Army Regulation 525–29

Military Operations

Army Force Generation

Headquarters
Department of the Army
Washington, DC
14 March 2011

UNCLASSIFIED

SUMMARY

AR 525-29
Army Force Generation

This new Department of the Army regulation, dated 14 March 2011--

- Institutionalizes the fundamentals of Army Force Generation (chap 1).

- Assigns roles and responsibilities for the Army Force Generation process (chap 2).

- Establishes the Army Force Generation sourcing line of effort, resourcing line of effort, planning line of effort, and execution line of effort (chaps 3, 4, 5, and 6).

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Effective 14 April 2011

Military Operations

Army Force Generation

By Order of the Secretary of the Army:

GEORGE W. CASEY, JR.
General, United States Army
Chief of Staff

Official:

JOYCE E. MORROW
Administrative Assistant to the Secretary of the Army

History. This publication is a new Department of the Army regulation.

Summary. This regulation prescribes the purpose, policies, procedures, and responsibilities for planning, preparing, executing, and assessing Army Force Generation. It describes both existing and maturing concepts, responsibilities, policy, and implementing procedures, and is intended to evolve as Army doctrine. This regulation establishes the basis for coordinated Army Force Generation execution within the Department of the Army to support National objectives.

Applicability. This regulation applies to the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. Also, it applies to Department of the Army civilians.

Proponent and exception authority. The proponent of this regulation is the Deputy Chief of Staff, G–3/5/7. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army internal control process. This regulation contains management control provisions and identifies key management controls that must be evaluated (see appendix B).

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G–3/5/7 (DAMO–SS), 400 Army Pentagon, Washington, DC 20310–0400.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Deputy Chief of Staff, G–3/5/7 (DAMO–SS), 400 Army Pentagon, Washington, DC 20310–0400.

Committee Continuance Approval. The Department of the Army committee management official concurs in the establishment and/or continuance of the committee(s) outlined herein. AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZX), 2511 Jefferson Davis Highway, 13th Floor, Taylor Building, Arlington, VA 22202–3926. Further, if it is determined that an established "group" identified within this regulation, later takes on the characteristics of a committee, as found in the AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

Distribution. This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1
Army Force Generation Fundamentals, *page 1*
Purpose • 1–1, *page 1*
References • 1–2, *page 1*
Explanation of abbreviations and terms • 1–3, *page 1*

Contents—Continued

Responsibilities • 1–4, *page 1*
Statutory authorities • 1–5, *page 1*
Strategic necessity of Army Force Generation • 1–6, *page 1*
Army Force Generation overview • 1–7, *page 1*
Army Force Generation capacity • 1–8, *page 3*
Army force structure • 1–9, *page 3*
Army Force Generation Force Pools • 1–10, *page 3*
Army Force Generation aim points • 1–11, *page 4*
Army Force Generation expeditionary force packages • 1–12, *page 5*
Army Force Generation mission and surge forces • 1–13, *page 6*
Army Force Generation prioritization • 1–14, *page 7*
Army Force Generation synchronization • 1–15, *page 8*
Army Force Generation lines of effort • 1–16, *page 8*
Army Force Generation Synchronization Board • 1–17, *page 9*

Chapter 2
Roles and Responsibilities, *page 9*
Assistant Secretary of the Army (Acquisition, Logistics, and Technology) • 2–1, *page 9*
Assistant Secretary of the Army (Civil Works) • 2–2, *page 9*
Assistant Secretary of the Army (Financial Management and Comptroller) • 2–3, *page 9*
Assistant Secretary of the Army (Installations, Energy, and Environment) • 2–4, *page 9*
Assistant Secretary of the Army (Manpower and Reserve Affairs) • 2–5, *page 9*
Chief Information Officer/G–6 • 2–6, *page 10*
Chief, Public Affairs • 2–7, *page 10*
Deputy Chief of Staff, G–1 • 2–8, *page 10*
Deputy Chief of Staff, G–2 • 2–9, *page 10*
Deputy Chief of Staff, G–3/5/7 • 2–10, *page 10*
Deputy Chief of Staff, G–4 • 2–11, *page 11*
Deputy Chief of Staff, G–8 • 2–12, *page 11*
Assistant Chief of Staff for Installation Management • 2–13, *page 11*
The Surgeon General • 2–14, *page 11*
Director, Army National Guard • 2–15, *page 12*
Chief, Army Reserve • 2–16, *page 12*
Commander, U.S. Army Corps of Engineers • 2–17, *page 12*
Commander, U.S. Army Forces Command • 2–18, *page 12*
Commander, U.S. Army Training and Doctrine Command • 2–19, *page 12*
Commander, U.S. Army Materiel Command • 2–20, *page 13*
Commander, U.S. Army Europe • 2–21, *page 13*
Commander, U.S. Army Central • 2–22, *page 13*
Commander, U.S. Army North • 2–23, *page 13*
Commander, U.S. Army South • 2–24, *page 14*
Commander, U.S. Army Pacific • 2–25, *page 14*
U.S. Army Special Operations Command • 2–26, *page 14*
Commander, U.S. Army Space and Missile Defense Command/Army Strategic Command • 2–27, *page 14*
Commander, U.S. Army Africa • 2–28, *page 14*
Commander, U.S. Army Network Enterprise Technology Command/9th Signal Command (Army) • 2–29, *page 15*
Commander, U.S. Army Medical Command • 2–30, *page 15*
Commander, U.S. Army Intelligence and Security Command • 2–31, *page 15*
Commander, U.S. Army Criminal Investigation Command • 2–32, *page 15*
Commander, U.S. Army Corps of Engineers • 2–33, *page 15*
Commander, U.S. Army Military District of Washington • 2–34, *page 15*
Commander, U.S. Army Test and Evaluation Command • 2–35, *page 15*
Superintendent, U.S. Military Academy • 2–36, *page 16*
Commander, U.S. Army Reserve Command • 2–37, *page 16*
Director, U.S. Army Acquisition Support Center • 2–38, *page 16*

Contents—Continued

Commander, U.S. Army Installation Management Command • 2–39, *page 16*

Chapter 3
Sourcing Line of Effort, *page 16*
Sourcing process overview • 3–1, *page 16*
Sourcing guidance • 3–2, *page 17*
Annual rotational sourcing process • 3–3, *page 17*
Emergent sourcing process • 3–4, *page 17*

Chapter 4
Resourcing Line of Effort, *page 18*
Resourcing process overview • 4–1, *page 18*
Army Force Generation synchronization and resourcing • 4–2, *page 18*

Chapter 5
Planning Line of Effort, *page 18*
Planning process overview • 5–1, *page 18*
Global Force Management • 5–2, *page 19*
Headquarters planning documents • 5–3, *page 19*
Planning, programming, budgeting and execution support • 5–4, *page 20*

Chapter 6
Execution Line of Effort, *page 20*
Execution line of effort • 6–1, *page 20*
Execution control • 6–2, *page 20*
Unit Army Force Generation execution • 6–3, *page 22*
Readiness reporting requirements • 6–4, *page 23*
Institutional Army Force Generation execution • 6–5, *page 24*

Appendixes

A. References, *page 25*

B. Internal Control Evaluation, *page 26*

Figure List

Figure 1–1: ARFORGEN force pools, *page 5*
Figure 1–2: Mission and surge forces, *page 7*

Glossary

Chapter 1
Army Force Generation Fundamentals

1–1. Purpose
This regulation establishes Army policy to institutionalize the Army Force Generation (ARFORGEN) model and process and provides responsibilities for its execution. ARFORGEN is the Army's core process and a key component of transformation.

1–2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities
Responsibilities are listed in chapter 2.

1–5. Statutory authorities
Statutory authority for this regulation is derived from Title 10, United States Code (10 USC) and DODD 5100.01. Department of the Army General Order (DAGO) 2002–03, dated 9 July 2002, as amended by DAGO 2009–03, dated 18 March 2009, prescribes specific statutory authorities within this regulation. This regulation does not supersede combatant command (COCOM) authority granted by 10 USC 162, 10 USC 164, and 32 USC.

1–6. Strategic necessity of Army Force Generation
a. The Nation is fighting a global war against violent extremist movements that threaten our freedom. In this era of persistent conflict—protracted confrontation among state, non-state, and individual actors who are increasingly willing to use violence to achieve their political and ideological ends. While in an era of persistent conflict, the Army must continue to generate forces in a condition where the global demand for land forces exceeds the available supply. Given the emerging security environment, the evolving character of conflict, and the vision of balance in our defense strategy, there are four roles for land forces in the 21st century—

(1) Prevail in protracted counterinsurgency campaigns.

(2) Engage to help other nations build capacity and to assure friends and allies.

(3) Support civil authorities at home and abroad.

(4) Deter and defeat hybrid threats and hostile state actors.

b. To fulfill these roles, the Army must be a versatile mix of tailorable and networked organizations, operating on a rotational cycle to provide a sustained flow of trained and ready forces for full spectrum operations and to hedge against unexpected contingencies at a tempo that is predictable and sustainable for an all-volunteer force. To achieve this, the Army must continuously adapt its force and the institutions which support and generate it. The demand for trained and ready forces, along with the conversion to modular formations and our use of the reserve component (RC) as an operational force, required the Army to adopt its force generation model, ARFORGEN. It is a rotational readiness model to provide strategic flexibility to meet security requirements for a continuous presence of deployed forces. The ARFORGEN synchronizes strategic planning, prioritizing, and resourcing to generate trained and ready modular expeditionary forces.

1–7. Army Force Generation overview
The ARFORGEN process is the structured progression of unit readiness over time to produce trained, ready, and cohesive units prepared for operational deployment in support of (ISO) the combatant commander (CCDR) and other Army requirements. The ARFORGEN process is the Army's core process for force generation, executed with supporting-to-supported relationships, that cycles units through three force pools: RESET, Train/Ready, and Available. Each of the three force pools contains a balanced force capability to provide a sustained flow of forces for current commitments and to hedge against unexpected contingencies. ARFORGEN establishes the basis to plan and execute Armywide unit resourcing. As a model, ARFORGEN supports the Army's planning, programming, budgeting, and execution (PPBE) process. As a process, it synchronizes the Army's efforts to provide land forces and other capabilities required by our Nation.

a. Applicability. ARFORGEN applies to the active Army (AA), the Army National Guard (ARNG), the Army National Guard of the United States, and the Army Reserve.

b. Modularity. The Army is transforming its units into modular theater armies and theater subordinate commands, corps and division headquarters, brigade combat teams (BCTs), and multifunctional and functional support brigades (BDEs) based on standardized organizational designs for the AA and RC. These standardized organizational designs are critical to the Army's ability to execute ARFORGEN, and this reorganization from a division-based to a modular BDE-based force achieves these three primary goals—

(1) An increase in the number of available BCTs to meet operational commitments while maintaining combat effectiveness that is equal to or better than that of previous divisional BCTs.

(2) Create BDE-based combat and support formations of common organizational designs that can be easily packaged to meet the varied demands of CCDRs, thus reducing joint planning and execution complexities.

(3) Redesign organizations to perform as integral parts of the joint force, making them more effective across the full spectrum of military operations (offense, defense, and stability or civil support operations) and enhancing their ability to contribute to joint, interagency, and multinational efforts.

c. Operational readiness cycles. Operational readiness cycles are only applicable to units defined as rotational structure. Non-rotational structure and generating force (GF) structure will maintain readiness for their missions as determined by Headquarters, Department of the Army (HQDA) prioritization documents (see para 1–14, below).

d. Boots on the ground: Dwell and mobilized: Dwell ratios for units. Within the ARFORGEN model, these are planning ratios used to project available forces to meet demand; within the ARFORGEN process, these ratios are used to measure operational demand on the force overtime. For the AA it is the ratio of deployed periods, or boots on the ground (BOG) time, to nondeployed periods, or Dwell (BOG: Dwell). For the RC, the ratio is measured as periods of time mobilized to periods of time not mobilized (Mobilized: Dwell).

e. Demand spectrum. The ARFORGEN must flexibly support varying levels of demand over time. The three levels of demand are defined as steady-state, surge, or full surge. They are characterized by BOG: Dwell and Mobilized: Dwell ratios.

(1) *Steady-state rotation.* A steady-state rotation occurs when the amount of forces in the Available Force Pool exceeds requirements (supply exceeds demand). This is the ARFORGEN design-level where the Department of Defense (DOD) strategy has been adequately resourced and requirements for forces are at or below planned levels. A steady-state rotation roughly corresponds to the global steady-state security posture and enables the Army to generally achieve operational cycle rotations as described in paragraph 1–10, below. This permits a set of resource solutions not possible in a compressed cycle. At this demand-level, the Army is capable of supporting continuous full-spectrum operations while maintaining the health of the all volunteer Army indefinitely. For planning purposes, current steady-state ratio goals are—

(a) AA ratio: 1:3. In a 36–month cycle, AA units will be in the available phase for 9 months (1 period) and be in Dwell for 27 months (3 periods).

(b) RC ratio: 1:5. In a 72–month (6–year) cycle, RC units can be mobilized for 12 months (1 period), deploy for 9 of the 12 months, and spend 60 months (5 periods) not mobilized.

(2) *Surge rotation.* Surge rotation level of demand occurs when demand exceeds forces in the Available Force Pool (at steady-state rotational rates). The Army responds through a "surge" of additional deploying units from the Train/Ready Force Pool. A surge rotation is characterized by operational cycle rotation ratios shorter than described in the steady-state rotation and by reduced capabilities due to shortened preparation times before deployment. Depending on operational activities and resource availability, manpower and equipping resourcing readiness may be constrained in nondeploying units and re-prioritized to deploying units, as required. The surge level ratios are as follows:

(a) AA ratio: 1:2. In a 36–month cycle, AA units will be in the available phase for 12 months (1 period) and be in Dwell for 24 months (2 periods).

(b) RC ratio: 1:4. In a 60–month (5–year) cycle, RC units can be mobilized for 12 months (1 period) and spend 48 months (4 periods) not mobilized.

(3) *Full surge.* Full surge level of demand occurs when the amount of demand exceeds the maximum amount of modular unit forces that the Army can rotate continuously. This extreme level of demand is characterized by more than half of all forces or capabilities in a component being operationally employed. Depending on resourcing levels, increased measures (such as, changes to mobilization policy, mobilization authority, or other measures) may become necessary to continue to generate forces. Many assumptions on demand and supply limitations are re-evaluated and adjusted, as required.

f. Army Force Generation lines of effort. There are four lines of effort sourcing, resourcing, planning, and execution (see para 1–16, below). A key difference in a cyclic ARFORGEN model from previous force generation models of the Army is an increased requirement for continuous synchronization of planning, personnel, equipment, and training processes across the Army for execution.

g. Army Force Generation focused manning. The arrival of Soldiers assigned to brigade size units will be synchronized based on unit's deployment latest arrival date (LAD), major training exercises, and unit's last redeployment date. Replacement personnel will be assigned utilizing the Army's Individual Replacement System. These replacements will likewise be assigned and synchronized to the unit's operational cycle. The Deputy Chief of Staff, G–1 (DCS, G–1) establishes manning policies ISO ARFORGEN aim points (see para 1–11, below). The states and territories establish manning policy for the ARNG.

h. Equipment Reset. The primary driver in equipment Reset operations is ensuring equipment Reset is synchronized to establish the desired level of combat capability commensurate with a unit's future mission. Equipment Reset restores equipment to a pre-deployment condition, where it can be maintained at the unit level. The Deputy Chief of Staff, G–8 (DCS, G–8) establishes equipping policy ISO ARFORGEN aim points (see para 1–11, below).

i. Evolutionary nature of Army Force Generation. The Army must continue to adapt and improve ARFORGEN processes over time to generate ready forces to meet operational requirements more effectively and efficiently.

j. Governance. As the proponent for ARFORGEN planning and policy, the Deputy Chief of Staff, G–3/5/7 (DCS, G–3/5/7) manages the oversight of ARFORGEN implementation, adaptation, and maturation through various processes and decision forums. The DCS, G–3/5/7 establishes the priorities for manning, equipping, resourcing, training, and sustaining the Army (see para 1–14, below).

1–8. Army Force Generation capacity

The Army may cycle units through ARFORGEN faster, meaning shorter Dwell, and demobilization periods, as determined by National, DOD, or Army leadership. As forces cycle faster, there are more forces available as generating forces. However, as forces cycle slower, there is a decreased amount of forces available as a GF. The limits to cycling forces through ARFORGEN are not defined, and may vary based on changes to national mobilization policies, force structure increases or decreases, or other decisions.

a. Flexibility of Army Force Generation. Operational requirements drive prioritization and synchronization of institutional functions to resource, recruit, organize, man, equip, train, sustain, source, mobilize, and deploy cohesive units on a sustained, cyclic basis. The Army responds to the joint Global Force Management (GFM) annual and emergent allocation processes to meet validated CCDR requirements.

b. Outputs. At a surge level the Army generates an output of 1 corps headquarters (HQ), 5 division HQs, 20 BCTs, and approximately 90K enablers. In a steady-state the Army generates an output of 1 corps HQ, 4 division HQs, 15 BCTs, and approximately 75K enablers.

1–9. Army force structure

The Army divides its force structure into the Operating Force (OF) and GF. The OF are Army organizations whose primary purpose is to fulfill global operational requirements. The OF contains a Globally Available Rotational Structure and a Globally Available Non-Rotational Structure. The GF is that part of the Army whose primary purpose is generating and sustaining operational Army units by performing functions specified and implied by law. As a consequence of performing those functions, the GF also has capabilities that are useful in supporting operations in the current operational environment. Further definition of the GF is described in FM 1–01.

1–10. Army Force Generation Force Pools

The RESET, Train/Ready, and Available Force Pools provide the framework for the structured progression of increasing readiness in ARFORGEN. Each force pool is defined by designated unit activities, capability levels, and the period of time allocated to each force pool. The Army uses the force pools in addition to mission requirements to prioritize resources over time and synchronize unit manning, equipping, resourcing, and training.

a. The RESET Force Pool. The initial ARFORGEN Force Pool is the RESET Force Pool. The RESET Force Pool begins with the establishment of a unit's return date or the transition from the Available Force Pool. A redeploying unit establishes a return date when 51 percent of the unit's personnel have returned to their home station (AA) or demobilization station (RC). Units that are newly activated, or were previously in the Available Force Pool but not deployed, return to the RESET Force Pool. During RESET, the unit will use combined arms training strategy (CATS) to develop the unit training plan, which will be executed in the Train/Ready Phase.

(1) *Activities.* Units in the RESET Force Pool generally perform some or all of the following activities: Soldier-Family reintegration; block leave; unit reconstitution; changes of command; behavioral health, medical, and dental readiness reintegration; professional military education (PME); limited individual, team, and/or crew training tasks; receipt of new personnel and equipment; and other reconstitution related tasks, as directed. Rotational units in the RESET Force Pool may perform external (off-installation) taskings, overnight training, or temporary duty by exception upon approval from the Army command (ACOM), Army service component command (ASCC), or direct reporting unit (DRU). The RC units should maximize PME during RESET.

(2) *Capabilities.* Units in the RESET Force Pool provide strategic flexibility by retaining the capability to perform civil support operations or respond to geographic combatant commander (GCC) requirements.

(3) *Transition.* Conventional units transition to the Train/Ready Force Pool upon completion of at least 180 days (6 months) AA, or 365 days (12 months) RC during a steady-state or surge level, or as directed.

b. Train/Ready Force Pool. Units in the Train/Ready Force Pool increase training readiness and capabilities given resource availability to meet established readiness goals. The AA units in the Train/Ready Force Pool may be deployed, and RC units may be mobilized for deployment.

(1) *Activities.* Units in the Train/Ready Force Pool perform the following activities: individual and collective training tasks; complete PME; receive new personnel and equipment; provide institutional support; or other activities as directed. Commanders must ensure the continuous medical and dental processing and readiness of all Soldiers assigned.

(2) *Capabilities.* Units in the Train/Ready Force Pool provide operational depth by retaining the capability to perform Full Spectrum Operations or respond to GCC requirements. Rotational units will gradually and systematically build increased readiness as resources are provided and training is conducted for the units' assigned mission. They may

be assigned a Deployment Expeditionary Force (DEF) mission and may be designated as part of the surge force (see para 1–13, below).

(3) *Transition.* Conventional units complete their transition from the Train/Ready Force Pool to the Available Force Pool upon completion of (21 months) AA, or (48 months) RC or as directed in a steady-state. Rotational units will finish their transition from the Train/Ready Force Pool to the Available Force Pool upon completion of (18 months) AA, or (36 months) RC or as directed in a surge level, with the exception of specialized units belonging to "intensely managed structure that must maintain a level of readiness that allows them to be called upon for periods of high demand."

c. Available Force Pool. Units in the Available Force Pool are at the highest state of training and readiness capability and the first to be considered for sourcing operational requirements. Available Force Pool units may provide support for institutional requirements during this time frame. All AA and RC rotational units cycle through the Available Force Pool and may deploy to meet an operational requirement as a DEF or remain focused on a specific contingency requirement (that is, operations plan) as a Contingency Expeditionary Force (CEF) (see para 1–12, below). Units in the Available Force Pool are mission forces (see para 1–13).

(1) *Activities.* Units in the Available Force Pool sustain proficiency through training in accordance with the CATS and ARFORGEN templates. They are allocated or deployed to a CCDR to conduct operations as required or directed by that CCDR across the spectrum of conflict. The supported CCDR initiates contact with the supporting commander to provide equipment requirements to support the mission, identify equipment on hand theater marked for the supporting commander, and equipment the supporting commander will deploy in order to identify specific equipment shortfalls to the GF and allow maximum time to coordinate the distribution of equipment to link up with the supporting commander.

(2) *Capabilities.* Units in the Available Force Pool are committed forces, whether deployed (DEF) or available for contingencies. Available Force Pool units retain the capabilities required for the conduct of their mission as directed in the Department of the Army (DA) planning orders (PLANORDs). The AA units not deployed are available for rapid deployment in accordance with DCS, G–3/5/7 established deployment capability goals in the Army campaign plan (ACP). The RC units are available for alert, mobilization, required post-mobilization training, validation, and deployment.

(3) *Transition.* Conventional units will finish their transition from the Available Force Pool to the RESET Force Pool upon completion of 270 days (9 months) AA, or 365 days (12 months) mobilized RC or as directed in a steady-state. Units will transition from the Available Force Pool to the RESET Force Pool upon completion of 365 days (12 months) AA, or 365 days (12 months) mobilized RC or as directed in a surge level.

1–11. Army Force Generation aim points

Aim points provide the Army a means to track units at a prescribed state of readiness as they move through the ARFORGEN Force Pools and progressively increase readiness. Aim points allow Army leadership and force providers to make accurate, timely decisions, and to mitigate risk on manning, equipping, and sourcing in accordance with Army priorities. Aim points apply to all rotational units in the Global Force Pool and the GFM Implementation Guidance. Aim points are targets at specified points in time that enable effective collective training and ensure forces are ready for contingencies and deployments as units cycle through the ARFORGEN model and process. Aim points optimize the execution of ARFORGEN by synchronizing manning and equipping capabilities with training at specific points across the force pools. The HQDA establishes the number and purpose of ARFORGEN aim points in the ARFORGEN Synchronization Order (ASO). Aim points may differ from assigned mission readiness objectives directed in deployment orders, theater specific readiness requirements, or other authoritative directives. See an example of ARFORGEN force pools at figure 1–1.

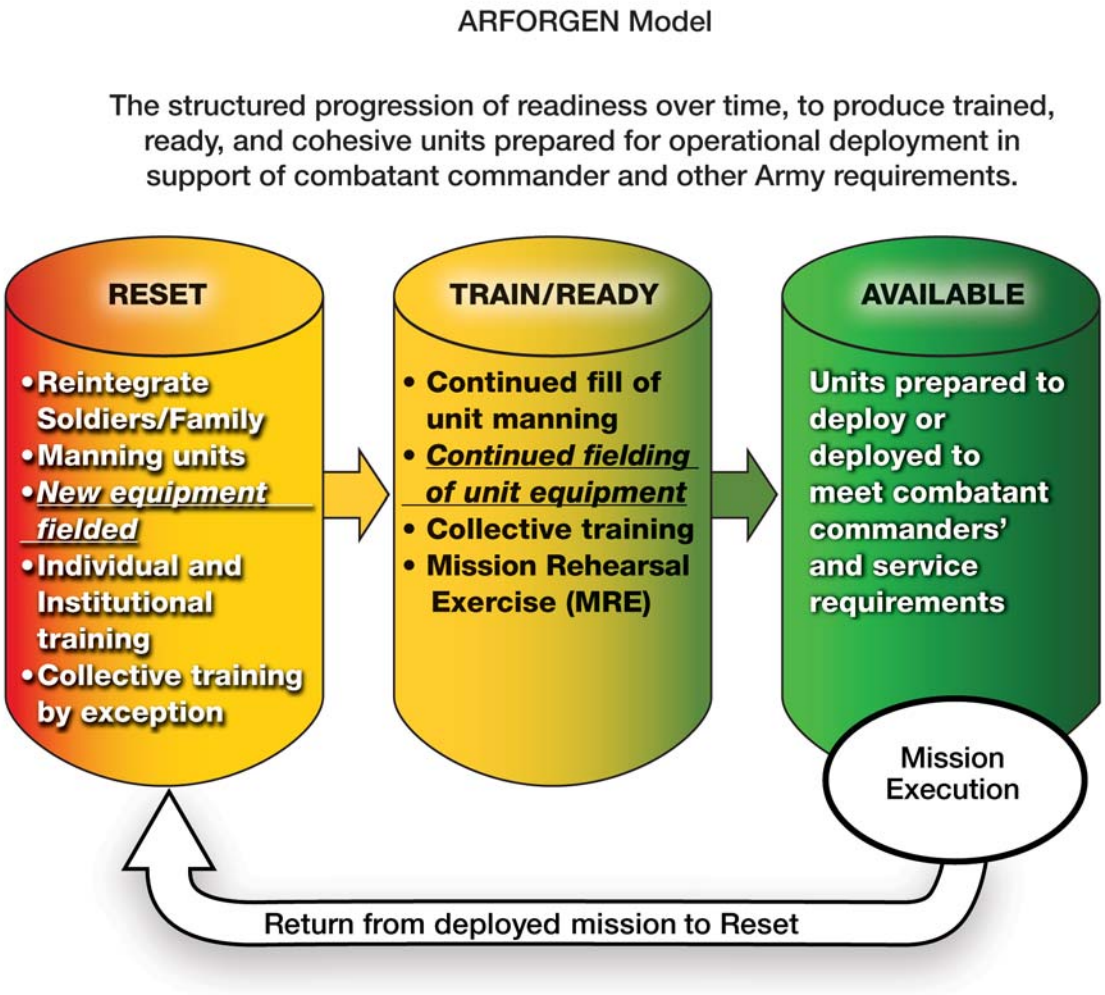

Figure 1–1. ARFORGEN force pools

a. Progressive readiness is not readiness reporting; it is about increasing unit capability levels, progressing from the RESET Force Pool through the Train/Ready Force Pool and into the Available Force Pool to meet the assigned mission timeline. The AR 220–1 is the authoritative source for the definitions and criteria for the Personnel (P), Sustain (S), Readiness (R) and Training (T) level unit status reporting metrics. The DCS, G–3/5/7 provides the readiness standards in AR 220–1 or publishes DA messages and orders. The commander's training plan with associated training events ensures that the unit is always improving readiness capability. At end state, the units are trained for their mission. The collective result is the Army's ability to meet Army force requirements for named operations and major plans.

b. The Army Digital Training Management System will be used to record individual and collective training as listed in AR 350–1 to document unit readiness during all phases of ARFORGEN, and provide commanders not geographically located with a modular unit programmed for deployment a capability to monitor the unit's training readiness.

1–12. Army Force Generation expeditionary force packages

The Army focuses each rotational unit against future missions as early as possible in the ARFORGEN sourcing process and assigns each unit to a specific mission requirement. For forces assigned to ASCCs, they are nominated against a specific mission requirement for approval by the GFM process. Rotational AA and RC BCTs, multifunctional and functional support BDEs, echelons above BDE, combat support, and combat service support units are assigned as a DEF/CEF. The Army balances the need for unit operational deployments with the need to conduct strategic contingency missions.

a. Deployment Expeditionary Force. Army general purpose force units assigned or allocated during the ARFORGEN synchronization process have the responsibility to execute assigned operational missions. The DEF units are

given a LAD in order to execute assigned missions. An example of a DEF unit (AA or RC) is a heavy BCT in receipt of a LAD ISO Operation Enduring Freedom.

b. Contingency Expeditionary Force. Army general purpose force units are designated during the ARFORGEN synchronization process and given an available force pool date in order to execute a contingency mission, operational plan, or other Army requirement. The CEF units are given an available force pool date (AFPD) for entry into the available force pool. Units assigned as a CEF units will be designated not later than R + 90 days (AA) and R + 180 days (RC). These CEF units will receive an AFPD, a mission focus, and may be projected as a surge force unit. An example of an AA CEF unit is a unit which received an AFPD at R + 90 days ISO an operations plan or contingency plan. An example of an RC CEF unit is a unit which received an AFPD at R + 180 days ISO a theater security cooperation mission.

(1) The CEF exist in the Train/Ready Force Pool or Available Force Pool and are capable of rapid deployment. The CEFs are not yet alerted to deploy (AA) or alerted for mobilization (RC). The AA CEFs will flow first in response to contingences and be supported or relieved by RC forces in order to support the post mobilization training requirements of the RC. The AA CEFs are redesignated DEFs if alerted to deploy, while RC CEFs are redesignated as DEFs when notification of sourcing to deploy occurs.

(2) When operational demand exceeds available forces, DEFs in the RESET and Train/Ready force pools are the de-facto forces to execute contingency operations (operational depth and strategic flexibility). Additionally, units in Train/Ready and RESET (if necessary) may be oriented on high-priority CEF requirements (for example, prepare to deploy orders; Global Response Force) which may be sourced by exception as next deployers.

c. The DEF and CEF are considered to be mission or surge forces depending on their force pool (see para 1–13, below).

1–13. Army Force Generation mission and surge forces

Assignment of specific units as a DEF or CEF allows the Army to source specific units to specific missions (see para 1–12, above). Mission Force is the composition of forces in the Available Force Pool consisting of all DEF and CEF. Surge Force is selected CEF units in the Train/Ready Force Pool designated for emergent requirements or contingency operations.

a. Mission forces. Mission forces are those units (CEF or DEF) that are in the Available Force Pool. They can meet the needs of a specific named or numbered operational requirement or operational plan. They are not part of a large organization that deploys at the same time.

b. Surge forces. Surge forces are those units that are in the Train/Ready Force Pool and are assigned to respond to emergent requirements or contingency missions. They are not part of a large organization that deploys at the same time. For example, a designated CEF unit in the Train/Ready Force Pool may respond to a peace operation and a second designated CEF unit in the Train/Ready Force Pool may respond to a Homeland Defense contingency mission.

c. See figure 1–2 for an example of mission and surge forces.

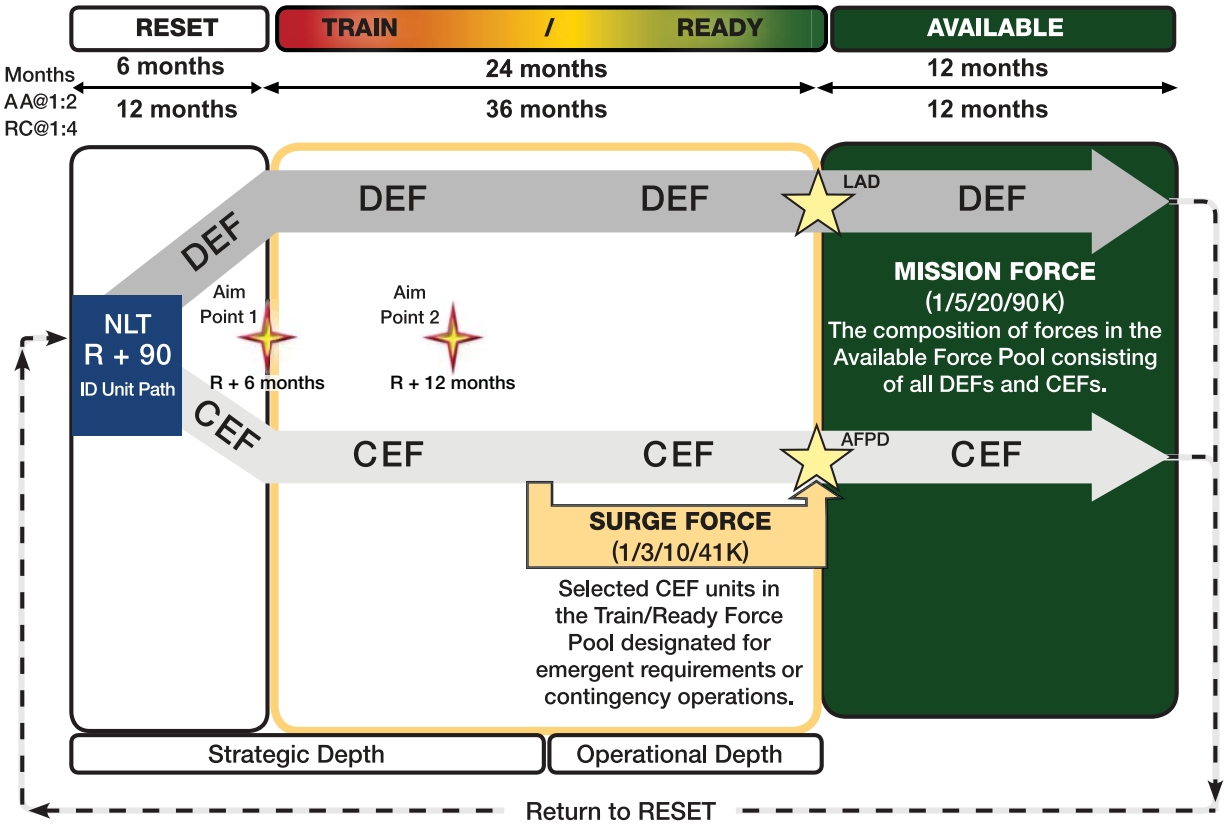

Figure 1–2. Mission and surge forces

1–14. Army Force Generation prioritization

The Army produces three primary Armywide prioritization documents. The DCS, G–3/5/7 is responsible for integrating and synchronizing Army priorities.

a. Army resource priority list. The Army resource priority list (ARPL) is an unclassified/for official use only document generated by the DCS, G–3/5/7 GFM Division and authorized by the DCS, G–3/5/7 which provides four broad categories for the classification and prioritization of resources. The ARPL is updated, as required, but no less than every 2 years. The four ARPL categories are—

(1) Expeditionary capability—includes deployed or employed forces and critical institutional requirements.

(2) Mission critical capability—includes next to deploy or employ forces.

(3) Mission essential capability—includes remaining institutional requirements.

(4) Mission enhancing capability—includes transformation or resetting forces.

b. Integrated requirement priority list. The integrated requirement priority list (IRPL) is a secret document generated by the DCS, G–3/5/7 GFM Division and provides Army prioritization of all force requirements (both GCC and institutional) within each ARPL category. The IRPL is generally updated each fiscal year (FY) at the beginning of the sourcing process, but may be updated, as required.

c. Dynamic Army Resource Priority List. The Dynamic Army Resource Priority List (DARPL) is a document generated by the DCS, G–3/5/7 Force Management Directorate and provides detailed prioritization of specific units over time. Programmers primarily use the unclassified version, which removes the qualitative data for use in resourcing applications. The DARPL is generally updated twice each FY at the beginning and midpoint of the resourcing process, but may be updated, as required.

d. Other prioritization documents. Other HQDA principals may create or have prioritization documents or systems within their functional area of responsibility. These prioritization mechanisms are not within the purview of this

regulation. In the event of a conflict of guidance between other prioritization documents and the ARPL, IRPL, or DARPL, then the ARPL, IRPL, or DARPL will take precedence, unless otherwise directed.

1–15. Army Force Generation synchronization

Synchronization ensures that the appropriate planning, sourcing, and resourcing are available at the correct time. The GFM process occurs by FY and is executed over three FYs. During the current FY, the GFM process is executing validated and approved requests for forces. The GFM activities during the current FY include executing validated and approved request for forces (RFF), processing validated request for forces for the Secretary of Defense to approve, and collecting future RFF for validation and approval. Additionally, during the current FY the GFM process collects request for forces 3 years out in order to process the requests for forces for validation and approval. The ideal focal point for ARFORGEN synchronization is 3 years out from the current FY. This timeframe facilitates synchronizing the GFM process as well as the Army responsibilities in the PPBE process. The ARFORGEN process facilitates synchronization by using synchronization horizons. Synchronization horizons are designed to ensure the appropriate sourcing, training, and resourcing focus on Army requirements over time. They allow for balanced allocation of staff and planning resources to ensure delivery of actionable planning data in increasing detail. The ideal focal point for ARFORGEN synchronization is the objective period (3 years out). That timeframe can facilitate Joint Force Planning and GFM processes as well as Army responsibilities in the PPBE process. Higher levels of demand and increased friction resulting from faster rotation of forces may reduce the ability of the Army to synchronize at the objective period.

a. ***Execution period = 1 year out (current year).*** The execution period is the current year. It is generally defined by FY lines, but may be modified, as necessary. Planning data for requirements is established in execution level detail, usually to unit identification code, in accordance with established business rules. These are typically reflected in, or pending population to, execution documents including time phased force deployment lists (TPFDLs), equipping synchronization matrix, or other directives, execution, or movement orders.

b. ***Verify period = 2 years out (current year plus one).*** The verify period is approximately the next budgeted year. Planning data is established and refined in execution detail in accordance with established business rules and prepared for potential entry to TPFDLs and other directives. This period typically corresponds with the focus period managed by the Joint Force Planning and GFM processes, and will be impacted by decisions in the joint arena.

c. ***Objective period = 3 years out (current year plus two).*** The objective period is the primary focus of ARFORGEN planning and resourcing. Planning data for all requirements are established at levels of detail provided in established business rules. Planning data is established at least to modular formation (patch-level) or component-level for all major requirements as indicated in business rules. Where further detail is warranted to support force management or the PPBE process, collaborative planning between ACOMs establishes the necessary detail. This period typically corresponds with the primary focus period for the program objective memorandum (POM) build and coordination at Army level. The outputs directly support the Joint Force Planning/GFM processes.

d. ***Orient period = 4 to 6 years out.*** The orient period provides long-range perspective and balance to ARFORGEN planning. Typically, this period is 3 years long. Planning data is established to the BDE-level or component-level for all major requirements as indicated in the business rules. Where further detail is warranted to support force management of the PPBE process, collaborative sourcing between Army HQ establishes the necessary detail. This period typically corresponds with the latter years of the Future Years Defense Plan and the planned rotation for a RC unit (5 to 6 years).

1–16. Army Force Generation lines of effort

The ARFORGEN organizes and frames institutional Army tasks that work in parallel to source, man, equip, train, and sustain units in addition to operational Army tasks that control, train, report, and prepare units for mission execution. The following describes each ARFORGEN line of effort.

a. Sourcing. The sourcing line of effort is led by the Forces Command (FORSCOM) in coordination with ASCCs. The FORSCOM, as the conventional force provider, leads the sourcing line of effort to support the GFM Allocation Plan (GFMAP) and its updates. The United States Army Special Operations Command (USASOC), as the Army special operations forces (ARSOF) provider, leads the sourcing line of effort to support the GFMAP and its updates. The ARFORGEN cycle begins with the joint GFM process. This is the process by which the Secretary of Defense allocates Army (and other) forces to the CCDR. The CCDRs submit requests for forces on an annual basis for planning but also as emerging requirements dictate. The Secretary of Defense approves the GFMAP annually with periodic updates that support these requests. The GFMAP encompasses the decisions of senior Army, joint, and DOD leadership to source CCDR requirements.

b. Resourcing. The resourcing line of effort is led by the DCS, G–3/5/7 and supported by the Army staff (ARSTAF), ACOMs, ASCCs, and DRUs. It entails prioritizing the resource requirements of units in the sourcing process. Generally, resources are categorized in terms of manning, equipping, sustaining, funding, infrastructure, and training support requirements of the units. The objective of the resourcing line of effort is to integrate manning, funding, equipping, and training support solutions with training support plans to prepare units for their assigned missions.

c. Planning. The planning line of effort is led by the DCS, G–3/5/7 and encompasses the following activities: synchronizing the Army's sourcing processes with the Joint Staff's GFM sourcing process; issuing HQDA PLANORDs to supporting the synchronization of ARFORGEN; developing and executing HQDA ARFORGEN policies; and supporting the Planning, Programming, Budgeting, and Executing System (PPBES) processes.

d. Execution. The execution line of effort is led by FORSCOM and encompasses the following activities: determining unit individual and collective training; unit mobilization and deployment preparation processes; identification and monitoring of ARFORGEN critical information requirements; and unit readiness reporting. USASOC leads the execution line of effort for ARSOF and accompanies the same activities, as applicable.

1–17. Army Force Generation Synchronization Board

The ARFORGEN Synchronization Board (ASB) is the Army's quarterly forum that develops ARFORGEN priorities and synchronizes ARFORGEN activities. The ASB is comprised of applicable operating and GF stakeholders from across the Army with core competencies and functions that support or enable unit readiness of operating forces. The ASB synchronizes these Army processes and systems to more efficiently and effectively execute ARFORGEN. FORSCOM forms and chairs the ASB and associated forums to synchronize ARFORGEN processes and systems in the "execute" and "verify" periods of ARFORGEN synchronization. USASOC is the proponent for the ARSOF ARFORGEN process and participates in the ASB and associated forums to synchronize ARFORGEN processes and systems within USASOC.

Chapter 2
Roles and Responsibilities

2–1. Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

The ASA (ALT) will—

a. Ensure effective coordination within DA of ARFORGEN policies and programs within the assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

b. In coordination with the DCS, G–8, synchronize the procurement and delivery of weapon systems and equipment, including weapon-systems-specific training aids, devices, simulators, and simulations with the ARFORGEN process.

c. Provide the budget and POM estimates for Army major defense acquisition programs informed by the ARFORGEN process.

d. In coordination with the DCS, G–8, the Deputy Chief of Staff, G–4 (DCS, G–4), and the U.S. Army Training and Doctrine Command (TRADOC) synchronize new equipment fielding, replacement equipment, and equipment training with the ARFORGEN process.

e. In coordination with the DCS, G–4, develop and initiate program-specific sustainment strategies to support ARFORGEN training and readiness strategy.

f. In coordination with the DCS, G–3/5/7 and the Army Test and Evaluation Command (ATEC), validate Army test and evaluation support requirements using the Integrated ARFORGEN and test schedule and review committee processes and procedures.

g. In coordination with the DCS, G–3/5/7 and TRADOC, validate and prioritize Army experimentation requirements using the established Army Experimentation Program processes and procedures.

2–2. Assistant Secretary of the Army (Civil Works)

The ASA (CW) will ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

2–3. Assistant Secretary of the Army (Financial Management and Comptroller)

The ASA (FM&C) will—

a. Ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

b. Synchronize Army resourcing decisions within the PPBE process to support ARFORGEN.

2–4. Assistant Secretary of the Army (Installations, Energy, and Environment)

The ASA (IE&E) will ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

2–5. Assistant Secretary of the Army (Manpower and Reserve Affairs)

The ASA (M&RA) will—

a. Ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

b. Coordinate changes to mobilization laws and policies that support ARFORGEN and personnel in the United States Army Reserve (USAR) and ARNG. Ensure the Army sustains assured, predictable access to cohesive RC units to meet force requirements.

2–6. Chief Information Officer/G–6

The CIO/G–6 will—

a. Ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

b. Oversee the prioritization, integration, and synchronization of information and signal operations, network, and communications security, force structure, equipping, and employment of signal forces ISO the ARFORGEN.

c. Ensure the Army Information Management and Information Technology investments maximize joint and Army capabilities supportive of modular fielding schedules and ARFORGEN implementation.

d. Develop, maintain, and facilitate the implementation of a secure, seamless, and interdependent network through developing and enforcing the use of integrated enterprise architecture.

2–7. Chief, Public Affairs

The CPA will—

a. Ensure effective coordination within DA of ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army.

b. In coordination with TRADOC, FORSCOM, and the ARSTAF, plan, develop, and coordinate the training, manning, and equipping strategies for AA and RC Public Affairs units ISO the ARFORGEN.

c. Ensure ARFORGEN messaging and products are consistent with other Army strategic communications programs and initiatives.

2–8. Deputy Chief of Staff, G–1

The DCS, G–1 will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Review, revise, and adapt all personnel policies as required to support ARFORGEN.

e. Ensure U.S. Army Human Resources Command is integrated within the ARFORGEN synchronization process.

2–9. Deputy Chief of Staff, G–2

The DCS, G–2 will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Review, revise, and adapt all intelligence policies as required to support ARFORGEN.

e. Ensure U.S. Army Intelligence and Security Command is integrated within the ARFORGEN synchronization process.

f. Provide continuous assessment of Army military intelligence policy and procedures to optimize unit military intelligence readiness using the Intelligence Readiness Common Operating Picture.

2–10. Deputy Chief of Staff, G–3/5/7

The DCS, G–3/5/7 will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Lead the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as the focal point for the prioritization, integration, and synchronization of ARFORGEN planning and decisions made internally on the ARSTAF and externally in ACOMs, ASCCs, and DRUs. This includes policies to implement ARFORGEN in the operational Army and adapt the institutional Army.

e. Define, validate, and prioritize global requirements for Army forces and submit the ARPL, IRPL, and the DARPL to begin the ARFORGEN synchronization process.

f. Oversee and approve force structure definitions and assignment of units to specific ARFORGEN definitions.

g. Integrate and synchronize ARFORGEN with Army Force Management, the Joint Strategic Planning System, and joint GFM processes.

h. Develop specific ARFORGEN planning assumptions to shape Army requirements and priorities in the POM.

i. Publish the HQDA PLANORDs and synchronization orders to synchronize Armywide strategic planning, resourcing, and execution.

j. Integrate and synchronize ARFORGEN implementation with Army Business Transformation.

k. Integrate ARFORGEN readiness reporting with the Defense Readiness Reporting System–Army and the Strategic Management System.

l. In coordination with FORSCOM, USASOC, and the DCS, G–1, develop effective ARFORGEN manning priorities.

m. In coordination with FORSCOM, USASOC, the DCS, G–8, and the DCS, G–4, develop effective ARFORGEN equipping priorities.

n. Coordinate Army information technology portfolio management warfighter mission area.

o. Capture, validate, prioritize, and submit Army Test and Evaluation requirements, including Joint training and exercise requirements, and Army experimentation requirements.

p. Prioritize Noncommissioned Officer Education System (NCOES) training in ARFORGEN affected units during RESET. Institute PME mobile training teams to support BCTs in the RESET phase.

q. Manage the Combat Training Center (CTC) Program as outlined in AR 350–50.

r. Manage and oversee the Training Support Enterprise as outlined in AR 350–1, chapter 5.

s. Participate in the development and approval process of the FORSCOM ARFORGEN event menu matrices (EMM) training templates.

2–11. Deputy Chief of Staff, G–4

The DCS, G–4 will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Review, revise, and adapt appropriate sustainment and logistics management policies as required to support ARFORGEN.

e. In coordination with the DCS, G–3/5/7, the DCS, G–8, FORSCOM, and USASOC, develop effective ARFORGEN equipping priorities.

2–12. Deputy Chief of Staff, G–8

The DCS, G–8 will—

a. In coordination with ASA (ALT), synchronize the procurement and delivery of weapon systems and equipment with the ARFORGEN process

b. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

c. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

d. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

e. Review, revise, and adapt all equipping policies to support ARFORGEN.

f. In coordination with the DCS, G–3/5/7, the DCS, G–4, FORSCOM, and USASOC, develop effective ARFORGEN equipping priorities.

2–13. Assistant Chief of Staff for Installation Management

The ACSIM will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Review, revise, and adapt all installation management policies, to include individual training, unit training, mobilization, demobilization, deployment, and redeployment to support ARFORGEN.

e. Manage the Training Support System (TSS)-Enterprise at installations within continental United States (CONUS).

2–14. The Surgeon General

TSG will—

a. Ensure effective coordination within DA ARFORGEN policies and programs within assigned functional area of responsibility as appropriate or as directed by the Secretary of the Army or the Chief of Staff of the Army.

b. In coordination with the Medical Command (MEDCOM), FORSCOM, USASOC, and the ARSTAF, plan, develop, and coordinate the training, manning, and equipping strategies for AA and RC medical units ISO ARFORGEN.

c. Provide medical policy and guidance for institutional training and leader development ISO ARFORGEN.

2–15. Director, Army National Guard

The DARNG will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Ensure ARNG units are prepared to respond to their dual-status mission requirements as directed by their respective Governor or responsible authority.

e. Provide recommendations to revise and adapt mobilization policies and authorities as required to ensure continuous access to cohesive ARNG units.

f. Participate in the development and approval process of the FORSCOM ARFORGEN EMM training templates.

2–16. Chief, Army Reserve

The CAR will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Provide recommendations to revise and adapt mobilization policies and authorities as required to ensure continuous access to cohesive USAR units.

e. Participate in the development and approval process of the FORSCOM ARFORGEN EMM training templates.

2–17. Commander, U.S. Army Corps of Engineers

The Commander, USACE will—

a. Provide support to the execution of the sourcing and execution lines of operation, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of operation, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Review, revise, and adapt appropriate engineer policies, as required, to support ARFORGEN.

2–18. Commander, U.S. Army Forces Command

The Commander, FORSCOM will—

a. Function as supported command for ARFORGEN. See "Army's Manager for ARFORGEN" in accordance with AR 10–87, paragraph 2–2*b*(1). Lead the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Lead the ARFORGEN lines of effort, as defined in chapter 1.

c. Form and chair the ASB and associated forums to synchronize the ARFORGEN processes and systems in the "execute" and "verify" periods.

d. Execute the DCS, G–3/5/7 policies and priorities for manning, training and training support, equipping, supplying, maintaining, and other ARFORGEN-applicable matters in the execute and verify periods; these priorities are codified and communicated in the ASO.

e. Responsible for field level RESET. Support senior commanders (SCs) in their role as the primary integrators and executors of ARFORGEN at the installation level.

f. Form, as required, other ARFORGEN forums or special issue meetings to facilitate collaborative coordination, integration, and synchronization of ARFORGEN. These include, but are not limited to, the Training Support and Resourcing Conference, RESET Support and Resourcing Conference, and EMM templates.

g. Oversee assessment and reporting of unit readiness of applicable Army forces in ARFORGEN.

h. Provide support to the execution of the resourcing and planning lines of efforts, as defined in chapters 4 and 5.

i. Serve as the Title 10, training and readiness oversight (TRO) responsible for all RC (USAR and ARNG) conventional Army forces in CONUS.

j. Responsible for executing unit mobilization, deployment, redeployment, demobilization, reconstitution planning, and execution within policy and guidance established by HQDA.

k. Responsible for collective training.

2–19. Commander, U.S. Army Training and Doctrine Command

The Commander, TRADOC will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Participate in the development and approval process of the FORSCOM ARFORGEN EMM training templates.

e. Produce unit CATS synchronized with the ARFORGEN EMM training templates to support ARFORGEN based unit training.

f. Review, revise, and adapt all training policies, to include individual training, unit training, and institutional training to support ARFORGEN.

g. Conduct institutional training and leader development ISO ARFORGEN.

h. Identify PME training requirements and windows as soon as possible and ensure PME is vertically aligned with the NCOES and horizontally aligned between the NCOES, RESET Force Pool, and the ARFORGEN cycle.

i. Provide responsible official daily support to the CTC Program. Provide TSS responsibilities as indicated—

(1) Director, Training Support Assistance and Integration Directorate for daily management, coordination, and operations for TSS military police development and implementation; database management; integration of the TSS requirements across training domains, ACOMs, and ASCCs.

(2) Director, Training Support Analysis Integration Directorate is responsible for executing the Soldier Training Support Program.

(3) Director, TRADOC Capability Manager-Live is responsible for the Sustainable Range Program.

(4) Director, National Simulation Center is responsible for Battle Command Training Program (BCTP).

(5) Director, CTC Directorate responsible for the CTC.

2–20. Commander, U.S. Army Materiel Command

The Commander, AMC will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as the single Army integrator of logistics with joint and strategic partners in the national sustainment base.

e. Coordinate end-to-end distribution pipeline from national sustainment base to deployed forces.

f. Execute sustainment logistics through integration of strategic partners, distribution and materiel management, the Installation Management Command (IMCOM), the Director of Maintenance, and contracted support.

g. Provide technical assistance, technical oversight, and training to Army organizations concerning logistics functions.

h. Leverage automatic identification technologies and systems to manage ARFORGEN asset and material visibility, control retrograde of class VII to maintenance activities, control cost, and provide management and leadership a view of the total force resource posture, condition, and location.

i. Be responsible for the sustainment level RESET. Conduct installation maintenance activities during reconstitution and equipment Reset in partnership with the IMCOM, Director of Maintenance, and Field Logistics Readiness Centers ISO ARFORGEN.

2–21. Commander, U.S. Army Europe

The Commander, USAREUR will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as Title 10, TRO authority responsible for all USAR conventional Army forces in Europe.

e. Coordinate with the European Command with regards to sourcing that command's assigned Army forces in accordance with the GFM process.

f. Manage the TSS-Enterprise at installation level for its area of operations.

2–22. Commander, U.S. Army Central

The Commander, USARCENT will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Coordinate with Central Command (CENTCOM) with regards to sourcing CENTCOM-assigned Army forces in accordance with the GFM process.

2–23. Commander, U.S. Army North

The Commander, USARNORTH will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Coordinate with Northern Command with regards to sourcing Northern Command assigned Army forces in accordance with the GFM process.

2–24. Commander, U.S. Army South

The Commander, USARSO will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as Title 10, TRO authority responsible for all USAR conventional Army forces in U.S. Army South.

e. Coordinate with Southern Command with regards to sourcing Southern Command assigned Army forces in accordance with the GFM process.

2–25. Commander, U.S. Army Pacific

The Commander, USARPAC will—

a. Provide support to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as the Title 10, TRO authority responsible for all RC (USAR and ARNG) conventional Army forces in the Pacific.

e. Coordinate with the Pacific Command with regards to sourcing Pacific Command assigned Army forces in accordance with the GFM process.

2–26. U.S. Army Special Operations Command

The Commander, USASOC will—

a. Function as supported command for ARSOF participation in ARFORGEN (see AR 10–87). Lead the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Proponent for the ARSOF ARFORGEN process and participate in the Army Force Generation Synchronization Board and associated forums to synchronize ARFORGEN processes and systems within USASOC.

c. Execute the DCS, G–3/5/7 policies and priorities for manning, training and training support, equipping, supplying, maintaining, and other ARSOF ARFORGEN-applicable matters.

d. Oversee assessment and reporting of unit readiness of applicable ARSOF in ARFORGEN.

e. Provide support to the execution of the resourcing and planning lines of efforts, as defined in chapters 4 and 5.

f. Serve as the Title 10, TRO authority responsible for all conventional forces assigned to ARSOF requirements.

g. Responsible for ARSOF unit mobilization, deployment, redeployment, demobilization, and reconstitution planning and execution within policy and guidance established by HQDA.

h. Responsible for ARSOF collective training.

2–27. Commander, U.S. Army Space and Missile Defense Command/Army Strategic Command

The Commander, USASMDC will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

d. Participate in the development and approval process of the FORSCOM ARFORGEN EMM training templates.

2–28. Commander, U.S. Army Africa

The Commander, U.S. Army Africa will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

d. Serve as the Title 10, TRO authority responsible for all RC (USAR and ARNG) conventional Army forces in Africa.

e. Coordinate with Africa Command with regards to sourcing Africa Command assiged Army forces in accordance with the GFM process.

2–29. Commander, U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)

The Commander, NETCOM will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

d. Manage the TSS-Enterprise at installation level for the command's area of operations.

2–30. Commander, U.S. Army Medical Command

The Commander, MEDCOM will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Review, revise, and adapt all medical training policies, to include individual training and institutional training to support ARFORGEN.

d. Conduct institutional training and leader development ISO ARFORGEN.

e. Serve as the single Army integrator of medical logistics with joint and strategic partners in the national sustainment base.

f. Provide technical assistance, technical oversight, and training to Army organizations concerning medical communications of combat casualty care and medical logistics functions.

g. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

h. Participate in the development and approval process of the FORSCOM ARFORGEN EMM training templates.

2–31. Commander, U.S. Army Intelligence and Security Command

The Commander, INSCOM will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–32. Commander, U.S. Army Criminal Investigation Command

The Commander, USACIDC will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–33. Commander, U.S. Army Corps of Engineers

The Commander, USACE will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–34. Commander, U.S. Army Military District of Washington

The Commander, MDW will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–35. Commander, U.S. Army Test and Evaluation Command

The Commander, ATEC will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

d. Responsible for capturing and validating the Army Test and Evaluation support requirements, to include joint test and evaluation support requirements.

2–36. Superintendent, U.S. Military Academy

The Superintendent, USMA will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–37. Commander, U.S. Army Reserve Command

The Commander, USARC will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

d. Support RC SCs in their role as the primary integrators and executors of ARFORGEN at the installation level.

2–38. Director, U.S. Army Acquisition Support Center

The Director will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

2–39. Commander, U.S. Army Installation Management Command

The Commander, IMCOM will—

a. Provide support as required to the execution of the sourcing and execution lines of effort, as defined in chapters 3 and 6.

b. Provide support as required to the execution of the resourcing and planning lines of effort, as defined in chapters 4 and 5.

c. Provide support as required to the ARFORGEN synchronization process, as defined in chapter 4.

Chapter 3
Sourcing Line of Effort

3–1. Sourcing process overview

ARFORGEN sourcing line of effort is led by FORSCOM for conventional forces and USASOC for ARSOF. ARFORGEN process and model supplies ready and capable forces to execute CCDR's requirements identified during the GFM, paragraph 5–2, and the Army institutional support requirements processes and procedures.

a. Global Force Management process. ARFORGEN cycle begins with the GFM process. The CCDRs submit force and capability requests for rotational and emergent requirements on an annual basis. The Secretary of Defense approves the GFMAP annually with periodic modifications that supports these requests. The GFMAP encompasses the decisions of senior Army, Joint, and DOD leadership to source CCDRs' requirements. The FORSCOM, as the Army's conventional force provider, and USASOC as the ARSOF provider, issue guidance for force requirements and sourcing solutions, develop annual sourcing plans in concert with the GFM timeline, and provide sourcing solutions in response to rotational and emergent requirements. They produce, maintain, and distribute current sourcing decisions to Army units for execution. The ASCCs with forces assigned to COCOMs, U.S. Army Reserve Command (USARC), and ARNG work in concert with FORSCOM to develop sourcing solutions. The purpose of the sourcing line of effort is to

produce an allocation plan that allows ample time for manning, equipping, sustaining, and training managers to synchronize the application of those resources.

b. Institutional support requirement. The ARSTAF, ACOMs, ASCCs, DRUs, field operating agencies, and other organizations that require conventional operating force units to conduct activities not covered in the GFM process submit their requirements through FORSCOM's G–3 to the DCS, G–3/5/7 for validation and integration with the Army's prioritization documents. The Army established the Institutional Support Requirements processes and procedures to ensure the Army minimizes operational risks to units and increases readiness of units preparing to support warfighting requirements.

c. Training Support System requirements. The FORSCOM and USASOC G-3 identify the TSS requirements during Sourcing Conferences. The TRADOC Combined Arms Center-Training, as part of the TSS-Enterprise, identifies sourcing of TSS assets in coordination with commands that execute TSS and overall Armywide demands on TSS.

d. The ASCCs with COCOM-assigned forces are unique in that they have Army forces which are theater committed versus globally available in accordance with the ACP Decision Point. Those forces are not available for sourcing during steady-state operations. Theater-committed forces are only available for nomination by FORSCOM in coordination with the respective ASCC during surge and full surge operations.

e. The RC must direct or recommend to subordinate units to submit their mobilization for training for PME requests to TRADOC for Soldiers who have not completed the appropriate-level of PME for their grade and are assigned to units recommended by FORSCOM for sourcing or alerted for deployment. The Soldier must have a reserved seat in the Army training requirements and resources systems when the mobilization for training request is submitted.

3–2. Sourcing guidance

Headquarters sourcing guidance is provided in HQDA sourcing PLANORDs, discussed in chapter 5. These orders are synchronized with the GFM process. Sourcing guidance is intended to articulate the standards and information requirements of Army organizations to request forces as well as for force providers to select units for sourcing specific requirements. Annually, the Joint Staff and the DCS, G–3/5/7 produce PLANORDs to provide strategic sourcing guidance. The FORSCOM and USASOC accept these inputs to the sourcing process and then develop and issue sourcing guidance for the Army. The purpose of this guidance is to establish common business rules for the generation of Army institutional requirements and the sourcing of both CCDR and Service requirements. This guidance usually contains planning assumptions, risk assessments, and the GFM timeline.

a. Sourcing planning assumptions. The FORSCOM G-3 issues sourcing planning assumptions based upon the HQDA PLANORDs to ASCCs and DRUs that enable parallel sourcing planning by these organizations. These assumptions are instrumental in the process of identifying what units are available to be sourced in a given FY. The USARC and ARNG must also incorporate State and component driven mission requirement impact assumptions into the FORSCOM provided assumptions.

b. Sourcing risk assessments. The FORSCOM and USASOC G-3 are responsible to manage the sourcing risk assessment process. Army organizations or agencies that submit force requests for a specific institutional requirement are required to submit a risk assessment to FORSCOM that articulates the risk of not sourcing this requirement. Army force providers, DRUs, or ASCCs also submit risk assessments of sourcing units to specific missions as an in-lieu-of sourcing solution if there is a shortage of units available that would normally fill those requirements. The USARC will submit a nomination to FORSCOM of an in-lieu-of sourcing solution if one capability does not exist or it is incapable of support.

c. Global Force Management timeline. The FORSCOM G-3 develops, publishes, and updates guidance as required by the Army's sourcing synchronization timeline. This timeline is in sync with the U.S. Joint Forces Command (USJFCOM) GFMAP timeline.

3–3. Annual rotational sourcing process

The purpose of the annual GFM sourcing process is to produce an allocation plan that matches units to all COCOM and Army institutional support requirements. The FORSCOM conducts conferences that integrate and synchronize sourcing of global requirements and resourcing requirements of units to meet specific missions. The conferences manage sourcing, training, resourcing, and synchronization of ARFORGEN execution.

3–4. Emergent sourcing process

The purpose of the emergent sourcing process is to provide a mechanism to adjust the annual allocation plan by adding new requirements, modifying existing requirements, and/or deleting those no longer required.

Chapter 4
Resourcing Line of Effort

4–1. Resourcing process overview

ARFORGEN resourcing line of effort is led by the DCS, G–3/5/7, and encompasses the following activities: training support and resourcing; resource guidance; resource prioritization; and resourcing synchronization. Resourcing activities occur in concert with and following the GFM sourcing process. ARFORGEN process establishes cyclic readiness that adjusts priorities and objectives for readiness and resourcing as units move through the ARFORGEN force pools. The DCS, G–3/5/7 publishes prioritization listings in the ARPL, IRPL, and DARPL which drive resourcing decisions. The Army, FORSCOM, and USASOC use current readiness and projected missions to make informed sourcing and resourcing decisions during planning conferences. The ASCCs are primarily responsible for maintaining readiness of service-assigned forces in accordance with specified standards. The USARC and ARNG retain that responsibility for units within their respective components prior to mobilization. Item managers develop equipping strategies to achieve readiness standards. The AMC, through the Army Sustainment Command, assists ASCCs, ARNG, and USARC with execution of sustainment level Reset of equipment by ensuring support to units through the national sustainment base, in accordance with the modular force logistics concept.

a. Training support and resourcing. ARFORGEN Training Support and Resourcing process is designed to synchronize and de-conflict manning, equipping, and training requirements of all units in transition from the Train/Ready period to the Available Force Pool. The end state of the process is an established training support and resourcing plan which synchronizes requirements with available resources to ensure sourced operational forces are trained and ready.

b. Manpower and equipment. The purpose of the priority listings is to establish when and how manpower and equipment will arrive to begin individual and collective training.

c. Resource prioritization. Resourcing prioritization aligns with operational priorities and ensures units receive resources according to their priority within ARFORGEN force pools.

d. Resource synchronization. The Army conducts resource synchronization through the ARFORGEN Synchronization and Resourcing Conference (ASRC) and the ARFORGEN Force Validation Committee, using the force integration functional areas.

4–2. Army Force Generation synchronization and resourcing

ARFORGEN synchronization and resourcing process provides a collective forum which enables ARFORGEN cyclic readiness by conducting a continuous synchronization and prioritization of resources to include manning, equipping, training enablers, and events, as well as the assessment of processes, to provide trained and ready forces to meet the COCOM and other Army requirements. The culminating event is a quarterly ASRC held at FORSCOM to de-conflict requirements, prioritize resources, identify unresolved issues, and codify decisions. The outputs from the ASRC include: synchronized resources; unit situational templates; Army training laydown; CTC calendar and execution order; reintegration plan review; and the identification of issues and trends including visibility of meeting manning and equipping aim points. The ASRC is also responsible for the coordination of other significant exercises and events (unified endeavor, battle command seminars, combined equipping conferences, RC Mobilization Center coordination, and so forth).

a. RESET is one of the four Army imperatives to restore balance to the Army. It is a balanced 6–month process that systematically restores deployed units to a level of personnel and equipment readiness that permits resumption of collective training. RESET encompasses those tasks required to reintegrate Soldiers and Families, then organize, man, equip, and train a unit. ARFORGEN Synchronization and Resourcing process synchronizes manning, equipping, and training at the operational level in order to create success for units entering the RESET phase. The ASRC establishes a venue to track units in the RESET Force Pool in a manner which parallels and informs other ARFORGEN forums.

b. Training support and resourcing requires the detailed analysis of unit timelines to synchronize supporting plans. Process owners from FORSCOM G–3 are responsible for the unit sourcing recommendations in the Army sourcing laydown. The ACOMs, ASCCs, DRUs, DARNG, and Commander, USARC, provide approved training plans for all units to FORSCOM. The FORSCOM designates units of interest for review in the ASRC process. The conference also maintains coordination with the first Army joint assessment program review of reserve component units.

Chapter 5
Planning Line of Effort

5–1. Planning process overview

ARFORGEN planning line of effort is led by the DCS, G–3/5/7, and encompasses the following activities: issuing sourcing PLANORDs to synchronize the Army's sourcing processes with the Joint Staff's GFM sourcing process; issuing HQDA ASOs to support the synchronization of the ARFORGEN process; developing and executing HQDA ARFORGEN policies; and supporting the PPBES process.

a. Global Force Management. Through the GFM process, the Joint Staff receives and validates force requirements from GCC. The USJFCOM coordinates the sourcing of forces and capability requirements among the Services.

b. Headquarters planning orders. These orders perform a vital function for Armywide planning. They provide planning guidance to FORSCOM and USASOC to synchronize the ARFORGEN lines of efforts.

c. Headquarters Army Force Generation policies. These documents provide the policies that are necessary to ensure accurate communication of instructions for the execution of the ARFORGEN process. ARFORGEN policies will establish the rules for the execution of the GFM process. Generally, HQDA will establish ARFORGEN directives and guidance in the PLANORDs, but HQDA may issue separate policies in memorandum format for distribution, as necessary.

d. Planning, programming, budgeting and executing system support. ARFORGEN supports the planning and programming of budget execution across multiple areas (for example, manning, training, equipping, sustaining, installations, and so forth) within the PPBES process. ARFORGEN resourcing requirements are not a unique set that will be addressed separately through the PPBES process. Instead ARFORGEN synchronizes requirements that ACOMs and HQDA must resource to achieve the required output in the Available Force Pool (see para 1–8*b*, above, which outlines the ARFORGEN output).

5–2. Global Force Management

The GFM process aligns force assignment, apportionment, and allocation processes ISO the National Military Strategy, joint force availability requirements, and joint force assessments within the Joint Strategic Planning System. The Joint Strategic Capability Plan provides the framework for GFM. The Joint Strategic Capability Plan identifies, for planning, the major combat forces, strategic lift, and pre-positioned assets expected to be available for both AA and RC forces. The GFM assessments support the joint strategy review and the chairman's risk assessment. Operational planning inputs to GFM primarily consist of contingency planning and security cooperation guidance. The primary outputs are COCOM war plans and security cooperation plans. It provides comprehensive insights into the global availability of U.S. military forces and capabilities. It also provides senior decision makers a process to assess the impact and risk of proposed changes in forces, capability assignment, apportionment, and allocation. Key points of the GFM process and their relationship to ARFORGEN are detailed, below.

a. Assigned forces. Those forces and resources have been placed under the COCOM of a unified commander by the direction of the Secretary of Defense. The forces and resources so assigned are operational control (OPCON) to that CCDR in accordance with "forces for." Except for USJFCOM, these forces are generally theater committed (as defined in para 1–9, above) and may rotate under ARFORGEN based on global priorities and policies.

b. Allocated forces. These forces and resources are provided to the commander of a unified command by the President and Secretary of Defense for execution planning or operations. Allocated Army forces make up the ARFORGEN DEF. The CCDRs use the GFM process to request force allocation that the ARFORGEN synchronization process must validate and source. These GFM requirements will impact the ARFORGEN planning estimates when demand increases or decreases.

c. Apportioned forces. The chairman of the joint chiefs of staff apportions forces and capabilities to COCOMs to develop contingency plans. The level IV contingency plans with an associated TPFDL will identify specific Army forces. These apportioned and identified Army forces are ARFORGEN CEFs until allocated for execution planning or actual execution.

5–3. Headquarters planning documents

The HQDA uses PLANORDs and synchronization orders to provide planning guidance and directives. The PLANORDs support the Army's execution of ARFORGEN. National and Army leadership provide strategic guidance that creates the boundaries for planning and frames the strategic and operational environment for Army operations.

a. Planning orders. The DCS, G–3/5/7 issues a PLANORDs after the Joint Staff's initial GFM validation conference of the GCC RFF on or about March of every year. Based on strategic guidance, the PLANORD establishes the planning guidance for the Army's sourcing conference and subsequently USJFCOM's sourcing conference. The DCS, G–3/5/7, in coordination with FORSCOM, develops and provides annual sourcing assumptions as part of the annual Army sourcing guidance to fulfill validated GCC and Army requirements. It provides planning guidance for the synchronization of ARFORGEN. The PLANORD covers the appropriate FYs (see para 1–14, above). It also includes guidance for the Secretary of the Army's institutional sourcing requirements. The HQDA will publish changes to the PLANORDs in response to emergent requirements or strategic shifts as directed by the Army's senior leadership. It typically covers near term requirements.

b. Synchronization orders. The HQDA issues PLANORDs. The DCS, G–3/5/7 issues the orders to support operational planning requirements. The synchronization orders highlight the integration of manning, equipping, training, sustaining, and maintenance to support the ARFORGEN process. Based on the outcome of ARFORGEN conferences and boards and emergent requirements, HQDA, and ACOMs routinely evaluate the synchronization of ARFORGEN to make adjustments, as required. The HQDA will publish changes as directed by the Army's senior leadership.

c. Headquarters Army Force Generation policies. The HQDA issues ARFORGEN policies to support the execution of GFM. The DCS, G–3/5/7 issues policy as necessary to facilitate the management of ARFORGEN. ARFORGEN

policies focus on establishing and maintaining readiness. Army ARFORGEN policies preclude near and far term activities that put at risk the long-term health of the total Army or the Army's ability to meet future validated CCDR force requirements. The HQDA will publish policies as directed by the Army's senior leadership. Policies are typically documented in memorandum format or Army regulations; HQDA may convert policies to orders if necessary.

5–4. Planning, programming, budgeting and execution support

ARFORGEN planning supports PPBE by determining force planning requirements and objectives and by setting priorities. It establishes the operational planning force requirements for GFM and includes surge force and security cooperation force requirements.

a. Priorities. The DCS, G–3/5/7 publishes the ARPL for the resourcing priorities and the IRPL for the mission priorities. The Army uses the ARPL and IRPL to prioritize funding decisions.

b. Planning. The Army Plan responds to and complements Office of the Secretary of Defense planning and Joint Strategic Planning. The DCS, G–3/5/7 issues the Army Strategic Planning Guidance that identifies joint demand for Army capabilities and the Army Planning Priorities Guidance that identifies and prioritizes enduring operational capabilities needed for full spectrum operations. ARFORGEN process establishes the output requirements based on the strategic posture of the Army. ARFORGEN Common Operational Picture depicts the ARFORGEN laydown. Forces are depicted by FYs in the ARFORGEN force pools. Only three force pools are depicted. Units are only depicted once per year. Units are depicted in the Available Force Pool if they have a LAD in that year. Units in conversion are not depicted. Assigned units not in the ARFORGEN rotational force are not depicted. special operational force groups are depicted. The ARFORGEN common operational picture provides an operational planning basis for the PPBE.

Chapter 6
Execution Line of Effort

6–1. Execution line of effort

The execution line of effort provides management of forces in the RESET and Train/Ready Force Pools, including unit individual and collective training, unit mobilization and deployment, identification and monitoring of ARFORGEN critical information requirements, and unit readiness reporting. The Commander, FORSCOM, is the lead for the conventional forces' ARFORGEN execution line of effort. The Commander, USASOC, is the lead for the ARSOF ARFORGEN execution line of effort. The principles, policies, and procedures used in the ARFORGEN process apply to all components of the Army. Each component is responsible for the execution of ARFORGEN for their assigned forces.

a. Execution control. Execution control provides three specific functions. It outlines the Army's required coordination, establishes the baseline command and control (C2) of units, and describes the relationship between the AA and RC.

b. Unit Army Force Generation execution. ARFORGEN process is designed to build unit readiness over time by synchronizing a unit's manning, equipping, training, and sustaining requirements resulting in an organization ready to support full spectrum operations.

c. Readiness reporting requirements. Unit readiness is critical to understanding the status of units within the ARFORGEN force pools.

d. Institutional Army Force Generation execution. Operational force support is required for experimentation, conducting, testing, and evaluating, as well as other statutory mandates.

6–2. Execution control

Execution control deals with the systems and processes for identification of requirements and missions, selection of units and task organizations, assignment of requirements to operational units, and monitoring unit progression toward mission execution.

a. Coordination. ARFORGEN process informs Army senior leaders in making strategic decisions for sourcing operational requirements and establishing resource priorities for unit organization, manning, equipping, sustainment, funding, and training. It is essential for the Army to fully coordinate all ARFORGEN actions to—

(1) Identify, define, validate, and prioritize requirements across the synchronization horizons.

(2) Identify emerging risks and opportunities, analyze global force availability in time to evaluate, select, and prepare strategic alternatives to meet operational requirements.

(3) Visualize, describe, and direct sourcing, training, and resourcing strategies over time.

(4) Make timely recommendations to synchronize the range of actions in the ACP and to influence institutional processes (that is, total Army analysis, POM).

(5) Make timely recommendations to inform the joint GFM process and ultimately shape National, Defense, Military, and Army strategies.

b. Command of assigned units. In accordance with 10 USC 164, CONUS or outside the continental United States conventional Army units are assigned to their respective COCOM by "forces for" with service-assignment to an ACOM, ASCC, or DRU of that COCOM. The COCOM determines OPCON of assigned forces. CONUS conventional Army units are assigned to Commander, USJFCOM. As such, administrative control (ADCON) of these Army units is executed by ACOM, ASCC, and DRU commanders. The OPCON responsibilities and authorities are subject to the authority of the Commander, USJFCOM.

(1) Commander, USJFCOM-assigned forces are Army units assigned to USJFCOM and are service assigned to designated ACOMs, ASCCs, or DRUs. For select CONUS-based Army conventional units, FORSCOM, as both an ACOM and the ASCC to USJFCOM, executes ACOM and ASCC ADCON authority and responsibilities for assigned forces through designated subordinate commands. As such, FORSCOM commands, controls, trains, sustains, deploys, transforms, and reconstitutes assigned AA forces. Additionally, FORSCOM exercises OPCON responsibilities and authorities subject to the authority of Commander, USJFCOM. Further, as the ASCC to USJFCOM, FORSCOM exercises pre-mobilization TRO of all RC forces assigned to Commander, USJFCOM.

(a) As the ASCC to USJFCOM, FORSCOM is the Army's global force provider for Army conventional forces (the Army's manager for ARFORGEN). Additionally, FORSCOM is the HQDA responsible agent for mobilization, deployment, redeployment and demobilization planning, and execution.

(b) The FORSCOM Commander designates C2 relationships (that is, CONUS task organization) for all assigned units in order to accomplish his mission to train, mobilize, deploy, sustain, transform, and reconstitute conventional forces, providing modular forces to meet CCDR and Army requirements.

(c) The FORSCOM units are attached to a FORSCOM operational commander (corps, division, CTC, BDE, or group) for the execution of designated 10 USC responsibilities based primarily on geography or function. At a minimum, training and readiness authority for FORSCOM units is always executed by a FORSCOM operational commander. The FORSCOM functional support BDE or group commanders (civil affairs, engineer, military police, medical, air defense artillery, ordnance, chemical, quartermaster, and signal) execute training and readiness authority (via attachment) of "like" non-organic functional modular battalions, companies or detachments (can be collocated or non-collocated). The FORSCOM multifunctional subordinate units, if not organic, are attached to a like BDE commander for training and readiness authority.

(d) For FORSCOM units residents on an installation commanded by an "other than" FORSCOM general officer serving as the Army SC, training and readiness authority is executed by a FORSCOM operational commander. The Army SC provides support in accordance with the authorities as the Army SC (installation focused).

(2) The C2 of units not COCOM to the USJFCOM.

(a) Units remain assigned to their CCDR unless changed in the "forces for" process. Operational C2 relationships are defined by the COCOM in accordance with 10 USC 164, and ADCON relationships are in accordance with AR 10–87. A memorandum of understanding or agreement establishes relationships between the ACOM, ASCC, and DRU.

(b) All units approved for executing out-of-area of responsibility missions become OPCON to the gaining CCDR as specified in orders.

(c) All units remain ADCON to their assigned ASCC as specified in orders.

(d) The DEF and CEF units and their operational HQ have coordinating authority with operational HQ designated in the same DEF or CEF regardless of which CCDR assigned. The intent is to facilitate coordination for mission-specific training and tactical standard operating procedures. The Commanding General, FORSCOM and Commanding General, ASCC exercise mutual oversight to resolve issues and achieve consistent priorities.

c. AA–RC Relationships. In ARFORGEN—

(1) Commander, FORSCOM executes TRO for pre-mobilized RC and training and readiness authority during post-mobilization training via the Commander, First Army. For RC units assigned to other COCOMs, TRO is determined by the ASCC of that COCOM.

(2) The ARNG retains its dual status: a State force under the C2 of the respective governors and adjutants general and when Federally mobilized, a Federal force under DOD control.

(3) The AA units and operational HQ designated in the same DEF with ARNG units must obtain FORSCOM approval to request Direct Liaison Authorized (DIRLAUTH) from the ARNG State authorities to coordinate mission-specific training and tactical operating procedures.

(4) Non-mobilized Army Reserve units remain assigned under the C2 of the USARC until mobilized. Command or oversight will be exercised by subordinate Army Reserve HQ as directed by USARC or by other ACOMs as agreed upon through a memorandum of agreement.

(5) The FORSCOM grants DIRLAUTH for AA and HQ, USARC grants DIRLAUTH for USAR units and operational HQ designated in the same DEF to coordinate mission-specific training and tactical standard operating procedures for CONUS-assigned forces. The DIRLAUTH for forces assigned COCOM to other than USJFCOM is granted by the ASCC of the respective COCOM to coordinate mission-specific training and tactical standing operating procedures.

6–3. Unit Army Force Generation execution

ARFORGEN unit execution is designed around the three force pools, which deliver combat ready organizations through a managed and disciplined approach to manning, equipping, training, and sustaining. Operational force units will reside within one of the three force pools—RESET, Train/Ready, or Available. Each individual unit will be at a different level of readiness within each force pool. Each of the four major functions of readiness (manning, equipping, training, and sustaining), must individually progress through the ARFORGEN process at appropriate levels in order to ensure the optimum success of the other major functions.

a. Manning. The Army will restore its strategic depth by continuing to adapt manning policies to meet the challenges of today while preserving the future all-volunteer force in order to be ready for deployments in an era of persistent conflict. The DCS, G–1 will provide clear and definitive guidance on how the Army will execute manning policies to meet the prioritization established by the DCS, G–3/5/7 priority missions, and not deployed or deploying units. For the ARNG, the states and territories establish manning policy.

b. Equipping. The Army will prioritize the equipping of deploying forces to meet assigned mission requirements first, and building core capabilities second. The Army's strategy is to Equip to mission requirements. As units move through the ARFORGEN cycle their missions change as do their equipment requirements. Equipment will be managed to ensure units have the right types and amounts at the right times.

c. Training. FM 7–0 provides training doctrine within the context of the ARFORGEN process. ARFORGEN training is supported by the CATS. The CATS provide strategies to train BDE and higher-level standardized full spectrum operations mission-essential task list (METL) as well as battalion and lower unit METL. The full spectrum operations METL is assessed and reported by the unit commander and higher command after training priorities are established. The CATS events ranging from individual, crew, and squad levels through company, battalion, BDE, division, and corps are scheduled and resourced in accordance with the expectations of each ARFORGEN force pool and any specified command guidance with respect to DEF/CEF for that particular unit. The CATS-based training is progressive in each ARFORGEN phase and the full spectrum operations METL-focused training will conclude with a CTC or other culminating training event (if no, CTC rotation is available) prior to a unit transitioning into the Available Force Pool. The assigned mission (to include DEF/CEF assignment) is the focal point of the training plan and orients the unit for full spectrum operations METL training. The commander's training plan is designed to ensure the unit is trained and ready to assume the assigned mission on the date specified. Collective training events, organized in a progressive sequence from lower echelon units to higher echelon units are executed with the appropriate mix of live and virtual constructive environments.

d. Sustaining. The Army will ensure a common logistics operational picture that provides senior Army leaders with the ability to assess the current health of Army logistics support; assist in future projections; and improve and expand the quality of logistics information and supporting automation which are the key drivers for support to current operations, modular force development, Reset, and equipping the Army. Efforts will include meeting constrained Reset schedules through improving equipment maintenance planning, equipment retrograde planning, and battle loss visibility.

e. The RESET Force Pool. Units in the RESET Force Pool perform the following activities: Soldier-Family reintegration, block leave, unit reconstitution, changes of command, select behavioral health medical and dental readiness reintegration; individual training tasks, receiving new personnel and equipment, and maintaining equipment on hand. Units in the RESET Force Pool will not receive external (off-installation overnight) tasking without having exhausted all possible alternatives without approval of the ASCC commander. Units retain civil support operations capabilities and respond to GCC requirements.

(1) Manning function will begin coordination for remanning of units at R-180 days and progress to achieve the aim point standards.

(2) The equipping function will focus on support to warfighter requirements first and building readiness second. ARFORGEN equipping strategies will ensure that units receive equipment at the conclusion of RESET Force Pool to begin collective training during the beginning of the Train/Ready Force Pool and meet the readiness aim points. Units are required to have sufficient equipment to conduct individual, crew, or squad training during the RESET phase. Key to that success is for logistics automation equipment to be on hand and in operation prior to the arrival of unit equipment. This ensures that property accountability, maintenance, and sustainment activities can begin when the first piece of equipment arrives.

(3) The training function focuses on reintegration tasks, activities such as new equipment training, individual training and education, team building, and individual, crew, or squad level training proficiency. All training should occur at home station. This also includes the development of an individual training support plan. All training should occur at home station and PME training and leader development should be conducted upon initial onset of the RESET.

(4) Sustainment function focuses on the provision of logistics and personnel services required to maintain and prolong operations associated with the RESET phase.

f. Train/Ready Force Pool. Units in the Train/Ready Force Pool will increase collective training readiness and capabilities as quickly as possible given resource availability. The AA units in the Train/Ready Force Pool may be deployed and RC units may be mobilized for deployment. Deploying AA units or mobilizing RC units from the Train/

Ready Force Pool constitutes a surge. When the unit commander and the SC assess that the unit achieves full spectrum capability levels, or is directed to deploy or transition, the unit will transition to the Available Force Pool. Units will achieve the required capability level as established in their full spectrum operations METL associated with their assigned Available Force Pool mission prior to transitioning from the Train/Ready Force Pool. Commanders must ensure the continuous medical and dental processing and readiness of all Soldiers assigned during this ARFORGEN phase.

(1) *Manning.* Unit manning for AA units continues through the Train/Ready phase in accordance with DCS, G–1 Army manning guidance. Unit manning for RC units are in coordination with current RC manning guidance. States and territories establish manning priorities for the national guard.

(2) *Equipping.* Units will have sufficient equipment to conduct scheduled individual training and collective training events during the Train/Ready phase. Units will have sufficient equipment to conduct scheduled individual training and collective training events during the Train/Ready phase.

(3) *Training.* Home station training is the foundation upon which units achieve full spectrum operations METL capability while in the Train/Ready Force Pool. Home station training is the critical component in building cohesive units by focusing on fundamental individual and collective skills. Commanders build unit and staff proficiency at home station through exercises such as field training exercises and staff exercises, or command post exercises (conducted internally or supported by a SC). The initial gate event for BCT and higher staffs is a BCTP-supported staff training event, when available. The exportable training capability provided by the operations groups at the National Training Center and the Joint Multinational Readiness Center supports a home station live collective training event, primarily for BCTs. Commanders ensure their units train to the highest possible capability levels at home station prior to a CTC rotation in order to maximize the CTC experience. The CTC events permit training to levels not otherwise achievable and training on systems that may not be available at home station. For corps and divisions, BCTP events are the primary battle command training event for these headquarters. For functional or multifunctional brigades BCTP events are the preferred method of providing the unit commander and SCs the input needed to assess the status of unit readiness. Units without a BCTP sponsored event will normally participate in an alternate event, determined by the commander. In either case the unit commander, endorsed by the chain of command, assesses the readiness status of the unit approved by the SC.

(4) Sustainment function focuses on the provision of logistics and personnel services required to maintain and prolong operations associated with individual and collective training events during the Train/Ready phase.

(a) The CEF units in Train/Ready may be sourced to collective METL-relevant training exercises, tests, experiments, and Army institutional requirements either in temporary duty or from home station. Such participation in Train/Ready will only occur when the training event provides collective METL-relevant training for the participating Army unit. Sourcing CEF units in Train/Ready is a training-benefit-based decision.

(b) Units in Train/Ready will not be tasked to fill CCDR requests for individual (as in para 5–1*a*) requirements without the DCS, G–3/5/7 approval.

(c) Available Force Pool. Units entering the Available Force Pool may or may not be deployed to conduct operational missions; they may conduct training, exercises or operational tests and experiments with other Services, governmental agencies, or military security forces from other nations. Some units may remain in the Available Force Pool as surge forces. Units will return to the RESET Force Pool upon redeployment or, if not deployed, at the completion of the allocated available time. The RC surge force units that do not deploy conduct training sustainment exercises and opportunities that may include joint chiefs of staff exercises, overseas deployment training, CTC, homeland defense or security, and operational support.

(d) Commander's assessment. Commanders assess their unit's progress in achieving full spectrum operations METL. The commander bases the assessment on personal observations, feedback from the training events, and external evaluations. The appropriate higher commander monitors and reviews the commander's assessments with resourcing and training proficiency improvements reported via readiness reporting. The assessment is used to adjust the training plan based on resource shortfalls or mission change.

6–4. Readiness reporting requirements

To manage the total force in ARFORGEN, the Army must achieve situational awareness of the forces in the RESET, Train/Ready, and Available Force Pools (see AR 220–1).

a. FORSCOM and USASOC monitor the status of units by force pools, analyze strategic and operational risks, and provide periodic status reports of the force to DCS, G–3/5/7.

b. FORSCOM and USASOC provide planning estimates of units by force pools over time to DCS, G–3/5/7.

c. FORSCOM and USASOC provide force status briefings and HQDA unit strategic updates to readiness reporting requirements, as required.

6–5. Institutional Army Force Generation execution

In addition to unit training tasks, tasks to support institutional requirements such as—tests, evaluations, and experimentation events—may occur in both the Train/Ready and Available Force Pools. Transformation and modernization increase readiness of the future force, and ARFORGEN sourcing of experimentation and supporting acquisition and programs of records, tests, and evaluations are critical to fielding of new capabilities to the Army.

Appendix A
References

Section I
Required Publications

AR 10–87
Army Commands, Army Service Component Commands, and Direct Reporting Units (Cited in paras 2–18, 2–26, and 6–2.)

AR 220–1
Army Unit Status Reporting and Force Registration–Consolidated Policies (Cited in paras 1–11, 6–4.)

AR 350–1
Army Training and Leader Development (Cited in paras 1–11, 2–10.)

AR 350–50
Combat Training Center Program (Cited in para 2–10.)

DAGO 2002–03
Assignment of Functions and Responsibilities within Headquarters, Department of the Army (Cited in para 1–5.)

DAGO 2009–03
Amendment to DAGO 2002–03 Assignment of Functions and Responsibilities within Headquarters, Department of the Army (Cited in para 1–5.)

DODD 5100.01
Department of Defense Directive: Functions of the Department of Defense and its Major Components (Cited in para 1–5.)
(Available at http://www.dtic.mil/whs/directives/index.html.)

FM 1–01
Generating Force Support for Operations (Cited in para 1–9.)

FM 7–0
Training for Full Spectrum Operations (Cited in para 6–3.)

10 USC
Armed Forces (Cited in para 1–5.)
(Available at http://www.gpoaccess.gov/uscode/index.html.)

10 USC 162
Combatant Commands: Assigned Forces; Chain of Command (Cited in para 1–5.)
(Available at http://www.gpoaccess.gov/uscode/index.html.)

10 USC 164
Commanders of Combatant Commands (Cited in paras 1–5, 6–2.)
(Available at http://www.gpoaccess.gov/uscode/index.html.)

32 USC
National Guard (Cited in para 1–5.)
(Available at http://www.gpoaccess.gov/uscode/index.html.)

Section II
Related Publications
A related publication is a source of additional information. The user does not have to read it to understand the publication.

AR 130–5
Organization and Functions of the National Guard Bureau

AR 140–30
Active Duty in Support of the United States Army Reserve (USAR) and Active Guard Reserve (AGR) Management Program

CJCSI 3100.01 B
Joint Strategic Planning System (Available at http://www.dtic.mil/cjcs_directives/.)

DODD 3025.18
Defense Support of Civil Authorities (DCSA) (Available at http://www.dtic.mil/whs/directives/index.html.)

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms

DA Form 11–2
Internal Control Evaluation Certification

DA Form 2028
Recommended Changes to Publications and Blank Forms

Appendix B
Internal Control Evaluation

B–1. Function
The function covered by this evaluation is ARFORGEN.

B–2. Purpose
The purpose of this evaluation is to assist DCS, G–3/5/7 in evaluating the key internal controls listed. It is not intended to cover all controls.

B–3. Instructions
Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, other). Answers that indicate deficiencies must be explained and the corrective action identified in supporting documentation. These internal controls must be evaluated at least once every 5 years. Certification that the evaluation has been conducted must be accomplished on DA Form 11–2 (Internal Control Evaluation Certification).

B–4. Test questions
a. Is the ARPL updated at least every 2 years?
b. Is the Integrated requirement priority list updated at least every FY?
c. Is the DARPL updated either twice each year or when necessary?
d. Is this regulation reviewed at least once every 3 years and updated as necessary?

B–5. Supersession
Not applicable.

B–6. Comments
Help make this a better tool for evaluation internal controls. Submit comments to DCS, G–3/5/7 (DAMO–SSG), 400 Army Pentagon, Washington DC, 20310–0400.

Glossary

Section I
Abbreviations

AA
active Army

ACOM
Army command

ACP
Army campaign plan

ACSIM
Assistant Chief of Staff for Installation Management

ADCON
administrative control

AFPD
available force pool date

AMC
U.S. Army Materiel Command

ARFORGEN
Army Force Generation

ARNG
Army National Guard

ARPL
Army resource priority list

ARSOF
Army special operations forces

ARSTAF
Army staff

ASA (ALT)
Assistant Secretary of the Army (Acquisition, Logistics, and Technology)

ASA (CW)
Assistant Secretary of the Army (Civil Works)

ASA (FM&C)
Assistant Secretary of the Army (Financial Management and Comptroller)

ASA (IE&E)
Assistant Secretary of the Army (Installations, Energy, and Environment)

ASA (M&RA)
Assistant Secretary of the Army (Manpower and Reserve Affairs)

ASB
ARFORGEN Synchronization Board

ASCC
Army service component command

ASO
ARFORGEN Synchronization Order

ASRC
ARFORGEN Synchronization and Resourcing Conference

ATEC
Army Test and Evaluation Command

BCT
brigade combat team

BCTP
Battle Command Training Program

BDE
brigade

BOG
Boots on the Ground

C2
command and control

CAR
Chief, Army Reserve

CATS
combined arms training strategy

CCDR
combatant commander

CEF
Contingency Expeditionary Force

CIO/G–6
Chief Information Officer/G–6

COCOM
combatant command

COE
Chief of Engineers

CONUS
continental United States

CPA
Chief, Public Affairs

CTC
Combat Training Center

DA
Department of the Army

DAGO
Department of the Army General Order

DARNG
Director, Army National Guard

DARPL
Dynamic Army Resource Priority List

DEF
Deployment Expeditionary Force

DIRLAUTH
Direct Liaison Authorized

DOD
Department of Defense

DCS, G–1
Deputy Chief of Staff, G–1

DCS, G–2
Deputy Chief of Staff, G–2

DCS, G–3/5/7
Deputy Chief of Staff, G–3/5/7

DCS, G–4
Deputy Chief of Staff, G–4

DCS, G–8
Deputy Chief of Staff, G–8

DRU
direct reporting unit

EMM
event menu matrices

FORSCOM
Forces Command

FY
fiscal year

GCC
geographic combatant commander

GF
generating force

GFM
Global Force Management

GFMAP
Global Force Management Allocation Plan

HQ
headquarters

HQDA
Headquarters, Department of the Army

IMCOM
U.S. Army Installation Management Command

INSCOM
Intelligence and Security Command

IRPL
integrated requirement priority list

ISO
in support of

LAD
latest arrival date

MDW
Military District of Washington

MEDCOM
U.S. Army Medical Command

METL
mission-essential task list

NCOES
Noncommissioned Officer Education System

NETCOM
Network Enterprise Technology Command

OF
Operating Force

OPCON
operational control

PLANORD
Planning Order

PME
professional military education

PPBE
planning, programming, budgeting, and execution

PPBES
Planning, Programming, Budgeting, and Executing System

POM
program objective memorandum

RC
reserve component

RFF
request for forces

SC
senior commander

TPFDL
time phased force and deployment list

TRADOC
U.S. Army Training and Doctrine Command

TRO
training and readiness oversight

TSG
The Surgeon General

TSS
Training Support System

USACIDC
U.S. Army Criminal Investigation Command

USAR
United States Army Reserve

USARC
U.S. Army Reserve Command

USARCENT
U.S. Army Central

USAREUR
U.S. Army Europe

USARNORTH
U.S. Army Northern

USARPAC
U.S. Army Pacific

USARSO
United States Army South

USASMDC
U.S. Army Space and Missile Command/Army Strategic Command

USASOC
United States Army Special Operations Command

USMA
United States Military Academy

USJFCOM
U.S. Joint Forces Command

USC
United States Code

Section II
Terms

Allocated forces
The forces and resources provided to the commander of a unified command by the President and Secretary of Defense for execution planning or operations.

Apportioned forces
The chairman of the joint chiefs of staff apportions forces and capabilities to combatant commands to develop contingency plans.

Army Force Generation
ARFORGEN is the structured progression of increased unit readiness over time to produce trained, ready, and cohesive units prepared on a rotational basis for operational deployment ISO the CCDR and other Army requirements.

Army Force Generation force pools
The force pools are an organizing construct that differentiates between relative readiness levels of rotational units and specifies unit activities over a three phase process.

Army resource priority list
The ARPL is an unclassified/for official use only document generated by the DCS, G–3/5/7 ARFORGEN Division and provides broad categorization of resources against 4 categories.

Assigned forces
Those forces and resources placed under the COCOM of a unified commander by the direction of the Secretary of Defense.

Contingency Expeditionary Force
Army general purpose force units designated during the ARFORGEN synchronization process and given an AFPD in order to execute a contingency mission, operational plan or other Army requirement.

Deployment Expeditionary Force
Army general purpose force units assigned or allocated during the ARFORGEN synchronization process and given a LAD in order to execute assigned missions.

Directed mission
A mission a unit is formally tasked to execute or prepare to execute.

Dynamic Army Resource Priority List
The DARPL is a document generated by the DCS, G–3/5/7 Force Management Directorate and provides detailed prioritization of specific units over time.

Integrated requirement priority list
The IRPL is a secret document generated by the DCS, G–3/5/7 ARFORGEN Division and provides Army prioritization of all force requirements (both GCC and institutional) within each ARPL category.

Mission force
The composition of forces in the Available Force Pool consisting of all DEF and CEF.

Surge force
Selected contingency expeditionary force units in the Train/Ready Force Pool designated for emergent requirements or contingency operations.

RESET
Refers to the RESET Force Pool.

Reset
Refers to equipment reset.

Training and readiness oversight
The authority CCDRs may exercise over assigned RC forces when not on active duty or when on active duty training. This authority includes—

a. Providing guidance to Service component commanders on operational requirements and priorities to be addressed in military department training and readiness programs.

b. Commenting on service component program recommendations and budget requests.

c. Coordinating and approving participation by assigned RC forces in joint exercises and other joint training when on active duty for training or performing inactive duty training.

d. Obtaining and reviewing readiness and inspection reports on assigned RC forces.

e. Coordinating and reviewing mobilization plans (including post-mobilization training activities and deployability validation procedures) developed for assigned RC forces.

Training Support System
TSS is a system of systems that provides the networked, integrated, interoperable training support necessary to enable an operationally relevant training environment for warfighters. It is comprised of product lines, architectures and standards, and management, evaluation, and resource processes that enhance training effectiveness.

Section III
Special Abbreviations and Terms
This section contains no entries.

USAPD

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