National Guard Regulation 71-1

Capability Divestment—Stationing Process

ARMY NATIONAL GUARD FORCE PROGRAM REVIEW

National Guard Bureau
Arlington, VA 22204
18 April 2017

UNCLASSIFIED

SUMMARY of CHANGE

National Guard Regulation 71-1
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o This is a new publication.

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Effective 18 April 2017

Capability Divestment and Stationing Process

Army National Guard Force Program Review

By Order of the Secretary of Army:

TIMOTHY J. KADAVY
Lieutenant General, USA
Director, Army National Guard

Official:

Charles P. Baldwin
Deputy Chief of Staff

History. This is a new regulation.

Summary. This regulation establishes the Army National Guard (ARNG) Force Program Review (FPR) in accordance with (IAW) Director, ARNG (DARNG) guidance to provide transparency for planning, preparing, executing, and assessing ARNG force structure. It includes guidance and the basis to conduct FPR in order to develop the ARNG's programmed force structure.

Applicability. This regulation applies to all ARNG officers, warrant officers, and enlisted soldiers in Modified Table of Organization and Equipment (MTOE) ARNG units.

Proponent and exception authority. The proponent of this regulation is the ARNG Force Management Division (ARNG-FM). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. Supplementation of this regulation is prohibited without prior approval from ARNG-FM, 111 South George Mason Drive, Arlington, VA 22204.

Army management control process. This regulation contains internal control provisions IAW Army Regulation (AR) 11-2, but it does not identify key internal controls that must be evaluated.

Suggested improvements. Users of this regulation are invited to send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended Changes to Publications and Blank Forms) directly to ARNG-FM, 111 South George Mason Drive, Arlington, VA 22204.

Distribution. A.

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General

1-1. Purpose
The purpose of this regulation is to provide objectives, processes, and responsibilities for the ARNG Force Program Review (FPR). The ARNG FPR includes two processes; capability divestment and stationing ARNG force structure allocations. These processes are designed to support the needs of the ARNG and to execute decisions of the Department of Defense (DoD), Headquarters Department of the Army (HQDA) and National Guard Bureau (NGB).

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 terms used in this regulation are defined in the glossary.

1-4. Responsibilities
All ARNG organizations will support FPR processes as required. General responsibilities are provided below.
    a. National Guard Bureau and Army National Guard staff
    (1) *Director, Army National Guard (DARNG)*. The DARNG implements DoD, HQDA, and Chief, National Guard Bureau (CNGB) guidance on structure, strength authorizations and other resources of the ARNG.
    (2) *G3*. The G3 will:
    (a) Serve as the Chair for the Force Validation Board (FVB).
    (b) Task States and ARNG divisions and directorates for support, as required.
    (3) *ARNG, Chief of Readiness and Plans Division*. The Readiness and Plans Division will ensure that approved readiness regulations and programs are reviewed, approved, and integrated into FPR processes.
    (4) *ARNG, Chief of Force Management (CFM)*. The CFM will:
    (a) Exercise primary ARNG staff responsibility for all aspects of the FPR process.
    (b) Provide informed recommendations concerning either ARNG capability divestment or stationing actions to the DARNG.
    (c) Coordinate a review of the FPR process as needed or as advised by the established General Officer review board.
    (d) Provide analytical assessment of force structure to the CNGB, DARNG, and The Adjutants General (TAGs) in order to make informed decisions.
    (5) *G1*. The G1 will assess and make recommendations concerning personnel readiness metrics and information applications related to FPR processes.
    (6) *G4*. The G4 will:
    (a) Serve as a co-chair for the FVB.
    (b) Forecast equipment availability to support required force structure actions.
    (7) *ARNG, Installations and Environment Division (I&E)*. The I&E will assess impacts resulting from force structure actions to real property and installations.
    (8) *G8*. The G8 will:
    (a) Serve as co-chair for the FVB.
    (b) Designate an FPR point of contact (POC) and furnish contact information to ARNG-FM.
    (c) Assess implications of capability divestment and stationing actions on equipment modernization.
    b. TAGs. TAGs will:
    (1) Support the FPR process as required.
    (2) Provide analysis and assessment of proposed capability divestment and stationing as appropriate.
    (3) Coordinate unit status changes and stationing actions for ARNG forces IAW NGR 10-1, with the consent of the Governor pursuant to the provisions of Title 10, Unites States Code (U.S.C.), Section 18238 (10 U.S.C. 18238) and Title 32, U.S.C. Section 104 (32 U.S.C. 104).

Chapter 2
ARNG Force Program Review Process

2-1. Total Army Analysis (TAA) Overview

a. *Force Structure Process.* The force structure process is an integral part of the Office of the Secretary of Defense (OSD) Planning, Programming, Budgeting, and Execution process (PPBE) and the Joint Staff's Joint Strategic Planning System (JSPS). The force structuring process develops a fiscally constrained force based on National Military Strategy (NMS) objectives, threats and the dynamics of internal and external constraints. The fiscally constrained force is developed to achieve an affordable and competent force capable of supporting national objectives.

b. *Program Objective Memorandum (POM) Force.* The POM force is developed during the Army's TAA. The TAA process and the POM force identify the capabilities to achieve the full spectrum of missions expected of the Army. The TAA process generates the operating force, combat forces along with the best mix of support and sustainment forces; defines the generating force; and, identifies risk in order to determine a force resourced against requirements and budgetary constraints. The resulting force for each program year becomes the TAA base force. As part of the process, a force feasibility review (FFR) is conducted during the resourcing phase to review and adjust the base force to assure affordability, supportability, and executability. Contentious unresolved issues are reviewed during a FFR, and ultimately resolved prior to approval by the Army leadership. Subsequently, the Secretary of the Army (SA) and Chief of Staff, U.S. Army (CSA) approve the force as the Army's POM force. The POM force is forwarded by the Army to OSD with a recommendation for approval.

c. *TAA Phased Force.* The TAA is a phased force structure analysis process that examines the projected Army force from both qualitative and quantitative perspectives. The product of the TAA is the Army's POM force. This POM force is based on the dynamics of both internal and external inputs, including anticipated threats, scenarios, assumptions, Combatant Commander (CCDR) priorities and complex Army coordination and agreements. Examples of these are allocation rules, resource assumptions, warfighting capabilities, and infrastructure priorities. The product of the TAA and POM processes is the approved and funded force structure for America's Army. For resourcing purposes, the POM force is apportioned among four components (COMPO): the Active Army (COMPO 1), the ARNG (COMPO 2), the U.S. Army Reserve (USAR) (COMPO 3), and unresourced unit equivalents (COMPO 4). The resulting POM force represents the force structure for future POM development. It includes the documented structure for all Army components throughout the POM years.

d. *ARNG and TAA.* Within the Army TAA process, the principle goal of ARNG's Force Management Division is to limit rebalancing capabilities within the states while still maintaining the self-sufficiencies of Command and Control elements and the states' domestic response capabilities. The Army strives to limit changes to the Reserve Component (RC) force mix when possible in order to preserve resources and enable readiness. In COMPO 1 "Soldiers are brought to units", while in COMPO 2 and 3, "units are brought to Soldiers." As a result, the turbulence associated with changes to force structure typically have greater impact on RC formations. Force Structure turbulence results from the multiple activations, in-activations, and re-stationing of units across the 54 states, territories, and the District of Columbia, resulting in thousands of Soldier reassignments, reclassifications (MOSQ training), in-state re-training, relocation of equipment (secondary destination charges), loss or increase in facility usages and lastly, the loss of accumulated collective training proficiencies.

e. *TAA Decisions Affecting COMPO 2.* TAA decisions affecting COMPO 2 do not direct specific units for divestment or locations for capability stationing. Those decisions are left to the discretion of the DARNG. The ARNG FPR process will provide recommendations and inform the DARNG in order to implement TAA actions. The CFM will initiate the ARNG FPR process once a capability divestment or stationing action is announced as a result of a TAA decision. Decisions may be the result of Congressional or OSD directed actions. Excursions outside of the normal TAA cycle may be required in the event of significant unforeseen changes in Army fiscal resources.

2-2. ARNG FPR Processes

The ARNG FPR consists of two processes which examine the projected ARNG force from both a qualitative and quantitative perspective. These processes first determine recommended unit divestments and then the stationing of new capabilities. The product of the ARNG FPR are incorporated into HQDA's Army Structure Memorandum (ARSTRUC).

2-3. FPR Assessment Tools and Analysis

a. *Divestment process.* Initial quantitative analysis is accomplished through the use of the web-based Unit

Analysis Tool (UAT). Qualitative information is collected through a state populated impact chart and a standardized two-page written narrative from The Adjutants General (TAGs). The Force Management Unit Review Board (FMURB) reviews both the state impact chart and the TAG narrative. Chapter four provides descriptions of the Standard and Complex Unit divestment processes and is depicted in Figure 2-1. Detailed discussion of the divestment process is provided in paragraph 2-4.

(1) *UAT*. The UAT examines parent unit (AA-level unit identification code) level metrics to rank like-type units for divestment. The greatest weighting is given to personnel metrics since units/states have the greatest ability to impact those elements. The UAT establishes an order of merit list (OML) that becomes the initial ranking of units recommended for divestment. The UAT metrics and definitions can be found in Appendix B.

(2) *Additional Analysis*. Subject to the DARNG's guidance and given the unique capabilities or requirements associated with certain force structure, additional analysis or metrics may be required to fully inform the decision cycle. The CFM will determine the additional staff framework of analysis or metrics beyond the UAT required to assist the FMURB to develop a fully informed recommendation and the DARNG to make a decision. The DARNG retains approval authority for the utilization of additional analysis or metrics.

b. *Stationing process*. Effective stationing, or re-stationing, of new ARNG units requires both qualitative and quantitative analysis. The initial quantitative analysis is accomplished through the use of the web-based Force Structure Decision Support Tool (FSDST). Qualitative information is collected through a state populated stationing analysis memo and reviewed by the ARNG Force Validation Board (ARNG FVB). Detailed discussion of the stationing process is provided in paragraph 2-5.

(1) *FSDST*. The FSDST uses metrics to rank states and territories to station new capabilities and creates an OML list that ranks them from highest to lowest. The FSDST metrics and definitions can be found in appendix C. The CFM may determine alternative assessment tools to provide the approved metrics in the event of unforeseen changes to automated information applications.

(2) *Additional Analysis*. The FVB, ICW the CFM, may determine whether additional metrics are required to develop stationing decisions. The DARNG retains approval authority for the utilization of additional analysis.

2-4. Divestment Process

This process is used to make routine TAA divestment recommendations to the ARNG force mix. Figure 2-1 provides an overview of the divestment process. The standard divestment process consists of eight steps described following the figure below.
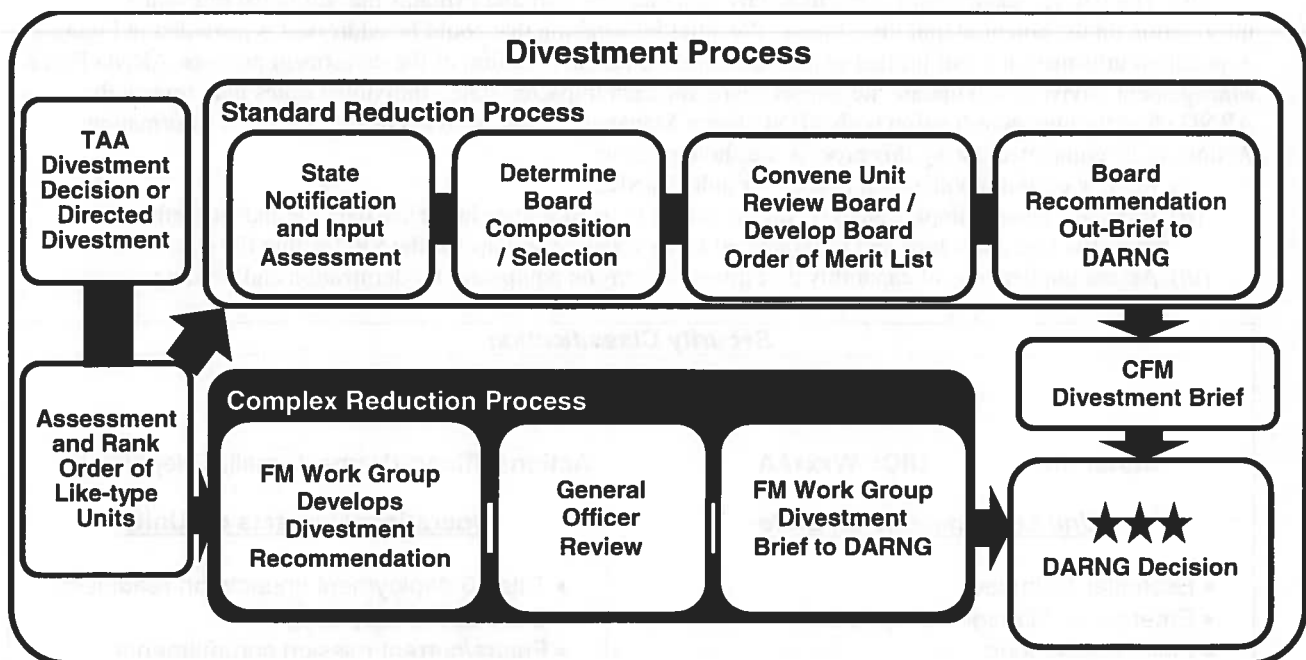

Figure 2-1. Overview of the Divestment Process

a. *Step 1: OSD/HQDA directs the reduction of force structure in the ARNG.*

(1) Directed reductions only specify the types of units to be divested. The CFM initiates the FPR divestment

process to determine which units will comprise the reduction of force structure.

(2) ARNG Force Management Division is advised of capabilities identified for divestment by standard Requirements code (SRC) and conducts a cross-walk of the SRC with the matching Unit Identification Codes (UICs) in the ARNG current or future force file.

b. *Step 2: Rank order like type units.* The UAT serves as the baseline for evaluating units. ARNG Force Management Division develops a unit 1-N list for each capability or Standard Requirements Code (SRC) identified for divestment.

c. *Step 3: Notification and State Assessment Inputs:*

(1) *Initial Notification.* Notification will be made as early as possible to allow maximum time for analysis by the state. Actions to be completed during this step are shown below:

(a) A General Officer review board will be established by the DARNG and participants advised of pending action.

(b) ARNG Force Management Division, ICW the ARNG G3, will notify all state G3s and Force Integration Readiness Officers (FIROs) that have the identified SRC that is subject to potential divestment.

(c) The CFM, recommends the type of divestment process for DARNG determination. At this point, the determination is made by the DARNG if a standard or complex divestment process will be utilized. If it is a standard divestment process, the process continues as outlined below. Additional details on the two types of divestment processes can be found in Chapter 4.

(2) *State Impact Assessment and Inputs to FMURB.* Input from a state is a two-step process. The state impact charts and a written narrative memorandum signed by the TAG serve as the basis for state impact assessment. Although submission and content of the memo is mostly the discretion of a state, the memo will not exceed two pages. There will be two impact charts used to provide qualitative data on units identified for potential divestment. The first impact chart will be submitted by the states with structure identified for potential divestment. In general, a 30-day suspense will be allotted for the development and submission of impact charts and TAG memo; however, requirements from higher echelons may force an expedited process. ARNG staff will provide a separate impact chart that contains fixed metrics on the impacts of potential divestment. These metrics will be provided to all states impacted by the ARNG FM Organizational Integrator (OI).

(a) The state chart is divided into two sections. Section one provides the impact that the unit divestment would have on the state. Section two addresses the impact of operational requirements on the unit. Potential issues that may be relevant are provided in Figure 2-2; potential issues are not limited to those identified.

(b) The ARNG impact chart is populated by headquarters staff and explains the additional relevant information on the potential unit divestment. Potential information that could be addressed is provided in Figure 2-3; potential information is not limited to that identified. Upon notification of the divestment process, ARNG Force Management Division will update the impact charts for each impacted state. Individual states may review the ARNG chart through coordination with ARNG Force Management Division to ensure validity of information. Actions to be completed during this process are shown below:

(i) Review of unit mobilization history for units by SRC.

(ii) Provide a general impact analysis for the action to include state historical data for end strength and force structure allowance and programmed force structure actions for the SRC within the state.

(iii) Assess implications of capability divestment actions on equipment modernization and fielding.

Security Classification
State Divestment Impact Chart

State: XX | UIC: WxxxAA	Action Officer: (Name, E-mail, Telephone)
Unit Loss Impacts on State	**Operational Impacts on Units**
• Essential 10 Impact • Emergency Management Impact • Full-Time Support • Military Occupational Specialty (MOS) progression • Other Impacts: i.e., unit lineage and honors, etc.	• Title 10 deployment impacts on readiness • State active duty usage • Future/current mission commitments • Other Impacts

Figure 2-2. Example State Divestment Impact Chart

Security Classification
ARNG Divestment Impact Chart

State: XX **UIC:** WxxxAA

G3 Action Officer: (Name, E-mail, Phone)
G8 Action Officer: (Name, E-mail, Phone)

Mobilization Data

MDIS populated mobilization data.
Example: "During the past 5-year period this unit accumulated a total of 53 man days of deployed soldiers."

Equipment Modernization Data

G8 System Integrator input.
- Current modernization level of unit relative to SRC.
- Impact on programmed equipment fielding.

Force Structure Data

G3 Organizational Integrator input.
- Assessment of state Force Structure Allowance and End-Strength. To account for changes to the force structure program, include current and end or program position based on last approved Command Plan. The loss of structure could result in a FS-ES imbalance within the state setting conditions for potential FS right sizing actions.
- Recent and programmed force structure changes within the 2-digit SRC.

Figure 2-3. Example ARNG Divestment Impact Chart

d. Step 4: FMURB. The DARNG retains the authority to select board members for the FMURB process with an appropriate mix of representatives from the 54 states, territories, and the District of Columbia. Depending on the scale of the force structure reduction decision, a board will be convened with representatives being either General officers or a Council of Colonels. HQDA will add representatives from the Army Secretariat and the Army staff to the ARNG FPR FMURB as board observers who are non-voting members. Other Subject Matter Expert board observers may be present as approved by the DARNG. Chapter 4 provides additional guidelines for the FMURB.

(1) *Unit Board Packets.* The UAT OML, TAG narratives, and state and ARNG impact charts are the basis for board packets. The responsible Organizational Integrator (OI) will build all board packets for all units being considered for divestment. The OI is responsible for that portion of the board during proceedings.

(2) *Guidance to the FMURB.* Force Integration Branch, ICW the CFM, requests any specific guidance the DARNG would like to provide to the FMURB. This guidance may be either verbal or written. If the DARNG decides to provide written guidance, it will be provided to all members of the FMURB as a part of the board packet.

e. Step 5: Convening of the FMURB. The information contained in the unit board packets as prescribed above is the basis for assessment. The FMURB applies the guidance it receives and reviews state impact charts, TAG narratives and the OML list generated by the UAT to develop a fully informed recommendation of units for divestment. The board will likely be required to make multiple divestment recommendations over several SRCs. The output is the FMURB OML for each SRC reviewed. Additional guidance on the board voting process is provided in Chapter 4. Actions to be completed during this step are shown below:

(1) ARNG Force Management Division ICW the FMURB board members will coordinate the required administrative and logistic requirements necessary to convene the FMURB.

(2) Each responsible FM programming branch will provide subject matter experts (SMEs) to the board to explain the mission and functions of the SRC as necessary.

f. Step 6: FMURB Out-Brief. The original UAT OML, the FMURB OML, and the divestment recommendations with supporting rationale, as determined by the FMURB, are the basis to conduct the out-brief. The FMURB presents divestment recommendations to the DARNG or designated representative.

g. Step 7: CFM Divestment Decision Brief. The responsible FM programming branch will brief the CFM on the initial UAT results as well as the FMURB recommended adjustments. The CFM may concur with the board recommendations, or create a CFM recommended Course of Action (COA) based on factors not available to the

board (e.g. multiple divestment actions in the same state). The CFM discusses his or her recommendation with the FMURB President for review and concurrence prior to the DARNG divestment decision brief.

h. Step 8: DARNG Divestment Decision Brief.

(1) The FMURB president will brief the DARNG in conjunction with the CFM. If the FMURB president is unavailable the CFM will brief the DARNG on behalf of the president. The recommendation briefing will include the original UAT OML ranking, the FMURB OML and recommendations, and, if necessary, the CFM recommendations. The DARNG may seek the advice of a General Officer review board during the decision cycle. The final divestment decision is made by the DARNG unless otherwise delegated.

(2) Due to the potential sensitive nature of divestment decisions, the DARNG may request to make initial informal notification to the impacted states. Actions to be completed during this process are shown below:

(a) Once directed, ARNG Force Management Division will document the decision on a memorandum for record for the DARNG's signature and distribute to the impacted TAG, G3, FIROs and HQDA for documentation in the ARSTRUC and the Structure and Manpower Allocation System (SAMAS).

(b) ARNG Force Management Division will archive the DARNG decision brief, decision memorandum, and all FMURB documents.

(c) ARNG Force Management Division will complete appropriate RCAS programming actions.

(d) ARNG Force Management Division will prepare a consolidated list of all divestment actions for the FMURB board members once all pending decisions are complete.

2-5. Stationing Process

This process is used to station or re-station allocated force structure resulting from a TAA decision. Stationing decisions should occur after divestment decisions are approved to ensure a fully informed stationing process. A stationing process flow chart is provided in Figure 2-4 of the standard divestment process that consists of ten steps.
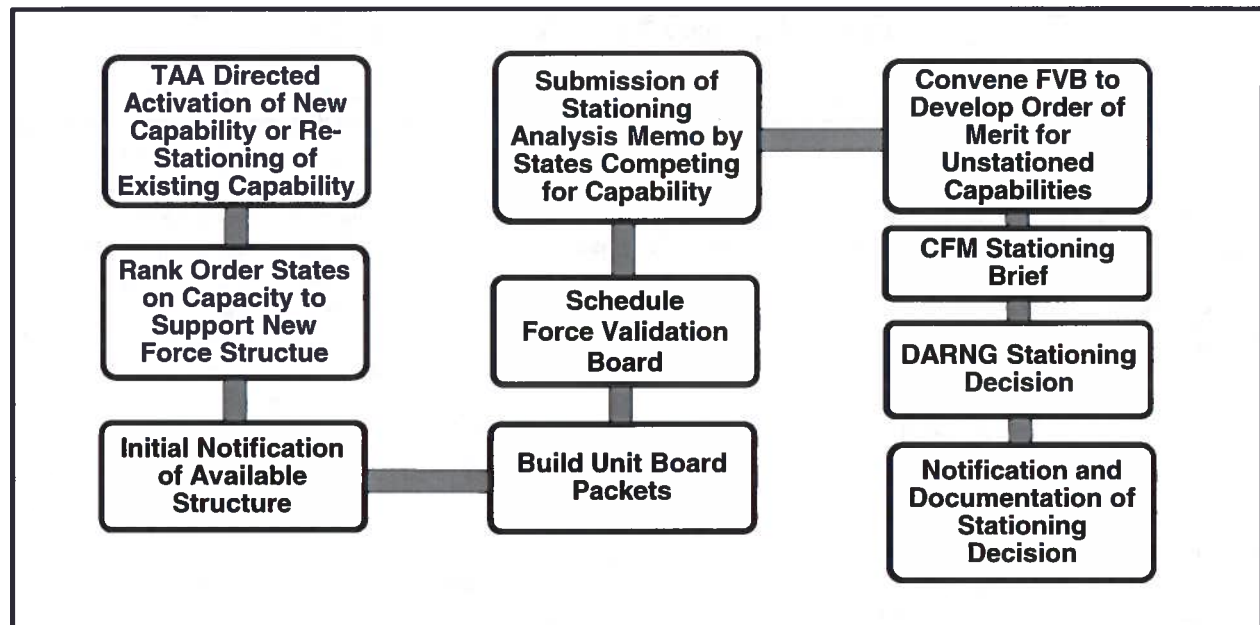
Figure 2-4. Stationing Process Flow Chart

a. Step 1: OSD/HQDA directs activation of new capability in the ARNG. Activations direct only the types of units to be activated. It is the responsibility of the ARNG to identify which states will receive new force structure. The ARNG Force Management Division obtains the SRC detail along with with the approved Modified Table of Organization and Equipment when available and initiates analysis.

b. Step 2: Rank Order States. The FSDST serves as the basis for evaluating states. The ARNG TAA force structure allocations are reviewed by ARNG Force Management Division to identify new or un-stationed capabilities, by SRC. Initial analysis of state capacity to grow new structure is conducted. The output for this step is an order of merit list that ranks states and territories from highest to lowest.

c. Step 3: Initial Notification. All state G3s and FIROs are notified of capabilities identified for stationing and

timeline for action.

d. Step 4: Stationing Analysis Memo. States that choose to compete for a capability must submit a stationing analysis memo to inform the ARNG FVB of the state's ability to successfully and efficiently stand up the new capability. When developing stationing recommendations, the ARNG FVB examines the affordability, supportability, sustainability and a state's current mix of capabilities. Optimally, a 21-day suspense will be given for the stationing memo; however, requirements from senior leaders may force an expedited process. At a minimum, the memo should address the information requirements identified in Table 2-1 below.

Table 2-1
Minimum information requirements for stationing analysis memorandum

Necessity	What is the strategic need for this structure in the state? States with multiple stationing requests must submit a memo for each capability and indicate priority for each request.
Force Mix	What would be the impact on the state's current force structure mix? What current capability would the state divest to station the new capability?
Manning	What is the state's strategy to man this structure?
Training	What is the state's strategy to train this structure?
Equipping	What is the state's strategy to equip this structure?
Sustaining	What is the state's strategy to sustain this structure?
Stationing	What is the state's stationing strategy? Are there any projected MILCON requirements to the stationing strategy?

e. Step 5: Force Validation Board (FVB). The ARNG Force Management Division is advised of the stationing actions that require review by the FVB. The FVB is a permanent board established with members from the ARNG G3, G4 and G8. The ARNG G3 is the chair with the G4 and G8 as co-chairs. The FVB will meet quarterly, or as needed, in order to validate force structure options, priorities, risks and implementation. FVB process observers are provided by the states and will be coordinated through the DARNG's established General Officer review board.

f. Step 6: Unit Board Packets. State stationing analysis memos, the FSDST OML, and programming branch recommendation are the basis for board packets. ARNG Force Management Division is responsible for all SRCs or capabilities being considered for stationing and will assemble the packets.

g. Step 7: Convening of the FVB. The information contained in the unit board packets are the basis for assessment. The FVB applies guidance provided by the DARNG and examines the alternatives presented to determine the state's best suited for the new capabilities. The output for this step is fully vetted stationing recommendations. To promote transparency of the process, while also preventing parochialism, state process observers selected by either the DARNG or a designated General Officer review board, who to the greatest extent possible will be from non-affected states, will be allowed to observe the board's discussions, but will not participate in the board's deliberations. Actions to be completed during this process are shown below:

(1) ARNG Force Management Division coordinates the administrative and logistics requirements for the FVB.

(2) ARNG Force Management Division will provide SMEs to the board to explain the mission, functions, equipment and manning requirements of the capability as well as branch stationing recommendation.

(3) ARNG Force Management Division will provide a board recorder in order to accurately articulate the board's recommendations and reasoning to the CFM and DARNG.

h. Step 8: CFM Stationing Decision Brief. The CFM is briefed by the ARNG Force Management Division on the FSDST results and the FVB recommendation(s). The CFM can concur with the board recommendations or create a CFM recommended COA. The CFM discusses his or her recommendation with the FVB president for review and concurrence prior to the DARNG stationing decision brief.

i. Step 9: DARNG Stationing Decision Brief. The FSDST results and the FVB/CFM recommendations are basis for the decision brief. The state stationing analysis memos should be readily available. The CFM and any key staff will brief the DARNG. The final stationing decision is made by the DARNG unless delegated.

j. Step 10: Decision notification and documentation. The DARNG makes a final stationing decision. Due to the potential sensitive nature of stationing decisions, the DARNG may request to make initial informal notification to the impacted states. Actions to be completed during this process are shown below:

(1) Once directed, ARNG Force Management Division will document the decision on a memorandum for record for DARNG signature and distribute to impacted TAG, G3, FIROs and HQDA for documentation in the ARSTRUC and SAMAS.

(2) ARNG Force Management Division will archive the DARNG decision brief, decision memorandum and all board documents.

(3) ARNG Force Management Division will complete appropriate RCAS programming actions.

(4) Once all pending decisions are complete, ARNG Force Management Division will prepare a consolidated list of all stationing actions for the board members.

Chapter 3
Data Sources

3-1. Reserve Component Manpower System—Guard (RCMS-G)

RCMS-G is the official G1 reporting system and currently feeds all recurring and ad hoc report processes. The web-based UAT is housed within the RCMS-G suite of applications. RCMS-G provides unique automation tools with a myriad of functions and data available via products, modules, models, and data interfaces. Most importantly, the RCMS-G suite of applications provides accurate and timely manpower, unit readiness data, and operational information for the ARNG enhancing the decision making process for the DARNG, ARNG Staff, as well as senior leaders and action officers in the 54 states, territories, and the District of Columbia. Some of the more commonly used readiness tools include the Commander's Unit Status Report (CUSR), Director's Personnel Readiness Overview (DPRO), Soldier Record Brief, Guard Incentive Management System (GIMS), Formation View, Excess Management Optimization, and the Automated Unit Vacancy System (AUVS).

3-2. Director's Personnel Readiness Overview (DPRO)

The Director's Personnel Readiness Overview (DPRO) is a comprehensive information application. It includes thousands of metrics, updated daily, which are available for custom reporting on strength management, attrition, retention, accession, and military readiness. These tools allow commanders and staffs at all levels to review data in the unique hierarchies that exist in the ARNG, and make the appropriate management decisions. DPRO personnel data accounts for over 70 percent of the metrics that comprise the UAT. Each state has the ability to designate a UAT administrator that can grant access to users within the state. This individual is typically the Force Integration Readiness Officer (FIRO), however, that decision is at each states discretion.

3-3. Incorporating the Unit Status Report (USR) Data into the UAT

Parent unit or "AA" level data points are downloaded from the Defense Readiness Reporting System - Army (DRRS-A) in order to incorporate the USR data into the UAT. Specifically, the readiness metrics which provide the individual rating for Personnel Status, Equipment on Hand, Readiness, and Training. The ratings are then compared to the Army readiness objectives respective to the unit's position in the force generation cycle. The comparison against these objectives determines the unit's "CUSR raw score," whereby the optimal result is a 0.0 value. In other words, the optimal unit position is to be at the objectives set forth respective of the force generation cycle. This raw score is then compartmentalized into one of four quartiles, where the whole number is then applied to other UAT metrics to determine the final OML ranking for a specific unit based on the SRC.

3-4. Commander(s) Unit Status Report (CUSR)

The Commander's Unit Status Report is required by law (10 USC 117) and reported monthly to HQDA. Army units report status in four measured areas: Personnel Status (P-Level), Equipment & Supplies on Hand/Available (S-Level), Equipment Readiness/Serviceability (R-Level) and Unit Training Level Proficiency (T-Level). Due to the fact that the reported data in the CUSR is restricted (SECRET), a weighting criteria was agreed upon by the executive advisory committees using Army Force Generation readiness objectives, and aligned with the quartile scoring methodology used in the UAT. The weighting and quartile scoring system is applied to CUSR (SECRET) data points with the intent to reduce the classification from secret to unclassified.

3-5. Weighted USR Tool

The Weighted USR Tool is an unclassified calculation method using data (P=15 percent, S= 3 percent, R= 9 percent, T= 3 percent = Total USR weight of 30 percent) from CUSRs submitted by unit commanders. The tool evaluates

each unit's reported CUSR measurement in Available Personnel, Serviceability of Equipment, and Collective Training. The C-overall assessment rating is not used due to the general subjectivity of the rating. Overall, the UAT has eleven scored metrics. Seventy (70) percent of the metrics are pulled from DPRO, while 30 percent from USRs. As a whole, 85 percent of the score is based upon personnel readiness.

   a. Figure 3-1 depicts a one year example of the weighted USR tool percentage values.

   b. Table 3-1 is an example of USR data with Army force generation readiness objectives over a 5-year period. Even if the readiness objective is exceeded; units do not receive an elevated score. This is so that a unit who has recently returned from a deployment, verses a unit getting ready to deploy, will receive the same weight. Readiness objectives will vary by capability in order to satisfy operational and contingency demand.
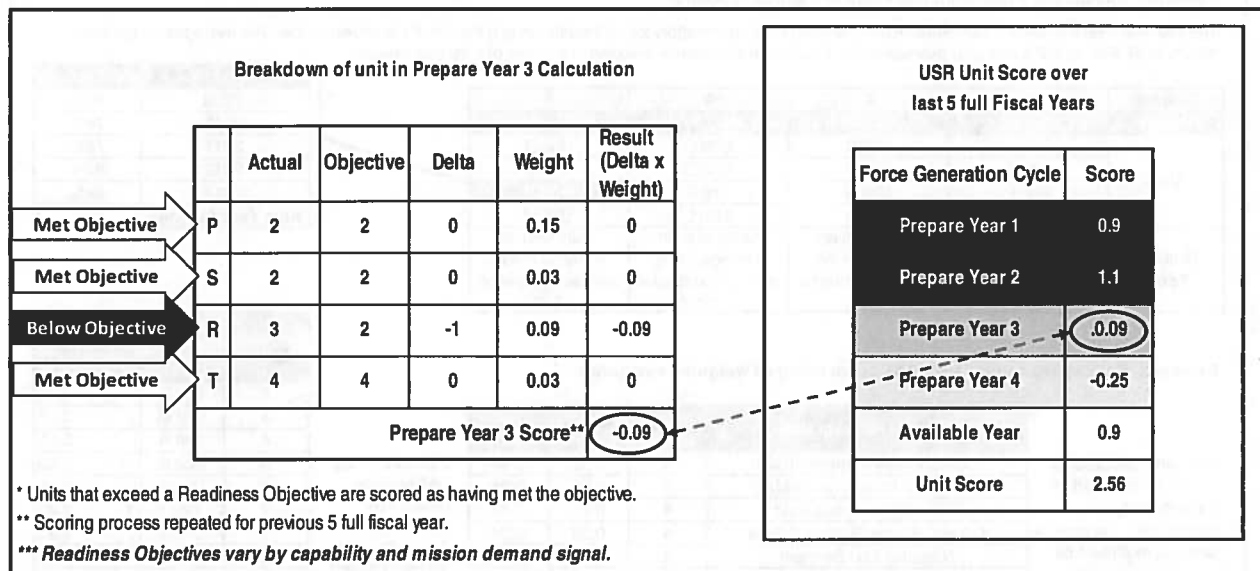
Figure 3-1. One Year example of the weighted Unit Status Report (USR) Tool

Table 3-1
Example 5-year USR data with Army readiness objectives

USR Data		P					S					R					T				
Fiscal Year		Reported	Readiness Objective	Delta	Weight	Result	Reported	Readiness Objective	Delta	Weight	Result	Reported	Readiness Objective	Delta	Weight	Result	Reported	Readiness Objective	Delta	Weight	Result
2012	PY4	4	2	2	0.15	0.3	4	1	2	0.03	0.06	4	3	1	0.09	0.09	5	3	2	0.03	0.06
2013	Avail	4	2	2	0.15	0.3	4	1	3	0.03	0.09	1	1	0	0.09	0	3	2	1	0.03	0.03
2014	PY3	3	3	0	0.15	0	3	2	1	0.03	0.03	1	2	-1	0.09	-0.09	3	4	-1	0.03	-0.03
2015	PY4	4	2	2	0.15	0.3	2	1	1	0.03	0.03	4	3	1	0.09	0.09	4	3	1	0.03	0.03
2016	Avail	1	2	-1	0.15	-0.15	1	1	0	0.03	0	1	1	0	0.09	0	1	2	-1	0.03	-0.03

Fiscal Year	P	S	R	T	Result
2012	0.3	0.06	0.09	0.06	0.51
2013	0.3	0.09	0	0.03	0.42
2014	0	0.03	-0.09	-0.03	-0.09
2015	0.3	0.03	0.09	0.03	0.45
2016	-0.15	0	0	-0.03	-0.18
5 Year USR Average					0.222

3-6. UAT Scoring Methodology

Quartile scoring is utilized for the UAT scoring methodology. The USR quartile scoring provides the widest latitude based upon the units' readiness objective. This is intentional, as some areas of reporting can be subjective and based on interpretation. Every raw score is fitted into a quartile before being multiplied by weighting factors to compute a total score. Using quartiles tends to bring the overall numbers closer together rather than allowing them to be naturally dispersed. See Figure 3-2.

What is a Quartile? A quartile is a ranked set of data values, divided into four equal groups with each group comprising a quarter of the data.
Why use Quartile scoring? Quartiles allow for greater differentiation of closely grouped sets and reduces the impact of outlier data.
How are like type units evaluated? Each unit is evaluated using a five year average for each of the 11 categories.

Example: Calculating a unit's quartile score in a single category:

The five year average of the Operational Available (OA) Percent category for 16 Infantry Units (Unit A to P) is shown below. The averages range from 49.3% to 97.5%. Unit P's five year average of 79% put in the top quartile resulting in a score of 4 for that category.
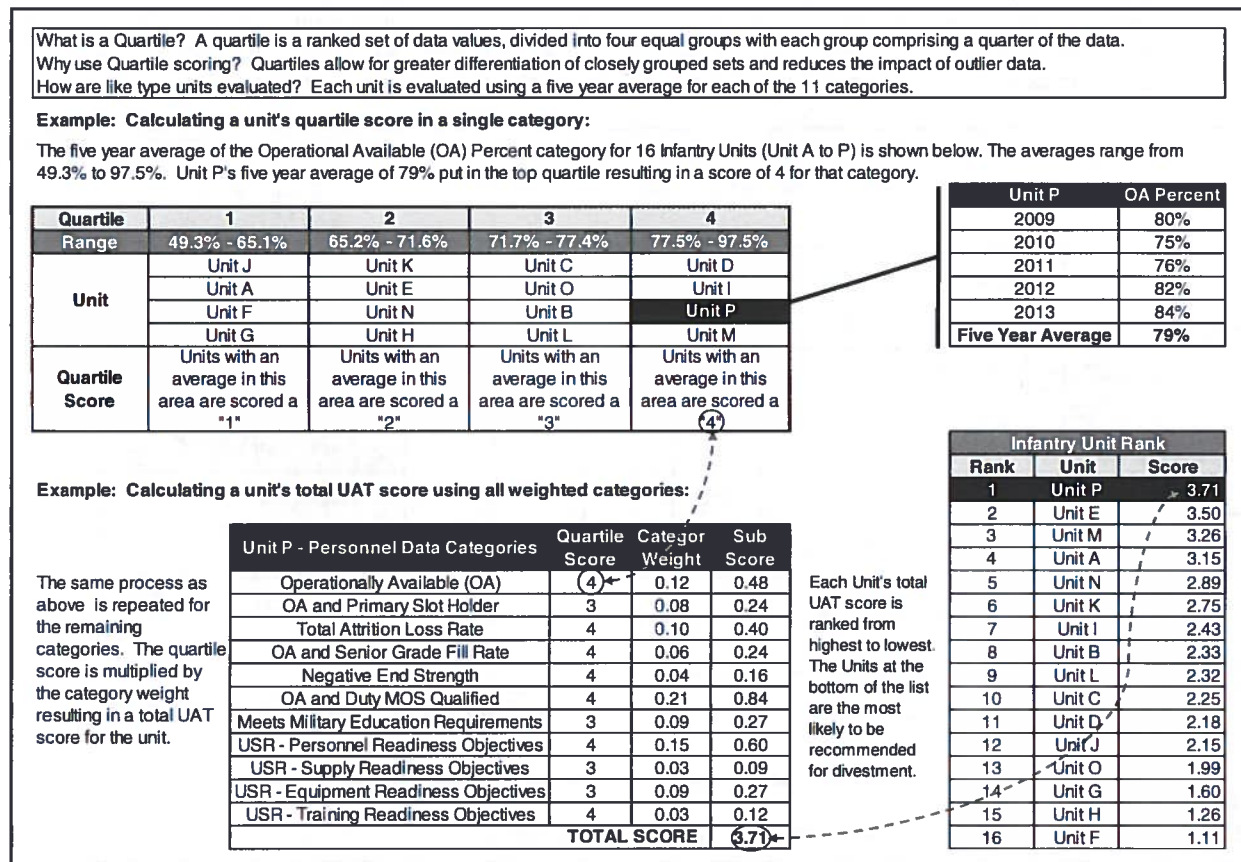
Quartile	1	2	3	4
Range	49.3% - 65.1%	65.2% - 71.6%	71.7% - 77.4%	77.5% - 97.5%
Unit	Unit J	Unit K	Unit C	Unit D
	Unit A	Unit E	Unit O	Unit I
	Unit F	Unit N	Unit B	Unit P
	Unit G	Unit H	Unit L	Unit M
Quartile Score	Units with an average in this area are scored a "1"	Units with an average in this area are scored a "2"	Units with an average in this area are scored a "3"	Units with an average in this area are scored a (4)

Unit P	OA Percent
2009	80%
2010	75%
2011	76%
2012	82%
2013	84%
Five Year Average	79%

Example: Calculating a unit's total UAT score using all weighted categories:

The same process as above is repeated for the remaining categories. The quartile score is multiplied by the category weight resulting in a total UAT score for the unit.

Unit P - Personnel Data Categories	Quartile Score	Category Weight	Sub Score
Operationally Available (OA)	(4)	0.12	0.48
OA and Primary Slot Holder	3	0.08	0.24
Total Attrition Loss Rate	4	0.10	0.40
OA and Senior Grade Fill Rate	4	0.06	0.24
Negative End Strength	4	0.04	0.16
OA and Duty MOS Qualified	4	0.21	0.84
Meets Military Education Requirements	3	0.09	0.27
USR - Personnel Readiness Objectives	4	0.15	0.60
USR - Supply Readiness Objectives	3	0.03	0.09
USR - Equipment Readiness Objectives	3	0.09	0.27
USR - Training Readiness Objectives	4	0.03	0.12
TOTAL SCORE			(3.71)

Each Unit's total UAT score is ranked from highest to lowest. The Units at the bottom of the list are the most likely to be recommended for divestment.

Infantry Unit Rank		
Rank	**Unit**	**Score**
1	Unit P	3.71
2	Unit E	3.50
3	Unit M	3.26
4	Unit A	3.15
5	Unit N	2.89
6	Unit K	2.75
7	Unit I	2.43
8	Unit B	2.33
9	Unit L	2.32
10	Unit C	2.25
11	Unit D	2.18
12	Unit J	2.15
13	Unit O	1.99
14	Unit G	1.60
15	Unit H	1.26
16	Unit F	1.11

Figure 3-2. Unit Analysis Tool Scoring Methodology

Chapter 4
Force Management Unit Review Board (FMURB)
The following chapter explains the specific guidelines and duties and responsibilities of the FMURB.

4-1. Functional Responsibility
The FMURB reviews and validates the 1-to-N OML ranking using the approved metric criteria within the UAT. The UAT establishes the 1-to-N OML ranking by UIC at a nine digit SRC. The nine digit SRC is a common reference for 'like' unit capabilities. As an example the President of the Board in conjunction with the CFM instructs the FMURB to review movement and maneuver SRCs and recommend a divestiture plan of one Infantry Brigade Combat Team (IBCT) and one Armor Brigade Combat Team (ABCT). The FMURB would then conduct a UIC pull for every double 'AA' within all Infantry and Armor BCTs for COMPO 2. This is best accomplished by conducting an analysis within the UAT for SRC 77 (IBCT) and SRC 87 (ABCT). A listing of the BCTs identified is generated and additional analysis of Troop Program Sequence Number (TPSN) would reveal all 'AA' aligned units whether organic or split state relationships. The 'AA' comparison analysis of the like SRCs is created and can be rank ordered by using the filters toolbar within the UAT.

4-2. Types of FMURBs

There are two types of FMURB compositions dependent on whether a standard or a complex divestment process is initiated. The divestment process is discussed in detail in Chapter 2. Figure 2-1 provides an overview of the divestment process.

a. *Standard FMURB.* The standard FMURB is used to make routine TAA divestment recommendations. This divestment process is the most popular form of right sizing an SRC or capability within the ARNG. These divestments normally are directed by OSD or HQDA. The FMURB members, nominated by the ARNG staff and approved by the DARNG, come together and review state impact assessments and then develop an informed recommendation for divestment using the UAT. The CFM is not directly involved with the board proceedings other than to provide subject matter expertise to the board when requested. The board is composed of five to seven members representing the 54 states, territories and the District of Columbia. See Table 4-1.

b. *Complex FMURB.* The complex FMURB is used to make non-standard TAA divestment recommendations. It will be composed of the CFM and other ARNG staff as necessary. This process is used to make recommendations for significant changes to the ARNG Force Structure Allowance (FSA). Commonly, HQDA will direct the reduction of certain types of units such as all military police companies. These reductions create significant turbulence within a state's force structure allowance. Together the CFM and the other ARNG staff will make divestment recommendations to the established General Officer review board for concurrence and eventual recommendations to the DARNG for concurrence.

Table 4-1
Considerations for board composition and representation

Population	Structure	Geography	Region
Large State	BCT	North East	I
Medium State	Non-BCT	South East	II
Small State	Divisional	Midwest	III
		North West	IV
		South West	V
			VI
			VII

4-3. Board Responsibilities

a. The President of the Board is selected by the DARNG. The President will work in conjunction with other board members to establish a FMURB, all of whom are preferably from non-stakeholder states. The primary responsibility of the FMURB is to ensure that units selected for divestment meet the selection criteria and guidance provided by the DARNG. The FMURB will re-certify the metrics and assess the overall 1-to-N scoring of every double A (AA) UIC in the Operating Force Globally Available pool (OFGA) within COMPO-2 (Army National Guard Component).

b. The President of the Board may establish and request a FMURB Working Group (WG) of action officers to assist the board with drafting options, recommendations and information papers as needed. The CFM will make recommendations to the FMURB board, alert board members to force structure operating principles and provide any other options that need to be considered. The FMURB will have an assigned organizational assistant who will document the minutes of the FMURB, and provide any minutes from the working group for review by the Board. Discussion of all actions is not required at each FMURB meeting; however, pending force structure, divestiture may be addressed in other venues such as video teleconferencing. An agenda with input from the CFM should be published several weeks prior to the FMURB convening.

4-4. Board Voting Process

a. FMURB members will be given any DARNG guidance, UAT OML results include the corresponding state impact chart, TAG narrative and ARNG impact charts in order to score each unit using the NG Automated Board System and the scale shown in Table 4-2 below.

b. Scores that are ±1 from the board average will be identified as an "aberrant vote" and the board member will be allowed to review their vote.

c. Once complete, the average score for each UIC will be calculated. The result will be the initial board OML and the original UAT OML. This will be provided to facilitate a discussion among the board. The board will then determine a consensus for the final board OML recommendation.

d. ARNG Force Management Division will provide a board recorder for their appropriate actions in order to accurately articulate the board's recommendations and reasoning to the CFM and DARNG.

Table 4-2
Unit Review Board Scoring Scale

> 6 = Definitely Retain
> 5 = Retention Favorable
> 4 = Retain
> 3 = Divest
> 2 = Divestment Favorable
> 1 = Definitely Divest

4-5. Quorum and Meeting Minutes

A quorum will consist of the majority of voting members which comprise the FMURB. No other voting members or alternates will participate without concurrence of the DARNG. Prior to any brief, analysis or presentation of UAT data, the FMURB organizational assistant will collect from every member present to include working group action officers, a non-disclosure agreement. Voting members will not knowingly disclose any unit divestiture, proposal information or source information regarding the divestiture of ARNG Force Structure directly or indirectly to any person other than those authorized in this publication. The FMURB president shall be present when voting or discussions pertaining to force structure divestiture take place. The President will decide on the presence of electronic recording devices, to include the temporary collection of personal electronic devises (phones, tablets, etc) during discussions and voting.

Appendix A
References

Section I
Required Publications

ARNG, Memorandum
ARNG Readiness Program, Appendix 1

Chief National Guard Bureau Instruction 0100.01
Organization of the National Guard Bureau (Cited in para 1-4.)

Section II
Related Publications

Army Regulation 5-10
Stationing

Army Regulation 71-11
Total Army Analysis (TAA)

Army Regulation 71-32
Force Development and Documentation

Army Regulation 135-91
Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures

Army Regulation 220-1
Army Unit Status Reporting and Force Registration-Consolidated Policies

Army Regulation 525-29
Army Force Generation

Department of Defense Directive 1225.07
Reserve Component Facilities Programs and Unit Stationing

Department of Defense Directive 5105.77
National Guard Bureau

National Guard Regulation 10-1
Organization and Federal Recognition of Army National Guard Units

National Guard Regulation 600-200
Enlisted Personnel Management

Title 10, United States Code, Section 117
Readiness reporting system: establishment; reporting to congressional committees

Title 32, United States Code, Section 104
Units: location; organization; command

Title 10, United States Code, Section 18238
Army National Guard of United States; Air National Guard of United States: limitation on relocation of units

Section III
Prescribed Forms
This section contains no entries.

Section IV
Referenced Forms

DA Form 2028
Recommended Changes to Publications and Blank Forms

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Table B-1
Unit Analysis Tool metrics

Personnel Data Categories*	Category Weight	Data Source
Operationally Available (OA)	12.0 %	DPRO
OA and Primary Slot Holder	8.0 %	DPRO
Total Attrition Loss Rate	10.0 %	DPRO
OA and Senior Grade Fill Rate	6.0 %	DPRO
Negative End Strength	4.0 %	DPRO
OA and Duty MOS Qualified	21.0 %	DPRO
Meets Military Education Requirements	9.0 %	DPRO
TOTAL PERCENT	**70 %**	**DPRO**
Unit Type Metrics*	Category Weight	Data Source
Personnel Objectives	15.0 %	USR
Supply Objectives	3.0 %	USR
Equipment Readiness Objectives	9.0 %	USR
Training Objectives	3.0 %	USR
TOTAL PERCENT	**30.0 %**	**USR**
* Note: Metrics are running calculations updated annually for the purpose of ARNG FPR processes. The personnel metrics are derived from DPRO data and updated in the UAT at the end of each fiscal year (on/around 30 September). The unit metrics are based on unit P, S, R, T ratings derived from the October USR and updated on/around 15 October each fiscal year.		

B-1. Operationally Available Percent Fill. The percentage of authorized positions filled by operationally available Soldiers. Operationally available Soldiers include: Soldiers that are Medically Ready (MRC 1 or 2) or Medically Indeterminant (MRC 4); and that are not in the training pipeline; and that are over the age of 18; and that are not in an Officer Candidate program (SMP, OCS, WOCS); and that do not have a POSN code of 999O or 999U. Soldiers that are currently mobilized are considered operationally available.

B-2. Primary Slot Holder Operationally Available Percent Fill. The total number of primary slot holders (i.e., non-excess personnel) that are operationally available for mobilization, divided by the authorized strength. Operationally available Soldiers include: Soldiers that are Medically Ready (MRC 1 or 2) or Medically Indeterminant (MRC 4); and that are not in the training pipeline; and that are over the age of 18; and that are not in an Officer Candidate program (SMP, OCS, WOCS); and that do not have a POSN code of 999O or 999U. Soldiers that are currently mobilized are considered operationally available.

B-3. Total Attrition Loss Rate. The total number of attrition losses (resignations, retirements, ETS, administrative, etc.) during the past 12 months is divided by the average Assigned Strength during the past 12 months.

B-4. Senior Grade Operationally Available Percent Fill. The percentage of senior grade authorizations (E7-E9, O4-O6, and W3-W5) filled by operationally available Soldiers for mobilization (medically ready, MOSQ, Basic Training, etc.) Operationally Available Soldiers include: Soldiers that are Medically Ready (MRC 1 or 2) or Medically Indeterminant (MRC 4); and that are not in the training pipeline; and that are over the age of 18; and that do not have a POSN code of 999O or 999U. Soldiers that are currently mobilized are considered operationally available.

B-5. Negative End Strength Percent The percentage of Soldiers who have been on the NOVAL (no-validated) pay report for three months or more (Long-Term NOVAL pay), who have expired ETS dates, who have been in a

non-MOSQ status for more than 21 months (Long-Term Non-MOSQ), who are In Training Pending Action, or who are Awaiting Training with no class reservation.

B-6. Operationally Available DMOSQ Percent. The percentage of Authorizations filled by operationally available, Duty MOS Qualified Soldiers for mobilization (medically ready, MOSQ, Basic Training, etc.). DMOSQ status is established by business rules in the G1data warehouse. Operationally Available Soldiers include: Soldiers that are Medically Ready (MRC 1 or 2) or Medically Indeterminate (MRC 4); and that are not in the training pipeline; and that are over the age of 18; and that do not have a POSN code of 999O or 999U. Soldiers that are currently mobilized are considered Operationally Available. This metric will be created by dividing the number of DMOSQ operationally available Soldiers by the number of authorizations.

B-7. Meets Military Education Requirement Percent. Total number of Soldiers that meet the minimum military education requirements necessary for promotion to the next higher grade. This metric will be created by dividing the number of next grade military education qualified Soldiers by the Assigned Strength.

B-8. Weighted USR Tool. A score created by comparing a unit's performance against its required Army readiness objectives on the October USR over the previous five fiscal years.

Table C-1
Force Structure Decision Support Tool (FSDST) metrics

State Metrics	Category Weight	Data Source
Assigned Strength	5.0 %	RCMS-G
Available Strength	7.5 %	RCMS-G
Available DMOSQ	7.5 %	RCMS-G
Available Senior Grade	7.5 %	RCMS-G
Percent of MTOE & TDA Units with Assigned Strength ≥ 98%	7.5 %	RCMS-G
Percent of MTOE & TDA Units with Available Strength ≥ 70%	10.0 %	RCMS-G
Percent of MTOE & TDA Units with Assigned DMOSQ ≥ 65%	10.0 %	RCMS-G
Percent of MTOE & TDA Units with Available Senior Grade ≥ 70%	10.0 %	RCMS-G
Mobilization Turnover (Man-days)	5.0 %	RCMS-G
State Command and Control (C2) Ratio	10.0 %	RCMS-G
TOTAL PERCENT	**80 %**	**RCMS-G**

Unit Type Metrics	Category Weight	Data Source
Not on Hand (Essential 10) or SRC C2 Ratio	10.0 %	RCAS
Force Structure Strategic Plan (FSSP) Requested Structure	10.0 %	State Submission
TOTAL PERCENT	**20.0 %**	

C-1. Assigned Strength Percent. The percentage of the state filled by deployable or deployed soldiers.

C-2. Available Strength Percent. The percentage of the state filled by operationally available soldiers not including soldiers in excess positions (e.g. two soldiers occupying a single position in the unit).

C-3. Available DMOSQ Percent. The percentage of the state soldiers who are qualified in their assigned duty position and deployable or deployed.

C-4. Available Senior Grade. The total number of Leadership Grade (E5-E9, W1-W5, O1-O6) primary slot holders that are available for mobilization.

C-5. Percent of MTOE & TDA Units with Assigned Strength ≥ 98 Percent. The percentage of units (Parent Organization Designator (POD), or AA-level) in a state that achieve 98% or more of the authorized positions filled by assigned strength.

C-6. Percent of MTOE & TDA Units with Available Strength ≥70%. The percentage of units (PODs, or AA-level) in as state that achieves 70% or more of the primary slot holders that are available for mobilization

C-7. Percent of MTOE & TDA Units with Available DMOSQ ≥65%. The percentage of units (PODs or AA-level) in a state that achieve 65% or more of the assigned primary slot holders that available for mobilization and DMOSQ.

C-8. Percent of MTOE & TDA Units with Available Senior Grade ≥65%. The percentage of units (PODs or AA-level) in a state that achieve 65% or more of the Leadership Grade (E5-E9, W1-W5, O1-O6) primary slot holders that are available for mobilization.

C-9. Mobilization Turnover (Man-days). Recognizes the # of individual mobilizations over last five full fiscal years and divided by the states end of program FSA.

C-10. State C2 Ratio. Army doctrine indicates ~3-5 units between parent and subordinate unit. Focus on BN to Co ratio; SRC immaterial. BN to Co Ratio = state BN HQs + SQDNs + O5 Troop CMDs / Companies in state to include separate Companies, Companies organic to AA BNs and Detachments designated as a AA. BDE to BN Ratio = state BDEs + O6 Troop CMDs / state BNs + SQDNs + O5 Troop CMDs.

C-11. Not on Hand (Essential 10) or SRC C2 Ratio. If a state "Does not have a SRC on Hand" then the state receives full credit for this category. If a state "Does have a SRC C2 Ratio, then the CO/BN/BDE for this SRC is calculated. (A state can only fit into one of these categories.) Army doctrine indicates ~3-5 units between parent and subordinate unit; Focus on BN to Co ratio or BDE to BN by type of unit.

C-12. Force Structure Strategic Plan (FSSP) Requested Structure. Incorporates state force structure requirement requests. The full weight is granted to all states with a matching SRC on their FSSP.

Appendix D
ARNG Readiness Program (ARP)

D-1. Introduction. The Army Guard Readiness Program is a system of processes and collaborative forums designed to identify Readiness Objectives and measure ARNG effectiveness at maintaining readiness commensurate with those objectives.

D-2. Discussion. The Army's approved Force Generation methods will guide the means, ways and extent to which ARNG units generate readiness while the ARP offers a means to measure the efficacy of resources. The collaborative forums under ARP frame staff analysis to identify systemic dynamics behind deviation from established Readiness Objectives. When unit readiness, as reported or observed, is disparate from correlating resources, the staff analysis will inform options and resource decisions to better set conditions for the desired readiness posture. Readiness objectives are derived from a combination of operational demands and contingency requirements levied on the Army as a component of Defense Planning Guidance and in support of the National Security Strategy. Readiness objectives are adjusted to correlate with resources and account for deployments, modernization activities, Army Structure activities and expected arrival for contingency response. Readiness objectives will vary by UIC, and for each UIC will vary over fiscal years.

D-3. Conclusion. As the Army transitions to Sustainable Readiness Model (SRM) adjustments will be made to incorporate its data outputs into the UAT. This approach provides:
    a. Focused application of resources to ensure the ability to build progressive readiness in the force.
    b. A total ARNG force with a higher level of readiness based on the rotational nature of the model.
    c. The ability to meet Latest Arrival Dates (LADs) and execute missions as planned.
    d. Predictability for units, Soldiers, families, communities, and employers.
    e. Even distribution of force/capabilities mixes for brigade and below conventional units and Division Headquarters with flexibility to surge forces for contingencies.

D-4. Proponent for the ARNG Readiness Program. For more information, contact the ARNG G3 Readiness and Plans Division.

Glossary

Section I
Abbreviations

AAR
After Action Review

ABCT
Armored Brigade Combat Team

ARNG
Army National Guard

ARNG-FM
Army National Guard Force Management Division

ARNG-FMC
Army National Guard Force Management Division, Maneuver Branch

ARNG-FMF
Army National Guard Force Management Division, Force Integration Branch

ARNG-FML
Army National Guard Force Management Division, Maneuver Sustainment Branch

ARNG-FMS
Army National Guard Force Management Division, Maneuver Support Branch

ARSTRUC
Army Structure Memorandum

BCT
Brigade Combat Team

CCDR
Combatant Commander

CFM
Chief of Force Management

CNGB
Chief, National Guard Bureau

COA
Course of Action

DAMO-FM
Department of the Army, Force Management Directorate (HQDA G-3/5/7)

DARNG
Director, Army National Guard

DMOSQ
Duty Military Occupational Specialty Qualified

DoD
Department of Defense

DOTMLPF-P
Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities and Policy

DPG
Defense Planning Guidance

DPRO
Directors Personnel Readiness Overview

EMAC
Emergency Management Assistance Compact

ETS
Expiration Term of Service

FFR
Force Feasibility Review

FIFA
Force Integration Function Area

FIRO
Force Integration Readiness Officer

FPR
Force Program Review

FM
Force Management Division

FMC
Maneuver Branch

FMF
Force Integration Branch

FML
Maneuver Sustainment Branch

FMR
Force Requirements Branch

FMS
Maneuver Support Branch

FMURB
Force Management Unit Review Board

FI
Force Integrator

FSA
Force Structure Allowance

FSDST
Force Structure Decision Support Tool

FSSP
Force Structure Strategic Plan

FVB
Force Validation Board

HQDA
Headquarters Department of the Army

IBCT
Infantry Brigade Combat Team

IPS
Illustrative Planning Scenarios

JFHQs
Joint Force Headquarters

MDIS
Mobilization and Deployment Information System

MFORCE
Master Force

MOS
Military Occupational Specialty

MR
Mobilization and Readiness Division

MTOE
Modified Table of Organization and Equipment

NCR
National Capital Region

NGB
National Guard Bureau

NOVAL
No-Validated Pay Report

OA
Operationally Available

OFGA
Operating Force Globally Available pool

OI
Organizational Integrator

OML
Order of Merit List

OSA
Office of the Secretary of the Army

OSD
Office of the Secretary of Defense

PAM
Pamphlet

PBG
Program Budget Guidance

PPBE
Planning, Programming, Budgeting and Execution

POM
Program Objective Memorandum

RCAS
Reserve Component Automation System

RCMS-G
Reserve Component Manpower System-Guard

RC
Reserve Component

RMQ
ARNG G8, Materiel Programs Division

SACS
Structure and Composition System

SAMAS
Structure and Manpower Allocation System

SBCT
Stryker Brigade Combat Team

SIDPERS
Standard Installation and Division Personnel Reporting System

SRC
Standard Requirements Code

TAA
Total Army Analysis

TAG
The Adjutants General

TAP
The Army Plan

TDA
Table of Distribution and Allowance

TPG
Troop Program Guidance

TPSN
Troop Program Sequence Number

TRADOC
U.S. Army Training and Doctrine Command

UAT
Unit Analysis Tool

UIC
Unit Identification Code

USR
Unit Status Report

Section II
Terms
This section contains no entries.

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