
Chapter 6 Structuring the Force

Section I: Introduction

Force development is initiated by determining battlefield requirements for DTLOMS. These requirements allow the combat developer to accomplish the fundamental task of structuring the force through the design of unconstrained statements of minimum mission-essential wartime requirements for Army organizations to conduct and sustain combat operations.

The development of force structure to accomplish Army functions and missions includes all components and aims at a balanced mix of organizations. Authorizations for required personnel and equipment are constrained by available resources (manpower and dollars) which are provided through the PPBS. Documentation of these authorizations culminates the process of structuring the force. Personnel and equipment resources that cannot be provided to an organization on the effective date of authorization as established by the documentation induces "instant unreadiness."

Force managers who structure the force through the POM period consider the best application of resources to achieve desired result for active or reserve components, the federal civil service workforce, contractor support, or force structure offsets through sister Services or other national assets. Required force structure that cannot be resourced in peacetime is programmed for time-phased activation to enhance the peacetime force during mobilization.

Section II: Source Documentation

The Joint Strategic Planning System (JSPS) and Joint Strategic Capabilities Plan (JSCP), the Joint Operation Planning and Execution System (JOPES), and Planning, Programming, and Budgeting System (PPBS) generally influence force development; however, force structure is particularly affected.

JOINT STRATEGIC PLANNING SYSTEM

JSPS is oriented toward identifying and evaluating the threat. It provides the basis for formulating strategy and resource needs for forces and materiel. The major outputs of JSPS are the NMS and the JSCP, which initiate JOPES and PPBS. The NMS announces the objective force as determined by the JCS. Force sizing, (Figure 6-1) translates the NMS in the JSPS and optimizes the use of resources to meet the warfighting CINCs' operational requirements.

JOINT STRATEGIC CAPABILITIES PLAN

The JSCP translates strategy into taskings and requires that plans be completed to accomplish missions within available resources. The JSCP is the JSPS document that starts the deliberate planning process and is the only formal tie between JSPS and JOPES. As operational plans are developed, resource requirements are prioritized through allocation of resources in the PPBS.

PLANNING, PROGRAMMING, AND BUDGETING SYSTEM

PPBS, the DOD resource allocation system, focuses on the acquisition of resources necessary to execute the strategy identified by the DPG. The PPBS begins with the NMS, which starts the planning phase and serves as the basis for the DPG.

The POM force is developed based on resources projected to be available. Using the major combat forces in the Army fiscally constrained force, extensive analysis determines the complementary combat support and combat service support force structure.

The POM force is a balance between resource availability reflected in the Army POM, the Army's major programming input into the PPBS. Risks associated with the POM force are addressed in the CPA.

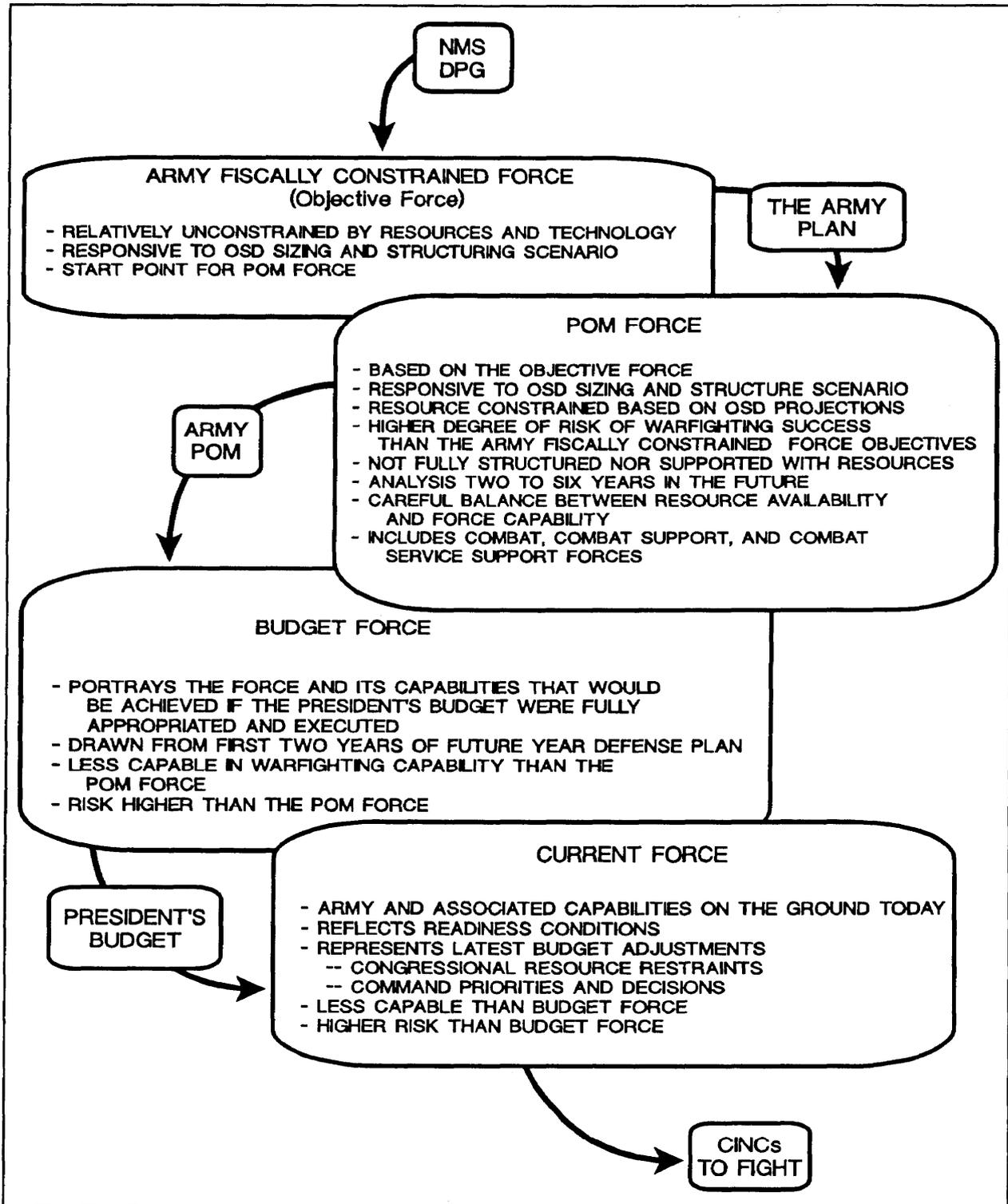


Figure 6-1
Force Sizing

JOINT OPERATION PLANNING AND EXECUTION SYSTEM

JOPEs is the final element in the DOD management system and focuses on operational planning. JOPEs is oriented on the most effective use of the nation's current military capability against the near-term threat.

Section III: Unit Model Design and Requirements Documentation

When a new or modified organizational structure is required, unit models and requirements documents are developed.

UNIT MODEL DESIGN

Organizational concepts describe unit capabilities and limitations. They are approved through the semi-annual Force Design Update (FDU) process. This process identifies and resolves mature force design or structure issues that have Armywide impact by providing a means of obtaining CSA approval for new force designs or changes to existing designs. Any commander may identify force design issues through the Force Design Directorate (FDD), HQ TRADOC, which will identify:

Resource requirements and a methodology to integrate the design into the force.

A personnel bill-payer methodology.

FDD is responsible for assembling the FDU, establishing the schedule, providing the briefing to the field for comment and DA for decision.

Unit model design consists of three processes:

Develop unit reference sheet (URS) organizations.

Develop basis of issue plan (BOIP) and qualitative and quantitative personnel requirements information (QQPRI).

Develop requirements document with incremental change packages (ICP).

Developing Unit Reference Sheet Organizations

New organizations are initially developed in a URS level of detail that depicts major items of equipment and aggregate personnel strengths at each organizational level. New organizational designs are developed to satisfy new concept requirements or to correct deficiencies in current organizational designs. Major force redesign requires that all associated organizational designs are supported by a discrete series of requirements documents for manpower and equipment.

Manpower requirements are determined by doctrine, for combat squads and crews, and by the manpower requirements criteria (MARC) for combat support and combat service support functions.

Developing Basis of Issue Plans/Qualitative and Quantitative Personnel Requirements Information

A BOIP is a requirements document that establishes the distribution of new equipment and ASIOE and personnel, as well as the reciprocal displacement of equipment and personnel. The BOIP process identifies minimum mission-essential wartime requirements for inclusion into organizational models based on changes in doctrine, personnel, or materiel. Materiel developers use the BOIP as input for concept studies, life-cycle cost estimates, and trade-off analyses during the research and development process. MACOMs use the BOIP to plan for equipment, facilities, initial provisioning, and personnel required to support new or improved materiel systems. The BOIP process begins when the materiel developer receives an approved operational requirements document (ORD) and develops the BOIP feeder data. This allows the assignment of developmental line item numbers and the development of the QQPRI by the materiel developer.

The QQPRI provides organizational, doctrinal, training, duty position, and personnel information used to develop the BOIP. It identifies new or revised military occupational specialties and is used to plan for personnel accession and training needed to operate and maintain the new or improved item. The QQPRI and BOIP also form the basis for the operator and maintainer decision.

Requirements for C4 equipment are established through the ORD, Basis of Issue Narrative Guidance (BOING) and quantitatively documented in BOIP as any other item of equipment. All the above steps are reviewed and validated by the C4 proponent as an organization integrating function. The proponent maintains an Operational Facility (OPFAC) data base and assists TOE/BOIP proponents and others in resolution of C4 requirements issues. The data base information assists the organization proponent, designers and documenters in reducing duplication.

The final BOIP is required 30 months before the first unit equipped date to allow for documentation of authorizations and development of modernization and institutional training.

REQUIREMENTS DOCUMENTATION WITH INCREMENTAL CHANGE PACKAGES (ICP)

Requirements documents for an Army organization prescribe a particular unit's organization, manpower, and equipment and specify the unit's doctrinal capabilities and wartime missions. They are the basis for developing authorization documents and determining future resource requirements. They are used to record and project the force structure of the Army through the POM years and extended planning period. When used with the master force database, they provide a force structure projection that reflects force levels in the program. Requirements documents are also used to depict the future force requirements in the structure and composition system (SACS).

HQDA-approved requirements documents and BOIP are recorded twice a year in the CTU and are used to develop authorization documents.

Authorized Levels of Organization

Requirements documents specify three primary levels of organization based on the personnel strength necessary to sustain combat capability:

Level 1 -- 100% of minimum mission-essential wartime requirements.

Level 2 -- approximately 90% of Level 1 requirements.

Level 3 -- approximately 80% of Level 1 requirements.

Equipment requirements for Levels 2 and 3 are equal to Level 1 except for individual weapons, protective masks, and tool kits that correspond to the personnel strength at each level.

All equipment in a TOE is coded with an equipment readiness code (ERC) to indicate the relative essentiality of the equipment to the organization as a whole. ERC codes are an asset distribution tool that when combined with DAMPL and FAD designator allow DCSOPS and CINCs to establish priority for allocation of equipment that is in short supply. All equipment in a TOE is considered essential for effective mission accomplishment and sustainment. ERC distinguish between primary mission and supporting mission equipment within the same unit. AR 71-13 explains the coding process and meaning.

Living Table of Organization and Equipment System

As indicated in Figure 6-2, Living Table of Organization and Equipment System (LTOES), LTOES documents portray an organization's transition from the least modernized base table of organization and equipment (TOE) toward a fully

modernized objective TOE design capability. This system allows organizations to modernize incrementally, as assets are available, to avoid causing "instant unreadiness" (precipitated by the failure to provide authorized resources to an organization on the effective date of change).

- The intermediate TOE, which is a transition model that portrays the unit's organization, personnel, and equipment requirements at any point in the modernization process. It is developed by applying one or more ICPs to the base to portray organization

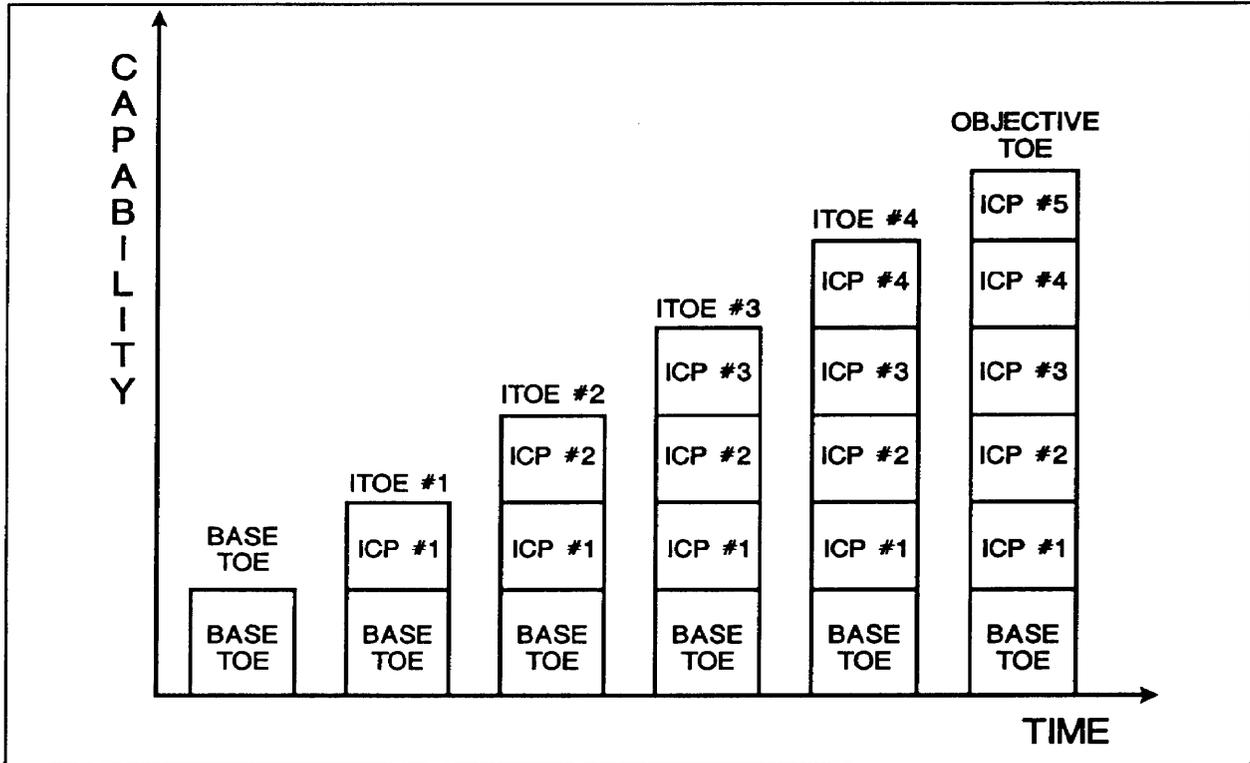


Figure 6-2
Living Table of Organization and Equipment System

To accomplish this, the LTOES is composed of-

- The base TOE, which is the least modernized version of a type organization.
- The ICP and the ICP index.
- ICPs are doctrinally sound groupings of personnel and equipment changes for specific type organizations showing the ideal sequence of applying changes to the base structure. A unit's modernization path, standardized by type unit, is depicted by the ICP index.

structure, personnel, and equipment requirements incrementally as resources become available. The intermediate TOE forms the bridge between the base and objective TOEs, and provides the primary tool for planning, programming, and documenting the force.

- The objective TOE, which portrays organization structure and requirements at the most modernized state.

Section IV: Force Structure Development

The mix of unit models that make up a balanced and affordable force structure must support joint and Army planning, programming, and budgeting at the strategic, operational, and tactical levels. Force development is based on an understanding of the objectives to be achieved, the threat, and constraints (dollars, end strength, roles, and missions). The primary differences among various force structures are the extent to which constraints are imposed and the time over which force structure requirements are forecast.

The determination of the size and content of force structure is an iterative, risk/benefit trade-off analysis process. The CJCS fiscally constrained force is capable of achieving the national objectives with some reasonable assurance of success. This force supports the joint strategic planning conducted by the Joint Chiefs of Staff and the CINCs of the unified commands.

SUPPORTING ANALYSIS

Analyses are conducted to identify critical near-term force structure deficiencies and readiness capabilities, resources needed to meet current and programmed requirements, and the distribution of these resources when translated into specific action programs.

The current force capability to mobilize, deploy, and sustain forces in combat is assessed by comparing its actual capabilities with its designed capabilities.

Total Army Analysis

The Army's program force is developed during the TAA process. TAA analytically and subjectively generates the below-the-line tactical support forces and the general purpose forces necessary to support the above-the-line divisional and nondivisional combat forces contained in the Army fiscally constrained force (divisions, separate brigades, special forces groups, and armored cavalry regiments). The POM force is adjusted for affordability and executability to

become the basis for POM development. The initial POM force becomes the approved POM force after determining which force structure initiatives will be included in the POM (Figure 6-1, Force Sizing).

The TAA is a multi-phased force structuring process consisting of qualitative and quantitative analyses. It generates tactical support and general purpose forces necessary to sustain the divisional and nondivisional combat forces designated in the Army fiscally constrained force. TAA is a biennial process followed by the FIA. The TAA and FIA are the basis for the Army's POM development and establishment of the POM force.

The TAA consists of four phases: force guidance, quantitative analysis, qualitative analysis, and leadership review. The sequence of the TAA activities is depicted in Figure 6-3, Total Army Analysis.

Force Guidance

Force guidance includes the DPG and TAP, which provide the NMS, threat data, and resource assumptions and priorities. DOD-directed scenarios are specified in the illustrative planning scenarios. The Army force planning data and assumptions (AFPDA) is a single-source reference document for theater-level studies and modeling that contains information concerning logistics and personnel planning, consumption and workload factors, host nation support offsets by theater, support to and from other Services, stockage levels, and other planning factors crucial to force structure development. During the force guidance phase, allocation rules are reviewed and updated for use by the Concepts Analysis Agency (CAA) during the quantitative analysis phase. This is accomplished during force structure conference (FSC) I. Allocation rules consist of-

- Existence rules that tie a requirement for one unit to another.
- Workload rules that tie unit requirements to a measure of workload.

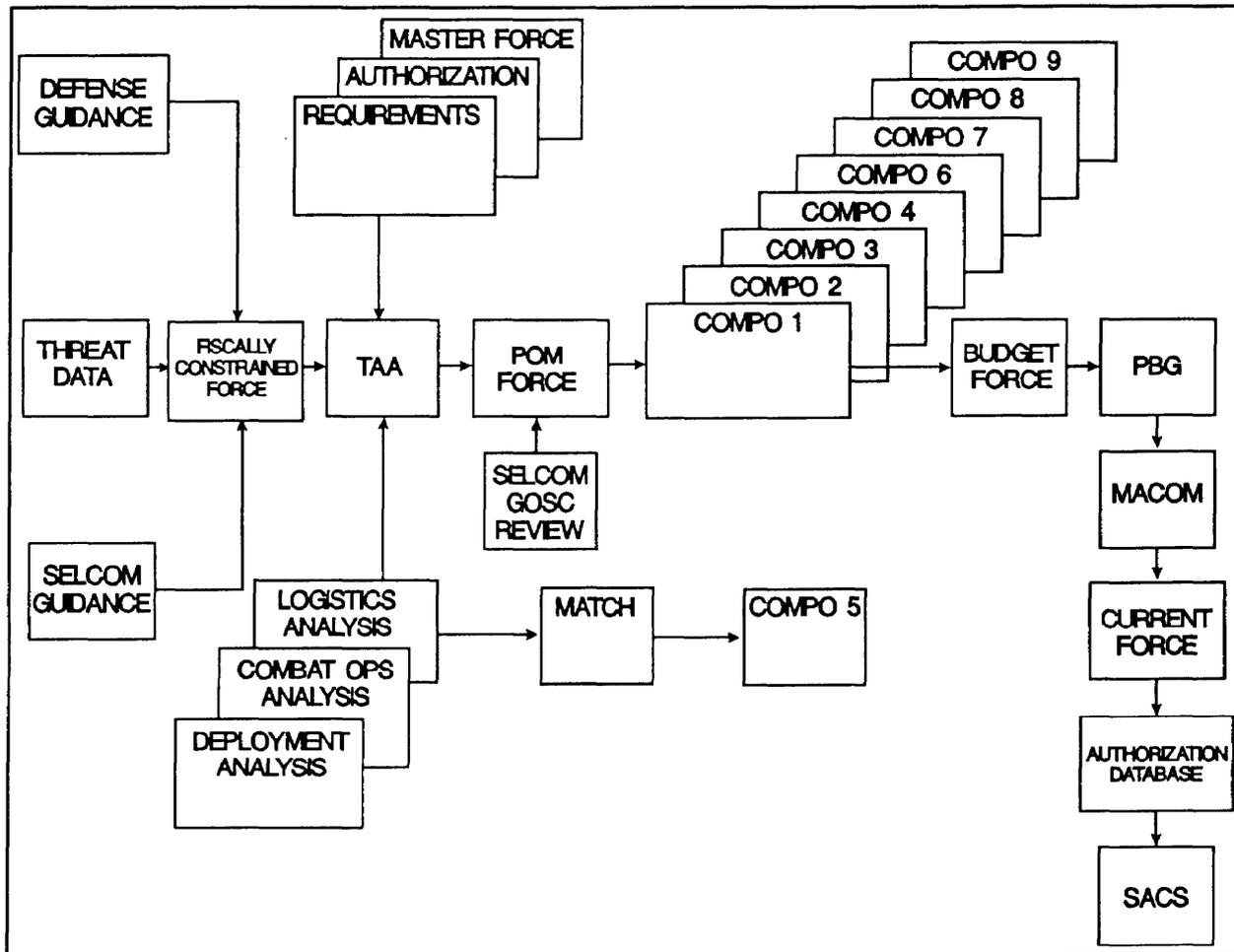


Figure 6-3
Total Army Analysis

- Manual entry (direct input) rules that are theater-unique requirements not identified in other allocation rules.

The force guidance phase culminates with a general officer steering committee (GOSC) to address unresolved FSC issues.

Quantitative Analysis

Quantitative analysis determines tactical support requirements through a series of simulations. The strategic deployment analysis provides the strategic mobility forces and air/sealift data contained in the AFPDA. The

output is port-to-port arrival times of combat and support units. This becomes input for the combat operations analysis, a warfighting simulation that produces combat intensities and forward edge of battle area traces, casualty and ammunition consumption rates, and loss rates for major items of equipment. This information, along with allocation rules and logistics data, is used in the logistical operations analysis to generate support force requirements and a time-phased force deployment list.

Using the forces generated by the logistical operations analysis, CAA produces a comparison report (MATCH) of newly determined doctrinal

support requirements with current and programmed units to produce component (COMPO) code 5, organizational requirements not in the current POM.

These simulations are completed for each scenario and the product of the quantitative analysis phase. The TAA decision force is sent to the MACOMs for review and issue formulation in preparation for the qualitative analysis phase and FSC II.

Qualitative Analysis

Qualitative analysis develops the initial POM force, within end-strength guidance, for use in the development of the POM. A series of analyses, reviews, and conferences validates the computer-generated requirements. MACOM and HQDA inputs, proposed changes, and force structure issues centering on claimants versus billpayers are reviewed. FSC II centers on the review of each discrete level and type of TOE unit in the decision force and the integration of TDA issues.

Leadership Review

Leadership review begins after GOSC II to resolve issues from FSC II before briefing the Army leadership in the fourth phase of the process. The VCSA chairs a force program review to review and resolve any issues from GOSC II, which is then briefed to the Chief of Staff of the Army (CSA) for decision. The resulting TAA base force represents the force structure for POM development and includes all authorized structure for all components through the POM years.

The product of the TAA and POM processes is the approved force structure for the Total Army. It is divided for resource management purposes into four components: the active Army (COMPO 1), the ARNG (COMPO 2), the USAR (COMPO 3), and required but unresourced units (COMPO 4). COMPO 4 units are deliberately unresourced so that available resources can be applied to higher priority force structure initiatives and other Army programs.

Three other components--direct host nation support (COMPO 7), indirect host nation support (COMPO 8), and logistics civil augmentation (COMPO 9)--comprise force structure offsets guaranteed by host nation support agreements. CINCs estimate how much additional indigenous labor would be available in wartime, and contract for additional support and services to be provided by domestic and foreign firms. Such agreements and contracts comprise force structure offsets that are reasonably assured by negotiated host nation support agreement.

Force Integration Analysis

FIAAs provide the Army leadership with alternatives for resource decisions to field the most capable force possible. FIAAs examine unit capability to accomplish assigned and/or programmed missions by determining the executability, supportability, and affordability of the force by answering such questions as-

- Can the force be equipped? Is equipment already in the budget? Are there programs to support the equipment requirements of the force by year?
- Can the force be manned? Is the predicated mix of personnel, by component, grade and skill, needed by the force?
- Can the force be provided facilities? Do facilities in current and budget construction programs meet the living, working, and training needs of the force? Are the required facilities in the right locations?
- Can the force be trained? Do ammunition, procurement spares, and stock-funded repair parts in the supply system support the desired unit training level each year? Do TRADOC and reserve component schools have the capability to support individual training requirements?
- Can the force be sustained? Are spare parts and depot maintenance output available to support the desired OPTEMPO?

Section V: Authorization Documentation

PURPOSE

Unit authorization documentation can be viewed as the integration of unit model design and force structure development. Authorization documents provide each organization or activity with the structure, personnel, and equipment to accomplish its mission or function. An authorization document constitutes authority to requisition personnel and equipment and is the basis for measuring unit status. The authorization document system is used to manage all aspects of personnel and materiel procurement, force planning, programming, budgeting, training, and distribution.

THE COMMAND PLANNING PROCESS

Active Force

The command planning process begins with the forces reflected in the master force (current, programmed, and alternative planning forces) for all components (except COMPO 6, prepositioned materiel configured in unit sets).

MACOM plans are developed based on available dollar and manpower resources; policies, goals, and plans; and the current force structure. The data is refined by the Army structure message, which reflects the results of the TAA and FIA processes.

These inputs are used by the MACOM to develop subsequent guidance that directs subordinate organizations to submit a plan recommending the allocation of manpower by specific units. Command plans are developed by integrating the plans submitted by the subordinate organizations, considering earlier MACOM POM submissions, and incorporating the results of MACOM analyses and decisions. Command plans submitted to HQDA for review and approval contain troop lists representing the current and projected forces of the command, results of executability assessments, and justification for any deviation from HQDA guidance. The command plan troop lists are used

to update the MACOM force structure data in the master force. Upon approval by HQDA, they are the basis for the authorization documentation process.

Reserve Components

The USAR and ARNG prepare command plans and develop plans for force structure actions. The Chief of Army Reserves provides the troop action guidance to FORSCOM. FORSCOM, USARC, USAREUR, and USARPAC prepare a reserve component program that contains all organizational actions planned for the USAR in the program years. The reserve component program is submitted to the OCAR for review in coordination with HQDA. The NGB, in coordination with the state adjutants general, produces the ARNG troop structure program (ARNG-TSP). The ARNG-TSP, which contains all organizational actions for three years, is submitted to HQDA for review after acceptance by the states.

DOCUMENTATION PROCESS

The Master Force

The master force, as shown in Figure 6-4, Documentation Process, is established each year in May and November. The May guidance is prepared from the master force after it "locked" for POM submission in April of every other year. During the years when no POM is prepared, an update will refine guidance from the PBG. This will be based on decisions made during the previous six months. The guidance published in January provides the latest force structure changes that have occurred since May, as reflected in the master force developed during the TAA process or resulting from the FIA in the off years, and provides advance guidance for the upcoming May guidance update.

The master force structure contains the data necessary for force structuring, force planning, and accounting of all Army units. The MACOMs maintain a vertical master force with internal automated force structuring data capability. The MACOM database interfaces with the HQDA master force.

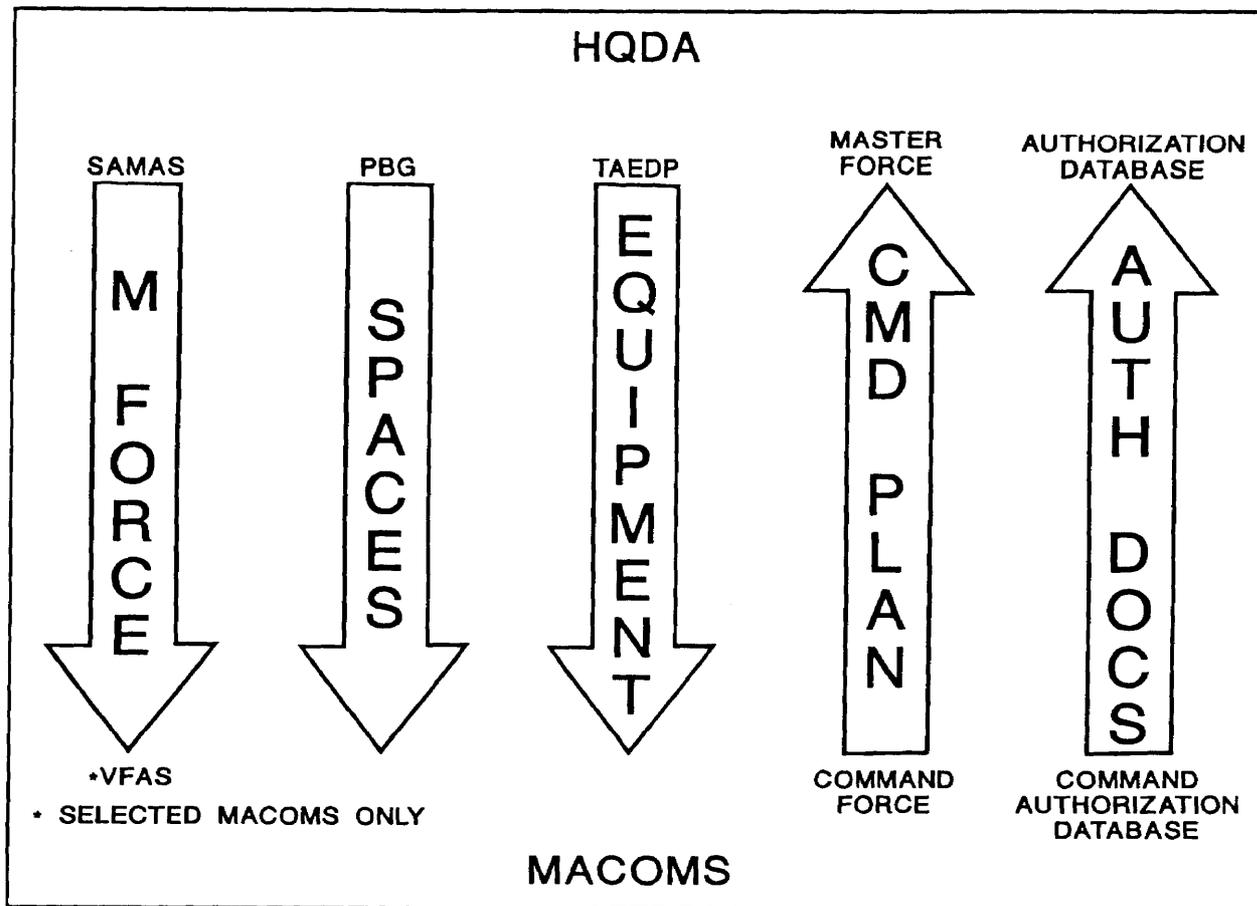


Figure 6-4
Documentation Process

The master force is reconciled semi-annually with the authorization database by the AUTS. The AUTS updates allow command integrators to approve or disapprove authorization documents for resourcing.

The master force structure and manpower automated data processing system is designed to capture national policies, mandates, and directives from OSD and Congress. It contains MACOM program execution input via the command plan; provide the baseline against which MACOMs build and submit authorization documents; and provides force structure input to drive other PPBES and force planning functions. This force structure and documentation guidance

permits development of authorization documents to account for personnel and materiel allocation. This guidance is obtained when the master force (established by the TAA for POM submission) and OSD/HQDA guidance (in the form of defense management reviews, program budget decisions, and Army management reviews) directs specific force structure actions be carried out within allocated resources over time. Troop lists for current, budget, and program years are provided in the master force database as the official force structure record. It accounts, by UIC, for all COMPOs (less COMPO 6) over time, with supporting information to include missions, organizational data, program applications, and descriptions.

Command Plan Development

The PBG is provided to the MACOMs to initiate the development of command plans and reflects changes resulting from decisions made in the FIA, those made for other reasons, or to correct previous errors. Development of command plans begins before the receipt of input, using advance (draft) information provided by HQDA. The time allocated to develop the command plans is about three months, as shown in Figure 6-5, Command Plan Development. No specific amount of time is allotted for the development of TAP and the ARNG-TSP. Reserve component plans are due in February and in the October/November timeframe.

The process is completed when changes from all plans are used to create a new master force (M Force). This new M Force reflects all force structure actions taken to comply with the PBG and other management decisions.

The Structure and Composition System

The SACS is updated to reflect the master force and includes requirements, authorizations, and BOIP, as well as mobilization data sources, to produce the logistics (LOGSACS) and personnel (PERSACS) component databases (Figure 6-6, Structure and Composition System). Mobilization data is reflected in MOBPERACS products. These products are comprehensive,

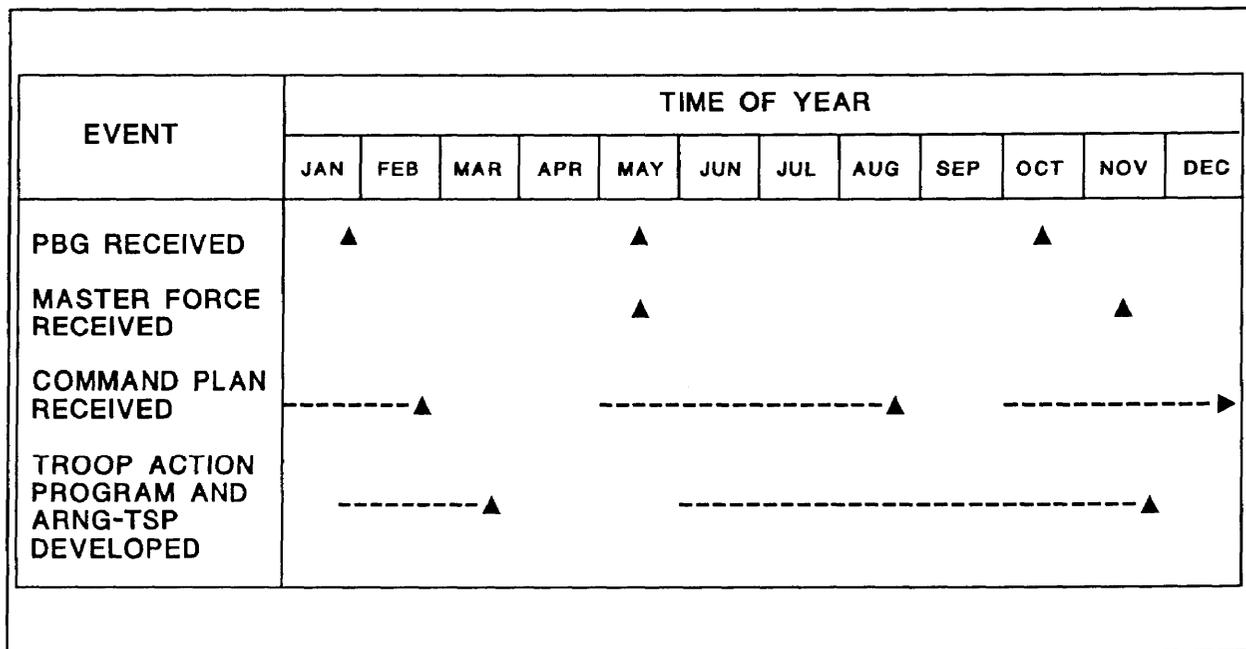


Figure 6-5
Command Plan Development

Command plans are compared with the master force structure files and PBG to determine MACOM compliance with HQDA guidance and direction. Procedures for reviewing the different plans are the same, although the mechanisms used depend on the format of the plan. The master force is updated based on command plan review and approved force structure changes.

multi-year listings of personnel or equipment authorizations and requirements for the total force.

LOGSACS describes the equipment of the force and is the principal input to the Total Army equipment distribution program (TAEDP). PERSACS describes the required and authorized

manpower of the force and provides the COMPO 2 and 3 data used in personnel planning in conjunction with the COMPO 1 data from the Total Army personnel database. PERSACS also contains COMPO 1 data that is used for special studies. PERSACS feeds the MOBPERACS directly and is also used for troop support planning in the facilities process by the Army stationing and installation plan (ASIP). ASIP also uses structure and manpower allocation system civilian manpower data as an input to its planning analysis.

and distribution dates by unit. This allows documentation of new equipment authorizations.

AUTHORIZATION DOCUMENTATION

Every organization and activity must have an authorization document to reflect an organizational structure that is supportable by the manning and equipping systems. Authorization documents state a unit's approved structure and resources and serve as a basis and authority for requisitioning. Changes to authorization

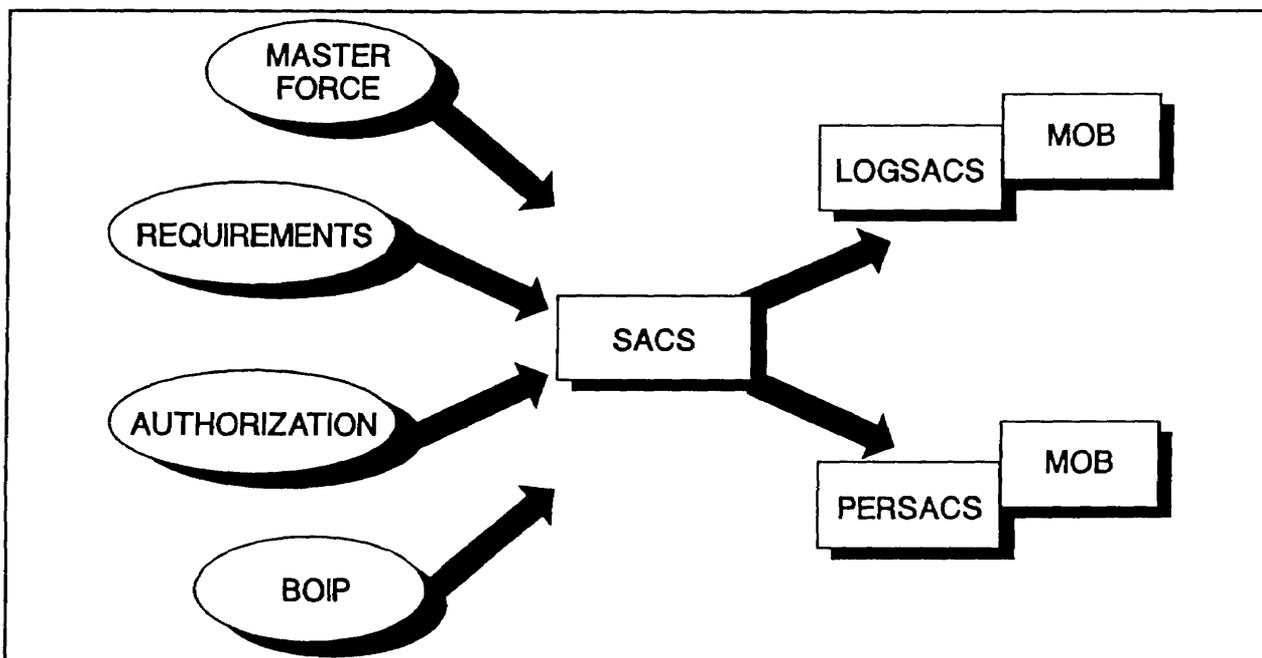


Figure 6-6
Structure and Composition System

Guidance for documenting equipment authorizations is provided in the TAEDP, a comparison of force requirements and priorities against on-hand assets and projected deliveries (see Figure 6-7, Authorization Documentation Schedule). It produces an equipment distribution program for the current, budget, and program years and supports Army modernization by supplementing new and displaced equipment planning information in the BOIP. It provides essential details such as quantities of equipment

documents require synchronization to ensure that direct and general support organizations (supply, transportation, maintenance, fire support, etc.) effect necessary change prior to the organization(s) they support.

The development of authorization documents is supported by an automated system that contains all unit authorization documents. It maintains quantitative and qualitative personnel and equipment data for individual units and the

entire Army force structure. It provides standardized authorization documents for similar parent units and an interface with other automated systems. The authorization document data maintained in the database include organizational structure and personnel and equipment requirements and authorizations.

specific point on its modernization path. It reflects allocation of manpower resources and the unit status objective in its ALO. Thus, an organization structured at ALO 3 is expected to achieve an overall Category 3.

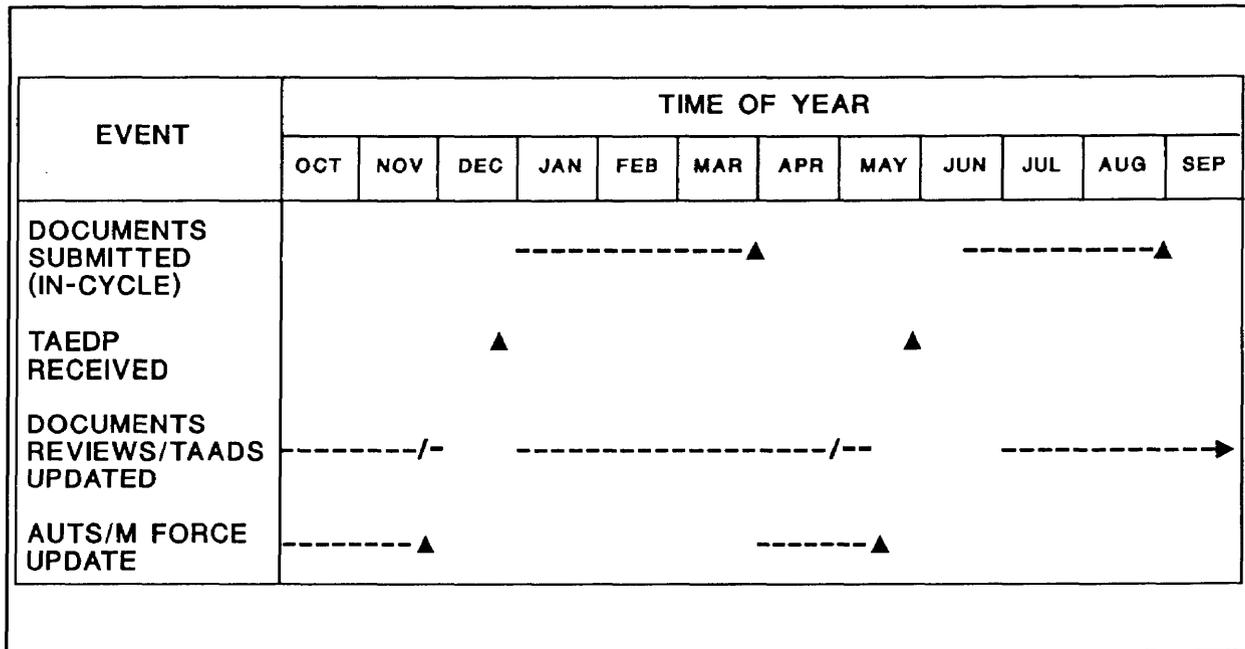


Figure 6-7
Authorization Documentation Schedule

Personnel and equipment authorizations in modified tables of organization and equipment (MTOEs) and TDAs are documented in the same level of detail. Authorization documents also affect the requisition and distribution of personnel and equipment resources and, in case of MTOE units, the determination of unit status by comparing authorized and available resources.

Modified Table of Organization and Equipment

The MTOE prescribes the unit organization, personnel, and equipment authorized to accomplish its doctrinal mission in a specific geographical or operational environment or at a

Table of Distribution and Allowances

The TDA prescribes the organizational structure for an organization or activity with a mission or function for which a TOE does not exist, and may include civilian positions. TDAs are unique authorization documents to attain the most efficient use of personnel and the most effective operational capability within the manpower spaces prescribed in the command force structure to accomplish specific missions and functions. Activities with similar missions may be similar in organization but have substantially different personnel and equipment authorizations due to differences in workload and

the demographics of the population they support. A TDA is used for the same purposes as a MTOE except for unit status reporting, which is not usually required of TDA activities. Manpower determination standards and standard installation organization models establish personnel requirements and authorizations. Equipment utilization data and BOIP will be used to develop TDA materiel authorizations. Types of TDA documents include:

Mobilization TDA.

Augmentation TDA.

Full-time support TDA.

Joint table of allowance.

However, the basis for developing the two documents differs. MTOEs are derived by application of the LTOE(S) to meet specific operational, environmental, or modernization requirements and are consistent with the mission and the availability of manpower spaces as prescribed in the approved command force structure.

Transfer of Organizations

Organizations that are allocated to other MACOMs from their parent MACOM must have authorization documents transferred at the same time that transfer of authority is effected. The structure of organizations that move inter-MACOM must be consistent with the structure of like organizations in the gaining MACOM to ensure sustainability.

Modification of Authorization Documentation

Concept Plan Requirements

Concept plans are required from the MACOM to obtain HQDA approval of unprogrammed requirements for force structure, manpower, or materiel. The concept plan will state the purpose, objectives, advantages, and disadvantages of the proposed activation or reorganization. Proposed authorization

documents are submitted concurrently with the plan to accelerate the review process. Approved concept plans do not serve as an authorization document but support the creation of one. In some cases, HQDA may specify the organizational structure of newly activated units and provide the authorization document to the MACOM. In other cases, MACOMs may be delegated the authority to develop documents for newly activated units based on an approved concept plan.

HQDA Review

HQDA reviews all authorization documents to ensure compliance with standardization of mission, capabilities, organization, ALO, and the allocation of resources. Organizations should not substantially change authorization documents more than once a year. Substantial change is any personnel and/or equipment change that would degrade unit status in any measured commodity area by one category level.

Unresourced Modifications

Documentation of personnel or equipment authorizations that are not supported by the requirements base places resourcing responsibility on the MACOM and affects the ability of the support system to sustain the change over time. The support of non-standard materiel systems and organizational structure detracts from the doctrinal capability the organization was designed to achieve and uses resources designed to man, equip, train, sustain, and fund the approved current force. Ultimately, the support required to sustain unresourced change and provisional organizations degrades the readiness of the organization as a whole. Within one year of origination, materiel and structure that are not supported by a valid requirement and documented in an authorization document should be allocated against an existing authorization.

Demobilization Requirements

The process of activating new organizations and converting and reorganizing existing organizations is evolutionary. It is based on capability increases in doctrine, force design, and acquisition of materiel. However, the demobilization process requires that decreased levels of capability be determined and force structure be inactivated. The processes of increasing and decreasing force capability are identical in the incremental approach to total organizations. Like modernization, force reduction considers impacts on direct and general support organizations. Force capability is reduced by inactivations of organizations followed by support structure and support infrastructure.

Summary

Structuring of organizations is accomplished through the integration of unconstrained requirements determination to establish organizational capability models and the resource-constrained determination of allocation of assets to increase and sustain organization capability. These processes are complemented by organization management efforts to:

- Dampen organizational and documentation changes.
- Stabilize the force for the budget year.
- Identify and correct systemic problems in data processing and management systems.