DEPARTMENT OF THE ARMY  
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-3/5/7  
400 ARMY PENTAGON  
WASHINGTON, DC 20310-0400

16 JAN 12

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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: FY14 Command Plan Guidance

**1. References:**

- a. AR 71-32, Force Development and Documentation – Consolidated Policies, 3 March 1997.
- b. AR 5-10, Stationing, 20 August 2010.
- c. AR 570-4, Manpower Management, 8 February 2006.
- d. AR 350-10, Management of Army Individual Training Requirements and Resources, 3 September 2009.
- e. Memorandum, HQDA, DAMO-FMP, 18 October 2004, subject: HQDA Policy for Publishing Out-of-Cycle (OOC) MTOE, TDA, and AUGTDA Documents.
- f. Memorandum, Secretary of the Army, 7 January 2005, subject: Accounting for Contract Services.
- g. Memorandum, Secretary of the Army, 23 February 2006, subject: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel.
- h. Memorandum, HQDA, DAMO-FMP, 31 March 2010, subject: Concept Plan Guidance.
- i. Memorandum, HQDA, DAMO-FMP, 28 September 2010, subject: Table of Distribution and Allowances (TDA) and Augmentation Table of Distribution and Allowances (AUGTDA) Unit Equipment Review and Validation Board (ERVB).
- j. Memorandum, Assistant Secretary of the Army (Manpower & Reserve Affairs), 4 March 2011, subject: Army In-Sourcing Approval Procedures.

**2. Request widest dissemination of this information to force managers, manpower and equipment documenters, equipment distributors, programmers, facility managers, personnel and resource management officers, and training requirements/resources managers.**

3. **Overview:** The Army's goal is to build a versatile mix of tailorable and networked organizations, operating on a rotational cycle, to provide a sustained flow of trained and ready forces to execute the full range of military operations and to hedge against unexpected contingencies, at a sustainable tempo for our All-Volunteer Force. We remain at war, resources and end strength are being reduced and we must balance the operating and generating forces across the program.

4. **Purpose:**

a. The Command Plan is the annual force management process designed to account for and document force structure decisions and directives from the Army leadership including those changes submitted by OSD and the Commands and outlined in Congressional guidance. This memorandum provides key force structure guidance and milestones for the FY14 Command Plan (CPLAN) submission and describes the required actions to be accomplished. It is acknowledged that the Army is entering a turbulent force structure period as it reduces its end strength and postures its forces for the future. G-37/FM's current planning guidance is to execute the Command Plan following the locking of the POM 14-17 budget submission.

b. The Command Plan results in the approval of the Army Master Force (M-Force). The FY13-14 M-Force is projected to be approved by the Director, Force Management on 12 December 2012 through the Structure and Manpower Allocation System (SAMAS). The FY13-14 M-Force will adjust the FY13 force, establish FY14 force structure, and align force structure requirements and authorizations, both military and civilian, with budget data and decisions. It will also provide manpower, personnel and equipment requirements and authorizations at the grade, Military Occupational Specialty (MOS), Personnel Occupational Specialty Code (POSCO) for civilians, geographic location, Unit Identification Code (UIC), Line Item Number (LIN) and quantity level of detail through The Army Authorization Documents System (TAADS) and Force Management System (FMS).

c. This Command Plan will implement Total Army Analysis (TAA) decisions that support the Office of the Secretary of Defense (OSD) directive to reduce the Army's permanent Active Component and Army Reserve end strength. It will also support Army decisions to find budget driven efficiencies and savings. In conjunction with the FY13 President's budget, the Army will be prepared to announce end strength reductions and the inactivation of BCTs and other enabling structure.

5. **Baseline:** The baseline for the FY14 CPLAN submission is the FY11-13 Master Force that locked on 28 OCT 11 and was subsequently updated by the Force Review Point established on 14 DEC 11. FY14 CPLAN will incorporate Total Army Analysis 2014-2018 (TAA 14-18) decisions and the FY13 President's Program Budget Guidance (PBG) to be published o/a FEB 12. CPLAN 14 will focus on documenting FY14 Modification Table of Organization and Equipment (MTOEs) based upon HQDA

approved Tables of Organization and Equipment (TOEs), FY14 AUGTDAs, FY14 TDAs, and FY14 MOBTDA and adjusting FY13 documentation through HQDA directed Out-of-Cycle (OOC) force structure adjustments. Activations and conversions in any component will be the priority for FY14 MTOE documentation. Force structure actions include continuing the implementation and adjustment of modular designs, implementing Total Army Analysis (TAA) 2014-2018 decisions, implementing Army approved efficiencies, and programming the out years for planning purposes. Guidance regarding civilian manpower changes is included in the Resource Formulation Guidance (RFG) Integrated Program and Budget Data Call for the FY14-18 Program.

**6. FY12/13 Out-of-Cycle (OOC) Force Structure Adjustments:** Adjustments to existing documentation for FY12 or FY13 will generate OOC documents. HQDA will permit OOC documentation for those actions with significant justification (readiness, mission capabilities, concept plan execution, etc). Director, Force Management, through the G-37/FMO quad chart process must approve all OOC MTOE force structure adjustments to existing documents. TDA/AUGTDA OOCs will be approved by the G-37/FMP TDA/AUGTDA Board. Priority is to finalize any FY12 document changes and then adjust FY13 documentation. Commands should make every effort to limit the number and frequency of OOC submissions by consolidating updates that result from approved concept plans, equipment requests, and other actions into a single submission rather than requesting separate OOCs.

**7. Total Army Analysis (TAA) 2014-2018:** TAA will have a major impact on the FY14 Command Plan. It will direct the programming of the end strength reduction ramps beginning in FY13 and continuing through FY18. It will be influenced and based upon continuing strategic analysis, budget outcomes, and Senior Army leader decisions. Trainees, Transients, Holders, and Students (TTHS) account will remain at 13% and the Temporary End Strength Initiative is expected to be terminated by the end of FY13. The Army is assessing a BCT re-organization that could result in fewer but more capable BCTs by increasing the number of maneuver battalions from two to three and by adding an engineer battalion. If approved, the Army would begin to implement the re-organization in FY14. The AC/RC composition and mix will be thoroughly reviewed. As the AC reduces in size, there will be a reduction of AC enabler force structure. Stationing and officer grade plate impacts will be analyzed to ensure the future force has the appropriate geographic distribution and is able to meet operational requirements. Publication date of the Army Structure (ARSTRUC) message remains TBD.

**8. Army Efficiency Strategy:** The fiscal and political realities of the current economic situation will continue to increase pressure on the Army. At SECARMY direction, the Institutional Army Transformation Commission is examining common efficiency assertions and conducting a comparative financial and service analysis. This commission will develop the analytical foundation required to achieve "root and branch" changes needed to achieve efficiencies and will inform longer term efforts to posture the

Army for the future. The Commission is also reviewing HQDA structure and its Field Operating Agencies. The FY14 Command Plan is postured to implement the Army's efficiency strategy as decisions are made by the Army's senior leadership.

**9. General Guidance:**

a. **Force Management Changes:** Commands may submit force management changes to G-37/FM for consideration during the FY14 CPLAN. A force management change is defined as a change to any ARSTRUC or PBG specified action already captured in the Master Force. Examples are changes to E-dates, activations, inactivations, conversions, exceptions to MTOE standardization, and movement or transfer of units or structure among installations or commands.

b. **Schedule 8 Submissions:** Commands submit Schedule 8s via the Resource Requirements Management System (R2MS) submission is tentatively scheduled for 13 April 2012. Manpower instructions are included in the Resource Formulation Guidance (RFG). Reserve components will submit Schedule 8s to align budget and force for all units to ensure Army Congressional Justification Book submissions drawn from the Program Optimization and Budget Execution (PROBE) database are accurate. Commands retain maximum flexibility with the movement of authorizations. G-37/FMP will not permit any realignment and movement of requirements between Command UICs in the Schedule 8 process except as part of an inter Command transfer. Commands are encouraged to coordinate with G-37/FMP prior to Schedule 8 submission for issues or requests for exceptions.

c. **Automated Update Transaction System (AUTS):** HQDA will continue to use the first 8 positions of the Army Management Structure Code (AMSCO) for AUTS comparison.

d. **Active component organizations may not internally reprogram military or civilian manpower authorizations or equipment from any units that are scheduled to inactivate or return to CONUS unless approved by HQDA. Commands must submit a concept plan or detailed implementation plan to G-37/FMP to support any retention of manpower authorizations from inactivating organizations. Commands that are restructuring their AUGTDA/ TDAs must have their reprogramming actions reviewed and approved by G-37/FMP prior to implementation.**

**e. Command Plan Actions**

(1) **CPLAN Kickoff.** G-37/FMF Force Integration Branch (FIB), ICW G-37/FMP, G-37/FMO and USAFMSA, will conduct a FY14 CPLAN Kickoff session NLT FEB 12. The purpose of this session is to ensure common understanding and synchronized execution of the CPLAN process, requirements, timeline and outputs. Participants will

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**SUBJECT: FY14 Command Plan Guidance**

include, at a minimum, HQDA G-1, G-4 and G-8 and, via VTC if necessary, ACOMs, ASCCs, DRUs, ARNG and OCAR.

(2) **G-37/FMP/FMO/Command/USAFMSA/USAMAA/G-1 Scrubs:** G-37/FM will conduct scrubs between 1-19 OCT 12. Force Structure Command Managers, in coordination with the PBG Command Managers, will coordinate scrubs with their respective Commands, USAMAA, USAFMSA Document Integrators (DIs) Force Management Organizational Integrators (OIs), and DAMO-FMI. Force Structure Command Managers will provide all participants with correctly formatted scrub sheets for all Command MTOE, AUGTDA, and TDA documents at least one week before the scheduled scrub date. At a minimum, scrubs will review SAMAS military, DA Civilian, and Contract Man-Year Equivalents (CME) requirements and authorizations (OFF-WO-ENL-CIV-CME); by UIC, E-date, MDEP, AMSCO, CTYPE, and FSC. In addition, DP 99 codes, TPSN, stationing codes and unit location data will be reviewed for each UIC in every Command. Focus will be FY14 and by exception FY13. Everyone is encouraged to maximize the use of automation to support the scrubs. Commands, OIs, DIs and FMP Force Structure and PBG Command Managers should resolve as many disconnects as possible prior to the scrubs. The focus during the scheduled scrub is those UICs that have discrepancies remaining after review and coordination using the distributed spreadsheets. The preferred coordination and scrub method is electronic transmission of scrub sheets and phone conference.

(3) **Command Plan Briefings:** CPLAN briefings will be scheduled between 22 OCT – 9 NOV 2012. All Commands will brief the Director, Force Management or Deputy Director, Force Management and the Assistant Secretary of the Army for Manpower and Reserve Affairs [ASA (M&RA)] Deputy Assistant Secretary of the Army (Force Management, Manpower and Resources). The briefing's purpose is to review command issues, review resource allocation decisions, provide program assessments, discuss initiatives and finalize the Commands' CPLAN. Commands will be prepared to discuss all their force structure issues and planned changes. G-37/FMP will provide a general briefing chart outline to commands via E-mail. Commands will provide electronic copies of all final briefing slides and the biography of the Command briefer to their Force Structure Command Manager NLT four working days before their scheduled briefing. Force Structure Command Managers will ensure that appropriate HQDA staff, USAFMSA POCs, and USAMAA Command Analysts are invited to the briefing and receive any CPLAN information requiring reconciliation/approval during the CPLAN briefing two working days before the scheduled briefing date.

(4) **Paid Parachutist Positions (PPP).** HQDA policy pertaining to PPP sourcing is under review. HQDA will update MTOE PPP allocations based on approved modular designs and PPP sourcing decisions. TDA PPP will also be reviewed and adjusted as directed.

(5) Army Working Capital Fund (AWCF) and Transportation Working Capital Fund (TWCF): The US Army Materiel Command will coordinate documents affected by the AWCF and TWCF with the Command Manager. The AWCF and TWCF documents will be published in-conjunction with Force Lock.

(6) Senior Executive Service: Commands and activities with Senior Executive Services (SES) positions will document IAW SES distribution approved by the Civilian Senior Leadership Management Office (CSLMO) as recorded in the Structure and Manpower Allocation System (SAMAS) and the Command's PBG. This guidance, in coordination with HQDA DCS G-3/5/7 and G-1, supports HQDA manpower policies on the management of SES manpower. Army G-1 POC is Mr. Geoff Carpenter, 703- 695-5605 and G-37/FM POC is Mr. Ed Scott 703-693-3051.

**10. Stationing Guidance:** Commands will present General Officer endorsed planned FY 14-18 stationing actions in the Command Plan brief. Primary guidance for Army Stationing is AR 5-10.

a. Commands will submit stationing packages to HQDA 18 months prior to the effective date of any stationing action (activation / establishment, inactivation / discontinuance, realignment and relocation). Stationing actions, which cannot meet the 18-month timeline, are to be submitted as soon a possible after the decision for a stationing action is made. If MILCON is involved, the package must be submitted five years in advance of the effective date. In the case of compressed stationing actions, MILCON must compete as a new requirement in the next Program Objective Memorandum (POM) cycle.

b. OIs and Force Structure Command Managers must consider stationing implications of force structure actions. This planning allows for proper preparation involving, among other requirements, environmental requirements, facilities, funding, as well as caring for Soldiers, Civilians and Families. It allows for public and Congressional notification.

c. Commands and OIs will coordinate with Office of the Assistant Chief of Staff for Installation Management (OACSIM), DAMO-FMI, Installation Management Command (IMCOM) Headquarters and the appropriate IMCOM Region, and other involved commands or organizations on force structure actions with stationing implications.

**11. Personnel Force Structure and Standards of Grade:**

a. HQDA policy is to apply the approved personnel force structure and standards of grade changes contained in Notification of Future Change (NOFC) documents from the 1110 and earlier management of change cycles to FY14 authorization documents. USAFMSA ICW Commands must review all NOFC to ensure FY14 command plan documents comply with this policy. The 1110 NOFC Cycle Summary document on the

website in paragraph 11.c. below contains a summary of all NOFC issued during the 1110 change cycle.

b. The current NOFC cycle opened on 1 November 2011 and closes 31 October 2012. NOFC changes for this period will be documented in FY15 documents. Out of Cycles (OOC) for NOFC will be conducted on a case by case basis as approved by DAMO-FM.

c. The ODCS G-1 POC is Mr. Randy Newman, DAPE-PRP-CSB, DSN 221-2099. NOFC information can be viewed at AKO site <https://smartbook.armyg1.pentagon.mil/>. The web site contains a summary of all NOFC actions for each management of change NOFC cycle and also contains the e-version of DA Pam 611-21.

**12. Headquarters, Department of the Army (HQDA) Statutory Limitation:** Effective 31 March 2011, HQDA G-37/FM "froze" any growth to assignment codes SA and CS except for CME to DAC conversions, acquisition workforce growth using expedited hiring authority and mission critical occupation growth within statutory exceptions. This no growth policy remains in effect. Concept plans for elements of the Secretariat and Army Staff may be considered in cases that identify corresponding HQs element manpower and funding bill-payers.

**13. Inspector General:** All commands must coordinate any changes to Inspector General positions (this applies to all components and DA civilians). Commands will coordinate changes (requirements, authorizations, position title changes, grade, and POSCO, realignments) for any ASI 5N, SQI: B and Series 1801 with Remark Code DK with the Chief, Inspector General Proponent Branch in the U.S. Army Inspector General Agency (USAIGA). The USAIGA POC is Ms. Donna Wood, 703-695-1592, e-mail: [Donna.L.Wood@us.army.mil](mailto:Donna.L.Wood@us.army.mil) or Mr. Bob Wittwer, 703-614-6988, e-mail: [Robert.Wittwer@us.army.mil](mailto:Robert.Wittwer@us.army.mil)

**14. POC:** DAMO-FMP will update this guidance as new force management policies and decisions are made by the HQDA senior leadership. The Army G-37/FM POC is Mr. Michael J. Bush, DSN: 222-7955, CML: 703-692-7955, or e-mail: [michael.bush@us.army.mil](mailto:michael.bush@us.army.mil) .

ANNEX A: Timeline  
ANNEX B: MTOE & AUGTDA  
ANNEX C: TDA  
ANNEX D: Total Force Management



ANTHONY R. IERARDI  
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Director of Force Management

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**ANNEX A: FY14 Command Plan cycle key dates**

28 OCT 11: Master Force lock; baseline for the FY14 Command Plan

15 NOV 11: November AUGTDA/TDA Out-of-Cycle Board

18 NOV 11: Publish Structure and Composition System (SACS) file

30 NOV 11: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – CoC for ARCYBER, ARNG, FORSCOM, TRADOC and USAR

30 NOV 11: Publish FY13 MOBTDA's

6 Dec 11: G-8 Report of BOIP Application Recommendations for FY12/13 OOC adjustments and FY14 authorizations received

9 DEC 11: Publish November Out-of-Cycle documents, complete FY13 documentation

13 DEC 11: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

14 DEC 11: Force Review Point; update baseline for the FY14 Command Plan

11 JAN 12: January AUGTDA/TDA Out-of-Cycle Board

27 JAN 12: Publish January Out-of-Cycle documents

31 JAN 12: HQDA TDA/AUGTDA ERVB – CoC for ARNG, ATEC, INSCOM, NETCOM, HQDA, USMA, USARSO and USASOC

31 JAN 12: Publish the Army Program for Individual Training (ARPRINT)"

8 FEB 12: February AUGTDA/TDA Out-of-Cycle Board

15 FEB 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

24 FEB 12: Publish February Out-of-Cycle documents

29 FEB 12: HQDA TDA/AUGTDA ERVB – CoC for AMC, ASC, FORSCOM, MDW, SETAF, SMDC, TRADOC, USAREUR and USARPAC

1 MAR 12: Command reclaims due for requirements without authorizations

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MAR 12 (T): TAA 14-18 ARSTRUC published (projected)

7 MAR 12: March AUGTDA/TDA Out-of-Cycle Board

14 MAR 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

28 MAR 12: HQDA TDA/AUGTDA ERVB – CoC for AAC, CIDC, IMCOM, MEDCOM, USACE, USAR, USARCENT and USARNORTH

30 MAR 12: Publish March Out-of-Cycle documents

11 APR 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

11 APR 12: April AUGTDA/TDA Out-of-Cycle Board

13 APR 12: Command Schedule 8s due to HQDA

25 APR 12: HQDA TDA/AUGTDA ERVB – CoC for ARCYBER, ARNG and FORSCOM

27 APR 12: Publish April Out-of-Cycle documents

9 MAY 12: May AUGTDA/TDA Out-of-Cycle Board

16 MAY 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

30 MAY 12: HQDA TDA/AUGTDA ERVB – CoC for TRADOC and USAR

1 JUN 12: Publish May Out-of-Cycle documents

13 JUN 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

27 JUN 12: Publish June Out-of-Cycle documents

27 JUN 12: HQDA TDA/AUGTDA ERVB – CoC for ARNG, ATEC, INSCOM, NETCOM, HQDA, USMA, USARSO and USASOC

28 JUN 12: Force Review Point; update baseline for the FY14 Command Plan

11 JUL 12: July AUGTDA/TDA Out-of-Cycle Board

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SUBJECT: FY14 Command Plan Guidance

11 JUL 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB)  
– GOSC

20 JUL 12: Publish Structure and Composition System (SACS) file

25 JUL 12: HQDA TDA/AUGTDA ERVB – CoC for AMC, ASC, FORSCOM, MDW,  
SETAF, SMDC, TRADOC, USAREUR and USARPAC

27 JUL 12: Publish July Out-of-Cycle documents

31 JUL 12: FY14 AUGTDA/TDA Draft Documents made available to Commands in  
staffing status via FMSWeb

8 AUG 12: August AUGTDA/TDA Out-of-Cycle Board

15 AUG 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board  
(ERVB) – GOSC

24 AUG12: FY14 MTOE Draft Documents made available to Commands in staffing  
status via FMSWeb

29 AUG 12: HQDA TDA/AUGTDA ERVB – CoC for AAC, CIDC, IMCOM, MEDCOM,  
USACE, USAR, USARCEN and USARNORTH

31 AUG 12: Publish August Out-of-Cycle documents

11 SEP 12: Commands submit final proposed changes to FY14 AUGTDA/TDA  
documents to USAFMSA

12 SEP 12: September AUGTDA/TDA Out-of-Cycle Board

12 SEP 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board  
(ERVB) – GOSC

26 SEP 12: HQDA TDA/AUGTDA ERVB – CoC for ARCYBER, ARNG and FORSCOM

28 SEP 12: Publish September Out-of-Cycle documents

1 OCT – 19 OCT 12: G-37/FMP/FMO/Command/USAFMSA Scrubs

3 OCT 12 (T): Force Review Point

10 OCT 12: October AUGTDA/TDA Out-of-Cycle Board

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SUBJECT: FY14 Command Plan Guidance

10 OCT 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

12 OCT 12: Command input for MOBTDA's due to USAFMSA

22 OCT – 9 NOV 12: FY14 Command Plan briefings by Commands

31 OCT 12: HQDA TDA/AUGTDA ERVB – CoC for TRADOC and USAR

2 NOV 12: Publish October Out-of-Cycle documents

13 NOV 12: FY14 Incremental AUTS 1

14 NOV 12: HQDA TDA/AUGTDA Unit Equipment Review and Validation Board (ERVB) – GOSC

27 NOV 12: FY14 Incremental AUTS 2

5 DEC 12: FY14 Incremental AUTS 3

12 DEC 12: Lock the Force, Establish the Master Force File

19 DEC 12: USAFMSA post FY14 HQDA approved documents on FMSWEB

11 JAN 13: Publish Structure and Composition System (SACS) file

**ANNEX B: MTOE and AUGTDA Documentation.**

1. The FY14 Command Plan MTOE build will be based on HQDA approved TOEs and the Army Force Generation model. The guidance is to build an FY14 MTOE document for any MTOE unit [Active Army, Army National Guard (ARNG), US Army Reserve (USAR)] that is not scheduled for deployment in FY14 or redeploys and enters the reset pool prior to 1 JUL 14. It is recognized that implementing end strength reductions, implementing TAA 14-18 decisions and the evolving budget realities will challenge our documentation strategy and it will need to be monitored closely and adjusted as necessary.

2. Documentation Priorities:

a. The enduring priority continues to be Modification Tables of Organization and Equipment (MTOE) to support the warfight in accordance with (IAW) the Army Force Generation (ARFORGEN) cycle. Any FY13 MTOE document update/build will be processed through normal procedures and will be built before the FY14 MTOE document.

b. Army Commands, ASCCs, DRUs, ARNG, and USAR will work closely with G-37/FMO Organizational Integrators to determine which unit identification codes (UICs) to document during Command Plan. Since Force Lock has been delayed to DEC 12 to allow more time for the announcement of Senior Leader force structure decisions, it is critically important that G-37/FMO OIs and FIs coordinate the order of document builds with USAFMSA DIs in order to avoid documentation rework. Documents unlikely to be affected by late FY12 Senior Leader decisions should be built first, while those most likely to be affected by late-FY12 Senior Leader decisions should be built last. Staffing documents will be posted to FMS WEB NLT 24 August 2012 IAW the following priority of build:

- FY14 activations and conversions in any component
- Building or adjusting TOEs that support TAA 14-18 decisions
- Supporting the Global Force Management Data Initiative (GFM DI)
- Implementing LIN Review documentation adjustments

3. USAFMSA continues to work on the Global Force Management Data Initiative (GFM DI) to comply with Joint Staff directives. R-edition TOEs will be used to support the FY14 MTOE build.

4. Force Modernization Guidance: G-8 Report of BOIP (Modernization) Application Recommendations for OOC adjustment to FY 12/13 authorization and FY14 authorizations (6 Dec 11) (posted on FMSweb, Support Tools, Public Files, folder: Same as underline title above. Following G-37/FM and others scrub of report for accuracy and completeness, G-37/FMF/Force Integration Branch (FIB) will coordinate

with G-8/FD and G-4 to resolve issues and publish a final report NLT 28 Feb 2012. The review should identify any equipment by on hand or planned distributions not on latest approved MTOEs. Do not recommend BOIPs/LINs already documented on the latest approved MTOE. Identify any BOIP/LINs that need to be removed from the latest approved MTOE due to fielding delays/milestone delays. Also, identify any BOIPs that should be documented as a family of systems or system of systems to ensure interoperability of the capability (e.g. SICPS, AMDPCS, TUAS, SINGARS, DCGS-A., LANDWarNet Capability Set.

5. MTOE and AUGTDA documentation guidance:

a. OIs will determine E-dates for FY14 MTOEs based upon ARFORGEN, modernization, and other Army requirements for all COMPOs. This will be a priority for review during the Command scrub or review.

b. MTOE Exceptions: All MTOE exceptions, if justified by operational imperatives or to document unique structures must be approved by the Director, Force Management. Approved MTOE exceptions are valid for no more than three years from the E-date of the MTOE on which the exception was first documented. Commands will submit MTOE exception requests, both initial and revalidation, electronically, with detailed justification, to the appropriate HQDA G37/FM OI for review, appropriate action, and approval by the Director of Force Management.

c. FY14 AUGTDAs: G-37/FMP is the approval authority for all AUGTDAs. All AUGTDAs will be updated and built during the FY14 Command Plan. They will be built by the appropriate USAFMSA TOE-MTOE Division based upon G-37/FMP direction. Commands ICW the appropriate USAFMSA DI and the corresponding Command Manager will review all AUGTDAs to ensure correlation of para/line structure to the MTOE IAW the single organization view concept. The E-date for an AUGTDA will be directed by G-37/FMP. FY14 AUGTDA staffing documents (initial draft) will be completed and posted in FMSWeb NLT 10 August 2012. AUGTDAs follow most of the same guidelines as TYPKO 3 TDAs outlined in ANNEX C with special emphasis on paragraphs 1-2, 7-8, and 11-14.

d. MULTI-COMPO UNIT (MCU). The new MCU policy is expected to be implemented during this Command Plan. Commands must submit concept plans for all new MCUs (TDA or MTOE) to G-37/FMP. The sponsoring component will coordinate and obtain concurrence on the concept plan with all resourcing component(s) and Commands prior to submission, through command channels, to G-37/FMP. The G-37/FMP Force Structure Command Manager will coordinate with the HQDA staff for a recommendation to the Director of Force Management. Changes to existing MCU documents affecting the component personnel manning mix must also be coordinated and agreed to by all resourcing components, the HQDA OI, and Force Structure Command Manager.

**DAMO-FMP**

**SUBJECT: FY14 Command Plan Guidance**

e. Army Preposition Stocks (APS) documentation (COMPO 6). APS COMPO 6 UICs will be updated during the FY14 Command Plan. APS COMPO 6 UICs will be documented based upon the latest HQDA approved SRC. APS COMPO 6 UICs will have an effective date of 16 October 2013 (20131016). Equipment modernization level for each APS COMPO 6 UIC will be equal to that of the most modern SRC of that series in COMPO 1. Overall DAMO-FM lead is Mr. John Hammond, AMC Command Manager.

f. Ensure compliance with AR 600-13, Chapter 2 (Army Policy for the Assignment of Female Soldiers).

g. Behavioral Health (BH) capabilities:

1) The Army approved the growth of Behavioral Health (BH) capabilities for Brigade Combat Teams (BCTs), Multi-Functional Support Brigades and Functional Support Brigades during TAA 12-17. The growth in BH capabilities includes adding a BH team consisting of a Behavioral Science officer (Immaterial) O3 67D and a Behavioral Health NCO E5 68X to each BCT and adding two BH teams consisting of two Behavioral Science Officers (Immaterial) O3 67D and one Behavioral Health NCO E5 68X and one Behavioral Health Specialist E4 68X to each Multi-Functional Support Brigade and Functional Support Brigade.

2) The Army began documenting the increase in BH Teams in the BCT TOEs and selected MTOEs in FY12. In FY13 the BH documentation process continued for Combat Aviation Bdes, Fires Bdes and Medical Bdes. In the FY14 Command Plan BH capabilities will be documented within the TOEs and MTOEs for Sustainment Bdes, Engineer Bdes and MP Bdes.

3) Medical OIs will coordinate specific guidance regarding BH personnel and equipment with Multi-functional Support Bde OIs, Functional Support Bde OIs and Document Integrators.

**ANNEX C: TDA Documentation.**

1. Concept Plans:

a. All concept plans will be based on the Concept Plan Guidance dated 31 MAR 10 (ref. 1.h.). Concept plans must pass screening by the US Army Manpower Analysis Agency (USAMAA) for manpower analysis and the Assistant Secretary of the Army (Financial Management and Comptroller) ASA FM&C for Cost Benefit Analysis (CBA) prior to HQDA staffing. Concept plans require 60-90 days for HQDA staffing. Commands should submit concept plans for documentation, during the FY14 Command Plan, as soon as possible. A Schedule 8 is required as part of the concept plan submission.

b. CME documentation. ASA M&RA is currently reviewing policy guidance to account for and document CMEs using the Panel for the Documentation of Contractors (PDC) Synchronization forum. The only method to add additional CMEs to the SAMAS data base is a concept plan submission.

c. In-Sourcing: All in sourcing actions must be approved by the SECARMY and comply with ASA M&RA guidance at reference J. If SECARMY suspension of in-sourcing is not renewed, then the command in-sourcing actions need to come forward in concept plans consistent with 4 March 2011 in-sourcing guidance signed by DASA (FMMR).

2. TDA Equipment: Document in accordance with the Table of Distribution and Allowances (TDA) and Augmentation Table of Distribution and Allowances (AUGTDA) Unit Equipment Review and Validation Board (ERVV) decisions. All Commands will utilize the 4610-R tool on FMSWEB to submit requests for changes in equipment documentation. Neither HQDA nor USAFMSA will take action until the Command reviews and renders an approval decision into the FMSWeb 4610-R Automated TDA Equipment Tool. The USAFMSA 4610-R POC is Mr. Johnnie Bennett, 703-805-2651/DSN 655-2651. G-37/FMP POC is Mr. Alfred Hawkins, 703-693-3178. TDA/AUGTDA equipment can only be obtained either through DA-4610-R or applied based upon other HQDA memo decision (AUGTDA, AR2B, etc.) or contract equipment on an approved Government Owned Contractor Operated/Government Furnished Equipment (GOCO/GFE) itemized list.

3. Use of ACOM/ASCC/DRU/HQDA Models for manpower requirements documentation: Commands that use a model to assist in the manpower requirements process must adhere to the seven-phase process guidelines:

a. Phase 1-5 Model Validation: USAMAA responsibilities include reviewing all TDA/AUGTDA manpower requirement models, ensuring consistent application of Army manpower policies, and executing validation and accreditation functions. Validation

includes an assessment of the functional model, as well as an evaluation of the model's underpinning data. During model development, USAMAA will provide the overarching guidance for the methodology and in-process feedback to facilitate continuous verification and better prepare the final product for validation. USAMAA will provide the approval documentation, which will include the identification of the model's applicability, as well as the model's validation period.

b. Phase 6 Model Application: ACOM/ASCC/DRU/HQDA will apply the model with USAMAA oversight, and develop new or proposed organizations, which will include a baseline (latest approved document) and crosswalk from current to proposed TDA and a Schedule 8 submission to G-37/FMP. The new or proposed organization, baseline, crosswalk and Schedule 8 will be briefed to Chief, G-37/FMP for approval.

c. Phase 7 Model Implementation: G-37/FMP is the HQDA lead for model implementation and organizational approval. G-37/FMP reviews the crosswalk and Schedule 8 submission from the latest HQDA approved TDA to the new or proposed TDA organization based on model application. G-37/FMP provides recommendations on model implementation to the Director of Force Management, who will direct how and when the model will be applied to the SAMAS and TAADS data bases during the CPLAN process.

d. Model Expiration: Each model will be approved for an explicit period of time, not to exceed three years, based on the level of rigor evident in the model and its underpinning data sources. Commands must keep their models up to date or they will not be applied across the program. Commands ICW USAMAA must monitor their models to be able to apply them during Command Plan. Commands may apply model results to documents that will be approved on or before the model expiration date. The model expiration date and document E-date are not directly linked.

4. Command conducted studies must be reviewed and approved by USAMAA. USAMAA will brief the DASA, FMMR, ASA(M&RA) on its analysis and brief G-37/FMP prior to any study results being documented. G-37/FMP will provide a way ahead for Command conducted studies.

5. TDA Documentation Guidance:

a. USAFMSA TDA Division builds all TYPKO 3 TDAs. Command participation and review on new initiatives is an essential element of the document build process. E-date for FY14 TDAs will be 20131001 unless otherwise directed by the Force Structure Command Manager. ARNG TDA E-dates will be 20140901. USAR TDAs E-dates will be 20131016.

b. TDA BUILD: USAFMSA TDA Division will prepare Command staffing TDAs and post them to FMSWeb NLT 10 AUG 12. Command proposed changes to FY14

DAMO-FMP  
SUBJECT: FY14 Command Plan Guidance

documents should be submitted as early as possible but NLT 11 SEP 12. Changes will be submitted to USAFMSA in WinTAADS (version 9.5 format). As a reminder, Commands are required to coordinate all proposed personnel growth, changes to grade, skill, Additional Skill Identifier (ASI), Language Identification Codes, Language Proficiency Indicators (LPIND) with G-37/FMP. Standard of Grade (SGA) exceptions must be coordinated with USAFMSA TDA Division and HQDA G-1 Personnel System Staff Officers (PERSSOs) and equipment prior to documentation. In addition, the Language Identification Code and LPIND changes must be coordinated through HQDA DCS G-2, Army Foreign Language Proponency Office (Mr. Getzin, DAMI-POD, DSN 225-1384).

6. Joint and Defense: All Joint and Defense documents will participate in the AUTS process before documents will be published and released to the field. Joint Staff and Joint-Defense Agencies may submit documentation updates for FY12-13-14 during Command Plan 14 IAW instructions and guidance in this memo. All OOC Joint TDAs will be FY13 unless specifically requested by G-1. FY12-13 changes will be made through the OOC process; FY14 will be accomplished at the 12 DEC 2012 Master Force Lock.

7. Remarks Code 89 Positions: Commands must coordinate any changes to Title 10 Active Guard Reserve (AGR) positions (Remarks code 89) with the Army National Guard. Coordinate changes for requirements or authorizations, position title changes, POSCO, and realignments with the Chief, Workforce Planning and Analysis Branch in the Army National Guard Directorate. The ARNG POCs are Mr. Theodore (Ted) C. Miller, 703-607-7848 and Mr. Tony Denham, 703-601-7520, e-mail: [tony.denham@ng.army.mil](mailto:tony.denham@ng.army.mil). No requirements growth is authorized without an approved concept plan. Commands should ensure that all AGR positions with remark code 89 reflect AMSCO 431G1000, MDEP PRAG.

8. Remarks Code 92 Positions:

a. Commands, except USARC and subordinate units, 7th Civil Support Command, and 9th Mission Support Command are required to coordinate all USAR AGR positions, remark code 92, with the USAR's G-3/5/7 Force Management Directorate (Forward) Full Time Support (FTS) Manpower Integration Branch. This includes, but is not limited to, changes in the number of authorizations, changes to position titles, grade, position code, and realignments of remark code 92. A memorandum from the Office, Chief Army Reserve (OCAR) is required prior to any changes on a remarks code 92 position on a TDA. Requirements growth is not authorized without an approved concept plan. Coordination with your Command Analyst at the G3/5/7 Force Management Directorate (Forward) FTS Manpower Integration Branch is key to all AGR position changes. For additional assistance contact LTC Cesar A. DeLeon, 703-806-7368 or Ms. Bernice Morris, 703-806-7367.

DAMO-FMP

SUBJECT: FY14 Command Plan Guidance

b. Full Time Support TDA documentation changes to the 7th Civil Support Command (E1W1GYAA) or the 9th Mission Support Command (P1W3XQAA) must be coordinated with and approved by HQ USARC, G3/5/7 Force Management Directorate (Main), Manpower Branch in advance of submission to USAFMSA. All inquiries or requests for assistance should be addressed to Mr. Gene Watson, lead analyst at 910-570-9227 or Mr. Dave Adamson, Branch Chief at 910-570-9229.

c. AGR Rebalance: In support of the Chief, Army Reserve initiative to operationalize the Army Reserve, G-37/FMP will begin to document USAR rebalancing efforts during this Command Plan. All actions must be coordinated between the losing Command, USAR, and G-37/FMP prior to documentation of loss or gain of an AGR position. OCAR will provide a memorandum to affected commands and organizations with information on approved USAR AGR positions. Requirements and authorizations for positions that are no longer supported will be removed from the TDA. In order to limit turbulence, positions identified for elimination will be coded in the personnel system as "blocked for fill" effective immediately. AGRs assigned to the position will be allowed to complete their tour.

9. Mobilization TDAs: All Mobilization TDAs will be updated during the FY14 Command Plan. Command input for MOBTDA is due to USAFMSA by 12 OCT 2012. MOBTDA will be reviewed during the Command Plan as required. Commands will retain the same number of funded Drilling Individual Mobilization Augmentee (IMA) positions in FY14 as FY13. Commands will coordinate the placement of funded Drilling IMA positions with USAFMSA. Redistribution of requirements within the Command is authorized however a CIP is required. No requirements growth is authorized without an approved concept plan. G-37/FMP plans to conduct a MOBTDA requirements and DIMA review during JAN-FEB 12. Equipment will no longer be documented on the MOBTDA.

10. Documentation of non-add positions.

a. Code 90 positions (Planning). All positions must be reviewed and revalidated by G-37/FMP prior to approval for documentation on the FY14 TDA. No remark code 90 growth is authorized.

b. Code 85 positions (Full-time Equivalent). All positions must be reviewed and revalidated by G-37/FMP prior to approval for documentation on the FY14 TDA. Positions sourced by OCO, part time, volunteers, or over hires will not be documented. Use the standard personnel remark code "MF" along with code "85" to indicate Borrowed Military Manpower is being used. NAF positions will not be documented.

11. Civilian Career Program:

a. Each Command is directed to continue their review of Civilian requirements and identify positions eligible to be coded as Career Programs. On the FY13 TDA/AUGTDAs documents, Commands documented career program positions using a standard remarks code. G-37/FM directs USAFMSA to establish a new 2 digit TDA field called Civilian Career Programs (CCP) NLT 1 MAR 12. USAFMSA will convert the current Career Program remarks codes into the new Career Program data field at the conclusion of FY 14 Command Plan. Commands will then be required to maintain their Civilian Career Program coding in the new data field. The use of standard remarks codes to identify Career Programs is no longer authorized, effective 12 Dec 2012.

b. The following database changes will be implemented at the conclusion of the FY14 command plan. This serves as a notice for updating local systems. These changes will increase the capability of the documents as well as reduce confusion between the data and the data field names.

- Change field name TPARHDR : TPACO to WCG (Work Center Group) All data will be removed in the FY14 documents. The data field will be reserved for future GFM DI use.
- Add field name: TPARHDR : WCGL (Work Center Group Lead) 1 Character Alpha/Numeric. The data field will be reserved for future GFM DI use.
- Add field name: TPERDET : CCP (Civilian Career Program) 2 Character Alpha/Numeric Data from the personnel remarks codes will be used to populate this field.
- Change field name: TPERDET : MECOD to MICAT (Military Intelligence Category) Data from the MECOD field will be used to populate the MICAT field.
- Change field name: TPERDET : SWCCD to CMU (Command Unique) Data from the SWCCD field will be used to populate the CMU field.
- Change field name: TPERDET : SWCER to SUPV (Supervisor position) Data from the SWCER field will be used to populate the SUPV field.
- Change field name: TPERDET : JDAL to PSN (Position Number) Data from the JDAL field will be used to populate the PSN field.
- Add field name: TPERDET : CAFC (Commercial Activity Function Code) 4 Character Alpha/Numeric. Data from the PEPOST position 1,2,3, and 4 for civilian positions will be used to populate this field.
- Add field name: TPERDET : FSC (Federal Supply Code) 4 Character Alpha/Numeric. Data from the PEPOST position 1,2,3, and 4 for CME positions will be used to populate this field.
- Add field name: TPERDET : MMC (Manpower Mixed Criteria) 1 Character Alpha/Numeric. Data from the PEPOST position 5 will be used to populate this field.
- The AMSCO data field will be increased from 8 characters to 9.

DAMO-FMP  
 SUBJECT: FY14 Command Plan Guidance

12. Requirements without Authorizations:

a. FY12-13 Department of the Army Civilian reductions: For FY12-13 TDA/AUG-TDA lines with DAC authorization decrements, the requirements were retained unless requested by the Command for elimination. For FY14 G-37/FMP has eliminated these requirements. Any Command requesting to reclama must submit a memo with their justification NLT 1 MAR 12 to G-37/FMP.

b. Generating Force TAA 14-18 FY14 requirement eliminations: GF TAA phase 1 directed military, DAC, and CME requirements sunset as outlined below. Schedule 8s will account for the sun setting requirements on 30 September 2014, effective 1 October 2014. For FY15 changes use issue \*\*TAAGF4 (\*\* first 2 digits of ROC). Again, any Command requesting to reclama must submit a memo with their justification NLT 1 March 2012 to G-37/FMP. Military requirements w/o authorizations will be updated based upon any "buys" during GF TAA.

Command	Sunset FY14			STATUS
	MIL	DAC	CME	
AMC	147	1418	0	
USARCENT	80	11	0	
JAG School	5	0	0	
USASOC	7	0	0	
AAC	739	148	0	Completed
USAASC	105	6	6	Completed
A TEC	40	554	800	
USMA	15	0	0	
ARNG (GB)	0	12595	0	
USAR (AR)	628	0	0	
USAR (HR)	0	3358	0	
FORSCOM	112	150	0	
NETCOM	0	75	0	Completed
CIDC	80	200	0	
SMDC	14	152	0	Completed
TRADOC	2021	3881	0	
INSCOM	99	277	18	
MEDCOM	1527	7045	0	
IMCOM	200	4920	0	
HQDA	79	406	0	
<b>Total</b>	<b>5898</b>	<b>35196</b>	<b>824</b>	

c. Commands have a responsibility to review and revalidate all military, DAC, and CME requirements and authorizations based upon mission directives and workload

**DAMO-FMP**  
**SUBJECT: FY14 Command Plan Guidance**

requirements as prescribed by AR 570-4. Requirements that are no longer valid must be eliminated. Requirements without authorizations will continue to be a major focus area in the Generating force TAA process.

13. Medical Force Structure: Commands and activities with TDA medical force structure will document IAW AMEDD Command Grade Allocation guidance provided by separate correspondence from the Office of The Surgeon General. This guidance, in coordination with G-3/5/7 and G-1, supports HQDA manpower policies on the management of medical manpower. OTSG POCs are Mr. Maurice Yaglom, DSN 761-3293 or Mr. Haywood Thomas, DSN 761-4563.

14. Logistics Army Educational Requirements Documentation: Per Memorandum, USA Combined Arms Support Command, 15 Dec 2011, subject: Army Educational Requirements System (AERS) position addition; the following UICs will update their FY14 documentation of Logistics LTC and Major positions that require the completion of a graduate level education program.

Assignment Code	UIC	Assignment Code	UIC
CS	W0Z2AA	DF	W1A1AA
	W0Z3AA		W1A3AA
	W6APAA		W48ZAA
FC	W3YBAA	JA	W092AA
SP	W45VAA		W093AA
TC	W3XTAA		W095AA
X1	W0DAAA		W096AA
	W0MCAA		W1B6AA
	W0QFAA		W3LBAA
	W4MKAA		W3LXAA
	W6QLAA		W4FGAA
			W6CTAA

15. National Intelligence Program (NIP) Documentation: Commands and activities with NIP force structure will document IAW National Intelligence Program (NIP) and G-37/FMP guidance. This guidance, in coordination with HQDA DCS G-2, G-3, and G-1 supports HQDA manpower policies on the management of NIP manpower. NIP POCs are Mr. Gregg Hill, COM (703) 695-1196 or Mr. Ed Scott, COM (703) 693-3051.

16. Acquisition Documentation: All commands must coordinate any changes to Acquisition positions (this applies to all components and DA civilians). Commands will coordinate changes (requirements, authorizations, position title changes, grade, and POSCO, realignments) for any FA51 and Remark Code DD, DC, and DF

DAMO-FMP  
SUBJECT: FY14 Command Plan Guidance

with the Director, Resource Integration (Manpower), in the Assistant Secretary of the Army (Acquisition, Logistics and Technology) (ASA(ALT)). The ASA(ALT) POC is Ms. Karen Walker, 703-697-0306, email [Karen.A.Walker.civ@mail.mil](mailto:Karen.A.Walker.civ@mail.mil).

17. G-3/5/7 UIC Documentation Guidance: DAMO-ZCA identify G3 Directorates with permanent civilian positions without validated and approved workload requirements and provide those directorates with guidance to submit a Concept Plan to validate the workload. G-3/5/7 Directorates will submit all concepts plans to DAMO-ZCA. DAMO-ZCA will ensure the concept plan is prepared in accordance with the 31 March 2010 Concept Plan Guidance. After review and corrections DAMO-ZCA will forward the concept plan to DAMO-FMP for formal staffing. DAMO-ZCA will also forward an information copy of the concept plan to HQDA RS-W.

**Annex D: Total Force Management (TFM)**

1. The Army should undertake a more holistic approach to its manpower requirements in order to achieve the appropriate balance in its total workforce. Total force management (TFM) will improve personnel requirements determination and planning to facilitate decisions regarding which workforce category (military [Active and Reserve Component], civilian, or contractor) is most appropriate to perform a particular function. Several tools are available to facilitate total force management decisions. These include the strategic civilian human capital plan (10 U.S.C. 115b), service contracting inventory (10 U.S.C. 2330a), inclusion of contractor services support work in the annual budget displays (10 U.S.C. 235), and the list of commercial activities required by the Federal Activities Inventory Reform Act (Public Law 105-270). In addition, section 129, Title 10, United State Code, requires that the Department of Defense civilian workforce be managed on the basis of workload rather than any arbitrary constraints or limitations.

2. The Fiscal Year 2012 National Defense Authorization Act includes for provisions regarding TFM in the following ways:

a. Prohibits in-sourcing targets, out-sourcing targets, numerical goals or civilian hiring freezes that may inhibit TFM policies.

b. Amends 10 USC 129 to conform to TFM policies.

a. Amends 10 USC 129a to establish risk as taking precedence over cost in making TFM decisions.

d. Specifically requires the Financial Management and Comptroller to comply with TFM statutes in budget submissions.

e. Requires Reduction in Force guidelines conform with TFM principles in 10 USC 129 and 129a.

f. Reaffirms requirements to use contractor inventory and review for justifying contractor services budget submission.

g. Requires DoD use of Directive-Type Memorandum (DTM) 09-007, Estimating and Comparing the Full Costs of Civilian and Military Manpower and Contract Support, cost analysis that accounts for fully burdened costs when making various workforce mix decisions.

h. Requires reporting contractors as part of Army Management Headquarters Activities, and other manpower reports based on contractor inventory.

i. Requires reporting requirements rather than authorizations, and prior year on-board for civilians in Defense Manpower Requirements Report.

j. Reaffirms prohibition of direct conversions of any civilian position to contract performance absent a public-private competition and places USD(P&R) in charge of preliminary planning for A-76 competitions.

k. Reaffirms compliance with in-sourcing criteria, particularly for inherently governmental functions, and exempts critical, closely associated with inherently governmental and inherently governmental functions from cost analysis.

l. Additionally, contract services spending are frozen to aggregate FY10 levels with additional directed cuts of any inherently governmental contracts not yet in-sourced, as well as 10% per year reductions of closely associated with inherently governmental functions and personal services contracts.