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**MORS Force Structure Workshop  
24-27 Jan 2011**

**Working Group 1:**

**Near Term Force Structure Analysis**

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# Report Documentation Page

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# Working Group 1: Near Term Force Structure Analysis

- How should DoD analyze how to optimize the reset of the force?
- How should DoD analyze how rapidly to reengage the force in new missions?



# The Real Questions

- How does today's force demand (Allocation) inform force development?
  - Operations: Global Force Management (execute)
  - Force Providing: Force Generation (reset/reconstitute)
  - Man, Train, Equip: Force Development (Services, Title 10 & 32)
- How do you analytically integrate today's demand into force development?
- What are the linkages and gaps between today's force demand and its use in force development?



# Purpose

To identify effective means for influencing force development based on the realities of recent, current, and planned operations

- What works?
- What is needed?

## Scope:

- Contribution of the analytic community in translating realities of current and near-term operations into actionable force development guidance
- Horizon is current day plus 2-3 years

## Focus:

- Needs of the decision maker
- Processes in place (stakeholders)
- Needs of the analytic community



# End State

- Establish a common understanding of what analyses influence near-term force development
- ID gaps between what is needed and what exists
- ID needs of the analytic community

## By:

- Establishing a baseline: orient working group members to near-term force structure analysis environment through informational briefings on how current and planned operations effect force development decision making
- Facilitating discussions: address issues across notional process map
- Conducting synthesis: review results, identify gaps and opportunities for improving force structure analysis in support of force development decision making

# Working Group “Takeaways”

- Source of current demands?
- How captured/archived/stored for force planning use?
- How current demands are injected into force development analyses; what are the linkages between the two?
- What is prevalent type force planning analyses that uses current demands?
- What force planning analyses gaps exist in spite of use/non-use of current demands?

# Sources for Current Demand Analysis

<b><i>Sources for Current Demand Analysis</i></b>		
<b>Strategic Guidance</b>	<b>Recent History</b>	<b>COCOM Demand/Rqt</b>
<b>NSS</b>	Recurring events	<b>Current Ops</b>
<b>NDS</b>	"What have you done"	BPC, TSC, SFA
<b>GEF</b>		Treaty Obligations
<b>DPPG</b>	<b>Supply Planning Factors</b>	HLS/HLD
	<b>Pre-Post Dep Mob</b>	Deterrence
	<b>RIP/TOA</b>	Exercises
	<b>Dwell/Reset</b>	<b>Contingency</b>
	<b>BoG Durations</b>	Episodic Events
		Crisis Response
		Consequence Mgmt
		Request for assistance
		<b>OPLANS/CONPLANS</b>

# How Demands Are Captured/Archived/Stored for Force Planning Use?

How Captured	How Stored	Written	Other
Contingency Planning	JOPEs (TPFDD) UTC/UIC Based Joint Data Support (JDS)	Written CONOP / OPLANS	SITREPS SORTS
Operational Forces TSC, SFA, Phase 0 & I OPLANS Named Operations	JCRM – GFMAP JOPEs AST DCAPES SLIDER	MCBUL 3120 DEPORds	SITREPS SORTS
Joint Individual Augmentees for JMDs	eJMAPS JCRM – (viz only) GFMAP Annex D MDIS-A DCAPES-AF / N		SITREPS SORTS
Exercises	JTIMS JOPEs JCRM (viz only) AST DCAPES SLIDER	MCBUL 3120	SITREPS SORTS
Service Institutional Requirements	AST DCAPES SLIDER	MCBUL 3120	SITREPS SORTS
Assigned Force Demand	JCRM		
Assigned Force Sourcing	AST DCAPES SLIDER	MCBUL 3120	SITREPS SORTS

**Multiple, disparate systems with multiple formats creating a substantial integration challenge**

# Linkages Between Current Demands and Force Development Analyses

Cyclical: (deliberate and scheduled)

- Force Sufficiency Analysis (as part of Global Force Management)
- Services Force Structure Analysis (e.g. Army's Total Army Analysis, MARSEC, etc.)
  - Varies across the Services as to how much current demand is injected into force development

Unique: (once and done)

- Operational Availability – 2010

Ad Hoc:

- Grow the Force
- SDOB and JCS Tanks
  - ISR Task Force , MI Task force, ROHA, Etc.

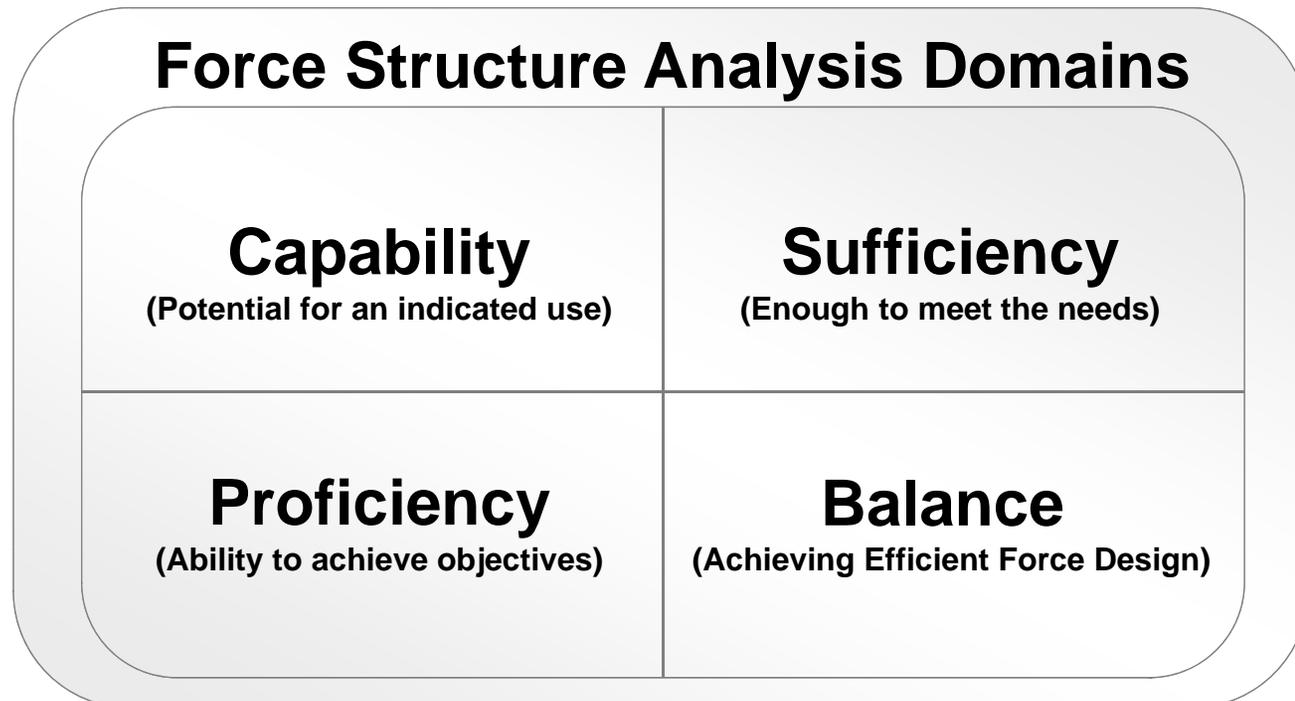
Linkage:

- Is the current demand/sourcing persistent enough to warrant a change in force structure?

**What is the proper weighting of current demands with mid- and long-range demands?**

# Types of Force Development Analyses That Use Current Demands

- Force Sufficiency (clear linkage)
  - Sizing/Shaping
- Force Proficiency (loose linkage)
  - Capabilities



# Force Development Analyses Gaps (1 of 3)

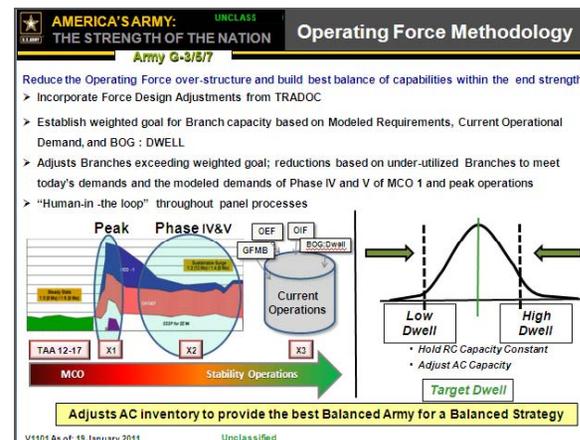
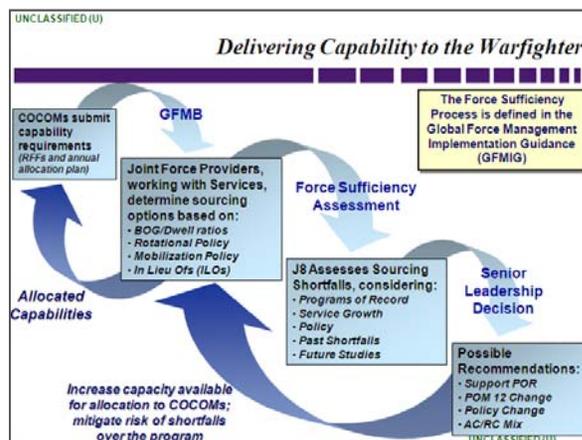
- Data Shortfalls
  - Historic
    - Historic deployment demand is in various formats degrees of fidelity and consistency
    - No joint centralized storage house (Future GFM TS)
    - Limited insight into actual unit mission and effectiveness
  - Current
    - Current data lacks integrated view of: (Future G-TSCMIS)
      - ADHOC, IA, Exercise, Institutional Demand, COCOM Assigned Forces, Coalition Forces
      - Demands not met by COCOM Assigned Forces (Future JCRM upgrade)
  - GFM DI
    - ORG Servers
    - Next-step implementation

# Force Development Analyses Gaps (2 of 3)

- Policy, Doctrine, Procedure, and Process Shortfalls
  - GFM is not fully incorporated into DOD policy, doctrine and procedures (GFMIG update, GFM Allocation Business rules, JOPES Volume Update, JP updates).
  - DOD lacks institutionalized training in GFM Process and procedures (PME curricula update).
  - There is a lack of procedures, technology, and data interoperability between GFM and related processes (AP pilot GFMPEX JCTD).
  - Joint and Service GFM data (eg readiness, force structure, force alignment, and data context are neither globally visible nor accessible) (GFM DI, DRRS)
  - The capacity of the GFM enterprise is limited by deficiencies in manning, training, and supporting tools (PME).
- GFM ICD captures these gaps...near-term solutions are in progress via the GFM CPI WG

# Force Development Analyses Gaps (3 of 3)

- Analysis Shortfalls
  - Lack the ability to predict joint shortfalls based on historic, current, and predicted employment (integration into real-time decision making)
  - Perception gap (Joint and Service analyses – disjoint – scoped differently)
    - Joint Force Sufficiency Analyses (Persistent Shortfalls) explore current operations force implications and mitigations; but, this not directly influencing Service programs (near-term focus)
    - Midterm Service analyses largely independent of current ops by design (longer view); however, there are episodes of alignment (Grow the Force, MARSEC)
  - No clear feedback to assess alignment of doctrine and force employment based on persistence of non-doctrinal force employment practices
    - When does current force employment indicate a need for doctrinal change...when does it influence analyses – persistence of employment challenges?



# Summary

- Source of current demands exist but are not readily accessed or structured for analyses
- Current demands are captured/archived/stored in multiple, disparate systems with multiple formats creating a substantial integration challenge
- Current demands are injected into force development analyses in varying ways depending upon analytic scope and purpose
- Force sufficiency and balance analyses are the prevalent types force development analyses that use current demands
- Major force analysis gaps exist in the prediction and mitigation of shortfalls; and in assessing when changes in the alignment of doctrine and force employment practice are warranted
- We should depart when the FED GOVT departs