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# DEFENSE PLANNING AND PROGRAMMING CATEGORIES: A SPECIAL TOOL FOR SPECIAL NEEDS

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VOLUME 1. FINAL REPORT AND APPENDICES A, B, AND D



April 1990

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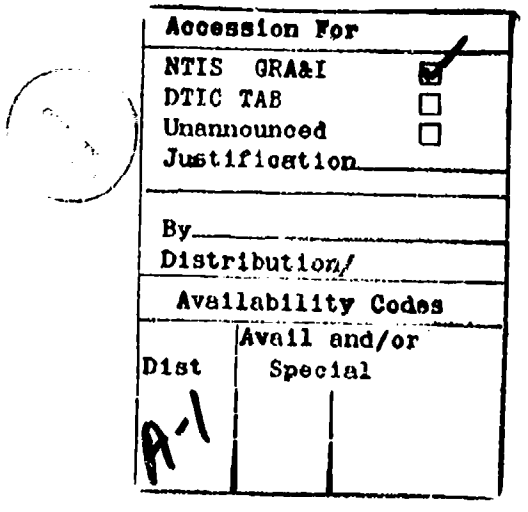
We present the results of our study and the analyses in support of our recommendations in three volumes. Volume 1 consists of the main report and Appendices A, B, and D. Volume 2 is Appendix C, bound separately because of its classification. Volume 3 is Appendix E, bound separately because of its length.



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**13. ABSTRACT** *(Maximum 200 words)*

Defense Planning and Programming Categories (DPPC) are used by the Department of Defense in selected analyses to array Program Element (PE) organized resource data. This study evaluated the need for revising or replacing DPPC for analyses and reports produced by the Office of the Assistant Secretary of Defense (Force Management and Personnel) (OASD[FM&P]).

The report documents the history of the DPPC structure, its current uses and users, and the perceived strengths and weaknesses of the structure. The DPPC is compared to another major structure used by DoD in arraying PE-organized data – the Defense Mission Categories.

Based on our analysis of OASD(FM&P) needs, LMI has recommended that the DPPC not be replaced, since the original need for which the structure was developed – reporting DoD manpower requirements to Congress – continues to exist. The DPPC continues to be the structure most capable of providing the desired information. The structure can be made more useful by expanding the level of detail tracked by the various categories, making the DPPC more comparable to the DMC, and by instituting certain management procedures.

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## Executive Summary

# DEFENSE PLANNING AND PROGRAMMING CATEGORIES: A SPECIAL TOOL FOR SPECIAL NEEDS

The Assistant Secretary of Defense (Force Management and Personnel) [ASD(FM&P)] has questioned whether the Defense Planning and Programming Categories (DPPC) is a suitable tool for supporting his oversight responsibilities. One of three major structures used by the Office of the Secretary of Defense and the Military Services to aggregate program-element-organized manpower data (the other two are the Major Defense Programs and the Defense Mission Categories), the DPPC is designed to highlight selected support and overhead functions by categorizing them separately from the major defense operational missions. At issue is whether another structure would be more effective in supporting ASD(FM&P) needs. The options open are to keep the DPPC unchanged, modify it, replace it with another structure, or use it in conjunction with the other program element aggregation tools.

We believe that a single structure is not adequate to support the full variety of ASD(FM&P) needs. Several structures, each of which has certain special characteristics and each of which can be of use, are suitable for aggregating program-element-coded data. We recommend the following actions to improve the use of the structures available.

First, we recommend continued use of the DPPC for selected applications such as the Defense Manpower Requirements Report. As long as the Office of the Secretary of Defense must describe manpower by highlighting certain support and overhead functions, the DPPC is the most effective tool of those currently available for accomplishing the purpose. There is no good reason for replacing the DPPC with one of the other structures, neither of which now highlights the same support and overhead functions as the DPPC. However, in order to increase the utility of the DPPC, additional detail should be made available by expanding it beyond the two levels of indenture currently available. We have developed such an expanded structure and recommend it as a starting point for pursuing this approach.

Second, ASD(FM&P) should recognize the usefulness of other program element aggregation structures and the feasibility of translating DPPC-aggregated data into the other structures, specifically the Defense Mission Categories. The use of the Defense Mission Categories by the Assistant Secretary of Defense (Program Analysis and Evaluation), the Under Secretary of Defense (Acquisition), and the Joint Staff makes it desirable for ASD(FM&P) to be able to crosswalk readily among the major structures.

Third, DPPC management should be improved by (1) expanding the schedule for reviewing and revising the structure and program element assignments to allow more time for review and reclama of program element assignments and structure changes, (2) institutionalizing procedures for documenting the rationale for changes and for maintaining the history of the changes, and (3) providing users more information on the DPPC's purpose and applications. This additional information could be included in the current Deputy Assistant Secretary of Defense (Resource Management and Support) memorandum, distributed throughout the Department of Defense, documenting the DPPC structure, definitions, codes, and program element assignments.

Finally, in addition to the current annual review conducted preliminary to preparing the Defense Manpower Requirements Report, thorough maintenance reviews of DPPC/program element assignments (including content review of the program elements) should be conducted by ASD(FM&P) every 5 years to ensure that program element assignments are appropriate and that the structure continues to support ASD(FM&P) needs.

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*Separately bound.

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# CHAPTER 1

# INTRODUCTION

## BACKGROUND AND PURPOSE OF STUDY

The Assistant Secretary of Defense (Force Management and Personnel) [ASD(FM&P)] is responsible for developing policies, conducting analyses, and providing advice on manpower, personnel, and training for the Department of Defense. To perform these responsibilities, the ASD(FM&P) needs a variety of tools and techniques for looking at requirements and resources.

One of the tools currently used by ASD(FM&P) is the Defense Planning and Programming Categories (DPPC). To date the DPPC has been used largely as a mechanism for arraying manpower for certain OSD reporting requirements. Efforts to use the structure in support of other ASD(FM&P) needs have met with only limited success. The ASD(FM&P) is interested in determining the usefulness of the DPPC as a tool for supporting his defense manpower, personnel, and training oversight responsibilities.

Logistics Management Institute (LMI) was asked by the Deputy Assistant Secretary of Defense (Resource Management and Support) [DASD(RM&S)] to (1) examine the utility of the DPPC as a tool for supporting the ASD(FM&P) in performing his oversight responsibilities and (2) to make recommendations for improving or replacing the DPPC structure.

## STUDY APPROACH AND SCOPE OF REPORT

Through the following six steps, LMI has evaluated the utility of the DPPC structure as a tool for supporting ASD(FM&P) oversight responsibilities:

- *Review of the DPPC's origin, purpose, and history.* This research has been focused on identifying the circumstances under which the structure was created; the uses that have been made of the DPPC, particularly the analyses it has supported; and the evolution of the structure into its present configuration.

- *Identification of the current uses and users of the structure.* This portion of the research has emphasized (1) the links between the DPPC and other manpower data structures and (2) analyses performed by OSD and the Military Services involving the DPPC.

- *Determination of the DPPC's limitations and inconsistencies in how data are arrayed in the structure.* Analysis of DPPC limitations focuses on details of the structure, including the level of detail available in the DPPC, and its utility as a tool for arraying program element (PE)-organized manpower authorization data.[1] The analysis of inconsistencies focuses on the differences in the ways manpower authorization data in PEs are arrayed among the Military Services and within similar functions.

- *Identification of ASD(FM&P) oversight responsibilities and needs.* In order to evaluate the DPPC's utility as a tool to support ASD(FM&P) oversight responsibilities, it has been necessary first to consider what his particular needs and interests are. LMI has identified these by reviewing various DoD directives and reports on congressionally mandated studies and by interviewing personnel in OASD(FM&P) directorates. On the basis of this research, LMI has identified a set of analyses that tend to involve the use of PE-organized data and that could, therefore, also involve application of the DPPC as a mechanism for arraying resources.

- *Evaluation of alternative structures.* In addition to examining the DPPC, LMI has identified other structures used by either OSD or the Services for arraying PE-organized data. On the basis of criteria developed for this purpose, potential alternative structures have been evaluated in terms of the capability to support ASD(FM&P) analytical needs.

- *Development of conclusions and recommendations.* On the basis of this research and analysis, LMI has developed conclusions regarding the utility of the DPPC as a tool to support ASD(FM&P) oversight responsibilities and has developed recommendations for improving the structure.

## ORGANIZATION OF REPORT

This report has six chapters and five appendices. Following this introduction, Chapter 2 describes the DPPC's origin and current uses. That chapter summarizes the history of the DPPC's development, describes the applications of the structure, and identifies the DPPC's current users and their positions regarding its utility.

Chapter 3 provides LMI's evaluation of the limitations imposed by the nature and construction of the structure and by the current approach in managing the

[1]The term program element (PE), used throughout this report, refers to either program element codes (PECs) or program element numbers (PENs), unless otherwise noted.

structure. That chapter also describes inconsistencies in the way in which data are arrayed using the DPPC.

Chapter 4 examines the DPPC and the two other major structures designed for use with PEs: the Major Defense Programs (MDP) and the Defense Mission Categories (DMC). The MDP and DMC are briefly described, and the major characteristics of the three main structures are reviewed and compared. The quantitative impacts of arraying PE data by the DPPC and the DMC are demonstrated.

Chapter 5 assesses the three structures in terms of their suitability for fulfilling ASD(FM&P) oversight needs and describes the evaluation process itself. The first part of the chapter discusses LMI's review of the ASD(FM&P) analyses and oversight responsibilities regarding manpower, personnel, and training and identifies those that would be most appropriately supported by the structures. The second part addresses the evaluation of the structures in terms of a set of characteristics defined for this purpose. This chapter concludes with an assessment of (1) the MDP and the DMC in terms of appropriateness as replacements for the DPPC and (2) improvements that could be made to the DPPC.

Chapter 6 presents LMI's conclusions regarding the utility of the DPPC as a tool for supporting ASD(FM&P) oversight responsibilities and gives recommendations for improving the structure.

Following the main report are five appendices containing additional information on this subject. Appendix A lists the various versions of the DPPC that have been developed for the Defense Manpower Requirements Report (DMRR) and the definitions of the current DPPC.

Appendix B provides additional information on the three major PE-based structures examined in this study, and on several other structures used by OSD and the Military Services that were identified but found to be inappropriate for further consideration.

Appendix C contains additional detail about the MDP, the DPPC, and the DMC. Included in this appendix are quantitative comparisons of the DPPC and the DMC, using actual budgetary data. This appendix is classified and is separately bound.

Appendix D contains additional information on applying the LMI evaluation characteristics.

Appendix E details a suggested alternative for expanding the DPPC by providing additional levels of detail. Included in this appendix are suggested PE assignments for the expanded structure. This appendix is separately bound.

# CHAPTER 2

# PURPOSE, HISTORY, AND CURRENT USES OF THE DPPC

Since its creation, the DPPC has been used largely in conjunction with selected Planning, Programming and Budgeting System (PPBS) documents, as a tool for displaying DoD military and civilian manpower requirements. The DPPC structure has been defined in order to support specific DoD reporting requirements and has been changed, when necessary, to reflect changing DoD concerns. The history of the evolution of this structure is linked to these changing concerns, as mirrored and reported in supporting documents.

The DPPC currently has two major applications in DoD. First, it is the mechanism used by OSD and the Military Services to array DoD annual manpower authorizations in the Defense Manpower Requirements Report (DMRR). This has been the primary application of the structure historically, and the one with which the DPPC is most frequently associated. The structure has evolved within the context of this application, and the changes in the structure are reported in the DMRR.

The second major use of the structure in the PPBS has been as a format for arraying forces in the Force Tables of the Five Year Defense Program (FYDP) and in displaying the programmed structure and manning for military and civilian personnel, Format II-F-1 in the Program Objective Memoranda (POMs).[1] Within this latter context, the Services develop supporting documentation as part of the POM preparation process.

These applications are discussed below.

## RELATIONSHIP BETWEEN THE DPPC AND THE DMRR

The DMRR is an annual report prepared for the Armed Services Committees by OSD and the Military Departments, in conjunction with the President's Budget. The relationship between the DPPC and the DMRR is based on the congressional

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[1]See *Program Objective Memorandum (POM) Preparation Instructions: The PPI for (FY 1990 – 1994)*, by the Office of the Executive Secretary of the Defense Resources Board (Programming Phase). December 10, 1987.

requirement for DoD to provide the Congress a detailed description and justification of manpower needs according to mission and support functions. This report, originally required with the annual submission of the President's Budget, is still produced annually with either the biennial budget or the revised budget submission.

The requirement for this report was initially included in Public Law 92-129, which mandated development and submission of the Defense Military Manpower Requirements Report of the Secretary of Defense to Congress and stated that...

> Such justification and explanation shall specify for all forces, including each land force division, carrier and other major combatant vessel, air wing, and other comparable unit: (A) the unit mission and capability, (B) the strategy which the unit supports, and (C) the area of deployment and illustrative areas of potential deployment, including a description of any United States commitment to defend such areas.

The law also specified that manpower required for "support and overhead functions within the Armed Services" shall be explained and justified. It was to fill this requirement that OSD adopted a structure focused on highlighting selected support functions. The actual definition of what constituted a support function was somewhat arbitrary. The bias was to minimize what DoD identified as support, because of concern in the Department that these functions would be vulnerable to congressionally mandated reductions.

## HISTORICAL OVERVIEW OF DPPC DEVELOPMENT

### The Early Years (FY73 - FY76)

The DPPC's history to date has been characterized by specific periods of intense activity. During the first 3 years of its use, the structure underwent several major iterations, with categories being created and rearranged annually. Each of these versions has been documented in the DMRR.

The ASD (Systems Analysis) [ASD(SA)] was originally responsible for producing the DMRR and for determining the structure most appropriate for highlighting the DoD support and overhead functions. The structure adopted for this purpose had an orientation different from the MDP (also known as Major Force Programs), used in the FYDP. This structure, originally called Manpower Planning Categories, emphasized "functions" rather than "missions."

The Manpower Planning Categories were a variation of the Fiscal Guidance Categories used by ASD(SA) to provide fiscal guidance to the Services for preparing POMs. These latter categories were the starting points for the Manpower Planning Categories.[2] (The specific changes made to the fiscal guidance categories to achieve the manpower planning categories are described in Appendix A.) Although OSD discontinued use of the Fiscal Guidance Categories, the Manpower Planning Categories continued to be applied in the PPBS and ultimately evolved into the DPPC, a term first used in the FY76 DMRR.

As explained in the FY73 report, "missions," as represented in the MDP, included not only units involved in the execution of a specific operational mission, such as Strategic Offensive Forces, but also selected support activities directly related to that specific mission. Support "functions" were grouped with the operational missions they supported, with the same support function being scattered among many missions.

As an example, Program 1, Strategic Forces, includes PEs for operational mission forces, such as PE 0101113F – B-52 Squadrons, as well as PEs for support functions such as management headquarters and base operations, e.g., PE 101898F – Management Headquarters (Strategic Offensive Forces) and PE 0101896F – Base Operations (Strategic). These latter support functions, in fact, provide support to multiple operational mission forces, represented by multiple PEs. DoD needed a structure that would allow for the separation of these support functions from the direct mission forces. This need was articulated in the first DMRR:

> Defense resources (manpower, weapon systems, organized units, and funds) are used in the ten Major Defense Programs. These programs are "major output" oriented (e.g., Strategic Programs include the resources associated with all aspects of strategic nuclear forces). Each program contains units (thus manpower) performing different functions (e.g., flying aircraft, maintaining aircraft, operating bases, etc.) but all having the same goal (i.e., deterrence). However, many of these functions are common to more than one major program (e.g., base operations are required for strategic, general purpose, and mobility forces programs as well as for the nonforce programs such as training and logistics). Since it is important to

[2]Memorandum for Record, Subject: Definition of Manpower Planning Categories by Program Element, Office of the Director of Defense Program Analysis and Evaluation (Resource Analysis). September 19, 1973.

know how resources are used within each major program, this Report deals with military manpower in terms of major mission and support functions, i.e., Mission Forces, Other Missions, and General Support.[3]

The changes in the structure of the categories occurring in the early years reflected not only DoD efforts to develop a way to highlight selected support functions effectively, but also a recognition that in order to maintain utility, the structure should evolve to meet changing needs. Table 2-1 shows the structure originally adopted as an alternative to the MDP. Also shown are the subject areas discussed in the context of these categories, indicated by a (•). These subject areas are mentioned here to give perspective on the content and topics originally related to the categories. This understanding will be useful in later discussions of the DPPC structure.

Several facts should be kept in mind regarding this table. First, while the names of the major areas have changed over time, and the concept of three major areas is no longer used by the DPPC, the missions and support functions represented in this structure are very similar to those used today. The DPPC has gone through many changes in structure in its existence, but the basic idea of the structure has held through these changes. The biggest difference between the FY73 Manpower Planning Categories and the FY90 DPPC is the Individuals category, created for the FY74 DMRR. Versions of the Base and Individual Support category and the Command category can be seen in the current DPPC.

Second, this early version of the DPPC, and the related subjects discussed in the first DMRR, bear a strong similarity to the DMCs of today. The DMC is another PE-based structure, developed by ASD(PA&E), and is discussed in more detail in Chapters 4 and 5. Both the early DPPC and the contemporary DMC are organized in three parts, representing operational missions, support to those missions, and general support to DoD at large. The subjects discussed under each of the categories in the first DMRR resemble many of the subject areas now found in the DMC. This does not mean that today's DPPC and the DMC are closely related, but rather that there are certain common issues that tend to arise when trying to view DoD in terms of its missions and support functions. The relationship between the DPPC and the DMC is discussed in more detail in Chapter 4.

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[3]Department of Defense , *Military Manpower Requirements Report for FY1973*, February 1972. p. 3.

**TABLE 2-1**

**FY73 MANPOWER PLANNING CATEGORIES AND RELATED SUBJECTS**

- Mission Forces
  - Strategic Forces
    - Offensive
    - Defense, Control, and Surveillance
      - • Ballistic Missile Defense
      - • Air Defense
      - • Missile Warning and Space Systems
      - • Command and Control
  - General Purpose Forces
    - Land Forces
      - • Divisions
      - • Support Increments
      - • Special Mission Forces
    - Tactical Air Forces
    - Naval Forces
      - • Carriers
      - • Submarines
      - • Surface Combatants
      - • ASW Aircraft
      - • Amphibious Forces
      - • Support Ships
    - Mobility Forces
      - • Airlift
      - • Sealift
  - Other Mission Forces
    - Intelligence and Security
      - • Cryptologic Program
      - • General Defense Intelligence Program
    - Communications
    - Research and Development
    - Support to Other Nations
  - General Support
    - Base and Individual Support
      - • Base Operating Support
      - • Medical Support
      - • Other Individual Support
        - • Recruiting and Examining
        - • Transients
        - • Prisoners

***Note:*** • – Indicates subject area discussed in the first DMRR, but not identified as part of structure

TABLE 2-1

FY73 MANPOWER PLANNING CATEGORIES AND RELATED SUBJECTS
(Continued)

Training
- Recruit
- Specialized
- Flight

Command
- Support Outside of Service
  - Unified Commands
  - Defense and Federal Agencies
- Operating Commands
- Support Commands
- Administrative Commands and Administrative Support Activities

Logistics
- Supply Operations
- Maintenance Operations
- Logistics Support Operations

*Note:* • – Indicates subject area discussed in the first DMRR, but not identified as part of structure.

In addition to needing a structure capable of showing major DoD functions (as opposed to the MDP), DoD needed a structure to be used to array manpower requirements for all of the Services. Meeting the first requirement was possible using the Manpower Planning Categories developed for the DMRR. However, the second need presented a problem in adequately defining functions appropriate for all Services. This problem has been recognized from the beginning, as noted in the FY73 report:

> It is important to note that categorizing manpower by functions gives rise to definitional problems. This is particularly evident in the case of General Support . . . there are three tiers of support: organic, direct mission force, and central support. In the current categorization, the direct mission force support is categorized either with the mission forces or with general support; this varies by Service and function. Thus inter-Service comparisons of support are not valid.[4]

[4]Department of Defense, *Military Manpower Requirements Report for FY1973*, February 1972. p. 5.

Many of the changes in the structure have been intended to increase the consistency with which Services are represented in the DPPC. It is this concern with consistency, both regarding the Services' representation in the DPPC and between the DPPC and the MDP, that led to the DMRR/DPPC Improvement Study, conducted between 1975 and 1977, discussed below. Before this major improvement effort, the manpower planning categories continued to be revised with each DMRR.

Table 2-2 shows the evolution of the DPPC structure between FY73 and FY76. The table shows that the emphasis during this period was on determining how best to identify and discuss the various types of support required by DoD. Attention was given to refining the support categories through decisions such as changing the name of Other Mission Forces to Auxiliary Forces, and the critical action of separately identifying Mission Support Forces and Central Support Forces. It was in the FY74 version of the manpower planning categories that the Individuals category was first identified.

The most significant changes in the manpower planning categories occurred between the FY73 and FY74 manpower requirements reports. The FY76 manpower planning categories were unchanged from those of the previous version; however, the structure was to undergo a new set of changes in response to the major study undertaken by DoD.

### The Improvement Effort (FY77 – FY79)

LMI's study is the second major effort undertaken by OSD to evaluate and improve the DPPC. Following the initial period of development of the DPPC's basic structure, OSD undertook a multiyear effort to improve the structure by improving consistency between the DPPC and the PE structure.

This first study was initiated on the basis of DoD's recognition " . . . that a more consistent data structure which improved the visibility of units and missions would assist manpower management," and in response to requests by the Senate Armed Services Committee that DPPC definitions be improved.[5]

In May 1974, the Senate Armed Services Committee requested that the Department of Defense conduct a major effort " . . . to improve the various manpower

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[5]*Manpower Requirements Report for FY1977*, Assistant Secretary of Defense (Manpower and Reserve Affairs), February 1976, p XVIII – 1.

## TABLE 2-2

## EARLY MANPOWER CATEGORIES

| FY73 DMRR | FY74 DMRR | FY75 DMRR | FY76 DMRR |
|---|---|---|---|
| **Mission Forces** | | | |
| **Strategic Forces** | **Strategic Forces** | **Strategic Forces** | **Strategic Forces** |
| Offensive | Offensive | Offensive | Offensive |
| Defense, Control, and Surveillance | Defense, Control, and Surveillance | Defense, Control, and Surveillance | Defense, Control, and Surveillance |
| **General Purpose Forces** | **General Purpose Forces** | **General Purpose Forces** | **General Purpose Forces** |
| Land Force | Land Forces | Land Forces | Land Forces |
| Tactical Air Forces | Tactical Air Forces | Tactical Air Forces | Tactical Air Forces |
| Naval Forces | Naval Forces | Naval Forces | Naval Forces |
| Mobility Forces | Mobility Forces | Mobility Forces | Mobility Forces |
| **Other Mission Forces** | **Auxiliary Forces** | **Auxiliary Forces** | **Auxiliary Forces** |
| Intelligence and Security | Intelligence and Security | Intelligence and Security | Intelligence and Security |
| Communications | Communications | Centrally Managed Communications | Centrally Managed Communications |
| Research and Development | Research and Development | Research and Development | Research and Development |
| Support to Other Nations | Support to Other Nations | Support to Other Nations | Support to Other Nations |
| | Geophysical Activities | Geophysical Activities | Geophysical Activities |
| **General Support** | **Mission Support Forces** | **Mission Support Forces** | **Mission Support Forces** |
| Base and Individual Support | | Reserve Component Support | Reserve Component Support |
| | Base Operating Support | Base Operating Support | Base Operating Support |
| Training | Crew and Unit Training | Crew and Unit Training | Crew and Unit Training |
| Command | Command | Command | Command |
| | **Central Support Forces** | **Central Support Forces** | **Central Support Forces** |
| | Base Operating Support | Base Operating Support | Base Operating Support |
| | Medical Support | Medical | Medical |
| | Personnel Support | Personnel Support | Personnel Support |
| | Individual Training | Individual Training | Individual Training |
| | Command | Command | Command |
| Logistics | Logistics | Logistics | Logistics |
| | | Federal Agency Support | Federal Agency Support |
| | **Individuals** | **Individuals** | **Individuals** |
| | Transients | Transients | Transients |
| | Patients and Prisoners | Patients and Prisoners | Patients and Prisoners |
| | Trainees, Students, and Cadets | Trainees, Students, and Cadets | Trainees, Students, and Cadets |

planning categories of the [Defense Manpower Requirements] report." This request originated from a concern on the Committee's part that the structure was being modified in ways that weakened DoD's ability to provide overall justification for military and civilian manpower requirements. The Committee also noted that "... it

is essential that the format and categories used in the report be consistent from year to year and the definitions of each category be improved."

In its request to DoD, the Committee identified five objectives for the study of manpower planning categories:

1. To improve the connection between the planning categories and the actual units in the field
2. To improve the definition of support and identify support units
3. To develop broad standards that relate the amount of support to the forces supported
4. To make the categories used by each Service consistent
5. To relate locations (e.g., overseas troops) to the various planning categories.[6]

The DoD sponsored a 2-year study called the DMRR/DPPC Improvement Study in response to this request, conducted by the General Research Corporation (GRC) between April 1975 and March 1977. The study ultimately focused on improvements to the DPPC and revision of the PE structure and definitions. Development of a non-PE-based structure for the array of manpower requirements was also considered but not pursued, since this approach "... would divorce manpower from the Defense program and resource management structure, creating a high potential for disconnects and other problems stemming from the need to develop and maintain a new data system."[7]

This study, among other results, clearly highlighted the relationship between the DPPC and PEs by noting that revisions to the DPPC structure:

> . . . without modification of the PE building blocks, would offer little opportunity for improving the consistency and unit/mission orientation of manpower arrays. . . . Because DPPC are made up of the same PEs used to aggregate resources into the Ten Major Defense Programs, improving the relationship of units (and their locations) to the DPPC requires a closer match between PEs and units.[8]

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[6]Senate Armed Services Committee Report Authorizing Appropriations for FY1975. Report No. 93-884. May 29, 1974. pp. 146 – 147.

[7]*Improvements in the Defense Manpower Requirements Report and the Defense Planning and Programming Categories: Final Report*, General Research Corporation. 31 March 1977.

[8]*Manpower Requirements Report for FY1977*, Assistant Secretary of Defense (Manpower and Reserve Affairs). February 1976. p. XVIII – 2.

The study and resulting changes exemplify the way in which the DPPC has been modified over time to reflect increased interest in and understanding of manpower oversight needs. This effort resulted in several major changes in the DPPC.

New categories were devised to replace the previous Mission Support Forces subcategories of Reserve Component Support and Command, and Central Support Forces – Command. In place of these categories, Mission Support Forces – Headquarters, Central Support Forces – Headquarters, and Central Support Forces – Centralized Support Activities were created. The study confirmed that major difficulties existed in the way manpower resources were reported and accounted for in management headquarters units in the Command category of the DPPC. This problem originated in the PEs, in which manpower associated with management headquarters activities was not separately identifiable. The result was that management headquarters units, or parts of these units, could be found in almost every DPPC.[9]

This modification to the DPPC involved replacing the Mission Support Forces: Reserve Components Support, Mission Support Forces: Command, and Central Support Forces: Command categories with new DPPCs. New management headquarters categories were created under the DPPC headings for Mission Support Forces and Central Support Forces. Each of the new management headquarters functions had two subcategories: Management Headquarters – Service Support, and Management Headquarters – Agencies and Unified Commands. Table 2-3 shows the modified structure.

Changes were also made to Program 8 – Training, Medical and Other Personnel Activities. Through these changes a standard, uniform PE structure was established with definitions created for the major elements in the program. Manpower elements that had been treated differently by the Services were made comparable in both the PEs and DPPC. Major changes were made in the way training activities were arranged, resolving long-standing inconsistencies between the annual training report, the DMRR, and the budget by providing a single training structure relatable to the budget. The changes in the identification of training activities resulting from this study are provided in Appendix A.

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[9]*Manpower Requirements Report for FY1978*, Assistant Secretary of Defense (Manpower and Reserve Affairs). March 1977. pp. XVII-4 and -5.

TABLE 2-3

INITIAL FY78 CHANGES TO THE DPPC: MANAGEMENT HEADQUARTERS

| Former structure | Proposed new structure |
|---|---|
| **Mission Support Forces** | **Mission Support Forces** |
| Reserve Components Support | |
| Base Operating Support | Base Operating Support |
| Force Support Training | Force Support Training |
| Command | Management Headquarters |
| | Management Headquarters – Service Support |
| | Management Headquarters – Agencies and Unified Commands |
| **Central Support Forces** | **Central Support Forces** |
| Base Operating Support | Base Operating Support |
| Medical Support | Medical Support |
| Personnel Support | Personnel Support |
| Individual Training | Individual Training |
| Command | Centralized Support Activities |
| | Management Headquarters – Service Support |
| | Management Headquarters – Agencies and International |
| Logistics | Logistics |
| Federal Agency Support | Federal Agency Support |

***Note:*** *Manpower Requirements Report for FY1978*, Assistant Secretary of Defense (Manpower and Reserve Affairs) Mar 1977. p. XVII-5.

The overall result of these changes to Program 8 was the improved alignment of training activities and their associated support in the Force Support Training and Individual Training categories of the DPPC. With the construction of consistent cross-service definitions and rules for assigning training and the associated support, inconsistencies were reduced. (As discussed in Chapter 4, some of these inconsistencies in the assignment of training functions to PEs continue, with implications for the representation of students in the DPPC.)

Definitions for selected Base Operations functions were also established in the course of the study, with resulting improvements in consistency of representation across Services and within the DPPC and PEs.

In addition to improving the alignment between the DPPC and the PEs, this study developed formal definitions for the DPPC. These definitions, which provided the rules for assigning PEs to the DPPC, were introduced in the FY79 DMRR.

The overall result of this review and revision of the PE and DPPC structures was a changed DPPC structure. Some of these changes were based on the desire to distinguish more clearly between similarly titled Major Defense Programs and the DPPC (i.e., changing the name of the DPPC category from General Purpose Forces to Tactical/Mobility), while other changes reflect real modifications in the way activities were incorporated into the DPPC. Table 2-4 shows the before and after versions of the DPPC structure. As can be seen, changes continued to be made in the DPPC structures from those originally proposed in the FY77 DMRR. The term Central Support Forces was replaced with Support Activities.

### The DPPC Renaissance (FY88 – Present)

Following this burst of activity, the DPPC structure entered a period of stability. The ASD(FM&P) had assumed responsibility for the development of the DMRR by the FY76 report, and continues to have primary responsibility for coordinating and editing the report today. It does not appear that the DPPC was used for any analyses other than those reported in the DMRR between the FY80 report and the FY87 DMRR. However, during this period, a variety of special analyses conducted by OASD(FM&P) were reported in the DMRR. A few of these analyses involved arraying manpower according to the DPPC structure. Among these are the analysis of security assistance manpower, reported in the FY80 DMRR, and the report on manpower readiness, included in the FY85 DMRR. Table 2-5 lists the special analyses reported in the DMRR from FY73 to FY90.

More recently, there has been a resurgence of interest in using the DPPC for purposes other than reporting manpower authorizations and selected special analyses in the DMRR. The structure was used in the FY88 *Defense Officer Requirements Study*. Attempts have also been made by OASD(FM&P) to use it in

**TABLE 2-4**

**OLD AND NEW DPPC CATEGORIES (FY78 AND FY79)**

| Former structure (1978 DMRR) | New structure (1979 DMRR) |
|---|---|
| **Strategic Forces** | **Strategic** |
| Strategic Offensive Forces | Offensive Strategic Forces |
| Strategic Defensive Forces | Defensive Strategic Forces |
| Strategic Control and Surveillance Forces | Strategic Control and Surveillance Forces |
| **General Purpose Forces** | **Tactical/Mobility** |
| Land Forces | Land Forces |
| Tactical Air Forces | Tactical Air Forces |
| Naval Forces | Naval Forces |
| Mobility Forces | Mobility Forces |
| **Auxiliary Forces** | **Auxiliary Activities** |
| Intelligence | Intelligence |
| Centrally Managed Communications | Centrally Managed Communications |
| Research and Development | Research and Development Activities |
| Support to Other Nations | Geophysical Activities |
| Geophysical Activities | **Support Activities** |
| **Mission Support Forces** | Base Operating Support |
| Reserve Component Support | Medical Support |
| Base Operating Support | Personnel Support |
| Force Support Training | Individual Training |
| Command | Force Support Training |
| **Central Support Forces** | Central Logistics |
| Base Operating Support | Centralized Support Activities |
| Medical Support | Management.Headquarters |
| Personnel Support | Federal Agency Support |
| Individual Training | **Individuals** |
| Command | Transients |
| Logistics | Patients, Prisoners, and Holdees |
| Federal Agency Support | Trainees and Students |
| **Individuals** | Cadets |
| Transients | |
| Patients, Prisoners, and Holdees | |
| Trainees and Students | |
| Cadets | |

*Source: Military Manpower Requirements Report for FY1979*, Department of Defense Feb 1978, p XVII-13

**TABLE 2-5**

**ASD(FM&P) SPECIAL ANALYSES REPORTED IN THE DEFENSE MANPOWER REQUIREMENTS REPORT**

**(FY73 – FY90)**

| ASD(FM&P) analyses | DMRR for Fiscal Year | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 73 | 74 | 75 | 76 | 77 | 78 | 79 | 80 | 81 | 82 | 83 | 84 | 85 | 86 | 87 | 88 | 89 | 90 |
| Economic Aspects of Manpower | X | | | | | | | | | | | | | | | | | |
| Forward Deployments | X | X | X | X | | | | | | | | | | | | | | |
| PCS Moves and Transients | | X | X | | | | | | | | | | | | | | | |
| Civilian Substitution | | X | | | | | | | | | | | | | | | | |
| Headquarters/Headquarter Reductions | | X | | X | | | | | | | | | | | | | | |
| Combat-to-Support Ratio | | X | X | | | | | | | | | | | | | | | |
| Cost of Manpower | | | X | X | X | X | X | X | X | X | X | X | X | X | X | X | | |
| Women in the Military | | | X | X | X | X | X | X | X | | | | | | | | | |
| Support Requirements | | | X | | | | | | | | | | | | | | | |
| Military Bands | | | X | | | | | | | | | | | | | | | |
| Enlisted Personnel Inventory Trends | | | X | | | | | | | | | | | | | | | |
| Reservists on Active Duty for Training and Administration | | | | | | | X | | | | | | | | | | | |
| Productivity | | | | | | | | X | X | X | | | | | | | | |
| Security Assistance Manpower | | | | | | | | | X | | | | | | | | | |
| All-Volunteer Force | | | | | | | | | X | | | | | | | | | |
| Manpower and Forces by Location | | | | | | | | | X | | | | | | | | | |
| Recruit Quality | | | | | | | | | | X | X | | | | | | | |
| Drug and Alcohol Abuse | | | | | | | | | | | X | X | X | | | | | |
| Manpower Readiness | | | | | | | | | | | | | X | | | | | |
| Manpower Requirements Determination Process | | | | | | | | | | | | | | X | X | X | | |
| Medical Personnel | | | | | | | | | | | | | | | | | | X |

Budget Execution and Review analyses and in analysis of the Total Force Mix.[10] In both of these studies, the DPPC structure was found to have notable drawbacks. The primary criticism has been that it is not possible to examine historical changes in detail using the DPPC because it aggregates PE-level data, losing the capability to be able to track specific additions and deletions. Only the net change can be reported using the DPPC. This problem is exacerbated when examining historical data, because of changes in the PEs, which may be difficult to track.

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[10]*Budget Execution Review Using Defense Planning and Programming Categories*, FM&P (RMS) (PRA), 10 December 1987, and *Total Force Mix Analysis: A Study in the Total Force Mix in the Department of Defense*, FM&P (RMS) (R&CR), 20 October 1987.

As a result of these explorations into alternative uses, the structure has been modified to reflect DoD interest in areas previously hidden in the DPPC structure. In addition, the decision has been made to present manpower no longer in terms of five major categories (Strategic, Tactical/Mobility, Auxiliary Activities, Support Activities, and Individuals), but rather to emphasize the particular kinds of support required by DoD. This decision resulted in the elimination of the summary categories of Auxiliary Activities and Support Activities. Table 2-6 illustrates the old and new DPPC structure (FY88 and FY89). No changes have been made to the DPPC since the FY89 change. Discussions have been initiated with the Services, however, to create a new subcategory for Special Operations Forces.

## CURRENT USES AND USERS OF THE DPPC

The DPPC is currently used by a variety of organizations both within and outside of DoD, including the Congress, several OSD organizations, and the Military Services. The members of this user community, and the primary uses they make of the DPPC, are briefly described below.

### Congressional Use of the DPPC

Congressional use of the DPPC is confined to three organizations: the Senate and the House Armed Services Committees and the Congressional Budget Office (CBO).

The Armed Services Committees originated the requirement for the DMRR, which is required by law to be provided by 15 February of each year. As noted above, the DPPC is the structure adopted for reporting manpower authorizations in the DMRR. The main use of the DMRR by the Committees is in preparing for hearings on the President's Budget. The DPPC is rarely used by the Committees outside of this context.

The CBO uses a variant of the DPPC in developing mission-oriented arrays of the DoD resource requirements. In the mid-1970s, the CBO sponsored development of the Defense Resources Model (DRM) for stratifying resources according to missions and related support functions. At the time, the DPPC was the only alternative to the

**TABLE 2-6**

**OLD AND NEW DPPC CATEGORIES (FY88 AND FY89)**

| Old structure (FY88 DMRR) | New structure (FY89 DMRR) |
|---|---|
| **Strategic** | **Strategic** |
| Offensive Strategic Forces | Offensive Strategic Forces |
| Defensive Strategic Forces | Defensive Strategic Forces |
| Strategic Control and Surveillance Forces | Strategic Control and Surveillance |
| **Tactical/Mobility** | **Tactical/Mobility** |
| Land Forces | Land Forces |
| Division Forces | Division Forces |
| Theater Forces | Theater Forces |
| Tactical Air Forces | Tactical Air Forces |
| Naval Forces | Naval Forces |
| Warships and ASW Forces | Warships and ASW Forces |
| Amphibious Forces | Amphibious Forces |
| Naval Support Forces | Naval Support Forces |
| Mobility Forces | Mobility Forces |
| **Auxiliary Forces** | **Communications and Intelligence** |
| Intelligence | Intelligence |
| Centrally Managed Communications | Centrally Managed Communications |
| Research and Development Activities | **Combat Installations** |
| Geophysical Activities | **Force Support Training** |
| **Support Activities** | **Medical Support** |
| Base Operating Support | **Joint Activities** |
| Combat Installations | International Military Organizations |
| Support Installations | Unified Commands |
| Medical Support | Federal Agency Support |
| Personnel Support | Joint Chiefs of Staff |
| Individual Training | OSD/Defense Agencies/Activities |
| Force Support Training | **Central Logistics** |
| Central Logistics | Supply Operations |
| Supply Operations | Maintenance Operations |
| Maintenance Operations | Logistics Support Operations |
| Logistics Support Operations | **Service Management Headquarters** |
| Centralized Support Activities | Combat Commands |
| Management Headquarters | Support Commands |
| Defense Agencies | **Research and Development** |
| International Military Organizations | Research and Development Activities |
| Unified Commands | Geophysical Activities |

TABLE 2-6

OLD AND NEW DPPC CATEGORIES (FY88 AND FY89) (Continued)

| Former structure (FY88 DMRR) | New structure (FY89 DMRR) |
|---|---|
| Service Support-Combat Commands | Training and Personnel |
| Service Support-Support Commands | Individual Training |
| Federal Agency Support | Personnel Support |
| | Support Activities |
| | Support Installations |
| | Centralized Support Activities |
| Individuals | Individuals |
| Transients | Transients |
| Patients, Prisoners, and Holdees | Patients, Prisoners, and Holdees |
| Trainees, Students, and Cadets/ Midshipmen | Trainees, Students, and Cadets/Midshipmen |

MDP for performing this function. As discussed above, the MDP has long been considered inappropriate for arraying mission and support resources. As noted in the FYDP Manual:

> The CBO has developed the Defense Resource Model (DRM) for use as an analytical tool in support of alternative levels of defense resources. Following the budget submission to Congress, budget year data are extracted from the FYDP according to CBO specifications, which aggregate program elements and resource identification codes to unclassifiedsummary levels for input to the DRM. Data from the DRM are used by CBO to fulfill the legal requirement for mission-oriented displays under P.L. 93-344.[11]

The specifications used to extract and array the FYDP data for the CBO are the PE assignments identified with a variant of the DPPC used exclusively by the CBO. These assignments are used by the DoD Comptroller to produce non-PE-specific arrays. The CBO uses the DRM to array all types of resources, not just manpower.

The DPPC version used by the CBO is considered a variant because it has not undergone the same revisions as the OSD DPPC. Called the CBO Aggregate

[11]Office of the Assistant Secretary of Defense (Comptroller), *FYDP (Five Year Defense Program) Program Structure Manual*, DoD 7045.7-H. August 1988, Book 1, Unclassified Codes and Definitions all DoD Components, p. 19.

Element (AE) categories, the CBO variant of the DPPC includes subcategories not found in the current DPPC. It differs also from the original structure, in the use of many more mission subcategories, grouped by particular types of organizational units (e.g., Active Army Divisions (Armored) (ZI)).

In addition to being structurally dissimilar, the CBO AE structure uses PE assignments that differ from those used by OSD in DMRR preparation. The CBO has different interpretations of how some PEs should be assigned, so that CBO-generated arrays reflect that organization's interpretation of the relationship of PEs to missions and support functions. In some cases, this interpretation differs from the DoD determination of PE assignments. The result of this disparity is that the Senate Armed Services Committee receives mission/support resource arrays in similar structures that do not reflect the same PE assignments, or necessarily show the same results.

The CBO has expressed interest in OSD changes to the DPPC, and has indicated that a structure that could provide more detailed functional categories would be very helpful for CBO analyses.

Additional information on the CBO AE structure is provided in Appendix B.

### OSD Use of the DPPC

The ASD(FM&P) is the primary user of the DPPC. As discussed above, OSD's application of the DPPC has been confined largely to its use in connection with the DMRR and in selected special studies.

The ASD(PA&E) also uses the DPPC in arraying force tables in the FYDP, and in the POM. Table 2-7 shows the structure used in the POM. These are the only applications of the DPPC used by the ASD(PA&E).

The ASD(PA&E) currently uses all of the three major PE-based structures: the MDP, the DPPC, and the DMC. This last structure was created by the ASD(PA&E) to array MDP resources, in conjunction with the Advanced Mission-Oriented Resource Display (AMORD). Specific characteristics of the DMC are discussed in Chapters 4 and 5.

The USD(Acquisition) has recently begun using both the DMC and a recently updated version of the AE categories. The DMC is used with the Force Acquisition Cost Model (FACS) for estimating cost impacts of different acquisition strategies for

## TABLE 2-7

## FORMAT II-F-1 PROGRAMMED STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH

### (In thousands)
### (Complete for each year FY87 – 94)

| | Active | | Reserve | | National Guard | |
|---|---|---|---|---|---|---|
| | Programmed manpower structure | Programmed manning | Programmed manpower structure | Programmed manning | Programmed manpower structure | Programmed manning |
| A. Strategic | | | | | | |
| Offensive Strategic Forces | | | | | | |
| Defensive Strategic Forces | | | | | | |
| Strategic Control and Surveillance Forces | | | | | | |
| B. Tactical/Mobility | | | | | | |
| Land Forces | | | | | | |
| Division Forces | | | | | | |
| Theater Forces | | | | | | |
| Tactical Air Forces | | | | | | |
| Naval Forces | | | | | | |
| Warships and ASW Forces | | | | | | |
| Amphibious Forces | | | | | | |
| C. Auxiliary Activities | | | | | | |
| Intelligence | | | | | | |
| Centrally Managed Communications | | | | | | |
| Research and Development | | | | | | |
| Geophysical Activities | | | | | | |
| D. Support Activities | | | | | | |
| Base Operating Support | | | | | | |
| Combat Installations | | | | | | |
| Support Installations | | | | | | |
| Medical Support | | | | | | |
| Personnel Support | | | | | | |
| Force Support Training | | | | | | |
| Individual Training | | | | | | |
| Central Logistics | | | | | | |
| Supply Operations | | | | | | |
| Maintenance Operations | | | | | | |
| Logistics Support Operations | | | | | | |
| Centralized Support Activities | | | | | | |

*Source: Program Objective Memorandum (POM) Preparation Instructions: the PPI for (FY 1990 – 1994)*, the Office of the Executive Secretary of the Defense Resources Board (Programming Phase). 10 Dec 1987: pp. 39 – 40.

**TABLE 2-7**

**FORMAT II-F-1 PROGRAMMED STRUCTURE, PROGRAMMED MANNING, AND END STRENGTH (Continued)**

**(In thousands)**
**(Complete for each year FY87 – 94)**

| | Active | | Reserve | | National Guard | |
|---|---|---|---|---|---|---|
| | Programmed manpower structure | Programmed manning | Programmed manpower structure | Programmed manning | Programmed manpower structure | Programmed manning |
| Management Headquarters | | | | | | |
| Defense Agencies | | | | | | |
| International Military Organizations | | | | | | |
| Service Support-Combat Commands | | | | | | |
| Service Support-Support Commands | | | | | | |
| Federal Agency Support | | | | | | |
| E. Total Programmed Manpower Structure and Programmed Manning | | | | | | |
| F. Operating Strength Deviation: (MY = _____) | | | | | | |
| G. Individuals | | | | | | |
| H. End Strength. | | | | | | |

*Source: Program Objective Memorandum (POM) Preparation Instructions: the PPI for (FY 1990 – 1994)*, the Office of the Executive Secretary of the Defense Resources Board (Programming Phase). 10 Dec 1987. pp. 39 – 40.

major weapon systems. The AE categories are used in conjunction with an improved version of the CBO DRM, the Advanced Defense Resource Model (ADRM).

The ADRM version of the AE structure is substantially different from the CBO version in that it groups similar types of organizational units by particular mission areas, rather than by overall mission as in the CBO AE. As an example, the ADRM AE structure assigns Strategic Offensive PEs under Land Based Strike Forces, Sea Based Strike Forces, or Air Based Strike Forces, with specific types of weapon systems (e.g., Fleet Ballistic Missile Systems) or organizational units (e.g., TITAN Squadrons) under the appropriate type of strike force. The CBO AE structure has no subcategories below offensive or defensive. Table 2-8 gives examples of the two structures. Detailed listings of the two versions of the AE structure are provided in Appendix B.

TABLE 2-8

EXAMPLES OF CBO AE AND ADRM AE

| AE code | CBO AE title | AE code | ADRM AE title |
|---|---|---|---|
| 100000 | Strategic | 100000 | Strategic Forces |
| 110000 | Offensive Strategic | 110000 | Offensive Strategic Forces |
| 110014 | TITAN | 111000 | Land Based Strike Force |
| 110022 | Trident II Missile System | 111024 | TITAN Squadrons |
| 110024 | Minuteman | 111034 | Minuteman Squadrons |
| 110032 | Fleet Ballistic Missile System | 112000 | Peacekeeper Squadrons |
| 110042 | Trident | 112022 | Sea Based Strike Forces |
| 110044 | B-1B | 112032 | Fleet Ballistic Missile System |
| 110052 | Fleet Ballistic Missile System Support | 112042 | Trident System |
| 110062 | Fleet Ballistic Missile System Support (USNR) | 112212 | Support Ships (Fleet Ballistic Missile System) |

*Note:* Detailed listings of these two structures are provided in Appendix B.

## Service Use of the DPPC

The DPPC, with very few exceptions, has played no role in Service management or oversight of manpower. It is used almost exclusively in the development of the DMRR and POM inputs, as required by OSD. Isolated exceptions of application of the DPPC are found in the Marine Corps and the Navy.

The Marine Corps employs the structure to augment its internal classification structure for non-Fleet Marine Force units. The Fleet Marine Force (FMF) represents the majority of units in the Marine Corps. FMF units are categorized as Ground Forces, Aviation Forces, and Logistics Forces. Non-FMF forces are not separately categorized within the Marine Corps on the basis of mission or use. Over time, the DPPC structure has been adopted by the Headquarters, Marine Corps as a way of describing the non-FMF forces on the basis of PE and the associated category of the DPPC. This use of the DPPC structure is largely confined to selected headquarters functions.

The Navy has used the DPPC as a way of representing the sea and shore establishments for internal analyses of the distribution of manpower. The direct mission DPPCs are viewed as appropriate analogues for the fleet, while the DPPC categories related to support are viewed as analogous to the shore portion of the Navy. The Chief of Naval Operations (OP-01) has used the PE-organized manpower arrayed by DPPC in analyzing shifts in the distribution between the fleet and the shore establishment between 1980 and 1988.

Except for these special applications of the DPPC, the Services' use of the structure is limited to the preparation of input for the DMRR and the formats required for the POM. In order to facilitate preparation of the information for these reports, the Services have included the DPPC codes, in conjunction with the PE codes, in selected manpower management data bases. Changes in the DPPC/PE assignments are made as part of the DMRR preparation process when the DPPC/PE assignments are reviewed.

A particular concern of the Services is the assignment of PEs to the DPPC. These decisions have both technical and administrative impacts. From the technical perspective, both OSD and the Services are interested in assuring that the PEs are assigned to the DPPC in a way that most accurately represents the way in which the manpower is really used. The procedure for creating or modifying a PE also includes a place for the originator to recommend the DPPC assignment for the PE. These recommendations appear to be followed by the OASD(FM&P)(RM&S/MR) managers of the DPPC. Differences in opinion regarding these assignments are usually resolved through discussions between the OSD managers of the DPPC and the Service PE managers. Resolution may involve both oral and written comments. Changes in PE assignments may be due to changes in the forces or functions represented by the PE, changes in the DPPC structure or definitions of the categories, or creation of a new PE.

Administratively, changes in PE assignments to the DPPC are a burden for both OSD and the Services. The primary impact of changes in the PE assignments, or in the DPPC structure, is in updating data bases and records. The embedding of the DPPC codes in the Services' manpower management data bases means that changes must be incorporated into these usually very large data bases. Of particular concern are situations in which the DPPC/PE assignments undergo multiple iterations during an annual DMRR preparation period, as happened with the FY88 DMRR. The

limited time allowed for preparing the DMRR inputs, immediately following the preparation of the President's Budget, does not readily allow for accommodation of delays in finalizing DPPC/PE assignments. Changes in DPPC/PE assignments have a ripple effect, resulting in changes in the data reported in the DMRR.

With the exception of the Marine Corps, each Service indicated that it did not like to see large numbers of changes involving the DPPC, because of the time and money involved in modifying data bases, and delays in producing final inputs for the DMRR. The Marine Corps, with far fewer PEs, had less difficulty in implementing changes in the DPPC/PE assignments and producing revised output.

As is the case with any structure subject to changes, the issue for managers and users is trading off stability for flexibility. Frequent modification of the categories or the PE assignments undermines the ability of users to apply the structure for historical tracking. However, DoD's interests and reporting needs do change over time, and the structure must be flexible enough to be modified to accommodate these shifts. Adding to this, the PE accounts are constantly undergoing change, with PEs revised, added, and deleted throughout the year. Documentation of the rationale for changes in the DPPC, or in the PE assignments, becomes critical in order to maintain continuity within the structure over the period of use. The Services have been largely responsible for maintaining detailed records of the changes in PE assignments to the DPPC. The ASD(FM&P) has maintained records of the changes in the structure and the definitions of the categories, and the records of directions for preparing the DMRR. An audit trail of migrations and changes in resources in each DPPC category is documented in each DMRR.

### Service Objections to the DPPC

At various times since the early 1970s, the Services have objected to the use of a functionally oriented resource display, primarily because it arrays data in a way different from that used in the FYDP -- the MDPs. This concern was expressed early in the life of the DPPC by the Air Force, in relation to the use of the Fiscal Guidance Categories. Similar arguments continue to be raised intermittently with regard to the DPPC.

The argument regarding the use of multiple structures for arraying resources has two points: the lack of consistency in the way resources are arrayed according to

the various structures, and inconsistency in the way the Services are presented within the functionally oriented structure.

The Air Force has articulated the first point, initially with regard to the Fiscal Guidance Categories, and more recently with respect to the DPPC.[12] The argument has been that DoD should present all force, cost, and manpower data in a uniform way, " . . . in order to facilitate uniform presentation of the data within the Department of Defense, as well as before Congress . . . ."[13] If a functional display must be used, the argument has followed, then effort should be made to make this structure " . . . provide for more comparability across Services and better definition of mission support resources . . . ."[14] Multiple structures, it has also been argued, result in increased workload due to the need to convert MDP-organized data into DPPC-organized arrays.

The response to this argument has been that the primary reason for using functionally oriented structures for arraying data has been the congressional requirement to do so in the DMRR. This argument continues to be realistic, given this continuing reporting requirement. While Congress did not originally specifically define DPPCs, over time this structure has become institutionalized.

The second part of the criticism of the DPPC involves the inconsistencies in the way the Services are presented. This concern centers on the historic use of the DPPC as a mechanism for developing "tooth-to-tail" ratios between mission and support resources. As noted in the Air Force briefing on the DPPC, the same terms do not have the same meanings throughout DoD – "support" in one Service is "combat" in another. As noted in the first Military Manpower Requirements Report, one result of these differences is that analyses cannot be made across Services. Specific examples of difference in the construction of PEs, the root cause of this problem, are discussed in the next chapter.

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[12]AF/PRP briefing *Defense Planning and Programming Categories: Are We Sending the Right Message?*, undated (circa 1988).

[13]Assistant Secretary of the Air Force (Systems Analysis), Memorandum for the Assistant Secretary of Defense (Systems Analysis), Subject: *Revision of Fiscal Guidance Categories*, 15 March 1973.

[14]Ibid.

# CHAPTER 3

# LIMITATIONS AND INCONSISTENCIES IN DPPC

Consideration of the DPPC's utility involves examining the categorization structure in terms of its effectiveness in

- Fulfilling its original purpose
- Supporting other ASD(FM&P) oversight needs.

The first point, the DPPC's effectiveness in fulfilling its original purpose, that of arraying manpower authorizations by mission and support functions, is discussed in this chapter. The second point, its effectiveness as a tool for supporting ASD(FM&P) oversight needs, is discussed in Chapter 5.

The DPPC's effectiveness as a mechanism for displaying manpower resources must be considered from two viewpoints:

- Limitations of the DPPC due to its nature and structure
- Inconsistencies in the way in which the DPPC displays resources.

The strengths of the structure are highlighted in Chapter 5, in the comparison of the DPPC with the DMC and the MDP. The limitations of the structure are discussed below.

## LIMITATIONS OF THE DPPC

As noted in Chapter 2, the DPPC was originally developed as a mechanism for arraying manpower resources in the DMRR. While initially used to array active component military manpower only, the structure eventually came to be used to array reserve component manpower and civilian manpower employed by DoD as well. While over time OSD has revised the structure to reflect DoD's changing interests and priorities, certain of its fundamental characteristics have largely remained the same. In some cases, these present limitations in the structure.

## Available Level of Detail

From its inception, the DPPC has aggregated PE-organized data into a few, clearly defined categories representing major areas of DoD interest. At no time has the structure contained more than three levels of indenture, or more than the current 38 summary and sub-categories (including the two little-used Miscellaneous categories of Retired Pay and International Support Funds).

Changes in the number and organization of the subcategories have been limited to highlighting selected special interests, such as the current Joint Activities, and making greater distinctions between those portions of support functions supporting other support functions and those supporting direct missions, such as Combat Installations and Support Installations. Earlier changes involved reducing use of the term "Auxiliary" functions, as a way of de-emphasizing the concept of support tail as in "tooth-to-tail."

The current DPPC has 14 major or summary categories broken into 32 second-level subcategories, two of which – Land Forces and Naval Forces, in Tactical/Mobility – are further defined by a third level of detail.[1] At its most detailed, the DPPC arrays all of DoD's active, reserve, and civilian manpower in 38 categories. While this arrangement allows representation at a level of detail appropriate for explanation in the DMRR, it represents a level of aggregation that makes understanding changes among groups of PEs very difficult. The result is that analysts must work at either the very aggregate level of detail available in the current DPPC structure, or at the PE level – there is no middle ground. Table 3-1 shows the distribution of PEs in the FY89 version of the DPPC used in this study.[2] The quantities include both currently used PEs and historical PEs no longer in use.

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[1]The fourteenth category – (Z)MISCELLANEOUS – has been recently added to the DPPC in the FY89 DMRR. Of the three subcategories included under MISCELLANEOUS, only (ZC)UNDISTRIBUTED is used in the DMRR, for reporting the Force Structure Deviation.

[2]The version of the DPPC and PE assignments used in this study is that available in June 1988. This version is comparable to the version of the DMC and associated PE assignments available at the time of this study. No attempt has been made to modify these baselines with later versions of the PE assignments. The changing nature of the PE population makes it very difficult to maintain the exact same population for each structure, since they maintain different updating cycles. The June 1988 version of the DPPC/PE assignments is not the same as that used in the FY90 DMRR, since in the intervening period changes may have been made in the PE population and associated DPPC assignments.

**TABLE 3-1**

**DISTRIBUTION OF PEs BY FY89 DPPC**

| DPPC | | Number of PEs |
|---|---|---|
| A | **Strategic** | |
| AO | Offensive Strategic Forces | 53 |
| A1 | Defensive Strategic Forces | 62 |
| A2 | Strategic Control and Surveillance Forces | 95 |
| B | **Tactical/Mobility** | |
| BA | Land Forces | |
| BAA | Division Forces | 195 |
| BAB | Theater Forces | 54 |
| BB | Tactical Air Forces | 263 |
| BC | Naval Forces | |
| BCC | Warships and ASW Forces | 117 |
| BCD | Amphibious Forces | 19 |
| BCE | Naval Support Forces | 50 |
| BD | Mobility Forces | 117 |
| H | **Communications/Intelligence** | |
| HA | Centrally Managed Communications | 61 |
| HB | Intelligence | 142 |
| J | **Combat Installations** | 89 |
| K | **Force Support Training** | 41 |
| L | **Medical Support** | 60 |
| M | **Joint Activities** | |
| MA | International Military Organizations | 6 |
| MB | Unified Commands | 43 |
| MC | Federal Support Activities | 13 |
| MD | Joint Staff | 4 |
| ME | OSD/Defense Agencies and Activities | 125 |
| N | **Central Logistics** | |
| NA | Supply Operations | 24 |
| NB | Maintenance Operations | 41 |
| NC | Logistics Support Operations | 66 |
| | Subtotal | 1,740 |

*Note:* N/A – Not applicable; total includes historical and active PEs.

TABLE 3-1

DISTRIBUTION OF PEs BY FY89 DPPC (Continued)

| DPPC | | Number of PEs |
|---|---|---|
| O | **Service Management Headquarters** | |
| OA | Combat Commands | 38 |
| OB | Support Commands | 78 |
| Q | **Research and Development/Geophysical Activities** | |
| QA | Research and Development | 1,166 |
| QB | Geophysical Activities | 40 |
| R | **Training/Personnel** | |
| RA | Personnel Support | 88 |
| RB | Individual Training | 118 |
| S | **Support Activities** | |
| SA | Support Installations | 234 |
| SB | Centralized Support Activities | 119 |
| T | **Individuals** | |
| TA | Transients | 8 |
| TB | Patients, Prisoners, and Holdees | 4 |
| TC | Trainees and Students | N/A |
| TD | Cadets | N/A |
| Z | **Miscellaneous** | |
| ZA | Retired Pay | 1 |
| ZB | International Support Funds | 2 |
| ZC | Undistributed | 17 |
| Unassigned PEs | | 96 |
| Subtotal | | 2,009 |
| Subtotal from previous page | | 1,740 |
| Total | | 3,749 |

***Note:*** N/A – Not applicable; total includes historical and active PEs.

Without consideration of the manpower authorizations actually embodied by these PEs, the data show that the current DPPC structure has several categories that include very large numbers of PEs. These groups of PEs have the potential to represent significant numbers of authorizations. The structure, however, provides no

capability to examine changes occurring within these categories, without going to the PE level of detail.

The 10 DPPC categories with more than 100 PEs represent 63 percent of all of the currently active and historical PEs now on file. Although not all of the PEs currently used have manpower associated with them, particularly in Program 6 – Research & Development, there is still the potential for high concentrations of manpower in a comparatively small number of "super categories." Two categories, Trainees and Students, and Cadets have no PEs assigned: Manpower associated with these two DPPCs is determined using resource identification Codes (RIC) discussed later in Chapter 4.

The issue is one of *availability* rather than *reporting* of additional detail. Previous efforts by OASD(FM&P) to use the DPPC in supporting Budget Execution and Review analyses had been limited by the difficulty in tracking changes over time within a given category, except at the grossest level. As noted in this analysis:

> Some of the most important aspects of the Services' plans – including major shifts in personnel among weapon systems – are transparent to an analysis that uses DPPC categories. . . . The impact of one new base may largely offset the impact of closing another base, so that in reviewing changes at the DPPC level, OSD(FM&P) is not so much looking at planned changes as it is looking at the residual impact of planned changes. It is hardly surprising if much of what happens at the DPPC level – both in terms of authorized and actual values – appears to be random fluctuation.[3]

While additional substructure – more discrete subcategories within the existing set – would not change the nature of the DPPC, making it an analytical tool rather than a tool for only displaying data, the expanded detail would allow the user to identify more homogeneous groups of PEs in which changes have occurred. The major drawback to these "super categories" is the difficulty in identifying the source of changes in manpower requirements. While some specific changes are initially identifiable at the PE level, when summarized by category within the DPPC these changes are lost. Although this level of detail has been satisfactory for the documentation demands of the DMRR, the potential exists to want to be able to examine the composition of the DoD manpower demand in more detail.

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[3]*Budget Execution Review Using Defense Planning and Programming Categories*. FM&P (RMS) (PRA). 10 December 1987.

### Suitable Only for PE-Organized Data

This is less a limitation than a statement of the DPPC's essential nature. The DPPC has been designed for use with a particular type of data – data organized by PE or having PE codes attached to them. Within this context, the DPPC can be used to array any data – fiscal, manpower authorizations, occupational inventory, organizational unit manpower, etc. As such, the DPPC is a specialized tool, appropriate only for those analyses involving PEs.

Until recently, this characteristic has meant that OSD has been somewhat limited in the potential uses of the DPPC. However, increased OSD access to Service-level manpower authorization and billet data, including the attachment of PEs to these data, opens the possibility of broadened use of the DPPC as a display tool.

## DPPC MANAGEMENT PROCEDURES

To date, management of the DPPC structure has been linked to development of the DMRR. Review and revision of the structure and the PE assignments is initiated in November preceding the annual publication of the DMRR in February. There is no separate process for reviewing and revising the structure and assignments outside of the DMRR preparation process. One result of this arrangement is that users tend to think of the DPPC almost exclusively in connection with the DMRR. Perceptions of inconveniences linked to the DMRR preparation carry over to the DPPC.

Following the finalization of the DPPC structure and PE assignments, the DASD(RM&S) issues a memorandum to the DoD principals – the Secretaries of the Military Departments, Chairman of the Joint Chiefs of Staff, Under Secretaries of Defense, Inspector General, Directors of Defense Agencies, and President of the Uniformed Services University of the Health Sciences. This document, known as the "Blue Book" because it is printed on blue paper, is the formal communication of the current DPPC structure, definitions, coding, and PE assignments, by DoD organization and DPPC category.

The publication date for this memorandum varies from year to year. The edition documenting the version of the DPPC used in the FY90 DMRR was revised, but not reissued, in June 1989. This will be the first formal communication of the revised DPPC structure and coding introduced in the *FY88 Defense Officer*

*Requirements Study*, and used in the FY89 DMRR. The previous edition of the Blue Book is dated 13 January 1987.

For preparing the DMRR, the process for reviewing and revising the DPPC structure and assignments appears to be adequate. However, for the DPPC to be a tool for broader use, additional definition of its appropriate applications and more formal procedures for recommending revisions to the structure and for making PE assignments should be considered. Currently, comments and the rationale for changes can be presented either orally or by written communication. Documentation of the rationale for changes becomes dependent on individuals rather than an institutionalized process. The result is that it becomes more difficult over time to maintain a clear track of these decisions and their supporting rationale. Records of changes in PE assignments to the DPPC are maintained by the Services.

## INCONSISTENCIES IN REPRESENTATION OF DATA

> Because the DPPC are made up of the same program elements (PE) building blocks as the Five Year Defense Program (FYDP) and the Defense Budget, the underlying data structure has had to serve a wide variety of users, both within and outside of the Department of Defense. In attempting to satisfy the various and sometimes conflicting needs of these users, the structure has, over the years, developed inconsistencies that carry over into the DPPC. As a result, the use of the DPPC for analysis of manpower requirements has been complicated by differences in the treatment of resources within and among the Military Services and Defense Agencies.[4]

This statement is just as true now as it was 12 years ago, when it was included in the DMRR for FY78. It is this relationship, documented in the DMRR/DPPC Improvement Study conducted between 1975 and 1977, that is at the heart of the inconsistencies in the use of PE data in the DPPC still found today.

As found in the first study of the DPPC, inconsistencies in the construction of PEs are replicated in the DPPC. While the particular subject areas may have changed, the condition persists. The earlier effort to improve the DPPC resulted in clearing up inconsistencies in several major areas, specifically in the Management Headquarters and Commands, Base Operations, Telecommunications, Intelligence, Research and Development, Logistics, and Individuals accounts. However, inconsistencies have crept back into the PE structure and content in the intervening years.

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[4]*Manpower Requirements Report for FY1978*, Office of the Assistant Secretary of Defense (Manpower and Reserve Affairs). March 1977. p. XVII-1.

The effectiveness of the DPPC as a tool for representing DoD organizational manpower hinges on the PEs the structure is designed to organize. While change in the eleven programs of the MDP is very rare, changes do occur in the actual PE accounts, with additions and deletions happening throughout the year.

The Services and Defense Agencies and Activities are responsible for initiating the creation, modification, or deletion of PEs, although overall control of the process rests with the DoD Comptroller. While the definition for each PE is established through the oversight and review process, the actual contents of the PE, the functions or activities and the resources associated with it, are determined by the originating organization. The PEs are constructed primarily according to the needs of the originating organization and provide a mechanism for representing each Service or agency in its own way. This means that while the same functions may occur in each Service, they are not necessarily always included in similar PEs.

Three kinds of inconsistencies can occur in relation to the DPPC:

- Similar functions are located in different types of PEs across Services, and may be assigned to different categories of the DPPC as a result
- The Services represent themselves differently within the PE structure because of the way in which they are organized, making it difficult to assign similar functions consistently to the same DPPC category
- Similar functions and similar PEs are assigned to different categories of the DPPC as a result of inconsistent application of the PE and/or DPPC definitions.

The first and second kinds of inconsistency come from differences in the way in which specific programs are packaged and differences in the way the Services are organized. The third kind of inconsistency comes from the difficulty in maintaining and applying consistent rules for constructing the contents of particular PEs over time, and from errors in assignment of PEs to DPPC.

Any attempt to discuss comprehensively the inconsistencies associated with the DPPC is bound to miss particular instances. Identification of all of the inconsistencies would require a more thorough analysis of the construction of all the PEs than was possible in this study. For this reason, examples of the various kinds of inconsistencies that can occur are discussed below.

### Similar Functions/Different Services/Different PEs

Inconsistent representation of data using the DPPC is difficult to address because many of the criticisms are based on the critic's point of view. While each Service has most of the same support functions, these support functions are frequently related to Service-specific operational forces. That does not mean that the same general kind of organizational unit cannot be found in more than one Service. Aircraft squadrons are found in the Air Force, Navy, and Marine Corps. Both the Army and the Marine Corps have division forces. All of the Services have personnel and training functions, but not all of the Services assign these functions in the same way to PEs.

Of the various differences in the assignment of similar functions to different PEs, probably the most critical is that associated with training, because of its impact on the calculation and tracking of the Individuals account. Within the MDP structure, training is defined as part of Program 8 – Training, Medical, and Other General Personnel Activities. The DPPC improvement effort of FY77 included consideration of ways to improve the representation of training functions in both the MDP and the DPPC. Standard PE definitions and structures were established and implemented in FY79.

The result of this effort has been that most, but not all, of the training provided members of the Military Services and civilian employees of DoD appears in Program 8. Over time, however, there has been some departure from this rule, with students now being assigned to operational PEs in Programs 1, 2, and 4. While the number of these PEs including students is comparatively small, the inclusion of students and trainees in them is problematic because it impedes the clean calculation of these categories of the Individuals account. As planned in the DPPC improvement study, the majority of students and trainees are assigned to PEs in Programs 5 (Guard and Reserve) and 8 (Training, Medical and Other Personnel Activities). Table 3-2 lists the FY90 PEs containing students and trainees in operational programs.

ASD(FM&P) currently uses resource identification codes as the mechanism for calculating the value for the TC (trainees and students) and TD (cadets) categories of the DPPC – primarily because these categories of manpower are not restricted to Program 5 and Program 8 PEs, in which they represent the only manpower in specific

TABLE 3-2

OPERATIONAL PROGRAM ELEMENTS CONTAINING STUDENTS/TRAINEES

| Program element code | Program element title | Resource identification code | RIC category |
|---|---|---|---|
| 0101897F | Training (Offensive) | 0044<br>0134 | Active Service Officer Student<br>Active Service Enlisted Student |
| 0102897F | Training (Defensive) | 0044<br>0134 | Active Service Officer Student<br>Active Service Enlisted Student |
| 0204156N | Readiness Squadrons | 0042<br>0132<br>0136 | Active Service Officer Student<br>Active Service Enlisted Student<br>Active Service Enlisted Trainee |
| 0204262N | Readiness Squadrons | 0042<br>0132<br>0136 | Active Service Officer Student<br>Active Service Enlisted Student<br>Active Service Enlisted Trainee |
| 0204633N | Fleet Support Training | 0042<br>0132<br>0136 | Active Service Officer Student<br>Active Service Enlisted Student<br>Active Service Enlisted Trainee |
| 0206497M | Training (Marine) | 0043 | Active Service Officer Student |
| 0207597F | Training (Tactical Air Forces) | 0044<br>0134 | Active Service Officer Student<br>Active Service Enlisted Student |
| 0401897F | Training | 0044<br>0134 | Active Service Officer Student<br>Active Service Enlisted Student |

PEs. Trainees and students in operational PEs are intermixed with the instructors providing the training, making it necessary to use some other mechanism for sorting these personnel. The RIC is that mechanism.

The RIC is a four-digit code used to identify the resources attached to each PE. There are three types of RICs: force RICs, manpower RICs, and appropriation RICs. Manpower RICs identify officer, enlisted, and civilian manpower in the active, guard, and reserve components. Individual codes identify by Service students, trainees, ROTC candidates, and the various types of DoD civilian employees (U.S. direct hire, foreign direct hire, foreign indirect hire).

The Air Force, Navy, and Marine Corps each have a small number of PEs that include students or trainees involved in weapon-specific advanced training,

primarily advanced flight training. Included in the PE may be the weapon system for which the training is being provided, as well as the instructors providing the training and the students being trained. This training is provided by the operational command (e.g., Strategic Air Command) rather than the regular training establishment (e.g., Air Training Command). All other training is accounted for under Program 5 or Program 8. Appendix A includes a complete list of the PEs containing students and trainees, and the associated RICs.

### Similar Functions/Different Services/Different Categories of the DPPC

As previously noted, many differences in the way the Services are represented in PEs are due to differences in the way the Services are organized. All of the Services, for example, have base operating and support functions, but these functions are not necessarily represented in the same places in the MDP/PEs and, therefore, in the DPPC. As noted by the Air Force in its briefing on problems in the DPPC,[5] "support" to one Service is "combat" to another Service. An often-used example of the problem raised by the Air Force is the comparison of certain organizational units in the Navy and the Air Force – Navy aircraft carriers compared to Air Force bases. At issue is the identification of selected functions as "combat" forces in the full ship's company of Navy ships, which the Air Force categorizes as base operations functions, and, therefore, "support."

This difference is due to the way the Services are organized. Each ship and submarine in the Navy is required to be operationally self-contained for long periods, requiring on board not only the usual kinds of manpower and functions required for an operational mission, but also many kinds of support, such as a personnel support chaplain, medical facilities, legal facilities, training support, and many kinds of operational support. Tactical air squadrons in both the Navy and the Air Force can be expected to include essentially the same functions – operators (pilots) and maintainers. Air Force bases, like naval air stations, include support functions associated with installations, such as base communications, base operations, and audiovisual activities. All of these functions associated with tactical forces are in Program 2.

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[5]AF/PRP briefing *Defense Planning and Programming Categories: Are We Sending the Right Message?*, undated (circa 1988).

The issue is that, when arraying these functions using the DPPC, installation support can be assigned to category J – Combat Installations, and operational PEs can be assigned to category B – Tactical/Mobility. The inclusion of support functions in Navy combatants means they are inseparable from the mission personnel in these Navy PEs. There is no analogous situation in the other Services.

The options for overcoming this problem appear to be: (1) add analogous support functions and associated manpower to the operational forces for the other Services, (2) subtract them from the particular Navy PEs, or (3) assign separate "support" PEs to appropriate shipboard forces. The first two approaches involve factoring or splitting whole PEs and distributing resources according to some set of rules. The Advanced Defense Resources Model (ADRM), using the Aggregate Element structure, and the Advanced Mission Oriented Resource Display (AMORD), as well as several other related models that apply the DMC, use this factoring approach to relate and distribute support resources to operational mission forces. The DPPC, as a structure with no automated application per se, has no associated factors for splitting aggregations of PEs. The third approach involves reassigning forces or portions of ship companies to multiple PEs, and is perhaps the most viable alternative.

### Inconsistent Use of Rules for PE Construction or DPPC Assignment

Another way in which the same function can appear in different categories of the DPPC is through errors in assignment. While rules have been made for assigning PEs to DPPCs, it sometimes happens that the assignment decisions, upon further review, need to be changed. This can occur through a misunderstanding of the contents of the PE, or through simple errors resulting from the pressure to make assignment decisions quickly and not delay DMRR preparation. Corrections are made once the error is identified, with the transmission of the corrected version distributed in the "Blue Book" review for the next DMRR.

It is not unusual for multiple Services to have elements of the same PE. For example, 0806761 – Education and Training – Health Care has elements in all four Services. Sometimes elements of the same root PE will be assigned to different categories of the DPPC. Experience has shown that this is a transitory problem, based on administrative errors. Generally, consistent rules for assigning PEs to the

DPPC have been followed. All Service elements of the same root PE are assigned to the same DPPC category, as an example.

Some inconsistencies have occurred in assigning Program 6 – Research and Development PEs to the DPPC. As described in the definition of DPPC category QA (Research and Development), the general rule is to include in the R&D DPPC all Program 6 PEs "... except those for weapon systems for which procurement is programmed during the ... FYDP projections, and for (PEs) identifiable to a Support Activities DPPC such as Medical or Personnel Support. Also excluded are operational systems development and other (PEs) not in Program 6, but containing research and development resources."[6] Most assignments are made according to this rule, the exception being selected Program 2 and 3 PEs that appear to be related to R&D management and support. Appendix E lists these PEs as such in the PE assignment to the expanded DPPC. Selected special operations forces PEs have also been assigned to DPPC QA; however, this may be due to the evolving construction of Program 11.

Inconsistencies can also occur in the way in which PEs are constructed over time. Evidence of this is largely anecdotal. However, representatives from each of the Services responsible for overseeing the DPPC/PE relationships within their Service have indicated that problems exist in maintaining consistent rules for defining similar PEs, and for determining the activities to be represented in the PE. In an effort to address this problem, the Army has developed rules for assigning functions to programs. These rules are included in Appendix B.

To reiterate, inconsistencies in the representation of data in the DPPC occur because of essential differences among the Services in the way in which they are represented in the PEs, differences in the ways in which PEs are constructed, and errors in assignment. The managers of the DPPC within OASD(FM&P) have control over only this last issue. No structure designed to use PEs as its basic data can completely avoid the problems produced by inconsistencies in the construction of PEs. Some compensation could be made through the use of factors to redistribute and balance resources among similar PEs to make them more comparable and to overcome differences in the way the Services are organized. However, this approach

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[6] *Manpower Requirements Report – FY 1990.* Department of Defense. February 1989. p. C-5.

would be very difficult to implement and also very problematic in the construction and acceptance of any set of distribution factors.

ASD(FM&P) is in the position of trying to encourage the Services to be more consistent in constructing similar PEs, until such time as a major DoD-wide review of the content and consistency of PEs is undertaken.

# CHAPTER 4

## COMPARISON OF PROGRAM ELEMENT-BASED STRUCTURES

The DPPC is not the only structure designed for use with PEs. The Major Defenses Programs (MDP) is the original structure, introduced in 1961, used to identify, organize, and group resources by PE. The coding of PEs is keyed to the MDP structure. More recently, the ASD [ASD(PA&E)] has created another structure for aggregating PEs, the Defense Mission Categories (DMC).

Each of these three structures represents a different approach for arraying PE-organized data.[1] As such, each incorporates a particular philosophy, which is reflected in its characteristics. These structures are briefly described and compared in this chapter, with further detail provided in Appendix C and Appendix D. In addition, the MDP and DMC are evaluated in terms of their potential utility as replacements for the DPPC. Alternative approaches for improving the DPPC are also addressed.

The only structures discussed in this section are those having the following characteristics:

- First, the structure must be capable of representing all the PEs.
- Second, it must use PEs exclusively as its basic component and must use only whole PEs, without attempting to go below the whole-PE level.[2]
- Third, the structure must be capable of representing the full set of DoD organizations. While several other structures that array resources exist, these structures either use multiple types of data or are too specialized,

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[1]The Defense Appropriations Budget Activities is another structure that uses PE-organized information. It has not been included in this comparison because it does not use and maintain a relationship with whole PEs, its categories are not directly comparable to the DPPC, and the representation of manpower in this structure is limited. The Operations and Maintenance (O&M) Appropriation Budget Activity is the only part of the structure relatable to the Major Defense Programs. A listing of the budget activities, by appropriation, is contained in Appendix B.

[2]All of these structures are designed to use unfragmented PE-organized data. Although some applications of these structures involve factoring and distributing PE resources among categories, these uses are only briefly described in this study. None of these applications has restricted the design of the structure so as to limit its consideration in this study.

having been tailored for use with Service-specific data or with specific Defense programs.

- Finally, the structure must bear sufficient similarity to the DPPC so as to be comparable to the DPPC. While other structures capable of representing resources are available, such as the Defense Appropriations structure, they do not have the capability to be used in lieu of the DPPC without dramatic changes in the way in which ASD(FM&P) needs are fulfilled.

The structures identified in this study and rejected for further consideration are discussed in Appendix B.

## MAJOR STRUCTURAL CHARACTERISTICS

The DPPC, MDP, and DMC have in common certain general characteristics, largely because they all are designed to array PEs. Each of the three structures categorizes groups of PEs as directly related to particular operational missions or to various support functions. However, each accomplishes this in a different way, using different categories and including different groups of PEs.

Table 4-1 shows the summary level of detail for the DPPC, MDP, and DMC. The categories shown are those providing comparable levels of detail. As can be seen from these lists, different approaches for categorizing mission-related activities and support functions have been adopted, on the basis of the particular emphasis placed on identification of mission and support. The result is that the designation of a PE as relating to a mission or support differs among the structures. This designation is fundamentally arbitrary for many PEs, in that the definition of what is support is frequently in the eye of the beholder.

A major impact of this lack of universal definitions for mission-related activities and support functions is that the use of the terms mission and support can be misleading. None of the structures identified in this study apply absolute rigor and consistency in applying the labels or concepts of "mission" and "support". All of the structures, to varying amounts, interpret selected PEs that, by name, would be related to "support" functions. The result is a gray population of PEs that can by some definitions be considered mission related, and by others support related. The size of this group of PEs is unknown.

It is important to keep this in mind in discussing differences between the DPPC, MDP, and DMC in the categorization of mission and support, and the assignment of

**TABLE 4-1**

**SUMMARY LEVEL CATEGORIES: DPPC, MDP, AND DMC**

| DPPC | MDP | DMC[a] |
|---|---|---|
| A. Strategic Forces | 1. Strategic Forces | 1. Major Force Missions |
| B. Tactical/Mobility Forces | 2. General Purpose Forces | 11. Strategic Forces |
| H. Communications and Intelligence | 3. Intelligence and Communications | 12. General Purpose Forces |
| J. Combat Installations | 4. Airlift and Sealift | 2. Defense-Wide Missions |
| K. Force Support Training | 5. Guard and Reserve | 21. Intelligence and Communications |
| L. Medical Support | 6. Research and Development | 22. General R&D |
| M. Joint Activities | 7. Central Supply and Maintenance | 23. Other Defense-Wide Missions |
| N. Central Logistics | 8. Training, Medical, and Other General Personnel Activities | 3. Defense-Wide Support |
| O. Service Management Headquarters | 9. Administration and Associated Activities | 31. Personnel Support |
| Q. R&D/Geophysical Activities | 10. Support to Other Nations | 32. Logistics Support |
| R. Training and Personnel | 11. Special Operations Forces | 33. Other Centralized Support |
| S. Support Activities | | |
| T. Individuals | | |
| Z. Miscellaneous | | |

***Note***: The most recent versions of the DPPC, MDP, and DMC were used in this study. The DPPC version is that used in the FY90 DMRR. The MDP is the version published in DoD 7045.7-H, *FYDP Program Structure*, Office of the Assistant Secretary of Defense (Comptroller), August 1988. The DMC structure discussed is that described in *Defense Mission Categories: With Program Element Assignments* (as of July 29, 1988) (Review Draft), Institute for Defense Analyses.

[a] For the purpose of this study, these categories were considered comparable to the summary level categories of the DPPC and MDP.

PEs to these categories. While each structure identifies categories of support, not all of the manpower associated with the particular functions is *ever* actually captured within the category. Most often this is due to construction of large organizational unit PEs that encompass manpower associated with "support" functions but which is actually directly related to a mission. An example of this situation can be seen by

looking at several of the Army's PEs associated with combat support/combat service support (CS/CSS) functions.

- 0202314A, Tactical Support -- Other Units (Europe)
- 0202315A, Tactical Support -- Medical Units (Europe)
- 0202317A, Tactical Support -- Administrative Units (Europe)
- 0202618A, Tactical Support -- Logistics Units (FORSCOM)
- 0202619A, Tactical Support -- Administrative Units (FORSCOM).

Each of these PEs represents a type of support. Examination of the types of units attached to the PEs shows that they contain CS/CSS units only. Each of these PEs, however, has been determined to be related to missions, rather than support, in the DPPC, MDP, and DMC.

As this example shows, the concept of support, and what is meant by support functions and categories representing support, must always be recognized as not being comprehensive, including only selected portions of the manpower performing these functions. The degree to which the manpower performing support type functions is captured by support categories is driven by the goals of the structure in trying to represent these functions.

Each of the three structures shown in Table 4-1 has parts representing combat and operational mission forces and support forces. The major difference between the MDP and the other structures is the MDP use of a separate major category for Guard and Reserve Forces (Program 5). Both the DPPC and the DMC integrate Guard and Reserve Forces into the same categories used for the active forces. The three structures have little in common, besides the shared summary-level terminology of Strategic Forces, General Purpose Forces (or the Tactical/Mobility Forces adopted by the DPPC), Communications and Intelligence, and R&D, as shown in Table 4-1.

In order to understand the detailed relationships among the three structures, and within the various categories, it is first necessary to discuss the lower levels of detail available in the structures. Table 4-2 provides the layer of detail below the summary levels. It is at this level that the specific differences between the three structures become apparent. The following discussion addresses these particular

differences. Detailed listings of all levels of indenture for the DMC are included in Appendix C.

Table 4-3 summarizes the major characteristics of the three structures, noting the level of detail, the number of summary accounts and subaccounts at the lowest level of detail, and the structure's underlying objective. Selected information on the ownership and users of the three structures is also included.

These three structures have different underlying philosophies. As discussed in Chapter 2, the DPPC's objective is to array manpower for missions separately from manpower for certain support and overhead functions. The result has been a structure with many different support categories, and a few large mission categories, with a ratio of 2 to 1 support to mission accounts represented in the structure.[3]

The MDP's original objective was to display the force "output" produced by PPBS decisions in contrast to the resource "input"-oriented Defense Appropriations structure. The MDP was created to support the detailed PPBS-required analyses by arraying dollars, forces, and manpower resources according to the military areas they support. The MDP's structure has stayed largely unchanged since its creation in 1968. It is now composed of six combat force-oriented programs and five support-oriented programs.

The DMC is a new structure, recently created by ASD(PA&E), primarily for use with the Advanced Mission-Oriented Resource Display (AMORD). The DMC's emphasis is on dividing DoD resources in PEs into three major categories: Mission Force Missions, Defense-Wide Missions, and Defense-Wide Support. Several of the DMC's major applications involve factoring the latter two categories and distributing the associated resources to related mission forces. This emphasis has resulted in the DMC being more detailed in its categorization of mission forces than in its categorization of support functions, which are limited to those associated with Defense-Wide Missions and Defense-Wide Support.

The DMC departs from the DPPC and MDP in its consideration of the Intelligence and Communications area, by including it as a Defense-Wide Mission, in

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[3]This ratio is based on the interpretation that the Strategic, Tactical/Mobility, and Communications and Intelligence categories, and their subcategories, are the only purely mission-oriented categories of the DPPC. All others represent some form of mission support or general support.

## TABLE 4-2

## STRUCTURE COMPARISON: SECOND LEVEL OF DETAIL

| DPPC | | MFP | | DMC | |
|---|---|---|---|---|---|
| **A** | **Strategic** | **1.** | **Strategic Forces** | 1 | Major Force Missions |
| A0 | Strategic Offensive Forces | | Strategic Offensive | 11 | **Strategic Forces** |
| A1 | Strategic Defensive Forces | | Strategic Defensive | 111 | Strategic Offense |
| A2 | Strategic Control and Surveillance Forces | **2.** | **General Purpose Forces** | 112 | Strategic Defense |
| **B** | **Tactical/Mobility** | | Unified Commands | 113 | Strategic C3 |
| BA | Land Forces | | Forces (Army, USAF, USMC, Navy) | 114 | Industrial and Stock Fund Support |
| BAA | Division Forces | | Operational System (Army, USAF, USMC, Navy) | 12 | **General Purpose Forces** |
| BAB | Theater Forces | **3.** | **Intelligence and Communications** | 121 | Land Forces |
| BB | Tactical Air Forces | | General Intelligence and Crypto Activities | 122 | Tactical Air Forces |
| BC | Naval Forces | | National Military Command System | 123 | Naval Forces |
| BCC | Warships and ASW Forces | | Communications | 124 | Mobility Forces |
| BCD | Amphibious Forces | | Special Activities | 125 | Special Operations Forces |
| BCE | Naval Support Forces | **4.** | **Airlift and Sealift** | 126 | General Purpose Support |
| BD | Mobility Forces | | Airlift | 2 | Defense-Wide Missions |
| **H** | **Communications and Intelligence** | | Sealift | 21 | **Intelligence and Communications** |
| HA | Centrally Managed Communications | | Traffic Management and Water Terminals | 211 | Intelligence |
| HB | Intelligence | | Special Operations and Combat Rescue | 212 | Communications |
| **J** | **Combat Installations** | **5.** | **Guard and Reserve** | 22 | **General Research and Development** |
| **K** | **Force Support Training** | **6.** | **Research and Development** | 23 | **Other Defense-Wide Missions** |
| **L** | **Medical Support** | **7.** | **Central Supply and Maintenance** | 231 | Geophysical Sciences |
| **M** | **Joint Activities** | | Supply | 232 | Space Launch Support |
| MA | International Military Organizations | | Maintenance and Service Activities – IF | 233 | Nuclear Weapons Support |
| MB | Unified Commands | | Maintenance and Service Activities – NIF | 234 | International Support |
| MC | Federal Agency Support | **8.** | **Training, Medical and Other General Personnel Activities** | 3 | Defense-Wide Support |
| MD | Joint Staff | | Personnel Procurement | 31 | **Personnel Support** |
| ME | OSD/Defense Agencies and Activities | | Individual Training and Education | 311 | Personnel Acquisition |
| **N** | **Central Logistics** | | Individual Training – Health Care | 312 | Training |
| NA | Supply Operations | | Health Care Delivery | 313 | Medical |
| NB | Maintenance Operations | | Personnel Activities | 314 | Individuals |
| NC | Logistics Support Operations | **9.** | **Administration and Associated Acts** | 315 | Federal Agency Support |
| **O** | **Service Management Headquarters** | | HQ – General Support | 316 | Other Personnel Support |
| OA | Combat Commands | | Other Support Activities | 32 | **Logistics Support** |
| OB | Support Commands | **10.** | **Support to Other Nations** | 321 | Supply Operations |
| **Q** | **R&D/Geophysical Activities** | | Support of Allies | 322 | Maintenance Operations |
| QA | Research and Development | | Military Assistance Program | 323 | Other Logistics Support |
| QB | Geophysical Activities | **11.** | **Special Operations Forces** | 33 | **Other Centralized Support** |
| **R** | **Training and Personnel** | | | 331 | Departmental Headquarters |
| RA | Personnel Support | | | 332 | Retired Pay |
| RB | Individual Training | | | 333 | Undistributed Adjustments |
| **S** | **Support Activities** | | | | |
| SA | Support Installations | | | | |
| SB | Centralized Support Activities | | | | |
| **T** | **Individuals** | | | | |
| TA | Transients | | | | |
| TB | Patients, Prisoners, and Holdees | | | | |
| TC | Trainees and Students | | | | |
| TD | Cadets | | | | |

*Note:* Summary categories are in **Boldface**.

## TABLE 4-2

## STRUCTURE COMPARISON: SECOND LEVEL OF DETAIL (Continued)

| DPPC | | MFP | | DMC | |
|---|---|---|---|---|---|
| **Z** | **Miscellaneous** | | | | |
| ZA | Retired Pay | | | | |
| ZB | International Support Funds | | | | |
| ZC | Undistributed | | | | |

*Note:* Summary categories are in **Boldface.**

## TABLE 4-3

## MAJOR CHARACTERISTICS OF DPPC, MDP, AND DMC

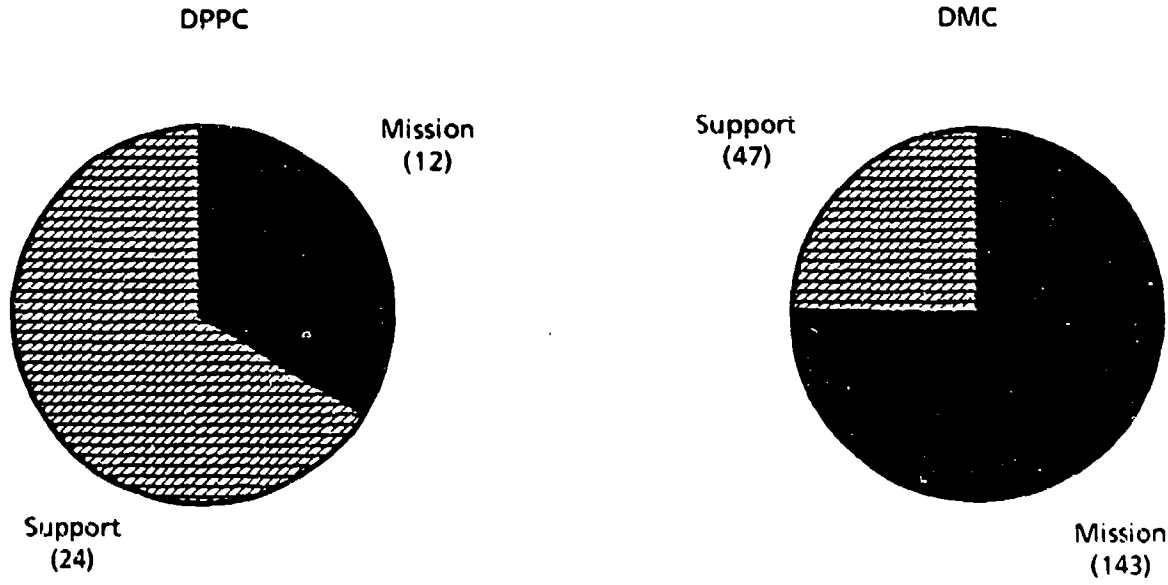
| Characteristic | DPPC | MDP | DMC |
|---|---|---|---|
| Owner | ASD(FM&P) | DoD Comptroller | ASD(PA&E) |
| Users – Primary | ASD(FM&P), ASD(PA&E), Services | All DoD | ASD(PA&E) |
| – Secondary | USD(A), CRO | | Joint Staff, other OSD organizations, Services |
| Level of detail | 2 levels of detail[a] | 3 levels of detail | 5 levels of detail |
| Number of summary level accounts | 14 summary categories | 11 major defense programs | 8 second-level categories[b] |
| Number of bottom-level subaccounts | 38 subcategories[c] | 94 third-level accounts | 190 fifth-level categories |
| Objective | Highlight certain support and overhead functions separately from mission manpower | Array resources in terms of force "output" | Maximizes relationship between mission and support forces, divides PEs into 3 major areas, emphasizing mission forces |

[a] The Tactical/Mobility DPPC alone has a third level of detail

[b] Comparable to summary levels in DPPC and MDP

[c] Students and trainees (TC and TD) are calculated using RICs, and have no PEs assigned

association with Research and Development and other Defense-Wide Missions. Even with this perspective, the DMC still has a ratio between mission and support activities, at the fifth and lowest level of detail, of 3 to 1 – 143 of the 190 Level Five categories are in the Major Force Mission area. Figure 4-1 illustrates the relative emphasis placed on mission and support functions by the DPPC and the DMC structures, by comparing the total number of accounts available at the lowest level of detail provided by the structures in terms of those that are mission-oriented and those that relate to support functions. Because of the differences in the way they handle certain functions, particularly Intelligence and Communications, the structures do not categorize the same set of functions as mission and support. These totals represent the total number of mission and support accounts, as identified by each structure.




*Note:* Number of subaccounts in Mission and Support categories shown in ( )

**FIG. 4-1. COMPARISON OF DPPC AND DMC – LOWEST LEVEL MISSION AND SUPPORT ACCOUNTS**

## STRUCTURAL COMPARISON BY CATEGORY

Having examined the major characteristics of the three structures, it is next important to examine how they relate to each other in terms of their major

categories. Figure 4-2 graphically relates the three structures. The MDP is the bridge between the DPPC and the DMC because the PEs replicate the structure of the MDP. The shaded blocks indicate those categories of the DPPC and the DMC that contain PEs in the specific program of the MDP. Operational mission categories are in the columns closest to the central programs of the MDP, with support categories radiating toward the edges. These determinations are based on the structure originators' perspective of the closeness of the category's relationship to missions, as shown in the design of the structure.

As can be seen from this figure, the DPPC and the DMC represent the MDP in very different ways, consistent with their individual objectives. The DPPC splits out the various types of support required by the operational missions, while the DMC maximizes the assignment of support PEs to the related missions. The result is that the DPPC has more summary-level categories than either of the other two structures and also represents the programs in a more fragmented manner than is possible using the DMC. The details of these relationships are described below.

### Relationship Between DPPC and MDP

The DPPC portion of Figure 4-2 illustrates the fragmentation that could be expected to result from emphasizing support functions, many of which the MDP incorporates in operational mission programs (Strategic Forces, General Purpose Forces, Intelligence and Communications, Airlift and Sealift, Guard and Reserve, and Special Operations Forces).

Although the DPPC no longer labels groups of categories as operational, mission support, or general support, this concept is found in the earliest versions of the manpower planning categories (as discussed in Chapter 2), and remnants of this approach can be seen in the current version, as discussed below.

Figure 4-2 shows several major characteristics of the DPPC. First, the DPPC defines many types of support (i.e., Force Support Training, Combat Installations, Medical Support, Joint Activities, Central Logistics, Service Management Headquarters, R&D/Geophysical Activities, Training and Personnel, and Support Activities.) This is a larger variety than can be identified by either the MDP or the DMC. These support subcategories can be identified in terms of those closely related to the operational mission programs and those involved across DoD by examining the the MDPs represented in the DPPC. Second, using the DPPC definitions confirms

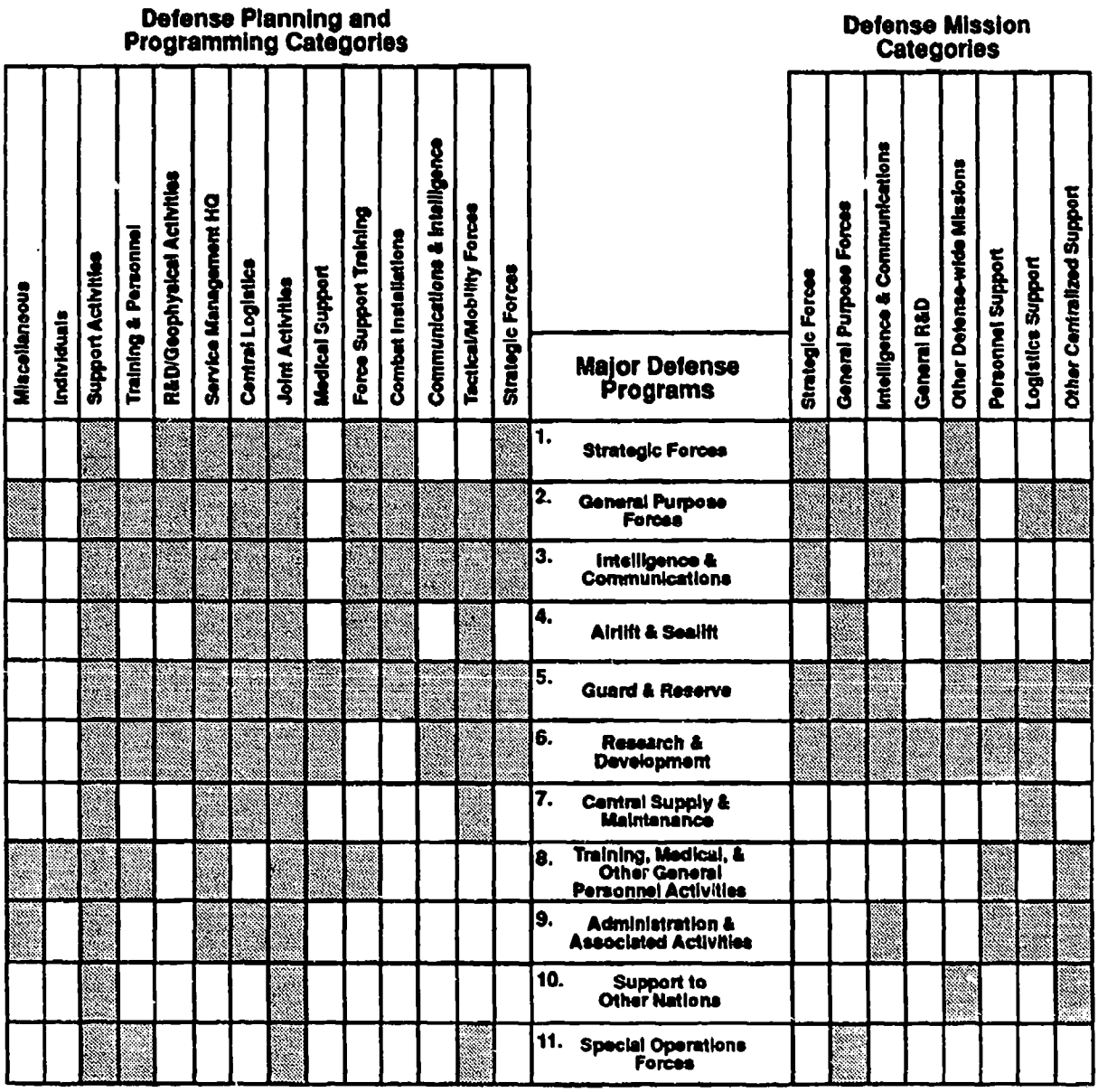



FIG. 4-2. RELATIONSHIP OF MDP TO THE DPPC AND THE DMC

that the programs of the MDP are hybrid groupings of both mission and support activities, and that support functions are distributed throughout the 11 programs. (This does not mean, however, that the DPPC stratifies all support related-PEs, but rather that *more* PEs are attached to support categories in the DPPC than in the MDP.)

It is useful to examine the specifics of the relationship between the DPPC and the MDP. The DPPC mission-oriented categories – Strategic Forces, Tactical/ Mobility Forces, and Communications and Intelligence – relate to analogous programs of the MDP, containing PEs from all of the operational mission programs (Programs 1, 2, 3, 4, 5, and 11), and from Program 6, Research and Development (R&D). The DPPC distributes Program 6 PEs among the end-use categories, with the assignment of a PE to either the operational categories or category Q – R&D/Geophysical Activities based on the presence of a funding commitment in the President's Budget.

Two DPPC categories pull out particular types of mission support associated with the operational missions: J – Combat Installations and K – Force Support Training. These two categories exemplify the DPPC strategy of focusing on particular kinds of specialized support. There are no analogous functions identified in the DMC due to differences in the assignment of PEs and the absence of comparable categories,

Combat Installations includes those base operations functions (Base Communications, Real Property Maintenance, Base Operations, and Visual Information Activities) in support of particular missions, e.g., the Air Force Strategic Air Command, or Army General Purpose Forces in Europe. This category is distinct from category SA – Support Installations, under Support Activities. The more centralized Support Activities, identifies support across all programs.

Force Support Training includes those PEs for Advanced Skill Training contained in Programs 1, 2, 3, 4, and 5. These PEs are for advanced weapon-system-specific training for active and reserve forces, and are distinct from the entry-level and skill training found in Programs 5 and 8 and captured by category RB – Individual Training.

In addition to Support Activities, other broad-based support-oriented DPPCs include M – Joint Activities, N – Central Logistics, and O – Service Management Headquarters, all of which relate to almost all of the MDPs. Joint Activities is a recently created category, responding to increased DoD interest in activities supporting organizations outside of the department, as well as those non-Service DoD organizations that draw their manpower from all of the Services, e.g., the Unified Command Staffs and the Joint Staff. Figure 4-3 provides additional detail on the

relationship between the MDP and these more diversified DPPC support categories by looking at the second level of detail in selected DPPCs.

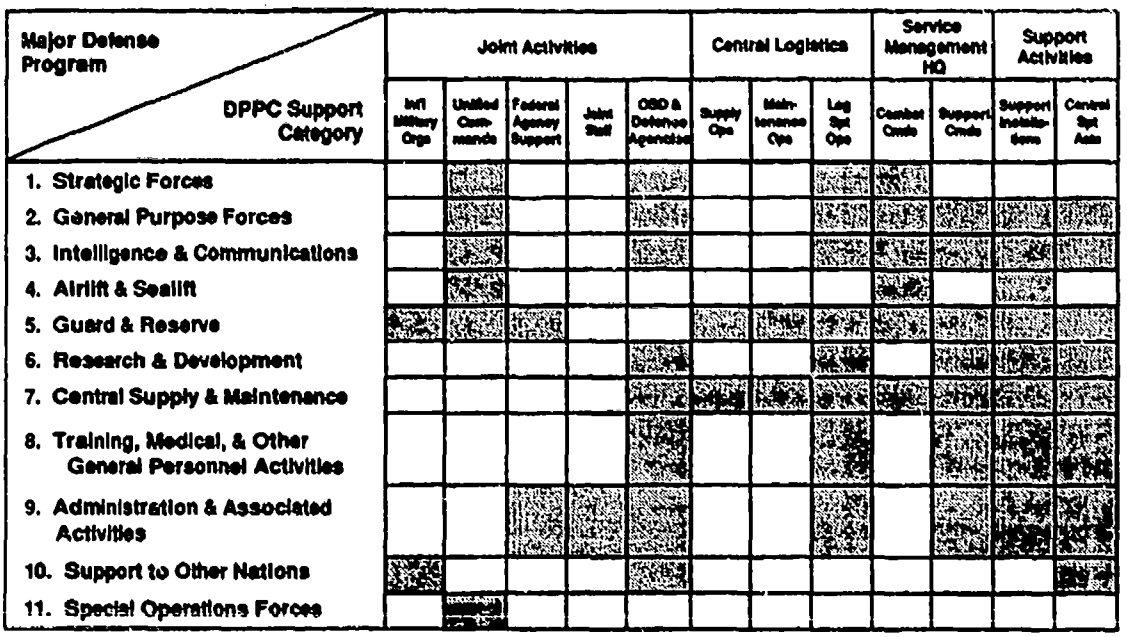



FIG. 4-3. RELATIONSHIP OF DPPC SUPPORT CATEGORIES TO MDP

As shown in this figure, the subcategories in Joint Activities and Central Logistics are more specialized than those in Support Activities and Service Management Headquarters, resulting in most cases with each subaccount relating to a very limited number of programs of the MDP. Joint Activities: Unified Commands relates to all programs with operational forces. The diversified relationships of OSD and the Defense Agencies are illustrated by the variety of programs included in Joint Activities: OSD/Defense Agencies and Activities. As the functions become more general, the variety of programs included in the subcategories is larger, as seen with the Service Management Headquarters and Support Activities categories.

In a major departure from the MDP, the DPPC identifies a separate Individuals category including Transients; Patients, Prisoners, and Holdees; Trainees and Students; and Cadets. The Individuals account represents those non-force structure manpower spaces required to keep force structure units manned at authorized levels. While both the DPPC and the DMC have Individuals categories, only the DPPC includes Trainees and Students in this account. The DMC incorporates this

manpower in the training categories, ignoring the problem of PEs containing both instructors and students. The DPPC addresses this; however, compensating calculations, using RICs, must be made in order to develop values for these categories. As noted in Chapter 3, because of inconsistencies between the Services in the representation of students in PEs, the manpower associated with trainees and students and cadets is calculated using the RICs attached to each PE. No PEs are assigned to the TC and TD DPPCs and there are no analogous subcategories in either the MDP or the DMC.

### Relationship Between DMC and MDP

Figure 4-2 also illustrates the relationship between the DMC and the MDP showing that the 11 programs of the MDP are concentrated in eight major DMC categories. Five of these DMCs focus on the six combat-oriented MDP programs, while three DMCs are oriented toward support programs. Programs 5 and 6 – Guard and Reserve, and Research and Development – are distributed among almost all of the major DMC categories, as is the case with relationships found with the DPPC.

Representation of the MDP in the DMC structure is much less fragmented than in the DPPC, primarily because of the strong emphasis of the DMC on operational missions and a relative lack of emphasis on highlighting support functions. Of the 88 cells shown in the DMC portion of the chart, only two are associated with combat-oriented forces related to support functions. Program 2 – General Purpose Forces PEs are assigned by DMC to Logistics Support (DMC 32), and Other Centralized Support (DMC 33).

The result of this concentration in the DMC is that support-related summary categories of the DMC (Personnel Support, Logistics Support, Other Centralized Support) tend to be composed largely of PEs from the support-oriented programs of the MDP, and mission-oriented categories of the DMC – those found in Major Force Missions and Defense-Wide Missions – tend to contain PEs from the combat-oriented programs of the MDP. Overall, this mission orientation of the two structures creates a much closer relationship between the MDP and the DMC. The DMC supports the mission-oriented MDP by providing more discretely detailed groups of mission-oriented categories.

## QUANTITATIVE COMPARISON OF STRUCTURES

Comparison of these structures should include not only analysis of their structural characteristics but also consideration of the quantitative implications of using different approaches to array manpower.

This part of the analysis quantifies the results of arraying the same set of PEs using the DPPC and the DMC. The purpose of this comparison is to show the way in which the same set of data would be arrayed, given the two different approaches: functionally oriented and mission oriented. No attempt has been made to replicate actual PE manpower data. Instead, surrogate data have been used to ensure consistency in the comparison and to allow the comparison to be unclassified. Actual manpower data shows different proportions in each category/structure but not different relationships. Actual data are provided in Appendix C which is classified.

Before addressing the quantitative impacts of arraying manpower by the structures, it is useful to provide some orientation regarding the way in which the MDP, DPPC, and DMC divide the set of program elements. Figures 4-4, 4-5, and 4-6 illustrate the distribution of PEs among the three structures.

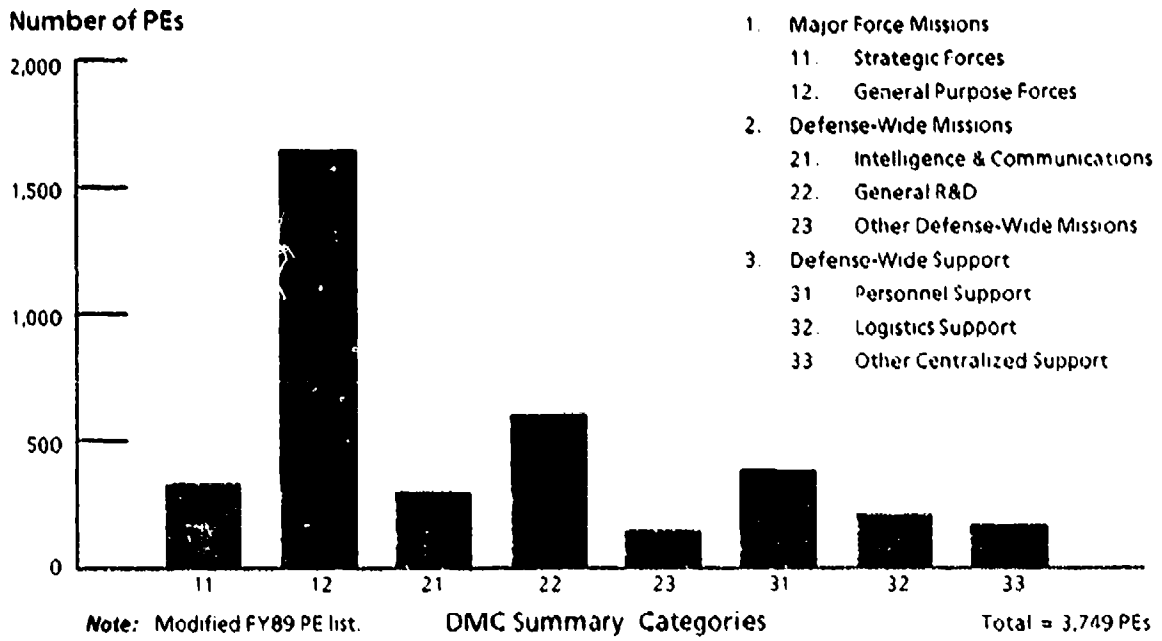



FIG. 4-4. PE DISTRIBUTION BY DMC

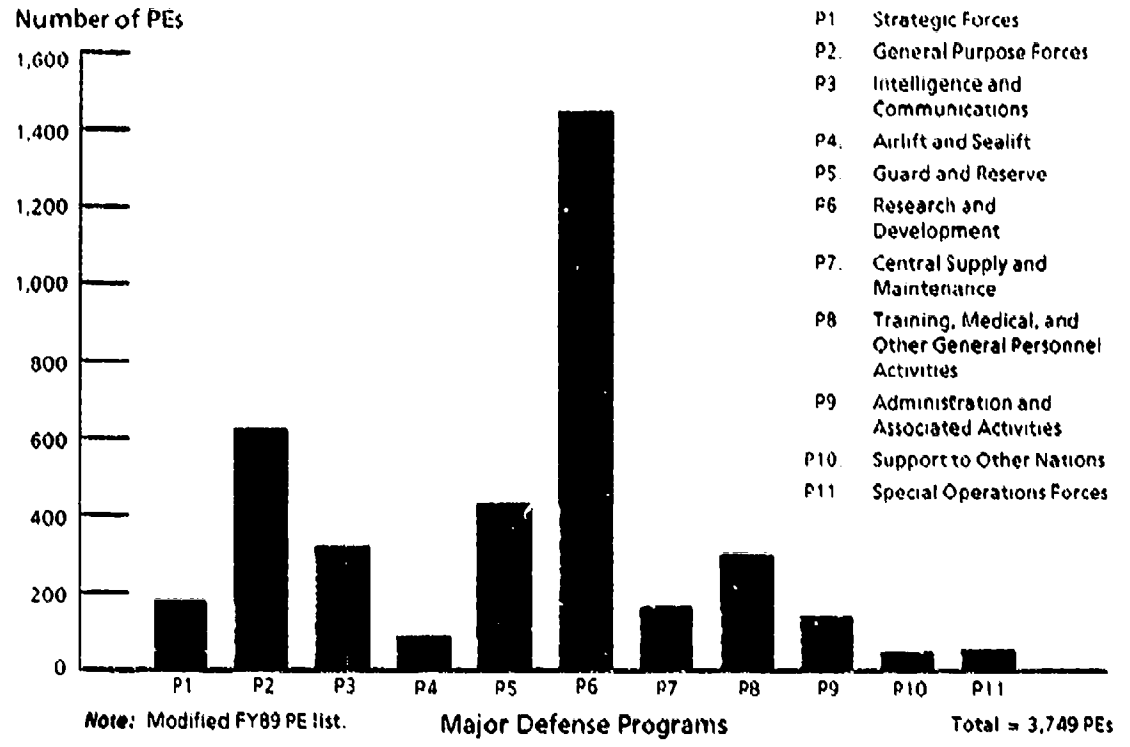



FIG. 4-5. PE DISTRIBUTION BY MDP

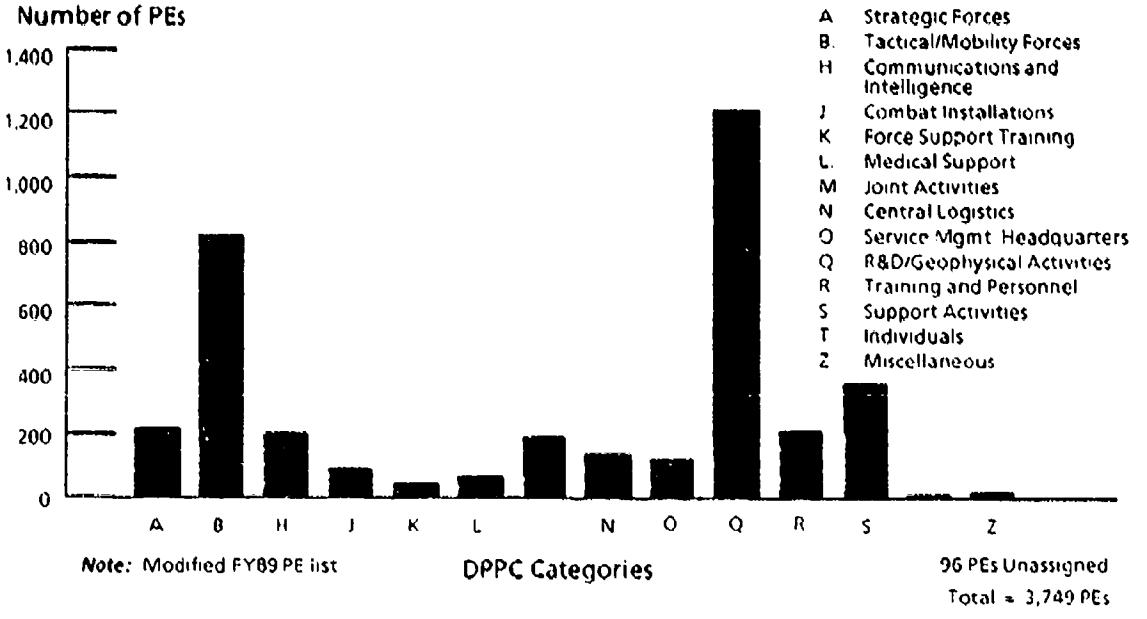



FIG. 4-6. PE DISTRIBUTION BY DPPC

There are 3,749 current and historical PEs. Both the MDP and the DMC assign all 3,749 PEs to categories at the lowest level of indenture. The current version of the DPPC does not, assigning all but 96 of the PEs. The DPPC fails to assign all of the PEs generally for one of two reasons: either the PE does not have resources identified with it, having been recently created, or it does not have significant manpower attached to it, in which case the effort has not been made to assign it to a DPPC. (This does not mean that PEs without manpower are never assigned to a DPPC, but rather that it is not unheard of for there to be a few unassigned straggler PEs). LMI has used the assignments made by the respective structure managers in the analyses discussed in this chapter.

Not every PE has manpower authorizations attached to it, and those that do have manpower do not necessarily all have significant quantities. However, the distribution of PEs among the various structures does show the potential for each structure regarding the arraying of resources. Figures 4-4, 4-5, and 4-6 indicate several key points regarding the way in which the three structures collect PEs.

The DMC (Figure 4-4) with fewer summary-level categories than either the MDP (Figure 4-5) or the DPPC (Figure 4-6), accounts for larger numbers of PEs in each category than do the other structures. This concentration of categories is due to the assignment of more PEs to missions than in the other structures, the distribution of guard and reserve forces to their applications, and the use of more generalized support categories, such as Logistic Support and Other Centralized Support.

The DPPC, having the largest number of *summary* categories (as opposed to detailed categories) over which to distribute the PEs still has several categories accounting for comparatively small numbers of PEs. In addition, many of the PEs in the DPPC support categories are assigned to the Major Force Mission categories of the DMC.

Looking at the three figures in more detail shows that the DMC has many more PEs assigned to its two Major Force Missions (Strategic and General Purpose Forces) than the other two structures. The MDP has the smallest number of PEs in the Strategic category (175); the DMC has the largest, with almost twice the number of PEs (327); and the DPPC falls between the two (210).

Differences among the General Purpose Forces categories are more dramatic. The DMC accounts for twice as many PEs (1,641) as the DPPC (815), in the

comparable Tactical/Mobility Forces category. The comparable MDP program has the smallest number of PEs (620). This is somewhat misleading, however, because of differences between the structures in the definitions of the General Purpose Forces and Tactical/Mobility Forces categories. The DMC and the DPPC include in the comparable categories not only Program 2 PEs but also PEs from Program 4 – Airlift and Sealift, Program 5 – Guard and Reserve, and Program 11 – Special Operations Forces.

The other notable difference among the three structures involves representation of R&D PEs. Program 6 in the MDP contains 1,445 PEs. The DMC distributes over one-half (601) of these PEs to operational missions or, less frequently, support activities, with the remainder assigned to the general R&D category. The DPPC is much more restrictive in distributing R&D PEs, according to the rule that R&D PEs are assigned to a mission if procurement is planned in the current budget. Because of this rule, most of these PEs (1,206) are assigned to the DPPC R&D category – QA. Program 6 PEs, however, do not tend to account for large amounts of manpower and infact, account for the single largest group of PEs not given DPPCs, as shown in Appendix C.

More detailed analyses of the differences in the way in which the structures array manpower are provided in the following discussions of the 100 Test.

### Description of 100 Test

LMI conducted a detailed comparison of the DMC and DPPC by looking at the PE assignments to the subcategories. For this analysis, a subset of only active PEs versus historical PEs were used. A neutral value of 100 has been given to each PE as a surrogate for actual total manpower which could be attached to each PE. The use of surrogate values has been necessary in order to make the discussion unclassified. A classified comparison using actual manpower data is included in Appendix C. LMI recognizes the use of a single value for each PE is misleading, in that, the actual manpower associated with PEs varies widely. The neutral value of 100 has been used for illustrative purposes only. Refer to Appendix C for a more realistic depiction of the distribution of manpower by DMC and DPPC.

In this comparison, a set of 2,707 PEs have been used to calculate values for each of the detailed subcategories of the DPPC and the DMC discussed so far. This set of PEs represents only active PEs, as of FY89. It also includes only those PEs

assigned to categories in both the DPPC and DMC. Ninety-six of the PEs in use as of July 1988 (the baseline date for this analysis) were not dual coded for both structures and have not been included in this comparison.[4] No attempt has been made to (1) include only those PEs that actually do have manpower rather than just dollars associated with them and (2) replicate the kind of manpower the PE would normally have (i.e., active, reserve, national guard, or civilian). The only purpose of this test is to demonstrate how the structures array the same set of data.

### Results of 100 Test

The following set of figures illustrates the results of the LMI 100 Test. Each figure matches DPPC categories with analogous DMC categories. In some cases there are no analogs, as in the DPPC mission-support-related categories of Combat Installations, Force Support Training, and Service Management Headquarters: Combat Commands. The lowest level of indenture for the DPPC is provided and compared to the Level 3 subcategories of the DMC, the level of detail in the DMC that most closely relates to the DPPC lowest level.

The major mission and support functions for the DPPC and the DMC are compared in Figure 4-7. For the purpose of this comparison, LMI identified 14 areas common to both structures:

- Strategic Forces
- General Purpose Forces
- Intelligence and Communications
- Research and Development
- Geophysical Activities
- Mission Support
- Personnel
- Training
- Medical
- Logistics

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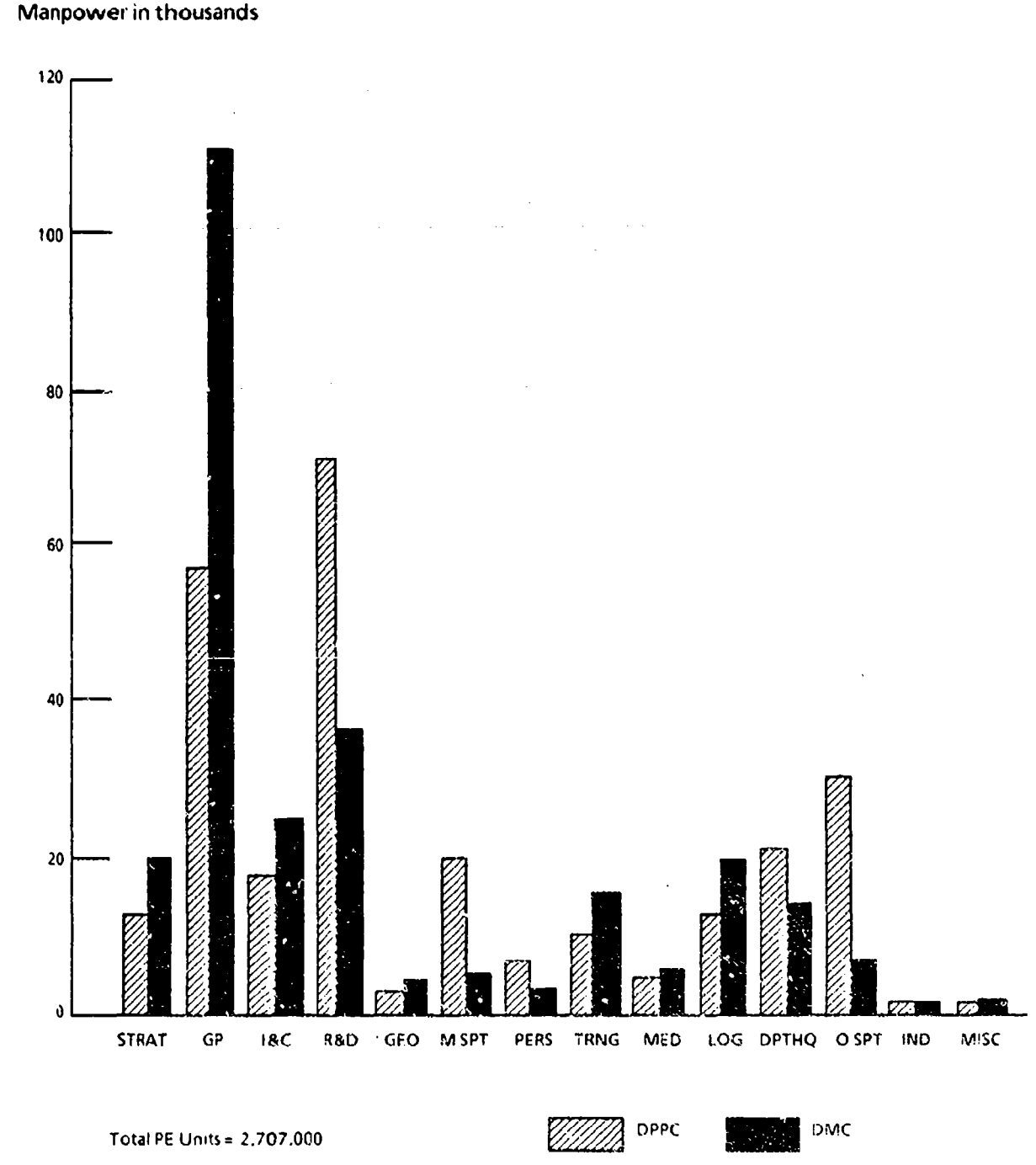
[4]The categories used in this analysis are those listed in Table 5-3 The list of PEs without dual codes for both the DPPC and the DMC is in Appendix C.




Notes: Modified FY89 PE list

GP - General Purpose and Tactical/Mobility, M SPT - Mission Support, O SPT - Other Personnel Support and Support Activities, DPTHQ - Departmental Headquarters and Joint Activities.

**FIG. 4-7. STRUCTURE COMPARISON: MAJOR AREAS DMC AND DPPC 100 TEST**

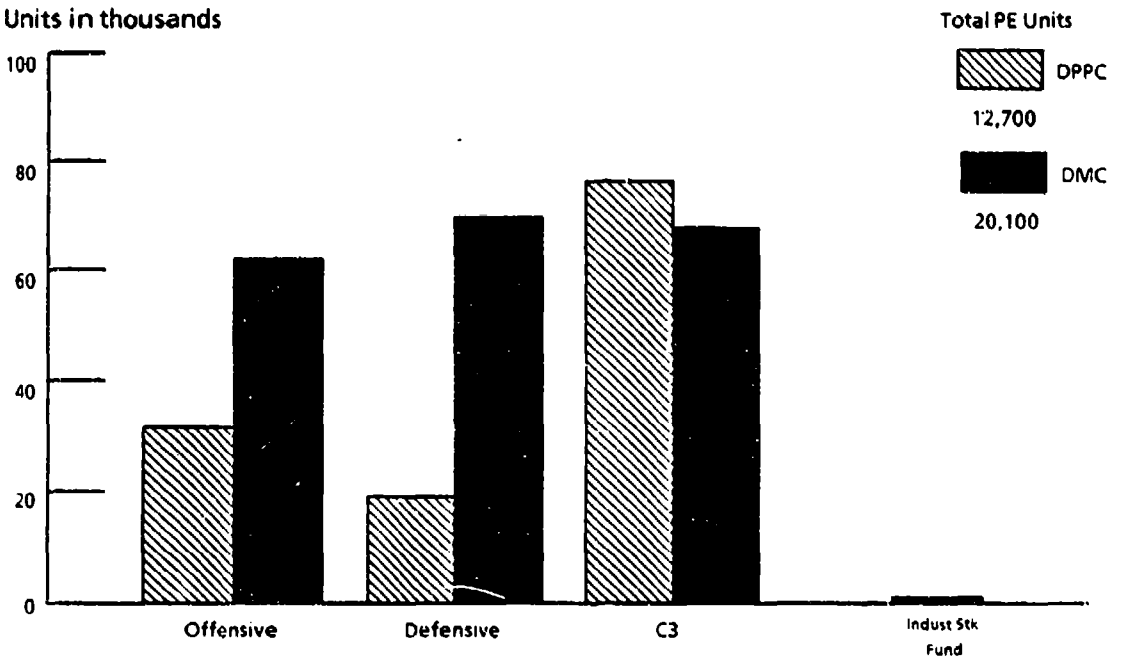
- Departmental Headquarters
- Other Support
- Individuals
- Miscellaneous.

As would be expected, the DMC emphasis on relating resources to missions results in the mission-oriented categories of Strategic Forces, General Purpose[5] Forces, and Intelligence and Communications having higher surrogate values than their DPPC analogs. The Research and Development DPPC contains more units than the analogous DMC for the same reason, assignment of PEs to user missions. It is for this reason that the categories of the DPPC associated with the support-oriented areas (Mission Support, Departmental Headquarters, and Other Support) contain noticeably larger numbers of PEs than do the analogous categories of the DMC.

The subcategories associated with the 14 major areas are matched in the following charts. Figure 4-8 compares the Strategic Forces subcategories and shows that for the 2,707 PEs the four DMC categories account for over 63 percent more units than do the three comparable DPPC categories. Strategic Control and Surveillance Forces, in the Strategic C3 category, is the the only DPPC with more manpower assigned than its DMC analog, because it includes PEs that the DMC assigns to the Strategic Defense (112), Intelligence (211), and Communications (212) categories. The one PE in the industrial stock fund DMC category is the only one of four PEs that is dual coded with a DPPC category.

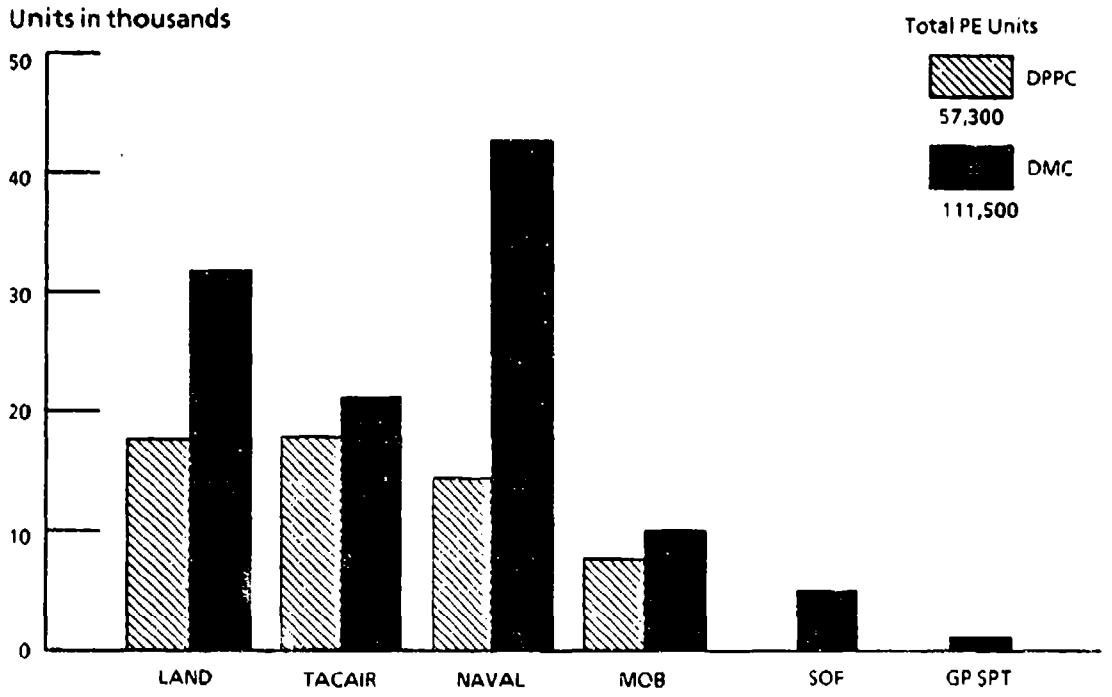
Figure 4-9 shows a similar pattern of both (1) more categories of general purpose forces in the DMC than in the DPPC and (2) almost twice as many units accounted for by the six combined DMC categories as in the Tactical/Mobility DPPC subcategories. Among the DMC categories, the Special Operations Forces are separately grouped, unlike the DPPC, which distributes them by Division and Theater Forces, Tactical Air Forces, Unified Commands, Research and Development, and Individual Training. Twenty-four of the PEs not included in this test because they have no DPPC assigned are in Program 11, Special Operations Forces. These PEs did not have resources assigned to them at the time this analysis was completed and, therefore, did not have a DPPC.

[5] In the following discussion, the surrogate values are referred to as "units."




***Note:*** Modified FY89 PE list.

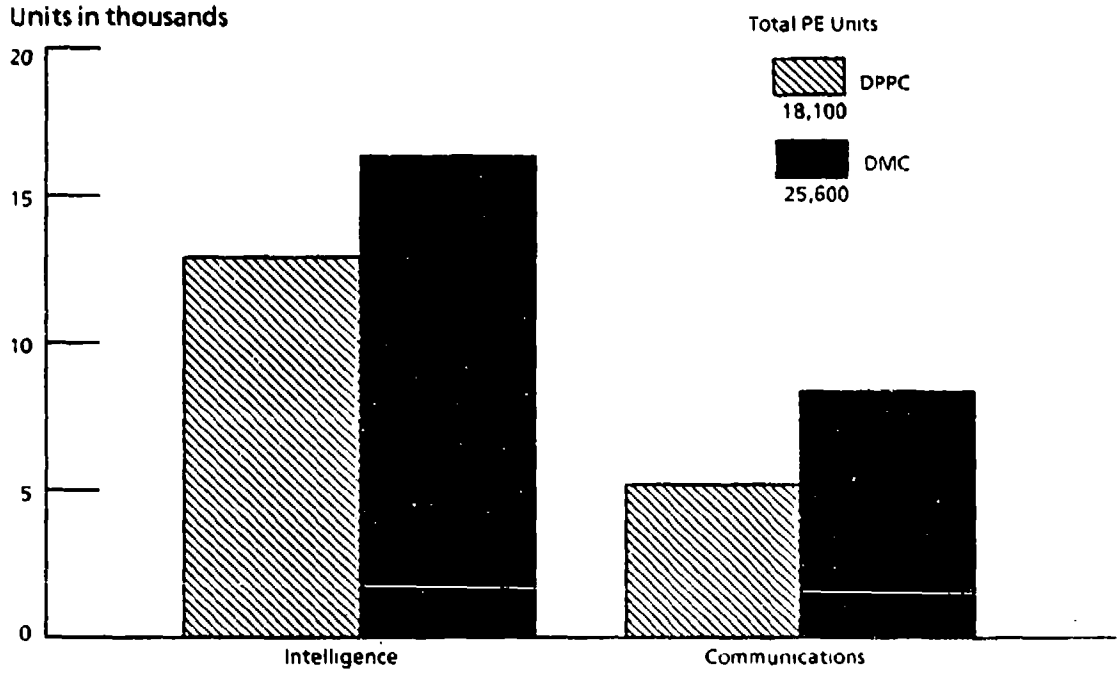
**FIG. 4-8. STRUCTURE COMPARISON: STRATEGIC FORCES DMC AND DPPC 100 TEST**




***Note:*** Modified FY89 PE list.

**FIG. 4-9. STRUCTURE COMPARISON: GENERAL PURPOSE AND TACTICAL/MOBILITY DMC AND DPPC 100 TEST**

In Figure 4-10, the pattern of DMC emphasis on consolidation of related PEs in mission-oriented categories continues, with both Intelligence and Communications including PEs that the DPPC represents in support categories.

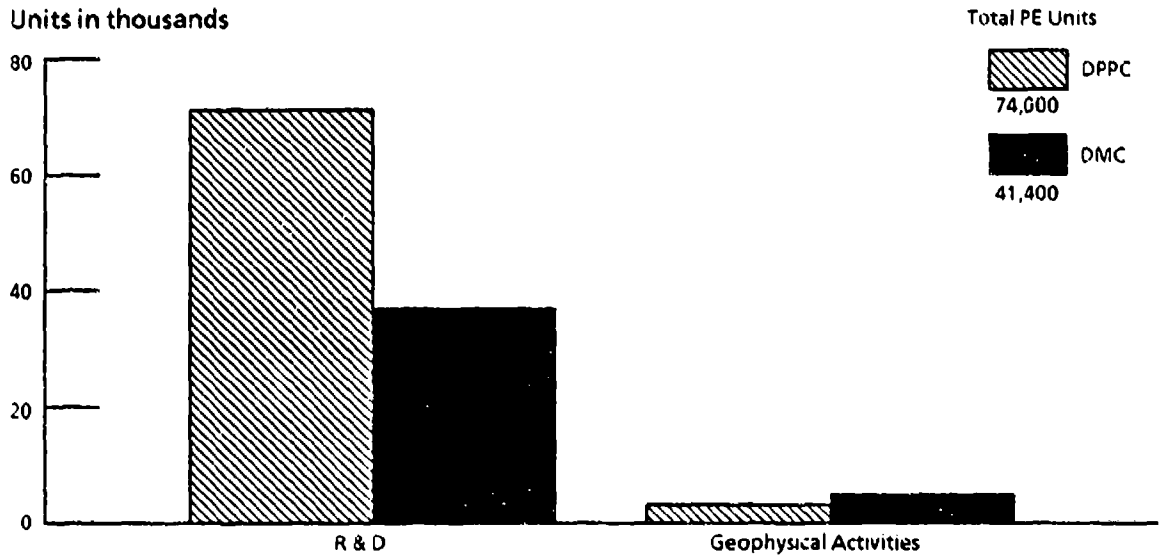



*Note:* Modified FY89 PE list.

**FIG. 4-10. STRUCTURE COMPARISON: INTELLIGENCE AND COMMUNICATIONS DMC AND DPPC 100 TEST**

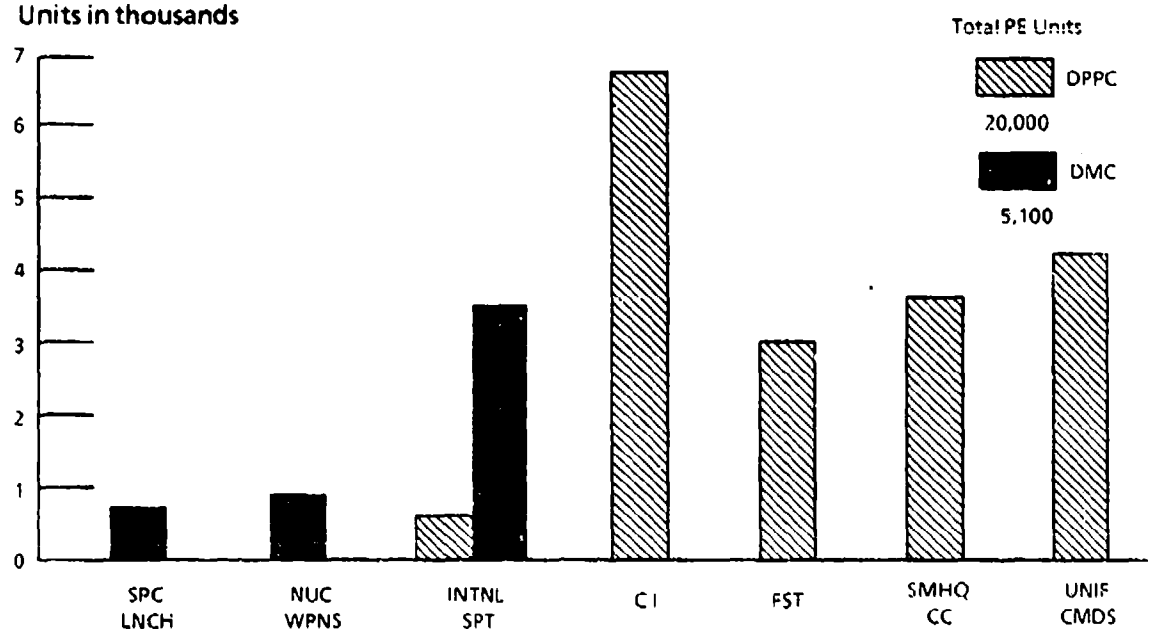
Figure 4-11 illustrates the effect of applying the different rules used in assigning PEs in the DPPC and the DMC. As noted earlier, the DMC assigns more R&D PEs to specific mission applications than does the DPPC. As a result, the DPPC has twice as many PEs attached to the Research and Development category as the DMC does. This is potentially misleading, however, in that the majority of the Program 6 PEs have little or no manpower actually assigned; resources are usually dollars only. Of the 96 PEs not included in the 100 Test, almost half (44 PEs) are Program 6 PEs with little or no manpower. The classified analysis in Appendix C demonstrates the result of applying actual manpower in these categories.

Figure 4-12 highlights the major difference between the DPPC and the DMC: the emphasis on support activities. With the exception of International Support, there are no analogs between DMC categories and the DPPC categories. Each




***Note:*** Modified FY89 PE list.

**FIG. 4-11. STRUCTURE COMPARISON: R&D AND GEOPHYSICAL ACTIVITIES DMC AND DPPC 100 TEST**




***Notes:*** Modified FY89 PE list.

CI – Combat Installations
FST – Force Support Training
SMHQ CC – Service Management Headquarters Combat Commands
SPC LNCH – Space Launch Support

**FIG. 4-12. STRUCTURE COMPARISON: MISSION SUPPORT DMC AND DPPC 100 TEST**

structure emphasizes particular – and different – aspects of support provided to operational missions. The Combat Installations DPPC category stands out in this grouping as an example of a type of mission support highlighted by the DPPC but distributed by the DMC. Force Support Training, Service Management Headquarters: Combat Commands, and Joint Activities: Unified Commands are all categories of mission-oriented support that the DMC categories link with the mission the PEs directly support.

Figure 4-13 also shows the impact of the DPPC's greater emphasis on splitting support functions from missions. The DMC Training category includes PEs that the DPPC assigns to Support Installations, R&D, and Force Support Training. The difference between the DMC category for Personnel Acquisition and the DPPC category for Personnel Support is also due to the differences in definition. The DPPC includes PEs that the DMC assigns to a variety of major force missions and defense-wide missions.

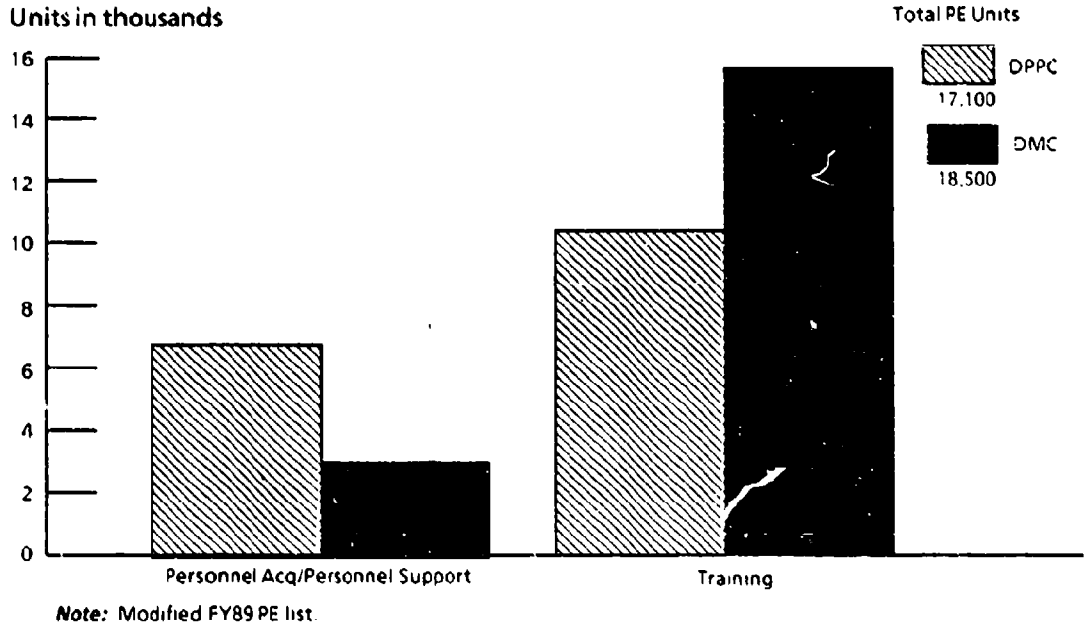
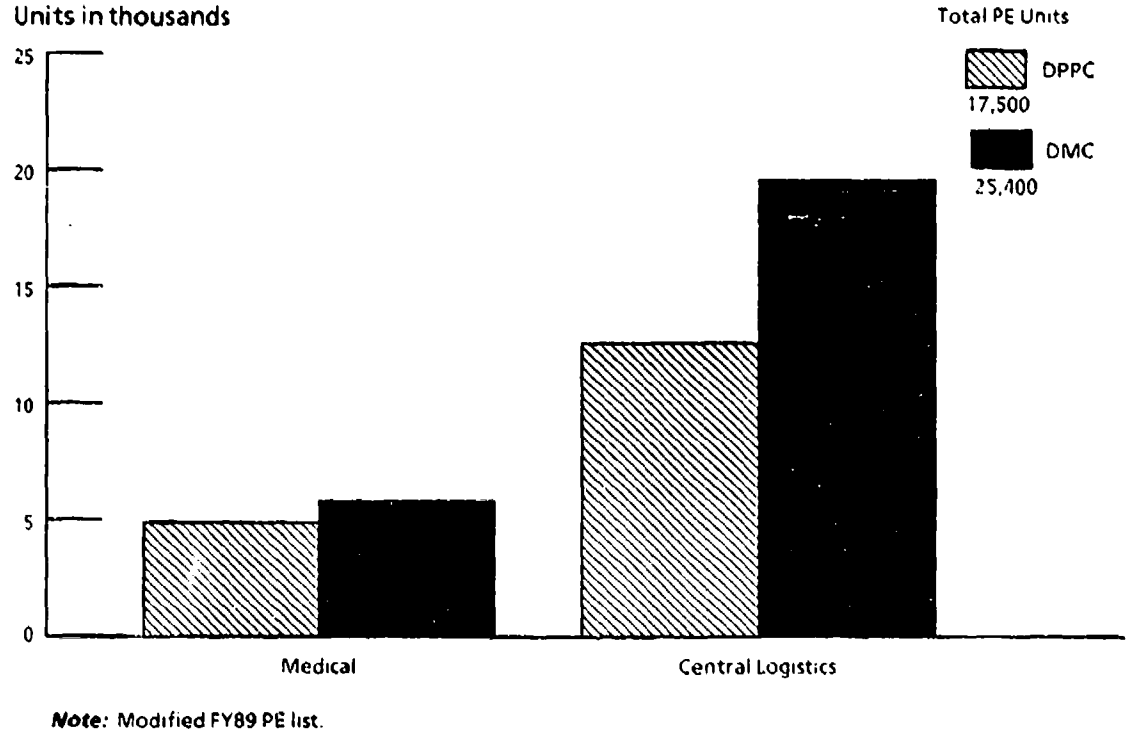



FIG. 4-13. STRUCTURE COMPARISON: PERSONNEL AND TRAINING DMC AND DPPC 100 TEST

Similar cross assignments of PEs between DPPC and DMC categories are found in the Central Logistics support categories, shown in Figure 4-13. Both the DMC Logistics Support category (32) and the DPPC Central Logistics category have the

same three subcategories: Supply Operations, Maintenance Operations, and Logistics Support Operations. However, as has been found throughout this comparison -- analogous categories do not include the same set of PEs. The difference is due to the assignment of PEs in the DPPC to categories not separately identified in the DMC, specifically Support Installations (SA) and Central Support Activities (SB).

Comparison of the Medical categories, also shown in Figure 4-14, demonstrates that despite the differences between the underlying rationale for assigning PEs to the DMC and the DPPC, there are some cases in which the function is more clearly able to be described. In this case there is very little difference in the group of PEs assigned to the DMC Medical category (58 PEs) and the DPPC Medical category (49 PEs).




***Note:*** Modified FY89 PE list.

**FIG. 4-14. STRUCTURE COMPARISON: MEDICAL AND LOGISTICS DMC AND DPPC 100 TEST**

The comparison of Departmental Headquarters functions, shown in Figure 4-15, reiterates the impact of differences in the construction of the DPPC and the DMC. Agency Support is the only type of headquarters support common to both

structures. The DMC for Departmental Headquarters includes PEs which are found in a wide variety of DPPC support categories, including:

- BA – Tactical Mobility: Land Forces
- BB – Tactical/Mobility: Tactical Air Forces
- J – Combat Installations
- OB – Service Management Headquarters: Support Commands
- MC – Joint Activities: Federal Agency Support
- MD – Joint Activities: Joint Staff
- ME – Joint Activities: OSD/Defense Agencies & Activities
- RA – Training & Personnel: Personnel Support
- SA – Support Activities: Support Installations
- SB – Support Activities: Centralized Support Activities
- ZB – Miscellaneous: International Support Funds
- ZC – Miscellaneous: Undistributed.

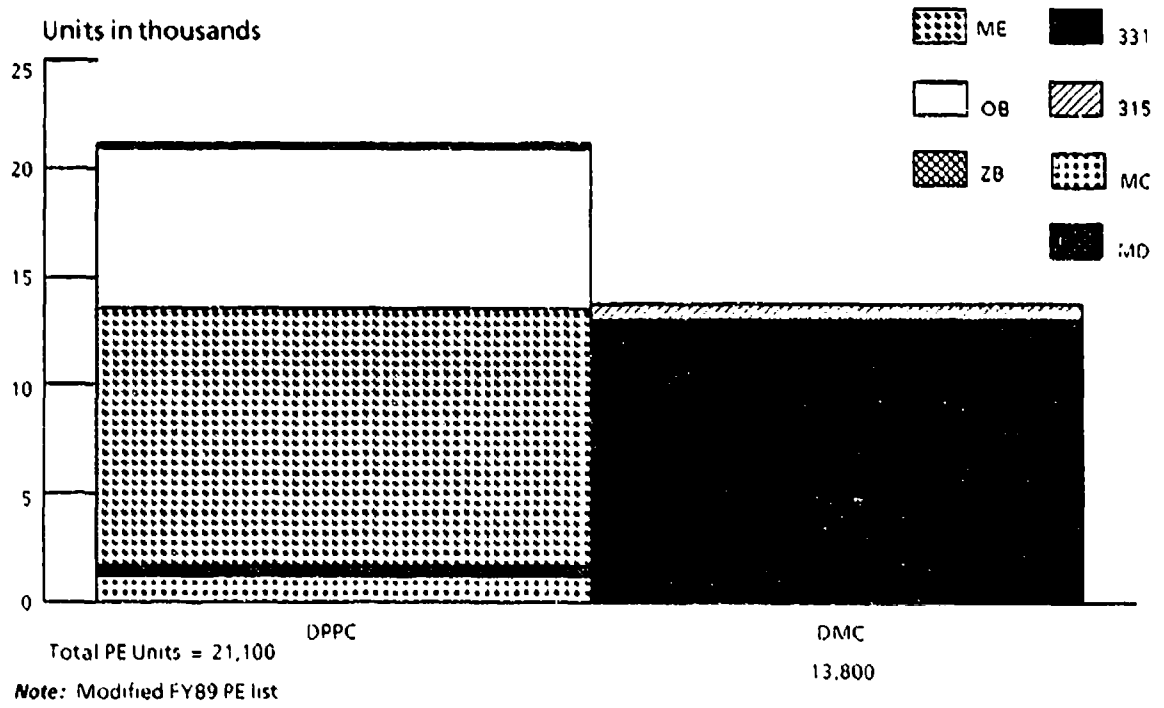



FIG. 4-15. STRUCTURE COMPARISON: DEPARTMENTAL HEADQUARTERS DMC AND DPPC 100 TEST

The DPPC and DMC categories related to Departmental Headquarters support include a diversified set of PEs from a variety of MDPs. Similar categories in the two structures include not only the same PEs, but also PEs not included by the other structure. In order to compare the structures meaningfully, we have grouped the five DPPCs most closely associated with the DMC categories for Departmental Headquarters and Federal Agency Support. The resulting combination of DPPC categories is 35 percent larger than for the DMC categories, reflecting the familiar DPPC orientation toward highlighting support aspects that the DMC tends to relate to missions.

Figure 4-16 is the final comparison between DPPC and DMC categories. This chart shows odds and ends categories – the remaining support activities, the Individuals and the Miscellaneous categories (including the Force Structure Deviation). As before, not all of these categories present clear analogs between the two structures. The DMC Other Personnel Support category includes PEs that the DPPC assigns to both Personnel Support (RA) and Support Installations (SA). The DPPC Support Installations category includes PEs that the DMC assigns not only to Other Personnel Support but also to a variety of Major Force Mission and Defense-Wide Mission categories. The more restrictive definitions of the Individuals and Forces Structure Deviation categories result in identical PE assignments, with the only difference being the inclusion of retired pay in the DPPC Miscellaneous category.

This discussion has addressed how the three major PE-based structures differ in character and in the way in which they array and handle PEs. This way of relating the DPPC to the MDP and the DMC, however, gives no indication as to whether any of these structures are "good" for the needs of the ASD(FM&P). That issue is addressed in Chapter 5.

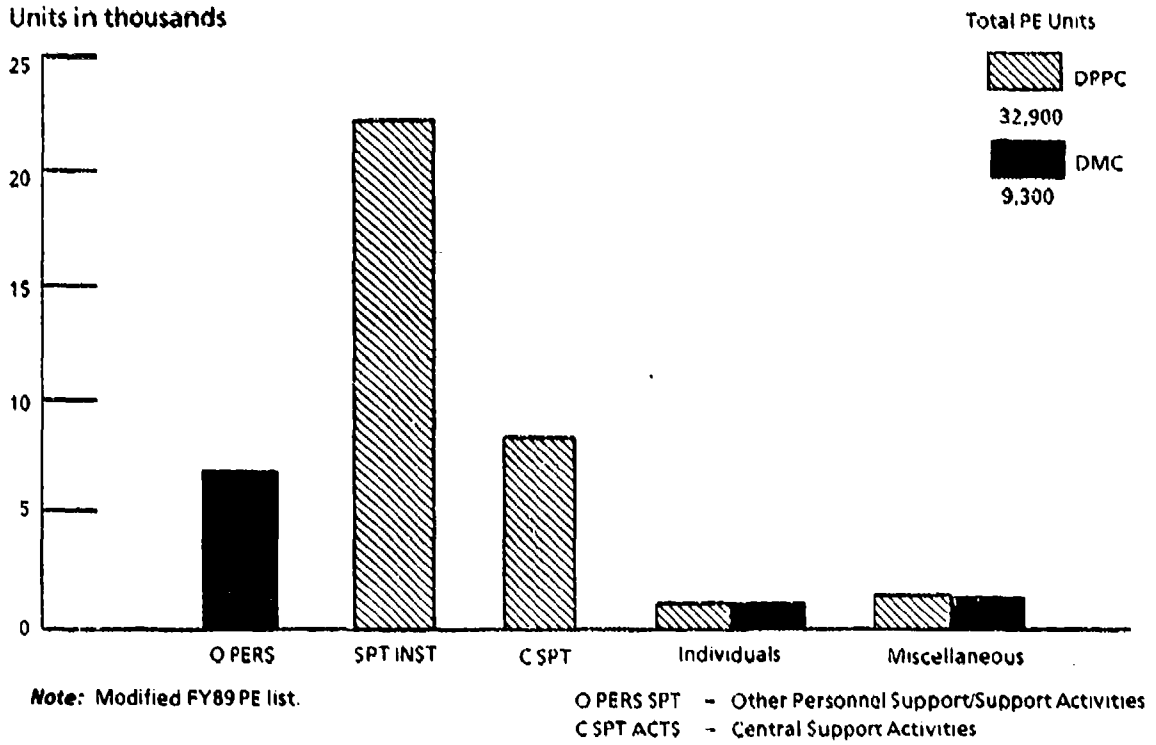



**FIG. 4-16. STRUCTURE COMPARISON: SUPPORT ACTIVITIES, INDIVIDUALS AND MISCELLANEOUS DMC AND DPPC 100 TEST**

# CHAPTER 5

# EVALUATION OF STRUCTURES

This chapter forms the core of the report, addressing as it does the central issue of the choices confronting ASD(FM&P) regarding the future of the DPPC. At issue is whether the DPPC has a place in the set of tools available to ASD(FM&P) for performing his oversight responsibilities.

Three courses of action are open regarding the DPPC:

- Keep it essentially the way it is, and use it in its current applications
- Modify it to expand its utility
- Replace it with another structure.

Regardless of the approach adopted, ASD(FM&P) should consider the DPPC as one of several specialized tools available for PE-based analyses and no longer as the only alternative to PEs.

Previous chapters have shown that the the DPPC is capable of being changed to reflect changing DoD interests. The structure is not so inflexible or detailed that changes are difficult. Leaving the structure basically unchanged while improving the management procedures will allow the use of the structure to continue in its current applications, with improved comfort and understanding on the part of the users, and potentially more interest on the part of the user community in exploring applications of the structure. This course of action will not improve the DPPC's overall capability, however.

To determine whether the DPPC should be modified or replaced in order for the ASD(FM&P) to have improved oversight capability, it is necessary to first examine ASD(FM&P) needs and responsibilities. The next section addresses this point. Following this discussion, the relative capabilities of the structures for supporting these needs are considered.

## OVERVIEW OF ASD(FM&P) OVERSIGHT INTERESTS

The utility of the DPPC as a tool to support ASD(FM&P) oversight responsibilities is determined by the issues and questions of concern to the organization. LMI used a three-pronged approach for identifying those oversight analyses that could involve the use of PE-based structures (DPPC, DMC, or MDP). This effort has focused on reviewing the issues and questions that ASD(FM&P) has been asked to address, as described by the following:

- DoDD 5124.2, *Assistant Secretary of Defense (Force Management and Personnel)*, 5 July 1985, the charter for the organization
- Congressionally mandated studies between 1985 and 1989
- Interviews with representatives from OASD(FM&P) organizations.

The result of this research, a list of general topics of interest to the ASD(FM&P) was developed. This list reflects not only the chartered responsibilities of the office, but also the nature of the congressionally requested analyses, special analyses conducted by ASD(FM&P) and reported in the DMRR, and discussions with various representatives of the organization.

On the basis of the type of data used in the particular analysis, LMI determined which analyses could involve the arraying of data according to DPPC categories. In many cases, such as analyses of functionally or occupationally specific manpower, the particular subject may change, but the type of data used would not. Analyses of personnel in medical-related occupations and analyses of personnel in aviation-related occupations would both use occupation- and pay-grade-specific data; only the set of Service occupation designators would change. Table 5-1 lists the major topical areas of interest to ASD(FM&P) as identified by LMI and the general kinds of data used for these analyses.

As can be seen from this table, of the 25 topic areas identified, only ten could involve the application of PE-based or PE-organized data.[1] It is only these analyses

[1]PE-based data refers to fiscal data produced in the FYDP or POM. PE-organized data may be PE-based data as well as other Service data to which PEs have been attached.

TABLE 5-1

ASD(FM&P) INFORMATION NEEDS

| FM&P interest | Information type |
|---|---|
| • Budget Execution and Review | • PE-based data |
| • Program Planning | • PE-based data |
| • Cost of Manpower | |
| – Compensation | • Appropriation data on pay, bonuses and allowances, and Defense family housing |
| – Personnel Support | • PE-based data on individual training, BOS |
| • Type and Mix of Manpower | |
| – Components (active, reserve) and Civilian | • PE-based data |
| – Services | • PE-based data |
| – Officers and Enlisted | • Authorizations data |
| • Resource Distribution Among Missions and Support Functions – Combat-to-Support Ratio | • PE-based data |
| • Resources for Specific Missions (using alternative definitions/structures) | • PE-based data |
| • Analysis of Specific Functions/Activities (bands, medical functions, communications, HQs) | • Unit and occupation-specific data PE codes, DPPC/PE assignments organized |
| • Analysis of FM&P Functions (training, MWR, family support, equal opportunity dependent education, personnel acquisition, etc.) | • Subject-matter-specific data, potentially arrayed by PE for fiscal analyses |
| • Relationships Between Manpower Types and Missions | • PE-organized data |
| • Geographical Assignment Distribution | • Unit-level data |
| • Productivity Analysis | • Service management information, staffing data, performance measurement analysis |
| • Manpower Readiness | • PE-based data |
| • Personnel Analysis (occupation, pay grade, length of service, inventory analysis, demographic analysis, recruit quality) | • Service personnel master files |
| • Impacts on Manpower, Personnel, and Training Needs of: | |
| – Doctrinal Changes | • Service billet data and doctrine |
| – Emerging Technologies | • Technology-specific analyses |
| – DoD Structure | • Organization-specific analyses |
| • Peacetime vs. Wartime Manpower, Personnel, and Training Needs | • WARMAPS |
| • Weapon System Manpower, Personnel, and Training Needs | • Service estimates of operators and maintainers, by occupation |
| • Manpower, Personnel, and Training R&D | • Special analyses |

that could involve the application of any of the three structures studied. The nine topic areas are summarized as follows:

- *Budget Execution and Review.* Analyses of the Services' effectiveness in developing and executing budgets, by review and analysis of the budgeted, authorized, and actual Service end strengths. Uses PE-based data. Attempts made to array by DPPC for historical analysis.

- *Program Planning.* Estimates of out year and long-range resource needs. Uses PE-based data, arrayed by DMC.

- *Personnel Support Costs.* Includes Individual Training, Base Operating Support, Medical Support, and other Personnel Support cost, such as Dependent Education. Uses PE-based data in lieu of Appropriations data because of level of exposure of specific categories.

- *Type and Mix of Manpower by Component.* Distribution of DoD manpower between the military (active and reserve components) and civilian. Can use PE-organized data in conjunction with Service authorization data.

- *Type and Mix of Manpower by Service.* Distribution of DoD manpower (military and civilian) among Services. Uses PE-based data.

- *Resource Distribution Among Missions and Support Functions : .bat-to-Support Ratio.* Can be calculated using a variety of PE-based approaches from the very detailed skills-oriented analysis to the broadly defined categories of the Major Defense Programs. The FY73 DMRR identified the following ways of evaluating Combat-to-Support relationships (these also apply to the larger issue of the distribution of resources among missions and support functions):[2]

  - *Combat skills vs. noncombat skills*, where combat skilled manpower are identified as those whose primary duty is to fire at the enemy.

  - *Intermediate combat units vs. noncombat units*, where combat units are those at the battalion, squadron, or ship level whose primary mission is to fire at the enemy.

  - *Major mission a[illegible]port categories*, such as those shown in the Defense Planning and Programming Categories, the Defense Mission Categories, and the Major Defense Programs.

  - *Modified mission and support categories.* A version of the above, with direct support activities separated and so labeled.

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[2] *Military Manpower Requirements Report for FY1973* Department of Defense. February 1972. pp 70 – 71

- *Major combat units.* Large organizational elements that engage in combat as an entity even though parts of the organizations may not directly face hostile file as their primary mission (e.g., divisions and their deployed supporting units,etc., the total wing structure, and the total fleet structure).

- *Operating forces.* All combat units, combat support units, and all deployed support.

- *Resources for specific missions.* Analysis of particular missions, i.e., Strategic Forces or General Purpose Forces, using various mission and support categorization structures. Uses PE-based data and analyses.

- *Analyses of specific functions and activities.* Manpower, personnel, or training associated with specific functions using occupation-specific data, unit descriptions, and PE-organized information for identifying authorizations.

- *Relationships between manpower types and missions/functions.* Distribution of manpower types (active, reserve, civilian) among missions. Uses PE-based data.

- *Manpower readiness.* Determined by analysis of programmed manning, inventory stability, pay grade and skill balances, and overall experience of the force (indicated by length of service). Programmed manning is based on PE data, arrayed as in the POM by DPPC.

Having identified the types of analyses that can be expected to involve the use of PE-based or PE-organized data, it is now possible to consider the capabilities of the alternatives to support these needs.

## EVALUATION OF ALTERNATIVES

As noted at the beginning of this chapter, three courses of action are open to the ASD(FM&P) regarding the DPPC: leave the structure unchanged, modify the structure, or replace the DPPC with another structure. LMI has evaluated the alternative structures according to selected characteristics of each. These characteristics are intended to be used in determining how well each structure could fulfill ASD(FM&P) needs.

The three major program element-based structures – the DPPC, the MDP, and the DMC – have been evaluated. The characteristics considered in this evaluation are qualitative, rather than quantitative, in that no quantitative values have been

assigned to the characteristics for the purpose of ranking. Table 5-2 lists the characteristics used as the basis for this evaluation.

**TABLE 5-2**

**EVALUATION CHARACTERISTICS**

1. Ownership and Users
   - Owner
   - User(s)
2. Management Procedures
   - Frequency of updating
   - Review and revision procedures
3. Structural Information
   - Levels of indenture
   - Number of summary categories
   - Number of lowest level categories
4. Objective of Structure
5. Types of Analyses Currently Supported
6. Special ASD(FM&P) Needs Supported
7. Interfacing Structures
8. Special Characteristics

## APPLICATION OF EVALUATION CHARACTERISTICS TO ALTERNATIVES

The evaluation characteristics used in this portion of the study are those deemed most useful for determining the potential utility of the structures for supporting ASD(FM&P) analytical needs. Each of these factors has some impact on the determination of whether it is ultimately more useful to modify the DPPC, to replace the DPPC, to accept that the DPPC is useful, but only for its current applications. Table 5-3 summarizes the evaluation characteristic for the DPPC, MDP, and DMC. Each factor included in the evaluation and LMI's interpretation of its implications are discussed below.

*Ownership of the Structure* is important because it concerns the control of the structure, and the freedom of ASD(FM&P) to modify the structure. The DPPC is the only one of the three structures over which ASD(FM&P) has control for the purpose of making changes, although that control is observed by Congress. The Senate Armed Services Committee has requested that it be informed of changes in the structure,

## TABLE 5-3

## EVALUATION CRITERIA APPLIED TO ALTERNATIVE STRUCTURES

| Evaluation criterion | DPPC | MDP | DMC |
|---|---|---|---|
| Owner | ASD (FM&P) | DoD Comptroller | ASD(PA&E) |
| Users: Primary<br>Secondary | ASD(FM&P), ASD(PA&E), Services USD(A), CBO | All DoD | ASD(PA&E)<br>Joint Staff, other OSD organizations, Services |
| Management Procedures<br>• Frequency of Updating<br>• Review and Revision Procedures | Annual<br>Reviewed and revised with DMRR preparation | Ongoing<br>Program change directive procedure | Triennially with FYDP update<br>To be determined |
| Structural Characteristics<br>• Levels of Indenture<br>• Summary Level Categories<br>• Lowest Level Categories | 2 levels of indenture with 3rd level in single category<br>14 summary DPPCs, 1 unreported<br>38 subcategories, 2 non-PE calculated | Three levels of indenture<br>11 major programs<br>94 subcategories | 5 levels of indenture<br>8 comparable categories<br>190 level 5 categories |
| Objective of Structure | Highlight selected support and overhead functions separately from mission manpower | Array forces, manpower, and dollars in terms of force "output" as opposed to "input" arrays by appropriations | Maximize assignment of PEs to related missions (divides PEs into three major areas, emphasizing mission forces) |
| Types of Analyses Currently Supported | DoD mission and support resource analyses, Defense Officer Requirement Study, manpower readiness, CBO mission/support budget analyses | All DoD PPBS analyses, budget execution and review | OSD Program Projection, resource planning with AMORD, force acquisition costing, JCS force analyses |
| Special ASD(FM&P) needs supported | Reporting to Congress of mission and support manpower in DMRR | Fiscal analyses and reporting | Not formally used |
| Interfacing Structures | MDP, Service authorization files, selected Service unit identification tables | Service authorization files, Service unit identification tables | MDP |
| Special Characteristics | Identifies more types of support than other two structures, separates total Individuals account, includes students and trainees (calculated by RIC) | Familiar to all DoD, separates out Guard and Reserve, Special Operations Forces at summary level of detail | Provides more detailed breakout of mission forces than DPPC or MDP, provides more detailed subcategories than other two structures, codes type of manpower (active, guard, reserve, civilian) in suffix. Has separate categories for Individuals and Special Ops |

and that the need for stability and historical continuity be kept in mind when making changes.[3] OSD has complied with this request by keeping the Congress informed of changes to the DPPC and of the rationale for them.

The broad-based use of the MDP requires that its structure be very stable, and that changes be made only under special circumstances, as in the creation of Program 11, Special Operations Forces. The structure itself is managed by the DoD Comptroller and is not considered dynamic. Changes occur, instead, at the PE level, reflecting the evolving DoD emphasis through the distribution of resources.

The DMC has been developed under the sponsorship of ASD(PA&E) on the basis of input from various OSD organizations. The Defense-Wide Support portion of the DMC was based originally on the DPPC, although the structures are only distantly similar in their current versions. While the ASD(PA&E) has expressed interest in any suggestions regarding improvements or modifications to this portion of the DMC, ultimately the structure is a tool designed for particular Program Evaluation and Analysis needs for use with the Advanced Mission Oriented Resource Display (AMORD).

*Users of the Structure.* The composition and breadth of the user community for each structure is another factor in determining how flexible the structure can be. As experienced with the MDP, the more varied the applications of the structure, the more troublesome and far-reaching the implications when changes are made to it.

It is always possible to have variations on a single structure, different versions used for different applications. This approach, however, presents special difficulties in keeping track of which version has been used for a given application, particularly when historical data are involved. Clearly defined iterations of a single structure are the most desirable. Having multiple users and multiple versions of a structure is the worst possible situation for maintaining consistency over time.

The DPPC user community is currently specialized, confined largely to the participants in the DMRR development process and those few special studies for which the DPPC has recently been used (e.g., the *Defense Officers Requirements*

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[3]Senate Armed Committee Report 92-829. "The committee requests that the Department of Defense make no changes in the categories used in these reports until such changes have been fully reviewed by the committee staff.... The committee expects this reporting system to continue measuring manpower utilization and plans in a stable, consistent manner and to avoid unnecessary or confusing accounting changes."

*Study*). Applications of a variant of the DPPC, the Aggregate Elements, used in the Advanced Defense Resource Model (ADRM), could potentially expand the current user community, although the AE structure departs from the DPPC in the use of greater levels of detail and emphasis on expansion of the structure in the mission areas.[4]

The full DMC user community has not been fully determined, primarily because of the DMC's comparative newness. There is potential for this structure to be used by a variety of users outside of the current set.

*Management Procedures* are important in evaluating the structures, for two reasons. First, a structure that is not "seriously" managed cannot be taken seriously by the potential user community. Serious management means using consistent procedures for reviewing and revising the structure and the PE assignments, and performing these functions on a regularly scheduled basis.

Second, institutionalized management procedures determine how well a structure will keep pace with the changes occurring to the structures and databases with which it interfaces. A structure that is reviewed and updated "as needed" has a greater chance of not meshing well with regularly managed structures. Also, structures with different revision cycles and procedures can be expected to be more difficult to synchronize, as experienced in this study, with the PEs not assigned in both DPPC and DMC.

Both the the DPPC and the DMC have defined management schedules. The DMC is planned to be revised three times a year, in conjunction with the FYDP updates (although this revision schedule has yet to be implemented). The DPPC is revised annually, in conjunction with the preparation of the DMRR. The MDP structure is rarely revised, but the PE accounts undergo continual change as PEs are added, modified, or deleted throughout the year. The actual MDP structure and the PE codes and descriptions are published annually in August.

The revision procedures for each structure vary from preliminary plans, for the DMC, to the formal process for submitting and revising program elements, managed

[4]The Aggregate Element structure, its relationship with the DPPC, and its use in the ADRM are discussed in Appendix C.

by the DoD Comptroller. The DMC change procedures are planned, but have not been fully developed and tested as yet.

The DPPC revision process involves distributing a revised DPPC "Blue Book" in the November before the DMRR is to be published. DMRR participants are requested to comment on DPPC assignments for their organizations' PEs. It is in conjunction with the planning for the DMRR preparation that structural revisions to the DPPC may be discussed. The most recent changes to the DPPC, however, were developed in conjunction with the 1988 *Defense Officer Requirements Study*. Service comments regarding the new structure were submitted in this context.

Neither formal procedures nor formats exist for submitting suggestions for revisions to the DPPC structure or to the PE assignments to DPPCs. The MDP/PE revision process gives the PE originators an opportunity to recommend a DPPC assignment. This information is passed by the DoD Comptroller to the ASD(FM&P), as the manager of the DPPC. In the recent past, the pressure of events and the schedule to produce the DMRR on the heels of the President's Budget submission have resulted in PE assignments to DPPCs being made ad hoc, with formal confirmation sometimes occurring after the DMRR has been published. The Services have indicated that this approach has resulted in confusion and uncertainty regarding the rationale for the assignments, and have indicated a desire for a more formal review and revision process.

*Structural Information* concerns the architecture of the structure – the number of levels of indenture, the number of summary categories, and the number of categories at the lowest level of detail. Each of the three structures has been physically defined in terms of these characteristics in Chapter 4.

The impact of these architectural characteristics on the utility of the structure is in the availability of detail. The MDP summary level of detail is defined by the 11 Defense Programs. The MDP structure is designed, as is the DPPC and the DMC, to be a nested structure, with the six-digit MDP code incorporating the Defense Program and the specific mission area, type of organizational unit (e.g., aircraft squadron, division), or geographic area. The subcategories are determined by the nature of the Defense Program. This coding structure is incorporated in the eight-digit PE number.

Review of the lower levels of indenture of the MDP, in terms of the PEs comprising each category, shows that the structure does not appear to have been revised to reflect changing DoD interests. PEs for the U.S. Space Command and NORAD are consistently assigned in PE codes of 010300, as distinct from Category 010200 – Strategic Defensive Forces. All of the PEs with the 010300 coding are space-related. Without a specific category for these 010300 PEs, they are grouped under Category 010280 – Strategic Defense: Other. It is not clear whether this is intentional or not. Similar anomalies exist in Program 8, Program 9, and Program 11, in which apparent groupings of similar PEs are not structurally defined.

A much less severe architectural inconsistency in the MDP is found in the numbering conventions for the subcategories. As described in Table 5-3, the MDP has three levels of indenture. These levels are, in fact, not consistent, and are in some cases due to inconsistent application of the categorization and numbering conventions that appear to have been used throughout the structure. One interpretation of this inconsistency is that the MDP structure, as represented in the PE numbers, is no longer being monitored.

Inconsistent numbering conventions make automatic sorting of PEs by MDP code problematic, and confuse understanding of the rationale behind the identification of PEs in programs. Inconsistencies of this type can be found in Program 1, in which the MDP code for Strategic Offensive Forces is 010000, the code for Strategic Offensive Forces: Aircraft Units is 010100, the code for Strategic Defensive Forces is 010200. Parallel coding of the Offensive and Defensive subcategories would have Offensive coded as 010100 and Aircraft Units coded as 010110. The impact of the current system is that automated sorting of PEs by categories can result in inaccurate groupings. The more consistently constructed and coded DPPC and DMC structures do not have this problem.

As discussed in Chapter 4, the DPPC and the DMC differ in the level of detail ultimately available from the structure. The DPPC provides only two levels of indenture, with the Tactical/Mobility category having selected subcategories with a third level of detail. The DMC provides five full levels of detail, with all categories having a fifth level at which PEs are actually assigned. The higher levels are used exclusively to relate fifth-level groups of PEs to each other. In addition, each fifth-level DMC category is further defined in terms of the kinds of manpower (active,

reserve, national guard, or civilian) attached to the PE. Suffixes are used to report the manpower type separately, resulting in the capability of shredding PEs by manpower type.

This difference in level of available detail affects the utility of the structure, in that it determines the homogeneity of the groups of PEs and, therefore, the ease with which changes in resources can be tracked. The lowest level of detail analysts can track in the DPPC is to the third level, as in the Division Forces subcategory in the Tactical/Mobility: Land DPPC, which contains 195 active PEs. The lowest level of detail in the DMC for the same area would be Army Non-Divisional Combat Increments: CONUS Non-Divisional Combat Units, which has five active PEs.

The DPPC and the DMC can be thought of as providing the extremes in the range of available detail. At the most summary level, the DMC divides the universe of PEs into three parts: Major Force Missions, Defense-Wide Missions, and Defense-Wide Support, which represent the most basic divisions of DoD activities. At the same time, the DMC provides the largest number of detailed categories – 190. The DPPC has both the greatest number of summary categories – 14, and the smallest number of detailed categories – 38. Thus, the DMC has the greatest range of available detail, and the DPPC has the most constrained range of detail.

*Objective of Structure* relates to the fundamental concept of the structure and provides the basis for decisions regarding the types of categories, and level of detail produced. The objectives of the DPPC and the DMC are clearly reflected in the approach employed for representing DoD missions and support functions.

The objective influences the applicability of the structure for ASD(FM&P) purposes in that each structure incorporates a particular view. If the issue of interest to ASD(FM&P) requires that the support activities be attached as much as possible to the mission, then the DMC would be more effective for accomplishing this and displaying the associated resources and PEs. If the issue requires emphasizing the various types of support DoD must provide in order to accomplish its missions, then the DPPC would be more effective as a tool for displaying resources associated with PEs.

The DMC can also be used in conjunction with existing automated systems to link support resources to related missions, through the application of distribution

factors. The DPPC has no such related automated system, although the AE structure does.

*Types of Analyses Currently Supported.* Currently, the DPPC supports certain specific requirements, primarily arraying PE-organized manpower authorizations in the DMRR and the POM. It has also been used in selected special studies and attempts have been made to use it in Budget Execution and Review analyses, with very limited success. The Navy has used the structure as a way of displaying fleet and fleet support or shore functions, for the purpose of tracking the shifting distribution of manpower resources among these major areas.

The DPPC's primary limitation is the same problem found with any PE-aggregation structure – by combining groups of PEs, the details are lost, and changes can be tracked only by their net effect on the totals. This ultimately limits the way in which the structure can be used. The DPPC is only a tool for arraying and describing resources; it cannot be used to *analyze* the results of decisions. It is useful for identifying functions in which changes have occurred, and which should be studied in more detail, however, other tools will be needed to perform the detailed studies of the changes.

The DMC has been used largely by ASD(PA&E) in special PPBS studies, and for reporting to the Senate Armed Services Committee on strategic forces. Its most broad-based use to date has been in the Planning Estimate analyses (now called Program Projection), conducted in association with the revisions to the President's Budget in the fall of 1988. The structure and associated models also have been adopted for use by USD(A) and the Joint Staff.

*Special ASD(FM&P) Needs Supported.* The DPPC currently fulfills a particular requirement of the ASD(FM&P) – arraying the manpower authorizations in the DMRR. It has been institutionalized in this use first by convention, and formally in DoDI 1110.1, which describes the DMRR and specifies the DPPC as the structure to be used in the report.[5] Replacement of the DPPC with some other structure would cause significant disruption, as indicated in requests from the Senate Armed Services Committee reports regarding the need for stability and consistency.

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[5] DoDI 1110.1. *Defense Manpower Requirements Report (DMRR).* 28 June 1979.

While the DMC has had only limited use within OASD(FM&P) to date, the potential exists for more interest. Use of the DMC by OASD(FM&P), at the very least, would allow for commonality with OASD(PA&E) and other DoD users.

*Interfacing Structures.* Each of these structures ultimately relates, through the bridge of the MDP/PEs, to other structures and databases maintained by the Services and DoD organizations. The long use of the DPPC has resulted in the the Services having incorporated the DPPC coding structure, as well as the PE codes, into manpower management databases. This is true for all four Services. DPPCs can be tracked directly or indirectly, through the PEs, to virtually all organizational units through Service databases. (The exception is Army TDA units, a problem the Army is currently addressing.)

The DMC, with its comparatively limited use to date, has had only limited exposure at the Service level. The possibility exists for much broader interfacing through the link of the PE with Service databases, but that has not occurred at this time.

*Special Characteristics.* These are the aspects of the structure that make it distinctive. All of these have been discussed in the above sections.

## SUMMARY

The two structures can be summarized in this way:

- The DPPC describes the greatest variety of support functions, has shown flexibility in responding to changing DoD interests, and is already embedded in the Services' data systems, although the full range of its potential applications has been poorly understood by its users, particularly the Military Services. It is a familiar and accepted tool for reporting DoD manpower authorizations to Congress, and there does not appear to be strong justification for replacing it for this function. The major weakness of the structure is the limited detail it can provide, and the lack of understanding the user community has regarding the most appropriate applications and the potential usefulness of the structure. Both of these are surmountable problems.
- The DMC provides the most detailed breakout of uses and resource applications of the structures, emphasizing operational missions, with less emphasis on identifying the various types of support. To date its use and

exposure have been somewhat limited; however, much interest has been expressed in exploring additional applications, and in modifying the structure to support other users' interests.

Ultimately, the question of the utility of the DPPC for supporting ASD(FM&P) oversight needs hinges on what questions are being asked. If the issue is determining the distribution of resources among missions and support, and the DPPC definition of support is appropriate – then the DPPC would be effective for descriptive purposes.

## SUGGESTED EXPANSION OF THE DPPC

On the basis of the analyses described in this chapter, LMI believes that the most useful course of action for ASD(FM&P) is to modify the DPPC to (1) make it more useful by providing more detail and (2) close the gap between the DPPC and the DMC by providing more comparable levels of detail.

LMI has developed a suggested approach for addressing the need for the DPPC to provide additional detail below that currently available. Using the current DPPC structure as the starting point, a third, fourth, and in some categories fifth level of indenture have been created. The expanded substructure is based on LMI's understanding of ASD(FM&P) analytical needs and application of approaches used in the DMC, combined with review of the unclassified descriptions of the PEs.[6]

LMI has developed the expanded DPPC by starting with the current PE assignments, and identifying groups of PEs involved in similar functions. The DMC and the MDP have been used as second sources for detailed categorizations of groups of PEs. When possible, subcategories of DPPCs associated with support functions have been defined in terms of missions supported, to improve the linkage between support and missions. The result is an expanded structure with a total of 385 categories: 14 Level 1 categories, 42 Level 2 categories, 135 Level 3 categories, 107 Level 4 categories, and 87 Level 5 categories. LMI's expanded structure, as well as a suggested set of PE assignments, is contained in Appendix E.

[6]Although the AE structure is more closely related to the DPPC, the approach used in expanding the AE structure has been to break out specific organizational units (e.g., divisions) or support functions by Service [e.g., Personnel Support (Army)]. For this reason, AE has not been used in developing an expanded version of the DPPC.

# CHAPTER 6

# CONCLUSIONS AND RECOMMENDATIONS

## CONCLUSIONS

- The DPPC is one of several structures used by DoD for arraying manpower authorizations in terms of direct missions and support activities. The structure highlights the selected types of support currently of interest to DoD. Of the three major structures actively used throughout DoD for arraying PE data, the DPPC is most effective at representing the various types of support used by DoD.

- To date, use of the DPPC has been largely confined to the DMRR, with the DPPC user community largely unaware of and uninterested in exploring alternative uses of the structure.

- The DPPC, like the other PE-based structures, replicates the basic inconsistencies in the construction of PEs. The DPPC will not be able to overcome these inconsistencies until the PEs are revised.

- The DPPC is useful only for *arraying* resources. It is not useful for evaluating the operational effectiveness of organizations or the utility of organizations in supporting a mission, or for answering questions about the achievements of manpower allocation decisions.

- ASD(FM&P) gains nothing and loses nothing by leaving the structure in its current configuration. That is, the DPPC will remain useful for description of aggregate manpower.

- ASD(FM&P) may be able to gain broader acceptance of the structure by improving its management procedures. The structure must be managed in a serious manner in order to be taken seriously as a tool. The management of the structure is now tied to the DMRR preparation process. This tends to create the impression on the part of the user community that this is the only use of the structure.

- The specialized nature of the three major PE-based structures makes them unsuitable to replace each other. Each has evolved to fill a specific role, and each is suitable for its individual niche. Characteristics of one structure may be useful for adoption by the others, however.

- The most desirable characteristic of the DMC is that it provides more discrete levels of detail than are achievable by either the DPPC or the MDP.

This affords users with the capability to track resources more closely by creating smaller, more homogeneous groups of program elements.

- An alternative open to ASD(FM&P) is to replace DPPC with another structure, specifically the DMC. Certain advantages are associated with this approach. The DMC has a potentially broader user community than the DPPC, since it is already applied in several automated systems used by ASD(PA&E), USD(A), and the Joint Staff. However, ASD(FM&P) and the Services have had limited exposure to the structure. The DMC provides more detailed groups of PEs due to the level of detail available – five levels of indenture, versus the current two levels available in the DPPC. Automated applications of the DMC involve relating support resources to missions, a critical interest of ASD(FM&P). However, this relationship is accomplished through application of distribution factors rather than through identification of a structural relationship among categories.

  Disadvantages in replacing the DPPC with the DMC, as currently configured, largely are due to the representation of support in the DMC. Several types of support highlighted in the DPPC, such as Combat Installations and Force Support Training, are not identifiable in the DMC at any level of indenture. (DMC subcategories for Base Operating Support Management Headquarters do not include the same functions represented by these DPPC categories.) This means that the alternative of "remixing" the DMC categories to more closely resemble the existing DPPC is not possible using the current DMC categories. Closer alignment between the two structures is possible through modification of the DPPC and the DMC.

- ASD(FM&P) should recognize the need for multiple tools to use in aggregating PEs, rather than relying on a single tool, such as the DPPC. It is not possible for the DPPC to fulfill all ASD(FM&P) needs. Rather each structure should be used as needed by ASD(FM&P).

- As long as ASD(FM&P) is concerned with oversight of manpower resources associated with support functions, he will need a tool for arraying resources by types of support. The DPPC is designed for this purpose and is the best-suited tool of those currently available. It has the potential for significant improvement through expansion of the substructure into more detailed subcategories.

- Broader application of the structure will be advantageous to ASD(FM&P) because it will increase consistency among manpower, personnel, and training analyses and will allow them to be discussed in a common language.

- The ever-changing PE accounts, combined with the evolving interests of DoD, mean that over time previously appropriate DPPC/PE assignments may no longer be correct. The FY77 – FY79 GRC study demonstrated that the contents of PEs and the relationship between PEs and DPPC categories

are not static, and should periodically undergo a thorough review. The current review process concentrates on incorporating new PEs, identifying historic PEs, and making those changes in DPPC/PE assignments which have arisen through particular PE changes during the year. A thorough screening and review of DPPC/PE assignments has not been performed since the GRC study. Experience, as witnessed by the Army's Task Force on the FYDP, has shown that "PE creep" occurs, subtle changes in the orientation of a PE and in the relationships among PEs. In addition, changes in mission, such as creation of the Program 11 – Special Operations Forces; increased interest in Joint Activities; the development of a significant set of PEs related to Space Activities; and the confusion among the Services regarding the relationship between communications activities and missions all show that an in-depth analysis of the DPPC/PE assignments is needed.

## RECOMMENDATIONS

We recommend the following actions to improve the use of the structures available.

First, we recommend continued use of the DPPC for selected applications such as the Defense Manpower Requirements Report. As long as the Office of the Secretary of Defense must describe manpower by highlighting certain support and overhead functions, the DPPC is the most effective tool of those currently available for accomplishing the purpose. There is no good reason for replacing the DPPC with one of the other structures, neither of which now highlights the same support and overhead functions as the DPPC. However, in order to increase the utility of the DPPC, additional detail should be made available by expanding it beyond the two levels of indenture currently available. We have developed such an expanded structure and recommend it as a starting point for pursuing this approach. This expanded structure provides the capability to more closely link support functions to missions, supporting the ASD(FM&P) need for tools to monitor changes in the relationship between missions and support.

Second, ASD(FM&P) should recognize the usefulness of other program element aggregation structures and the feasibility of translating DPPC-aggregated data into the other structures, specifically the Defense Mission Categories. The use of the DMC by the ASD(PA&E), USD (A), and the Joint Staff makes it desirable for ASD(FM&P) to be able to crosswalk readily among the major structures.

Third, DPPC management should be improved by (1) expanding the schedule for reviewing and revising the structure and program element assignments to allow

more time for review and reclama of program element assignments and structure changes, (2) institutionalizing procedures for documenting the rationale for changes and for maintaining the history of the changes, and (3) providing users more information on the DPPC's purpose and applications. This additional information could be included in the current Deputy Assistant Secretary of Defense (Resource Management and Support) memorandum, distributed throughout the Department of Defense, documenting the DPPC structure, definitions, codes, and program element assignments.

Finally, in addition to the current annual review conducted preliminary to preparing the Defense Manpower Requirements Report, thorough maintenance reviews of DPPC/program element assignments (including content review of the program elements) should be conducted by ASD(FM&P) every 5 years to ensure that program element assignments are appropriate and that the structure continues to support ASD(FM&P) needs. In conjunction with reviews of the DPPC, an historical database of PE assignments to the DPPC should be maintained.

# APPENDIX A

## EVOLUTION AND STRUCTURE OF THE DPPC

This appendix contains additional detail on the DPPC's evolution and current structure. Also included are details on the assignment of selected functions to the DPPC. Specifically, the contents of Appendix A include:

- Changes to the DoD Fiscal Guidance Categories that produced the initial Manpower Planning Categories
- Evolution of the DPPC structure
- Current DPPC definitions
- Army Rules for assigning MTOE/TOE to Program Elements (PEs)and DPPC
- Program Elements containing students/trainees.

## CHANGES TO FISCAL GUIDANCE CATEGORIES CREATING MANAGEMENT PLANNING CATEGORIES[1]

The Manpower Planning Categories used in the Military Manpower Requirements Report for FY74 were derived from the Fiscal Guidance Categories established by OASD (Systems Analysis).

The fiscal guidance categories are modified as follows to achieve manpower planning categories:

a. Sub-categories of Strategic Forces are not used.

b. Sub-categories of Naval Forces are not used.

c. Other Programs is retitled Auxiliary Forces.

d. At the request of ASD (Telecommunications), the manpower planning category, Communications, will henceforth be titled Centrally Managed Communications.

e. Sub-categories of Support to Other Nations are not used.

f. General Support is split into Mission Support Forces and Central Support Forces.

g. Mission Support Forces contains:

   1. Base Operating Support, program elements in Major Defense Programs I through V.

   2. Crew and Unit Training, which is Force Support Training in the fiscal guidance categories (excluding Individuals; see j below).

   3. Command, program elements in Major Defense Programs I through V.

h. Central Support Forces contains:

   1. Base Operating Support, program elements in Major Defense Programs VI through X.

   2. Medical Support.

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[1]Office of the Director of Defense Program Analysis and Evaluation (Resource Analysis) Memorandum In Record: Definition of Manpower Planning Categories by Program Element, September 19, 1973.

3. Personnel Support (excluding Individuals; see j below).

4. Individual Training (excluding Individuals; see j below).

5. Command, program elements in Major Defense Programs VI through X.

6. Logistics – no change.

i. The Miscellaneous Costs fiscal guidance category is irrelevant with respect to manpower planning categories.

j. Individuals are aggregated separately. Refer to Page 2 of the above mentioned memorandum and to DASD (Resource Analysis) memorandum of March 9, 1973 (copy attached) for specifics.

The following features of the mechanical treatment of manpower in the fiscal guidance categories apply to manpower planning categories also:

a. Military manpower assigned to OSD, JCS, and Defense Agencies is subtracted from the Command program element to which it is assigned and added to the category which contains the non-Service program element where the manpower is actually utilized. For example, Air Force manpower assigned to NSA and to the Air Force Security Service will appear in the Intelligence and Security category.

b. Within many of the fiscal guidance categories there are sub-aggregations entitled Consolidated Telecommunications Program (CTP). These aggregations permit machine manipulation of DoD resources for the CTP budget and should be ignored when developing manpower planning categories.

There have been two changes in the FYDP/fiscal guidance category structure since the Military Manpower Requirements Report for FY74 was published. These changes will, in some cases, cause manpower displays for FY72 to FY74 generated under the current structure to differ from those shown in the report. These changes are:

a. Aerospace Rescue and Recovery has been transferred from Geophysical Activities to Base Operating Support.

b. Trainees and students were assumed to all be in Individual Training. The manpower shown for Individual Training is the total for MDP VIII Training, less trainees, students, and cadets. Subsequent creation of student/trainee Resource Identifier Codes reveals that there are students in Force Support Training. Thus, Crew and Unit Training may be overstated in the report while Individual Training is understated by an equal amount.

## FY90 DPPC STRUCTURE[2]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - Warships and ASW Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**COMMUNICATIONS/INTELLIGENCE**
- Centrally-Managed Communications
- Intelligence

**COMBAT INSTALLATIONS**

**FORCE SUPPORT TRAINING**

**MEDICAL SUPPORT**

**JOINT ACTIVITIES**
- International Military Organizations
- Unified Commands
- Federal Support Activities
- Joint Staff
- OSD/Defense Agencies and Activities

**CENTRAL LOGISTICS**
- Supply Operations
- Maintenance Operations
- Logistics Support Operations

**SERVICE MANAGEMENT HEADQUARTERS**
- Combat Commands
- Support Commands

**RESEARCH & DEVELOPMENT/ GEOPHYSICAL ACTIVITIES**
- Research and Development
- Geophysical

**TRAINING & PERSONNEL**
- Individual Training
- Personnel Support

**SUPPORT ACTIVITIES**
- Support Installations
- Centralized Support Activities

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

**MISCELLANEOUS**
- Retired Pay
- International Support Funds
- Undistributed

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[2]Draft Program Elements by Defense Planning and Programming Categories, prepared by OASD(FM&P)(RM&S/MR) for the FY90 Defense Manpower Requirements Report.

## FY89 DPPC STRUCTURE[3]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - Warships and ASW Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**COMMUNICATIONS/INTELLIGENCE**
- Centrally-Managed Communications
- Intelligence

**COMBAT INSTALLATIONS**

**FORCE SUPPORT TRAINING**

**MEDICAL SUPPORT**

**JOINT ACTIVITIES**
- International Military Organizations
- Unified Commands
- Federal Support Activities
- Joint Staff
- OSD/Defense Agencies and Activities

**CENTRAL LOGISTICS**
- Supply Operations
- Maintenance Operations
- Logistics Support Operations

**SERVICE MANAGEMENT HEADQUARTERS**
- Combat Commands
- Support Commands

**RESEARCH & DEVELOPMENT/ GEOPHYSICAL ACTIVITIES**
- Research and Development
- Geophysical

**TRAINING & PERSONNEL**
- Individual Training
- Personnel Support

**SUPPORT ACTIVITIES**
- Support Installations
- Centralized Support Activities

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

**MISCELLANEOUS**
- Retired Pay
- International Support Funds
- Undistributed

[3]Draft Program Elements by Defense Planning and Programming Categories, prepared by OASD(FM&P)(RM&S/MR) for the FY90 Defense Manpower Requirements Report.

## FY88 DPPC STRUCTURE[4]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - Warships and ASW Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

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[4]DASD(RM&S) Memorandum, "Program Elements by Defense Planning and Programming Categories," January 13, 1987.

## FY87 DPPC STRUCTURE[5]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - Warships and ASW Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets/Midshipmen

[5]Definitions provided in Appendix; same as FY86 DPPC structure.

# FY86 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - Warships and ASW Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets/Midshipmen

## FY85 DPPC STRUCTURE[6]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - ASW and Fleet Air Defense Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees

[6]Includes definitions as appendix.

## FY84 DPPC STRUCTURE[7]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - ASW and Fleet Air Defense Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

[7] Definitions included in text.

# FY83 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
  - Division Forces
  - Theater Forces
- Tactical Air Forces
- Naval Forces
  - ASW and Fleet Air Defense Forces
  - Amphibious Forces
  - Naval Support Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
  - Combat Installations
  - Support Installations
- Medical Support
- Personnel Support
- Force Support Training
- Central Logistics
  - Supply Operations
  - Maintenance Operations
  - Logistics Support Activities
- Centralized Support Activities
- Management Headquarters
  - Defense Agencies
  - International Military Organizations
  - Unified Commands
  - Service Support – Combat Commands
  - Service Support – Support Commands
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

## FY82 DPPC STRUCTURE[8]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

[8]Includes definitions.

# FY81 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

## FY80 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

# FY79 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**TACTICAL/MOBILITY**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

# FY78 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**GENERAL PURPOSE**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**MISSION SUPPORT**
- Reserve Components Support
- Base Operating Support
- Force Support Training
- Command

**CENTRAL SUPPORT**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

# FY77 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**GENERAL PURPOSE**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

**MISSION SUPPORT**
- Reserve Components Support
- Base Operating Support
- Force Support Training
- Command

**CENTRAL SUPPORT**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

# FY76 DPPC STRUCTURE

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance Forces

**GENERAL PURPOSE**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

**MISSION SUPPORT**
- Reserve Components Support
- Base Operating Support
- Force Support Training
- Command

**CENTRAL SUPPORT**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Trainees, Students, and Cadets

## FY75 DPPC STRUCTURE[9,10]

**STRATEGIC**

**GENERAL PURPOSE**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

**MISSION SUPPORT**
- Reserve Components Support
- Base Operating Support
- Crew and Unit Training
- Command

**CENTRAL SUPPORT**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Command
- Logistics
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients and Prisoners
- Trainees, Students, and Cadets

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[9]Referred to as Manpower Categories, not Defense Planning and Programming Categories.

[10]Two new categories developed: Reserve Components Support, to pull together those personnel associated with overall administration of the Reserve Component; and Federal Agency Support, to clarify the distinction between personnel assigned to DoD headquarters and administrative activities and personnel assigned to other federal departments and agencies.

## FY74 DPPC STRUCTURE[11]

**STRATEGIC**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence and Security
- Communications
- Research and Development
- Support to Other Nations
- Geophysical Activities

**MISSION SUPPORT**
- Base Operating Support
- Training
- Command

**CENTRAL SUPPORT**
- Base Operating Support
- Medical Support
- Training
- Command
- Logistics

**INDIVIDUALS**
- Transients
- Patients and Prisoners
- Trainees, Students, and Cadets

[11]Referred to as Manpower Categories, not Defenc Planning and Programming Categories.

## FY73 DPPC STRUCTURE[12]

**MISSION FORCES**

**STRATEGIC**
- Offensive
- Defensive
- Surveillance and Control

**GENERAL PURPOSE**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**OTHER MISSION**
- Intelligence and Security
- Communications
- Research and Development
- Support to Other Nations

**GENERAL SUPPORT**
- Base and Individual Support
  - Base Operating Support
  - Medical Support
  - Other Individual Support
- Training
- Command
  - Support Outside of Service
  - Support Commands
  - Administrative Commands and Administrative Support Activities
- Logistics

[12]First DMRR. Refers to Manpower Categories, not Defense Planning and Programming Categories. Not all of the levels of indenture that are associated with the categories are, in fact, highlighted as actual categories (e.g., Command subcategories and Base and Individual Support subcategories). While these subcategories are reported and used, they are not always identified as actual elements of the overall categorization scheme.

## DPPC STRUCTURE MANDATED IN DODI 1110.1[13]

**STRATEGIC**
- Offensive Strategic Forces
- Defensive Strategic Forces
- Strategic Control and Surveillance

**TACTICAL/MOBILITY**
- Land Forces
- Tactical Air Forces
- Naval Forces
- Mobility Forces

**AUXILIARY ACTIVITIES**
- Intelligence
- Centrally-Managed Communications
- Research and Development
- Geophysical Activities

**SUPPORT ACTIVITIES**
- Base Operating Support
- Medical Support
- Personnel Support
- Individual Training
- Force Support Training
- Central Logistics
- Centralized Support Activities
- Management Headquarters
- Federal Agency Support

**INDIVIDUALS**
- Transients
- Patients, Prisoners, and Holdees
- Students, Trainees, and Cadets

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[13]This structure is provided in the current version of the DoDI regulating the DMRR, dated 28 June 1979.

# DEFENSE PLANNING AND PROGRAMMING CATEGORY DEFINITIONS

## STRATEGIC

The forces in the Strategic category of the DPPC consist of those nuclear offensive, defensive, and control and surveillance forces that have as their fundamental objective deterrence of and defense against nuclear attack upon the United States, our military forces and bases overseas, and our allies.

### Offensive Strategic Forces

This category contains program elements for land-based ICBMs, sea-based SLBMs, ballistic missile submarines and supporting ships, long-range bombers and refueling tanker aircraft, strategic cruise missiles, and operational headquarters for these forces.

### Defensive Strategic Forces

This category contains program elements for interceptor aircraft and anti-ballistic missile systems, including directly supporting communications, command, control, and surveillance and warning systems.

### Strategic Control and Surveillance

This category contains program elements for the World Wide Military Command and Control System (WWMCCS), airborne satellite and ballistic missile early warning and control systems, satellite and orbiting objects surveillance systems, and supporting radar and optical sensor systems.

## TACTICAL/MOBILITY

The forces in the Tactical/Mobility category consist of land forces (Army and Marine Corps), naval forces (Navy), and mobility forces (Army, Air Force, and Navy).

## Land Forces

This group consists of Army and Marine Corps comprising division forces and theater forces.

### *Division Forces*

This category contains PEs for Army and Marine divisions nondivisional combat brigades/regiments, other nondivisional combat forces, and tactical support forces (including helicopter support units of the Marine Air Wings). Program elements for the procurement and stockpiling of Army and Marine war reserve materiel, for Army resources for the Joint Tactical Communications Program (TRITAC), and for the Army and Marine Components of the Rapid Deployment Joint Task Force are also included in this category.

### *Theater Forces*

This category contains Army PEs for theater-wide and specialized units, including separate infantry brigades stationed in Berlin and Panama; units in Europe that provide for supply, maintenance, and security control of nuclear ammunition support of NATO; theater surface-to-surface missile units; tactical surface-to-air missile units; theater heavy engineering battalions for support of other Services; theater psychological operations, civil affairs, and unconventional warfare units; and their supporting supply, maintenance, and command and control units. Also included are similar reinforcing units in Army Forces Command.

## Tactical Air Forces

This category contains program elements for Air Force, Navy, and Marine fighter, attack, reconnaissance, and special operations squadrons; direct support aircraft, armament and electronics maintenance units, and weapon system security units; multi-purpose aircraft carriers; air-launced tactical missile systems and ground launched cruise missiles; tactical air control systems; Fleet Marine Force direct support aircraft; and operational headquarters for these forces. Also included are PEs for Air Force command control facilities and systems in Europe and the Pacific, Air Force resources for the Joint Tactical Communications Program (TRITAC), war reserve materiel, and the Air Force Component of the Rapid Deployment Joint Task Force.

## Naval Forces

The Naval Forces group includes the Navy's anti-submarine warfare (ASW) and fleet air defense forces, amphibious forces, and supporting forces.

### *Warships and Antisubmarine Warfare (ASW) Forces*

This category contains PEs for surface combatant ships (cruisers, battleships, destroyers, and frigates), fixed wing and helicopter ASW squadrons, attack submarines, mines and mine countermeasures, and tactically supporting forces. Also included are PEs for air-, sea-, and submarine-launced ordnance missiles.

### *Amphibious Forces*

This category contains PEs for amphibious assault ships, supporting ships and tactical support units, coastal/river forces, Navy special warfare forces, the Navy component of the Rapid Deployment Joint Task Force, explosive ordnance disposal forces, and inshore undersea warfare forces.

### *Naval Support Forces*

This category contains PEs for forward logistical support forces, carrier-on-board delivery squadrons, intermediate maintenance activities, fleet support ships, underway replenishment ships, construction forces, deep submergence systems, and fleet telecommunications. Also included are PEs for tactical intelligence, war reserve materiel, and the Navy component of the Joint Tactical Communications Program (TRITAC) program.

## Mobility Forces

This category contains PEs for strategic, tactical, and administrative airlift; sealift, and land movement of passengers and cargo by both military and commercial carriers, including military cargo, tanker, and support ships; and the Defense Freight Railway Interchange Fleet. This category also contains PEs for tactical medical airlift squadrons, air and sea port terminal operations, traffic management, integral command and control systems, aerospace rescue and recovery, Air Force special mission forces, and the non-management headquarters activities within the Joint Deployment Agency.

## COMMUNICATION AND INTELLIGENCE

This category contains PEs for the centrally managed communications and intelligence gathering activities.

### Centrally Managed Communications

This category contains PEs for the long-haul Defense Communications Systems, the military Service's communications systems, satellite communications systems, communications security, communications engineering and installation activities, and the Electromagnetic Compatibility Analysis Center. Excluded are PEs for base and command communications, intelligence communications, intelligence communications, and communications systems dedicated to strategic, tactical, or WWMCCS missions, and management headquarters.

### Intelligence

This category contains PEs for the centralized intelligence gathering and analytic agencies and activities of the Department of Defense (DoD), consisting of the Consolidated Cryptologic Program and the General Defense Intelligence Program, including intelligence communications.

## COMBAT INSTALLATIONS

This category contains PEs for the operation and maintenance of installations of the strategic, tactical, airlift and sealift commands (Programs 1, 2, and 4), including supporting real property maintenance, base communications, installation audiovisual support, and air traffic control. Also included are resources for installation headquarters administration and installation operational, housekeeping, and service functions.

## FORCE SUPPORT TRAINING

This category contains PEs for Air Force and Naval advanced flight training conducted by combat commands; Navy training conducted at sea and ashore in direct support of submarine, surface combatant, surveillance, and mine warfare forces; fleet level training at fleet training centers, submarine schools and anti-submarine warfare schools; and certain Army and Marine Corps unit and force-related training

activities. Included are resources for fleet readiness squadrons, and Air Force combat crew training squadrons.

### MEDICAL SUPPORT

This category contains PEs for medical care in DoD regional medical facilities, including medical centers and laboratories; and for medical care to qualified individuals in non-DoD facilities. This category also includes research and development PEs in support of medical research, medical equipment and systems, and health care in station hospitals and medical clinics.

### JOINT ACTIVITIES

This category contains PEs for those source manpower billets which are outside of service control. They include manning requirements of such organizations as the Office of the Joint Chiefs of Staff, and the like.

#### International Military Organizations

This category contains the PEs for the Military Services' support of the headquarters of international military organizations. Examples are: NATO, United Nations Command (Korea).

#### Unified Commands

This category contains the PEs for the Military Services' support of the headquarters of the unified commands. Examples are: U.S. European Command, U.S. Pacific Command, etc.

#### Federal Agency Support

This category contains PEs for military and civilian DoD manpower assigned on a reimbursable or nonreimbursable basis to support other federal agencies.

#### Joint Chiefs of Staff

This category contains the PE codes for the staff of the Chairman, Joint Chiefs of Staff.

### OSD/Defense Agencies/Activities

This category contains the PE codes for the Staffs of the Secretary of Defense and Defense Agencies and Activities.

## CENTRAL LOGISTICS

This group includes centrally-managed supply, procurement, maintenance, and logistics support activities.

### Supply Operations

This category contains PEs for the operation of supply depots and centers, inventory control points, and centralized procurement offices, and for military personnel support to the Defense Logistics Agency (DLA). It also includes resources for POL pipeline and storage operations and other resources specifically identified and measurable to centralized supply operations.

### Maintenance Operations

This category contains PEs for the centralized repair, modification, and overhaul of end items of equipment and their components conducted at depots, arsenals, reprocessing facilities and logistic centers.

### Logistics Support Operations

This category contains PEs for centralized logistic activities, other than supply and maintenance. Specifically included are PEs for industrial preparedness.

## SERVICE MANAGEMENT HEADQUARTERS

This category contains the PEs for the Service combat and supply commands.

### Combat Commands

This category contains the PEs for the headquarters of the military Service combat commands, i.e., those in Major Defense Programs 1, 2, and 4. Examples are: U.S. Army, Europe, U.S. Navy, Pacific Fleet; Strategic Air Command.

### Support Commands

This category contains the PEs for the headquarters of military Service support commands, i.e., those in Major Defense Programs 3, 6, 7, 8, and 9.

## RESEARCH AND DEVELOPMENT

This category also includes PEs for geophysical activities.

### Research and Development Activities

This category contains all research and development (Program 6) PEs, except those for weapons systems for which procurement is programmed during the Five Year Defense Program (FYDP) projection and for PEs identifiable to a Support Activities category of the DPPC such as Medical or Personnel Support. Also excluded are operational systems development and other PEs not in Program 6, but containing research and development resources.

### Geophysical Activities

This category contains PEs for meteorological, topographic, oceanographic, and navigational activities, including the Defense Meteorological Satellite Program, the Air Force and Navy weather services, navigational satellites, oceanography, and mapping, charting, and geodesy activities.

## TRAINING AND PERSONNEL

### Individual Training

This category contains the staff and faculty PEs for formal military and technical training and professional education of military personnel conducted under centralized control of Service training commands. PEs include those for recruit training, officer acquisition training (including ROTC), general skill training, flight training, professional development education, health care individual training, and training support activities. This category also includes research and development PEs in support of new or improved training equipment, techniques, and technology.

### Personnel Support

This category contains PEs for provision of varied services in support of personnel, including recruiting and examining, the overseas dependents education

program, Section 6 schools, reception centers, disciplinary barracks, centrally-funded welfare and morale programs, the American Forces Information Program, civilian career training and intern programs, and the VEAP program. This category also includes research and development PEs for human factors and personnel development research.

## SUPPORT ACTIVITIES

The Support Activities category consists of the base operating support functions for support installations and centralized activities.

### Support Installations

This category contains PEs for the operation and maintenance of installations of the auxiliary forces, research and development, logistics, training, and administrative commands (Programs 3, 6, 7, 8, and 9), including supporting real property maintenance, base communications, and installation audiovisual support. Also included in this category are all family housing activities. These PEs include resources for installation headquarters administration; installation operational, housekeeping, and service functions; and commissaries.

### Centralized Support Activities

This category contains miscellaneous Service PEs that provide centralized support to multiple missions and functions that do not fit elsewhere. Specifically included are non-management headquarters PEs for combat developments, reserve readiness support, public affairs, personnel administration, audiovisual activities, claims, Service-wide support, and other miscellaneous support.

## INDIVIDUALS

This group accounts for military personnel not considered force structure manpower. They are transients, patients, prisoners, holdees, students, trainees, and cadets/midshipmen.

### Transients

This category contains only the Transient PE, which consists of active duty military personnel in travel, leave enroute, or temporary duty status (except for training) while on permanent change of station orders.

### Patients, Prisoners, and Holdees

This category contains only the Personnel Holding Account PE, which consists of active duty military personnel dropped from the assigned strength of an operational or training unit for reasons of medical, disciplinary, or pre-separation nonavailability.

### Trainees, Students, and Cadets/Midshipmen

This category contains active service officer students, active enlisted students, active enlisted trainees, Service academy cadets, midshipmen, active officer accession students, and the reserve components training pipeline personnel.

### UNDISTRIBUTED

Manpower not attributable to other DPPC categories.

## ARMY RULES FOR APPLICATION OF TACTICAL UNITS (MTOE/TOE) TO OSD PEs AND DPPC[14]

### BASIC ASSUMPTION

Under current definitions, the Army has no Strategic Forces in the MTOE; therefore, all MTOE units are Program 2, General Purpose Forces, by virtue of the Battle field Missions unless specifically excluded below.

Within Program 2, units in Alaska are carried as follows: Division forces are carries in 202111 (division Alaska) and all other TYPCO 1 units deployed in Alaska are carried in Theater Defense Forces (Alaska).

### EXCEPTIONS

- All SOF Units (both Active and Reserve Component ) are Program 11, Special Operations Forces.
- All non-SOF Reserve Component MTOE units are Program 5, Guard/ Reserve Forces. Within Program 5, "second position identified codes" that mirror the Active Component FYDP programs _____IAW these rules.
- The MTMC units at Industrially Funded Facilities are Program 4, Airlift/ Sealift.
- MTOE non-deployable bands are Base Operations functions and will be carriers in the appropriate subprogram for the base operations carrier program (e.g., TRADOC = Program 8, FORSCOM = Program 2, AMC = Program 7). These will be carried in a separate base operations "shred" within the Army to ensure that they are not included in MWR appropriated fund support activities. Organic divisional bands are carried in the PE if the parent units and Corps bands that are included in deployable force packages are carried in Tactical Support Admin units (202*19...where * = theater in which it lives in Peacetime).
- Fixed site medical units even though they carry battlefield missions are in Program 8 to ensure that the ASD (Health Affairs) has full visibility of all

[14]This document was received from Bunnie Smith, Army PAED and is current as of 1 January 1989.

essential medical assets. Organic medical activities are carried in the FYDP program of the parent tactical unit.

- GDIP/CCP/NFIP units are in Program 3 – Intelligence.
- Garrison security Military Police Companies are Base Operations functions and will be carried in the appropriate FYDP program for the supported installation (e.g., FORSCOM = P2, TRADOC = P8, ISC = P3, AMC = P7 or RDTE.)
- CIDC units are Program 9.
- Communications MTOE units for which the Defense Communications System (DCS) fixed mission is the primary mission have been reported in Program 3. The current OSD PE definition for the DCS PE is "non-tactical." Furthermore, PCD X-8-04 dated 18 July 1988, establishes a Program 2 PE for U.S. Central Command Communications to include theater level supporting DCS units. While it is agreed that these are deployable units, it should be noted that the equivalent units in support if U.S. European Command and U.S. Pacific Command are currently deployed and operating in their wartime configuration.

Two new OSD PE for "Theater support DCS mission communications" are needed for both the Army and USAF to address the overseas DCS unit operations (outside the 50 U.S. States) that remain on the battlefield as the essential long-lines for command and control of the theater by the CINC. Based on the codes established on PCD X-8-04.

In addition to the establishment of the new theater support DCS PE in Program 2, a new DPPC subcategory within Theater Missions should be established for theater DCS communications support. This DPPC should be applicable to all three PEs (the one for CENTCOM as well as the new ones needed for EUCOM and PACOM.)

If the decision is made NOT to create the two additional PEs in program, then we need a new PE within Program 3 to separate the forward deployed DCS units with direct wartime missions in support of the theater battle from the DCS operations within the 50 states. The "tactical theater support DCS missions" should be carried against a theater support DPPC not against non-tactical communications since they are inherent to our ability to achieve success in the theater level war.

NOTE: For the OSD budget submission, DCS common units will be left in P3c in the non-tactical missions PE. We will await OSD approval of new PE in either Program 2 or Program 3c before any action is taken to reassign the units.

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

| DPPC | PE CODE | SRVC | PETITLE | RIC | RIC TITLE |
|---|---|---|---|---|---|
| TC | 0101897 | F | TRAINING (OFFENSIVE) | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0101897 | F | TRAINING (OFFENSIVE) | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0102897 | F | TRAINING (DEFENSIVE) | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0102897 | F | TRAINING (DEFENSIVE) | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0204156 | N | READINESS SQUADRONS | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0204156 | N | READINESS SQUADRONS | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0204156 | N | READINESS SQUADRONS | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0204262 | N | READINESS SQUADRONS | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0204262 | N | READINESS SQUADRONS | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0204262 | N | READINESS SQUADRONS | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0204633 | N | FLEET SUPPORT TRAINING | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0204633 | N | FLEET SUPPORT TRAINING | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0204633 | N | FLEET SUPPORT TRAINING | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0206497 | M | TRAINING (MARINE) | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0207597 | F | TRAINING (TACTIAL AIR FORCES) | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0207597 | F | TRAINING (TACTIAL AIR FORCES) | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0401897 | F | TRAINING | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0401897 | F | TRAINING | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0502811 | A | DIV ROUNDOUT (ARNG) (AFFIL) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502813 | A | NON-DIV CBT UNITS (ARNG) (AFFIL) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502814 | A | TAC SPT FRCS (ARNG) (AFFIL) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502821 | A | DIVISIONS (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502823 | A | NON-DIV CBT UNITS (ARNG) (NONAFFIL) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502824 | A | TAC SPT FRCS (ARNG) (NONAFFIL) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0502881 | A | SPECIAL MISSION FORCES (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0508141 | M | RECRUIT TRAINING (MCR) | 0116 | RESERVE ACTIVE DUTY/TRNG - MARINE |
| TC | 0508151 | F | RECRUIT TRAINING (ANG) | 0127 | NATL GUARD ACTIVE DUTY/TRNG -AIR FORCE |
| TC | 0508161 | F | RECRUIT TRAINING (AFR) | 0121 | RESERVE ACTIVE DUTY/TRNG - AIR FORCE |
| TC | 0508892 | A | RECRUIT TRAINING (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0508893 | A | PROF & SKILL PRGRSN TRNG (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0508897 | A | MEDICAL SUPPORT UNITS (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0508984 | A | INDIVIDUAL READY RES TRNG (AR) | 0126 | NATL GUARD ACTIVE DUTY/TRNG - ? |
| TC | 0508992 | A | RECRUIT TRAINING (AR) | 0107 | RESERVE ACTIVE DUTY/TRNG - ARMY |
| TC | 0509891 | A | MOBILIZATION BASE UNITS (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0509892 | A | RESERVE READINESS SUPPORT (ARNG) | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| TC | 0804711 | A | RECRUIT TRAINING UNITS | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0804711 | F | RECRUIT TRAINING UNITS | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| TC | 0804711 | M | RECRUIT TRAINING UNITS | 0137 | ACTIVE SRVC ENLISTED TRNES - MARINE |
| TC | 0804711 | N | RECRUIT TRAINING UNITS | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804721 | A | SERVICE ACADEMIES | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804721 | A | SERVICE ACADEMIES | 0140 | U.S. MILITARY ACADEMY STUDENTS - ARMY |
| TC | 0804721 | F | SERVICE ACADEMIES | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804721 | F | SERVICE ACADEMIES | 0142 | U.S. MILITARY ACADEMY STUDENTS - AIR FRC |
| TC | 0804721 | N | SERVICE ACADEMIES | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804721 | N | SERVICE ACADEMIES | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804721 | N | SERVICE ACADEMIES | 0141 | U.S. MILITARY ACADEMY STUDENTS - NAVY |
| TC | 0804722 | A | OFF CANDIDATE/TRNG SCHS (OCS/OTS) | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804722 | F | OFF CANDIDATE/TRNG SCHS (OCS/OTS) | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804722 | M | OFF CANDIDATE/TRNG SCHS (OCS/OTS) | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804722 | N | OFF CANDIDATE/TRNG SCHS (OCS/OTS) | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804722 | N | OFF CANDIDATE/TRNG SCHS (OCS/OTS) | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

| DPPC | PE CODE | SRVC | PETITLE | RIC | RIC TITLE |
|---|---|---|---|---|---|
| TC | 0804723 | N | RES OFFS TRNG CORPS (ROTC) | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804723 | N | RES OFFS TRNG CORPS (ROTC) | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804724 | F | OTHER COLLEGE COMMISSIONING PRGMS | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804724 | M | OTHER COLLEGE COMMISSIONING PRGMS | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804724 | N | OTHER COLLEGE COMMISSIONING PRGMS | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804724 | N | OTHER COLLEGE COMMISSIONING PRGMS | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804731 | A | GENERAL SKILL TRAINING | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0804731 | A | GENERAL SKILL TRAINING | 0045 | OFFICER ACCESSION STUDENTS - ARMY |
| TC | 0804731 | A | GENERAL SKILL TRAINING | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804731 | A | GENERAL SKILL TRAINING | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0804731 | F | GENERAL SKILL TRAINING | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0804731 | F | GENERAL SKILL TRAINING | 0046 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804731 | F | GENERAL SKILL TRAINING | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804731 | F | GENERAL SKILL TRAINING | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| TC | 0804731 | M | GENERAL SKILL TRAINING | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804731 | M | GENERAL SKILL TRAINING | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804731 | M | GENERAL SKILL TRAINING | 0137 | ACTIVE SRVC ENLISTED TRNES - MARINE |
| TC | 0804731 | N | GENERAL SKILL TRAINING | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804731 | N | GENERAL SKILL TRAINING | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804731 | N | GENERAL SKILL TRAINING | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804731 | N | GENERAL SKILL TRAINING | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804733 | A | GENERAL INTELLIGENCE SKILL TRNG | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0804733 | A | GENERAL INTELLIGENCE SKILL TRNG | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0804733 | F | GENERAL INTELLIGENCE SKILL TRNG | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804733 | F | GENERAL INTELLIGENCE SKILL TRNG | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| TC | 0804733 | M | GENERAL INTELLIGENCE SKILL TRNG | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804733 | M | GENERAL INTELLIGENCE SKILL TRNG | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804733 | M | GENERAL INTELLIGENCE SKILL TRNG | 0137 | ACTIVE SRVC ENLISTED TRNES - MARINE |
| TC | 0804733 | N | GENERAL INTELLIGENCE SKILL TRNG | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804733 | N | GENERAL INTELLIGENCE SKILL TRNG | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804733 | N | GENERAL INTELLIGENCE SKILL TRNG | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804733 | N | GENERAL INTELLIGENCE SKILL TRNG | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804734 | A | CRYPTO/SIGINT-RELATED SKILL TRNG | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804734 | A | CRYPTO/SIGINT-RELATED SKILL TRNG | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0804734 | F | CRYPTO/SIGINT-RELATED SKILL TRNG | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804734 | F | CRYPTO/SIGINT-RELATED SKILL TRNG | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804734 | F | CRYPTO/SIGINT-RELATED SKILL TRNG | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| TC | 0804734 | M | CRYPTO/SIGINT-RELATED SKILL TRNG | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804734 | M | CRYPTO/SIGINT-RELATED SKILL TRNG | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804734 | M | CRYPTO/SIGINT-RELATED SKILL TRNG | 0137 | ACTIVE SRVC ENLISTED TRNES - MARINE |
| TC | 0804734 | N | CRYPTO/SIGINT-RELATED SKILL TRNG | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804734 | N | CRYPTO/SIGINT-RELATED SKILL TRNG | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804734 | N | CRYPTO/SIGINT-RELATED SKILL TRNG | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804734 | N | CRYPTO/SIGINT-RELATED SKILL TRNG | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804735 | F | UNDERGRADUATE SPACE TRAINING | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804741 | A | UNDERGRADUATE PILOT TRAINING (UPT) | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0804741 | A | UNDERGRADUATE PILOT TRAINING (UPT) | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804741 | F | UNDERGRADUATE PILOT TRAINING (UPT) | 0046 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804742 | F | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804742 | N | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804742 | M | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804742 | N | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0046 | OFFICER ACCESSION STUDENTS - NAVY |

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

| DPPC | PE CODE | SRVC | PETITLE | RIC | RIC TITLE |
|---|---|---|---|---|---|
| TC | 0804742 | N | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804742 | N | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804742 | N | UNDERGRADUATE NAVIGATOR/NFO TRNG (UNT) | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804743 | F | OTHER FLIGHT TRAINING | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0804743 | N | OTHER FLIGHT TRAINING | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804743 | N | OTHER FLIGHT TRAINING | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804743 | N | OTHER FLIGHT TRAINING | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804744 | F | EURO-NATO JOINT JET PILOT TRAINING | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804745 | N | UNDERGRAD PILOT TRNG (UPT) - STRIKE | 0144 | AVIATION CADETS - NAVY |
| TC | 0804746 | N | UNDERGRAD PILOT TRNG (UPT) - MARITIME | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804746 | N | UNDERGRAD PILOT TRNG (UPT) - MARITIME | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804746 | N | UNDERGRAD PILOT TRNG (UPT) - MARITIME | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804746 | N | UNDERGRAD PILOT TRNG (UPT) - MARITIME | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804746 | N | UNDERGRAD PILOT TRNG (UPT) - MARITIME | 0144 | AVIATION CADETS - NAVY |
| TC | 0804747 | N | UNDERGRAD PILOT TRNG (UPT) - ROTARY | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804747 | N | UNDERGRAD PILOT TRNG (UPT) - ROTARY | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| TC | 0804747 | N | UNDERGRAD PILOT TRNG (UPT) - ROTARY | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804747 | N | UNDERGRAD PILOT TRNG (UPT) - ROTARY | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804747 | N | UNDERGRAD PILOT TRNG (UPT) - ROTARY | 0144 | AVIATION CADETS - NAVY |
| TC | 0804748 | F | FLIGHT SCREENING | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804751 | A | PROFESSIONAL MILITARY EDUCATION | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0804751 | A | PROFESSIONAL MILITARY EDUCATION | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0804751 | F | PROFESSIONAL MILITARY EDUCATION | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0804751 | F | PROFESSIONAL MILITARY EDUCATION | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| TC | 0804751 | M | PROFESSIONAL MILITARY EDUCATION | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804751 | M | PROFESSIONAL MILITARY EDUCATION | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804751 | N | PROFESSIONAL MILITARY EDUCATION | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804751 | N | PROFESSIONAL MILITARY EDUCATION | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804752 | A | OTHER PROFESSIONAL EDUCATION | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0804752 | F | OTHER PROFESSIONAL EDUCATION | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0804752 | M | OTHER PROFESSIONAL EDUCATION | 0043 | ACTIVE SRVC OFFICER STUDENTS - MARINE |
| TC | 0804752 | M | OTHER PROFESSIONAL EDUCATION | 0133 | ACTIVE SRVC ENLISTED STDTS - MARINE |
| TC | 0804752 | N | OTHER PROFESSIONAL EDUCATION | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804752 | N | OTHER PROFESSIONAL EDUCATION | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0804752 | N | OTHER PROFESSIONAL EDUCATION | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| TC | 0804761 | A | INTEG RECRUIT TRNG & SKILL TRNG UNITS | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0804771 | N | SPT OF THE TRNG ESTAB | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0804771 | N | SPT OF THE TRNG ESTAB | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| TC | 0805796 | F | BASE OPERATIONS - TRAINING | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| TC | 0806721 | A | USUHS | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0806721 | N | USUHS | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| TC | 0806721 | M | USUHS | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0806761 | A | EDUCATION & TRAINING - HEALTH CARE | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| TC | 0806761 | A | EDUCATION & TRAINING - HEALTH CARE | 0131 | ACTIVE SRVC ENLISTED STDTS - ARMY |
| TC | 0806761 | A | EDUCATION & TRAINING - HEALTH CARE | 0135 | ACTIVE SRVC ENLISTED TRNES - ARMY |
| TC | 0806761 | F | EDUCATION & TRAINING - HEALTH CARE | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| TC | 0806761 | F | EDUCATION & TRAINING - HEALTH CARE | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |

PROGRAM ELEMENTS WITH STUDENT/TRAINEE
RESOURCE IDENTIFICATION CODES (RIC)

| PE CODE | SRVC | PETITLE | RIC | RIC TITLE |
|---|---|---|---|---|
| 0806761 | F | EDUCATION & TRAINING - HEALTH CARE | 0134 | ACTIVE SRVC ENLISTED STDTS - AIR FORCE |
| 0806761 | F | EDUCATION & TRAINING - HEALTH CARE | 0138 | ACTIVE SRVC ENLISTED TRNES - AIR FORCE |
| 0806761 | N | EDUCATION & TRAINING - HEALTH CARE | 0042 | ACTIVE SRVC OFFICER STUDENTS - NAVY |
| 0806761 | N | EDUCATION & TRAINING - HEALTH CARE | 0132 | ACTIVE SRVC ENLISTED STDTS - NAVY |
| 0806761 | N | EDUCATION & TRAINING - HEALTH CARE | 0136 | ACTIVE SRVC ENLISTED TRNES - NAVY |
| 0806861 | F | EDUCATION & TRAINING - HEALTH CARE | 0044 | ACTIVE SRVC OFFICER STUDENTS - AIR FORCE |
| 0809712 | A | SERVICE SUPPORT TO USUHS | 0041 | ACTIVE SRVC OFFICER STUDENTS - ARMY |
| 0809712 | F | SERVICE SUPPORT TO USUHS | 0048 | OFFICER ACCESSION STUDENTS - AIR FORCE |
| 0809712 | N | SERVICE SUPPORT TO USUHS | 0046 | OFFICER ACCESSION STUDENTS - NAVY |
| 1100411 | A | ONGOING OPERATIONAL ACTS - GUARD | 0125 | NATL GUARD ACTIVE DUTY/TRNG - ARMY |
| 1100611 | A | ONGOING OPERATIONAL ACTS - RESERVE | 0107 | RESERVE ACTIVE DUTY/TRNG - ARMY |

# APPENDIX B

## OTHER STRUCTURES

Appendix B is composed of two parts. Part 1 addresses the various other structures used by OSD or the Services to array resources. The structures are briefly described, and when possible the actual categories of the structure have been included. The structures discussed in this appendix are:

- DoD Budget Activities
- Navy Activity Groups/Subactivity Groups
- OSD Four Pillars
- OSD Major Mission Areas
- Advanced Defense Resource Model (ADRM) Aggregate Elements
- Congressional Budget Office (CBO) Aggregate Elements.

Part 2 contains the full substructure of the Major Defense Programs and the Defense Mission Categories.

# PART 1. ALTERNATIVE STRUCTURES

## DESCRIPTION OF ALTERNATIVE STRUCTURES: BUDGET ACTIVITIES

**NAME OF STRUCTURE:** Budget Activities

**OWNER:** Assistant Secretary of Defense (Comptroller)

**USER(S):** All DoD

**CHARACTERISTICS**

Budget Activities are frequently identified as an alternative structure for arraying Program Element-based data. This structure has the advantage of being familiar to participants in the DoD budget process, and is already used in developing data arrays for OSD and the Congress. The Budget Activity structure is managed by the Office of the Assistant Secretary of Defense (OASD) (Comptroller).

According to the OASD (C), OSD uses budget activities to show the major elements of the Program and Financing in each Appropriation, as part of the DoD budget submission.

> The activity structure is developed individually for each appropriation or fund account to provide a meaningful presentation of information for the program being financed. That structure is tailored to the individual account and is not uniform across the Government.[1]

The specific budget activities vary according to the appropriation, with some closely related to the MFPs and others bearing no resemblance to this structure. DoD organizations rearray PE-based data according to the direction of the ASD(C), however, once summarized by Budget Activity, there is no way of relating the data to specific PEs. Because of the structure of the Budget Activities, PE-based resources are actually split among various activities.

The budget activities associated with each Appropriation category in the FY90 and FY91 President's Budget are listed below.

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[1]SOURCE: "Budget of the United States Government – Fiscal Years 1990 and 1991 (APPENDIX)." Page I-3.

## BUDGET ACTIVITIES BY APPROPRIATION - FY1990-1991

### MILITARY PERSONNEL - ACTIVE FORCES

***Direct Program***[2]

| | |
|---|---|
| 00.01 | Pay and Allowances of Officers |
| 00.02 | Pay and Allowances of Enlisted Personnel |
| 00.03 | Pay and Allowances of Cadets |
| 00.04 | Subsistence of Enlisted Personnel |
| 00.05 | Permanent Change of Station Travel |
| 00.06 | Other Military Personnel Costs |

### MILITARY PERSONNEL - RESERVE FORCES

**Reserve Personnel**[2]

***Direct Program***

| | |
|---|---|
| 00.01 | Unit and Individual Training |
| 00.02 | Other Training and Support |

**National Guard Personnel**[2]

***Direct Program***

| | |
|---|---|
| 00.01 | Unit and Individual Training |
| 00.02 | Other Training and Support |

### OPERATION AND MAINTENANCE

**Operation and Maintenance, Army**

***Direct Program***

| | |
|---|---|
| 00.02 | General Purpose Forces |

---

[2]Same categories applied for Army, Navy, Marine Corps, and Air Force submissions.

| | |
|---|---|
| 00.03 | Intelligence and Communications |
| 00.07 | Central Supply and Maintenance |
| 00.09 | Administration and Associated Activities |
| 00.10 | Support of Other Nations |
| 00.11 | Special Operations Forces |

**Operation and Maintenance, Navy**

***Direct Program***

| | |
|---|---|
| 00.01 | Strategic Forces |
| 00.02 | General Purpose Forces |
| 00.03 | Communications and Intelligence |
| 00.04 | Airlift and Sealift |
| 00.07 | Central Supply and Maintenance |
| 00.08 | Training, Medical, and Other General Personnel Activities |
| 00.09 | Administration and Associated Activities |
| 00.10 | Support of Other Nations |
| 00.11 | Special Operations Forces |

**Operations and Maintenance, Marine Corps**

**Direct Program**

| | |
|---|---|
| 00.02 | General Purpose Forces |
| 00.07 | Central Supply and Maintenance |
| 00.08 | Training, Medical, and Other General Personnel Activities |
| 00.09 | Administration and Associated Activities |

## Operations and Maintenance, Air Force

### Direct Program

| | |
|---|---|
| 00.01 | Strategic Forces |
| 00.02 | General Purpose Forces |
| 00.03 | Communications and Intelligence |
| 00.04 | Airlift and Sealift |
| 00.07 | Central Supply and Maintenance |
| 00.08 | Training, Medical, and other General Personnel Activities |
| 00.09 | Administration and Associated Activities |
| 00.10 | Support of Other Nations |
| 00.11 | Special Operations Forces |

## Operations and Maintenance, Defense Agencies

### *Direct Program*

| | |
|---|---|
| 00.02 | General Purpose Forces, Joint Chiefs of Staff |

### *Intelligence and Communciations*

| | |
|---|---|
| 00.03 | Defense Investigative Service |
| 00.03 | Defense Mapping Agency |
| 00.03 | Intelligence and Communications Activities |
| 00.03 | On-Site Inspection Agency |
| 00.07 | Central Supply and Maintenance: Defense Logistics Agency |

### *Training, Medical, and Other General Personnel Activities*

| | |
|---|---|
| 00.08 | Department of Defense Dependents Schools |
| 00.08 | American Forces Information Service |
| 00.08 | Defense Medical Systems Support Activities |
| 00.08 | Uniformed Services University of the Health Sciences |

***Administration and Associated Activities***

| | |
|---|---|
| 00.09 | Secretary of Defense |
| 00.09 | Office of Economic Adjustment |
| 00.09 | Washington Headquarters Service |
| 00.09 | Joint Chiefs of Staff |
| 00.09 | Defense Contract Audit Agency |
| 00.09 | Defense Legal Services Agency |
| 00.09 | Office of the Inspector General |
| 00.09 | Defense Information Services Activity |
| 00.09 | Defense Technology Security Administration |

**Office of the Inspector General**

***Direct Program***

| | |
|---|---|
| 00.01 | Operations and Maintenance |
| 00.02 | Procurement |

**Operations and Maintenance, Army Reserve[3]**

***Direct Program***

| | |
|---|---|
| 00.01 | Mission Forces |
| 00.02 | Depot Maintenance |
| 00.03 | Other Support |

**Operations and Maintenance, Army National Guard**

***Direct Program***

| | |
|---|---|
| 00.01 | Training operations |

[3]Also used by Navy Reserve and Air Force Reserve.

| | |
|---|---|
| 00.02 | Logistics Support |
| 00.03 | Headquarters and Command Support |
| 00.04 | Medical Support |

**Operations and Maintenance, Air National Guard**

*Direct Program*

| | |
|---|---|
| 00.01 | Mission Forces |
| 00.02 | Depot Maintenance |
| 00.03 | Other Support |

**National Board for the Promotion of Rifle Practice, Army**

No Separate Activities

**Court of Military Appeals**

No Separate Activities

**Goodwill Games**

No Separate Activities

**Department of Defense Base Closure Account**

| | |
|---|---|
| 07.02 | Base Operations |

**Environment Restoration, Defense**

No Separate Activities

## PROCUREMENT

### Aircraft Procurement, Army

*Direct Program*

| | |
|---|---|
| 00.01 | Aircraft |
| 00.02 | Modification of Aircraft |
| 00.03 | Spares and Repair Parts |
| 00.04 | Support Equipment and Facilities |

### Missile Procurement, Army

*Direct Program*

| | |
|---|---|
| 00.01 | Other Missiles |
| 00.02 | Modification of Missiles |
| 00.03 | Spares and Repair Parts |
| 00.04 | Support Equipment and Facilities |

### Procurement of Weapons and Tracked Combat Vehicles, Army

*Direct Program*

| | |
|---|---|
| 00.01 | Tracked Combat Vehicles |
| 00.02 | Weapons and Other Combat Vehicles |

### Procurement of Ammunition, Army

*Direct Program*

| | |
|---|---|
| 00.01 | Ammunition |
| 00.02 | Ammunition Production Base Support |

**Other Procurement, Army**

***Direct Program***

| | |
|---|---|
| 00.01 | Tactical and Support Vehicles |
| 00.02 | Communications and Electronics Equipment |
| 00.03 | Other Support Equipment |

**Aircraft Procurement, Navy**

***Direct Program***

| | |
|---|---|
| 00.01 | Combat Aircraft |
| 00.02 | Airlift Aircraft |
| 00.03 | Trainer Aircraft |
| 00.04 | Other Aircraft |
| 00.05 | Modification of Aircraft |
| 00.06 | Aircraft Spares and Repair Parts |
| 00.07 | Aircraft Support Equipment and Facilities |

**Weapons Procurement, Navy**

***Direct Program***

| | |
|---|---|
| 00.01 | Ballistic Missiles |
| 00.02 | Other Missiles |
| 00.03 | Torpedoes and Related Equipment |
| 00.04 | Other Weapons |
| 00.05 | Spares and Repair Parts |

## Shipbuilding and Conversion, Navy

***Direct Program***

| | |
|---|---|
| 00.01 | Fleet Ballistic Missile Ships |
| 00.02 | Other Warships |
| 00.03 | Amphibious Ships |
| 00.04 | Mine Warfare and Patrol Ships |
| 00.05 | Auxiliaries, Craft, and Prior-Year Program Costs |

## Other Procurement, Navy

***Direct Program***

| | |
|---|---|
| 00.01 | Ships Support Equipment |
| 00.02 | Communications and Electronics |
| 00.03 | Aviation Support Equipment |
| 00.04 | Ordnance Support Equipment |
| 00.05 | Civil Engineering Support Equipment |
| 00.06 | Supply Support Equipment |
| 00.07 | Personnel and Command Support Equipment |
| 00.08 | Spares and Repair Parts |

## Procurement, Marine Corps

***Direct Program***

| | |
|---|---|
| 00.01 | Ammunition |
| 00.02 | Weapons and Combat Vehicles |
| 00.03 | Guided Missiles and Equipment |
| 00.04 | Communications and Electronics Equipment |

| | |
|---|---|
| 00.05 | Support Vehicles |
| 00.06 | Engineer and Other Equipment |
| 00.07 | Spares and Repair Parts |

**Aircraft Procurement, Air Force**

***Direct Program***

| | |
|---|---|
| 00.01 | Combat Aircraft |
| 00.02 | Airlift Aircraft |
| 00.03 | Trainer Aircraft |
| 00.04 | Other Aircraft |
| 00.05 | Modification of Inservice Aircraft |
| 00.06 | Aircraft Spares and Repair Parts |
| 00.07 | Aircraft Support Equipment and Facilities |

**Missile Procurement, Air Force**

***Direct Program***

| | |
|---|---|
| 00.01 | Ballistic Missiles |
| 00.02 | Other Missiles |
| 00.03 | Modification of Inservice Missiles |
| 00.04 | Spares and Repair Parts |
| 00.05 | Other Support |

**Other Procurement, Air Force**

***Direct Program***

| | |
|---|---|
| 00.01 | Munitions and Associated Equipment |
| 00.02 | Vehicular Equipment |

00.03 Electronics and Telecommunications Equipment

00.04 Other Base Maintenance and Support Equipment

**Procurement, Defense Agencies**

***Direct Program***

00.01 Major Equipment

**National Guard and Reserve Equipment**

***Direct Program***

00.01 Reserve Equipment

00.02 National Guard Equipment

**RESEARCH, DEVELOPMENT, TEST, AND EVALUATION**

**RDT&E, Army**[4]

***Direct Program***

00.01 Technology Base

00.02 Advanced Technology Development

00.03 Strategic Programs

00.04 Tactical Programs

00.05 Intelligence and Communications

00.06 Defense-Wide Mission Support

**Developmental Test and Evaluation, Defense**

00.06 Total Direct Obligations-Defense-Wide Mission Support

---

[4]Same categories used for RDT&E, Navy; RDT&E, Air Force; and RDT&E, Defense Agencies

**Operational Test and Evaluation, Defense**

| | |
|---|---|
| 00.06 | Defense-Wide Mission Support |

**MILITARY CONSTRUCTION**

**Military Construction, Army**[5]

***Direct Program***

| | |
|---|---|
| 00.01 | Major Construction |
| 00.02 | Minor Construction |
| 00.03 | Planning |
| 00.04 | Supporting Activities |

**Military Construction, Army National Guard**[6]

***Direct Program***

| | |
|---|---|
| 00.01 | Major Construction |
| 00.02 | Minor Construction |
| 00.03 | Planning |

[5]Same categories used in Military Construction, Navy; Military Construction, Air Force; and Military Construction, Defense Agencies.

[6]Same categories used in Military Construction, Air National Guard; Military Construction, Army Reserve; Military Construction, Navy Reserve; and Military Construction, Air Force Reserve.

## FAMILY HOUSING, DEFENSE

### Family Housing, Army[7]

*Direct Program*

*Construction*

| | |
|---|---|
| 01.01 | Construction of New Housing |
| 01.02 | Construction Improvements |
| 01.03 | Planning |

### Family Housing, Defense Agencies

*Direct Program*

*Construction*

| | |
|---|---|
| 01.01 | Construction of New Housing |
| 01.02 | Construction Improvements |

### Homeowners Assistance Fund, Defense

*Operating Expense*

| | |
|---|---|
| 01.01 | Payment to Homeowners (Private Sale and Foreclosure Assistance) |
| 01.02 | Other Operating Costs |

## SPECIAL FOREIGN CURRENCY PROGRAM

| | |
|---|---|
| 10.00 | Research - Total Obligations |

[7]Same categories used in Family Housing, Navy and Marine Corps; and Family Housing, Air Force.

## REVOLVING AND MANAGEMENT FUNDS

### *Program Expenses*

| | |
|---|---|
| 01.01 | Acquisition and Relocation |
| 01.02 | Operating Expenses |
| 01.03 | Research Grants |

### William Langer Jewel Bearing Plant Revolving Fund

| | |
|---|---|
| 01.01 | Operating Expenses: Sales Program |
| 01.02 | Capital Inventory: Sales Program - Purchase of Equipment |

### Laundry Service, Naval Academy

| | |
|---|---|
| 10.00 | Total Obligations |

## DESCRIPTION OF ALTERNATIVE STRUCTURES: ACTIVITY GROUPS/SUBACTIVITY GROUPS

**NAME OF STRUCTURE:** Activity Groups/Subactivity Groups (AG/SAG)

**OWNER:** Chief of Naval Operations (OP-80)/Comptroller of the Navy

**USER(S):** All Navy Organizations

### CHARACTERISTICS

#### History

The AG/SAG structure was instituted in October 1980, replacing the Navy's Budget Classification Code (BCC). The new structure was adopted to reflect current program/budget identification requirements and to provide a vehicle for compatible budget execution, accounting, and reporting. The AG/SAG structure is used for Operations and Maintenance (Navy); and Operations and Maintenance (Naval Reserve), appropriations for the POM; for budget development and the FYDP; for Military Personnel, Navy and Reserve Personnel, Navy costing; and for civilian and military manpower. This financial structure is intended to represent functional areas displayed in the Department of the Navy budget.

#### Uses and Constraints

- Used in monitoring budget data. Breaks down budget into smaller units, grouping resources into Functional Areas [Activity Groups (AG)]. AGs generally fall within the nine Budget Appropriations.
- Rearrays PE-based resource data into alternative form. There is no one-to-one correlation between SAFs and PEs; however, there are general relationships between AGs and MFP. At the PE level, multiple PEs may be related to a single SAF, and multiple SAFs may be related to a single PE. The relationship is managed through a distribution algorithm that rearrays AG/SAG data by PE and vice versa.

- **AG/SAGs are used by the NAVCOMPT/OP-80 budget managers and programmers, while the Resource Sponsors use the PEs.**

# DESCRIPTION OF ALTERNATIVE STRUCTURES: FOUR PILLARS

**NAME OF STRUCTURE:** Four Pillars

**OWNER:** Under Secretary of Defense (Acquisition)

**USER(S):** Under Secretary of Defense (Acquisition), OASD (P&L) Program & Budget Integration

## CHARACTERISTICS

### History

The Four Pillars structure is based on the concept of the Four Pillars of the Defense Guidance: Force Structure, Modernization, Readiness and Sustainability. In this context, Readiness refers to operations and maintenance, and Sustainability refers to those activities related to wartime readiness, such as surging of industrial production, and not to day-to-day activities. The Four Pillars structure is used as a mechanism for highlighting trade-offs among the four categories.

The original structure dates back to the early 1980s, as a response to the Administration's emphasis on hardware and major weapons systems support, as opposed to logistics and manpower.

### Uses and Constraints

USD(A) has special needs for arraying resources which differ from those of other DoD organizations. The primary interest of USD(A) in analyzing resources is arraying dollars. Mission-oriented structures have tended to be of limited utility for many of the USD(A) budget analyses because equipment and materiel are frequently not identified with a single mission. From the perspective of some members of the OSD materiel acquisition community, PE-based analyses tend to be "quasi-mission oriented/quasi-functionally oriented."

The USD(A) orientation is to consider dollars in terms of Investment or Acquisition resources and Operations and Maintenance resources. Manpower costs

are considered part of operating costs in this regard. A number of structures have been developed to assist in the analysis of resources, reflecting the interests of various acquisition organizations. The Four Pillars structure is one of these structures. (Another such structure is the Major Mission Areas.)

The Four Pillars structure does not rely on FYDP data exclusively, but rather uses data from a variety of sources. In addition, not all of the data are PE-based. Data are extracted from the FYDP procurement annex, as well as being generated by the Services. Memo-type data not visible in the FYDP is also used.

The structure continues to be refined, and current plans call for it to be expanded in the areas of acquisition and modernization. The basic structure of the Four Pillars is listed below.

## USD(A) FOUR PILLARS STRUCTURE

| Code | Category title | Data source |
|---|---|---|
| **1000** | **FORCE STRUCTURE EQUIPPING & MODERNIZATION** | |
| 1100 | Research and Development | |
| 1110 | Strategic Forces R&D | FYDP |
| 1120 | Tactical Forces & Other R&D | FYDP |
| 1130 | Special Activity R&D | FYDP |
| 1200 | Modernization Procurement | |
| 1210 | Major Strategic Systems Procurement | Proc Annex |
| 1220 | Tactical Forces and Other Procurement | Proc Annex |
| 1227 | Contingencies: Acquisition Improvement | Manual |
| 1230 | Special Activity Procurement | Proc Annex |
| 1300 | Major Systems MILCON | FYDP |
| **2000** | **MATERIAL READINESS** | |
| 2100 | Peacetime Force Operations & Training | |
| 2110 | Force Operations Logistic Support | FYDP |
| 2120 | Unit Training Readiness | |
| 2121 | Fuel | Manual |
| 2122 | Training Ammunition | Manual |
| 2200 | Centrally Managed Materiel Readiness | |
| 2210 | Peacetime Spares | Proc Annex |
| 2211 | Initial Spares | |
| 2212 | Peacetime Replenishment Spares | |
| 2220 | Depot Maintenance | FYDP/Manual |
| 2230 | Stock Fund Inventory Augmentation | FYDP |
| 2300 | Equipment Modification and Alteration | |
| 2310 | Aircraft Modification | Proc Annex |
| 2311 | Aircraft R&M Modifications | |
| 2312 | Other Aircraft Modifications | |
| 2320 | Shipboard Refit Equipment | Proc Annex |
| 2330 | Ship Conversions | Proc Annex |
| 2340 | Other Equipment Modifications | Proc Annex |
| 2400 | Central Supply and Logistics Support | |
| 2410 | Central Supply Operations | FYDP |
| 2420 | Transportation | FYDP |

*Source: Defense Budget Structures*, Draft Paper, USD(A)/PI, 19 July 1984.

***Note:*** Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources.

## USD(A) FOUR PILLARS STRUCTURE (Continued)

| Code | Category title | Data source |
|---|---|---|
| 2430 | Other Logistic Support Activities | FYDP |
| 2500 | Logistic Support Equipment | |
| 2510 | Aircraft Ground Support Equipment | Proc Annex |
| 2520 | Vehicles | Proc Annex |
| 2530 | Construction Equipment | Proc Annex |
| 2540 | Materials Handling Equipment | Proc Annex |
| 2550 | Maintenance Support Equipment | Proc Annex |
| 2551 | Test Equipment | |
| 2552 | Depot Modernization Equipment | |
| 2560 | Non-tactical ADPE | |
| 2561 | Non-tactical ADPE | Proc Annex |
| 2562 | ADPE Acquisition Fund | FYDP |
| 2570 | Productivity Investment | |
| 2571 | Productivity Investment | Proc Annex |
| 2577 | Contingencies: Productivity Investment | Manual |
| 3000 | **MATERIEL SUSTAINABILITY** | |
| 3100 | Procurement of War Reserve Materiel | |
| 3110 | War Reserve Materiel: Munitions, etc. | Proc Annex |
| 3111 | Ammunition | |
| 3112 | Tactical Missiles | |
| 3113 | Torpedoes, Sonobuoys, etc. | |
| 3114 | Aircraft Consumables | |
| 3120 | War Reserve Material: Spares | Proc Annex |
| 3130 | War Reserve Consumables | FYDP |
| 3200 | Industrial Preparedness | |
| 3210 | Production Base Investment | Proc Annex |
| 3220 | Industrial Preparedness Operations | FYDP |
| 3230 | Defense Production Act Purchases | Proc Annex |
| 3247 | Contingencies: Industrial Preparedness | Manual |
| 4000 | **MILITARY MANPOWER AND MANPOWER SUPPORT** | |
| 4100 | Military Manpower | Manual |
| 4200 | Training and Personnel Support Operation | |
| 4210 | Recruiting, Examining, etc. | FYDP |

***Source:*** *Defense Budget Structures*, Draft Paper, USD(A)/PI, 19 July 1984.

***Note:*** Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources

## USD(A) FOUR PILLARS STRUCTURE (Continued)

| Code | Category title | Data source |
|---|---|---|
| 4220 | Individual Training | FYDP |
| 4230 | Medical Activities | FYDP |
| 4240 | Other Personnel Support Activities | FYDP |
| 4300 | Training and Manpower Support Equipment | Proc Annex |
| **5000** | **FACILITIES & OTHER SUPPORT** | |
| 5100 | Facilities Construction | |
| 5110 | Military Construction | FYDP |
| 5117 | Contingencies: Defense Relocation | Manual |
| 5120 | Family Housing Construction | FYDP |
| 5200 | Facilities Maintenance and Other BOS | |
| 5210 | Real Property Maintenance Activities | FYDP |
| 5220 | Other Base Operating Support | FYDP |
| 5230 | Family Housing Operations and Maintenance | FYDP |
| 5240 | Environmental Restoration Account | FYDP |
| 5300 | Other Support | |
| 5310 | Communications, Intelligence, etc. | FYDP |
| 5320 | Administration & Other Support | FYDP |
| 5400 | O&M Financial Adjustments | |
| 5410 | Industrial Fund/Stock Fund Pass Through | FYDP/Manual |
| 5420 | Foreign Currency Fluctuations | FYDP |
| **6000** | **RETIRED PAY** | |
| 6100 | Retired Pay, Defense | |
| **7000** | **UNDISTRIBUTED CONTINGENCIES** | |
| 7800 | Pay Raises | |
| 7801 | Military Pay Raises | Manual |
| 7802 | Civilian Pay Raises | Manual |
| 7899 | Other Undistributed Contingencies | Manual |

*Source: Defense Budget Structures*, Draft Paper, USD(A)/PI, 19 July 1984

*Note:* Proc Annex = Procurement Annex; MANUAL = Manually Inserted Data; Blanks indicate unidentified data sources

## DESCRIPTION OF ALTERNATIVE STRUCTURES: MAJOR MISSION AREAS

**NAME OF STRUCTURE:** Major Mission Areas

**OWNER:** USDR&E

**USER(S):** USDR&E

**CHARACTERISTICS**

The Major Mission Area structure is another approach for arraying program element organized resource data. The total MFP structure is collapsed into five major areas:

- Strategic Programs (100 Series)
- Tactical Program (200 Series)
- C3I Programs (300 Series)
- Defense Wide Mission Support (400 Series)
- Science and Technology Program (500 Series)

While the Major Mission Area structure is an important alternative considered for use by many organizations, it has only rarely been adopted. This appears to be at least partially due to the non-mission specific nature of resources. Not all PEs can be tied to a single mission exclusively.

The overall structure with associated PE code assignments has not been updated regularly, with the most recent version made available for this study dated August 1986.

The Major Mission Area structure and associated titles are listed below.

## MISSION AREA TITLES

100 Strategic Warfare

110 Strategic Offensive

111 Land-based Strike

112 Sea-based Strike

113 Airborne Strike

120 Strategic Defensive

121 Ballistic Missile Defense

122 Strategic Air Defense

123 Space Defense

140 Strategic Support

200 Tactical Warfare

205 Physical Security Systems

210 Land Warfare Forces (Incl Marine)

211 Direct Fire Combat

212 Indirect Fire Support

213 Land Combat Engineer Support

214 Ground Based Antiair and Tactical Missile Defense

215 Land Warfare Support

216 Intra Theater Land Transportation

217 Land Warfare Surveillance and Reconnaissance

218 Land Warfare Associated Air Mobility

219 Land Warfare Unassigned

220 Air Warfare (Incl Marine)

221 Counter Air

223 Close Air Support and Interdiction

224 Defense Suppression

225 Air Warfare Support

227 Air Warfare Surveillance and Reconnaissance

228 Intra Theater Airlift

229 Air W/F Unassigned

230 Naval Warfare

231 Antiair Warfare

232 Amphibious, Strike, and Antisurface Warfare

233 Antisubmarine Warfare

234 Mine Warfare

235 Naval Warfare Support

237 Naval Warfare Surveillance and Reconnaissance

238 Other Naval Warfare

240 Theater Nuclear Warfare

241 Battlefield Theater Nuclear Warfare

242 Theater Wide Nuclear Warfare

260 Mobility

261 Intertheater Airlift

262 Intertheater Sealift

263 Prepositioning

264 Intermodal Mobility Transfer/Port Operations/Air Drop

265 Intratheater Airlift

266 Intratheater Surface Lift

267 Air Refueling

268 Mobility Revenues

269 Other Mobility

270 Chemical Warfare

275 Retaliatory Chemical Warfare

276 Defensive Chemical and Biological Systems

300 Intelligence & C3

307 Special Operations Forces

310 Centrally Managed Intelligence

311 Consolidated Cryptologic Program

312 General Defense Intelligence Program

313 Classified Programs

314 Foreign Counterintelligence

315 Undistributed NFIP Adjustments

320 Tactical Intelligence and Related Activities

321 Tiara for Strategic Warfare

322 Tiara for Tactical Land Warfare

323 Tiara for Naval Warfare

324 Tiara Capabilities Development

325 Tiara Geophysical and Space Support

326 Tiara Tasking, Analysis and Staff Support

327 Tiara for Tactical Air Warfare

330 Strategic C3 Programs

331 Strategic C2

332 Strategic Surveillance and Warning

333 Strategic Communications

340 Theater and Tactical C3 Programs

341 Theater C2

342 Surveillance and Reconnaissance

343 Theater Communications

344 Tactical C2

345 Tactical Communications

350 Navigation/Warfare Command and Control

351 Land Warfare C2

352 Air Warfare C2

353 Naval Warfare C2

354 Theater Nuclear Warfare C2

355 Chemical Warfare C2

356 Mobility

357 Navigation and Position Fixing

360 Support & Base Communications

370 Electronic Combat

371 Self-protection

372 Escort, Stand-off & Counter C3

373 Tac Surv, Recce and Target Acq

374 C3 Protection Multi-mission, Technology & Support

380 COMSEC

390 Information Systems & Defense Communications Systems

391 Strategic Information Systems

392 Strategic Computer Security

393 Long Haul Communications and the NCS

394 Communications Services Industrial Fund

400 Defense-wide Mission Support

410 Space Launch and Orbital Support

420 Global Military Environmental Support

421 Weather Services

422 Mapping, Charting and Geodesy

429 Global Environ Unassigned

430 Non-system Training Devices

440 Technical Integration/Studies and Analyses

450 Test and Evaluation Support

451 Major Ranges and Test Facilities

452 Aerial Targets

453 Joint Test and Evaluation Support

454 Other Test and Evaluation Support

455 Operational Test and Evaluation

460 International Cooperative RDT&E

470 Management Support

471 Audiovisual Activities

472 Real Property Maintenance

473 Base Operations

474 Management Headquarters

475 Central Supply and Maintenance

476 Training, Medical, & Other General Personnel Activities

477 Administration and Associated Activities

478 Military Assistance Program/Foreign Military Selection

479 Service-Support Activities

480 RDT&E Facilities/Management

481 Operational Headquarters/Activities

482 Management Reserves

490 Production Base Support

500 Science and Technology Program

510 Defense Research

520 Exploratory Development (ED)

521 Electronic and Physical Sciences (ED)

522 Environmental and Life Sciences (ED)

523 Engineering Technology (ED)

524 Directed Energy Technology (ED)

530 Defense Advanced Research Projects Agency

540 Defense Nuclear Agency

550 Advanced Technology Demonstration (ATD)

551 Electronic & Physical Sciences (ATD)

552 Environmental and Life Sciences (ATD)

553 Engineering Technology (ATD)

554 Directed Energy Technology (ATD)

555 Strategic Defense Initiative (ATD)

# DESCRIPTION OF ALTERNATIVE STRUCTURES: ADRM AGGREGATE ELEMENTS

**NAME OF STRUCTURE:** Advanced Defense Resources Model Aggregate Elements

**OWNER:** General Research Corporation

**USER(S):** USD(A), ASD(FM&P)

**CHARACTERISTICS**

(See Chapter 2 for discussion of the ADRM Aggregate Element Structure.)

The ADRM AE structure is listed below.

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 100000 | STRATEGIC FORCES |
| 110000 | OFFENSIVE STRATEGIC FORCES |
| 111000 | LAND BASED STRIKE FORCES |
| 111024 | TITAN Squadrons |
| 111034 | MINUTEMAN Squadrons |
| 111044 | PEACEKEEPER Squadrons |
| 111914 | Oth Land Based Strike |
| 112000 | SEA BASED STRIKE FORCES |
| 112022 | Fleet Ballistic Msl Sys |
| 112032 | TRIDENT System |
| 112042 | TRIDENT II Missile Sys |
| 112212 | Support Ships (FBMS) |
| 112222 | Support Ships (FBM) |
| 112912 | Other Sea Based Strike |
| 113000 | AIR BASED STRIKE FORCES |
| 113124 | B-1B Squadrons |
| 113134 | B-2 Squadrons |
| 113144 | B-52 Squadrons |
| 113214 | FB-111 Squadrons |
| 113314 | KC-135 Squadrons |
| 113324 | KC-135 Squadrons (ANG) |
| 113334 | KC-135 Squadrons (AFR) |
| 113534 | SRAM (AGM-69) |
| 113544 | SRAM II |
| 113554 | Advanced Cruise Missile |
| 113564 | Air-Launched Cruise Msl |
| 113574 | HARPOON |
| 113914 | Oth Air Based Strike |
| 120000 | DEFENSIVE STRATEGIC FORCES |
| 121000 | BALLISTIC MISSILE DEFENSE |
| 122000 | STRATEGIC AIR DEFENSE |
| 122244 | F-106 Squadrons |
| 122254 | F-15 Squadrons |
| 122384 | F-106 Squadrons (ANG) |
| 122404 | F-4 Squadrons (ANG) |
| 122414 | F-16 Squadrons (ANG) |
| 122424 | F-15 Squadrons (ANG) |
| 122434 | Air Def Comp Acft (ANG) |
| 122954 | Oth Strac Air Def (AFR) |
| 123000 | SPACE DEFENSE |
| 123914 | Space Defense Operations |
| 124000 | STRATEGIC DEFENSE C3 |
| 124404 | Strategic Defense C3 (AF |
| 125000 | STRATEGIC DEF SURVEILLANCE/WA |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 125404 | Surveillance/Warning (AF |
| 129000 | OTHER STRATEGIC DEFENSIVE |
| 129404 | Oth Strac Defensive-AF |
| 130000 | STRATEGIC CONTROL & SURVEILLANCE |
| 131000 | STRATEGIC C3 SYSTEMS |
| 131111 | WWMCCS (Army) |
| 131122 | WWMCCS (Navy) |
| 131133 | WWMCCS (Marines) |
| 131144 | WWMCCS (Air Force) |
| 131195 | WWMCCS (Other) |
| 131211 | MEECN (Army) |
| 131222 | MEECN (Navy) |
| 131244 | MEECN (Air Force) |
| 131295 | MEECN (Other) |
| 131311 | Ntl Mil Cmnd Cen (Army) |
| 131344 | Ntl Mil Cmnd Cen (AF) |
| 131395 | Ntl Mil Cmnd Cen (Other) |
| 131411 | Airborne Cmd Post (Army) |
| 131422 | Airborne Cmd Post (Navy) |
| 131433 | Airborne Cmd Post (MC) |
| 131444 | Airborne Cmd Post (AF) |
| 131544 | Defense Support Program |
| 131922 | Oth Strategic C3 (Navy) |
| 131944 | Oth Strategic C3 (AF) |
| 132000 | SURVEILLANCE & WARNING SYSTEMS |
| 132122 | Space Srvl & Warn (Navy) |
| 132144 | Space Srvl & Warn (AF) |
| 132214 | SR-71 Squadrons |
| 132922 | Oth Srvl & Warn Sys (N) |
| 132944 | Oth Srvl & Warn Sys (AF) |
| 133000 | OTHER STRAT C3 & SURVEILLANCE |
| 133911 | Oth Strac C3/Srvl (Army) |
| 133991 | Support to JCS (Army) |
| 133992 | Support to JCS (Navy) |
| 133993 | Support to JCS (Marines) |
| 133994 | Support to JCS (Air F) |
| 133995 | Strategic Commo (Other) |
| 200000 | TACTICAL & MOBILITY FORCES |
| 210000 | LAND FORCES |
| 211000 | DIVISION FORCES |
| 211101 | Division Forces (CONUS) |
| 211111 | 1st Infantry Div (Mech) |
| 211121 | 4th Infantry Div (Mech) |
| 211131 | 5th Infantry Div (Mech) |
| 211141 | 7th Infantry Div(Light) |
| 211151 | 9th Infantry Div (Mtzd) |
| 211161 | 24th Infantry Div (Mech) |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 211171 | 10th Infantry Div (Mntn) |
| 211181 | 1st Cavalry Div |
| 211191 | 2nd Armored Div |
| 211211 | 82nd Airborne Div |
| 211221 | 101st Airborne Div |
| 211231 | 6th Infantry Div (Light) |
| 211251 | NonDiv Cbt Bde (FORSCOM) |
| 211271 | Oth NonDiv Cbt (FORSCOM) |
| 211281 | Army Tac Spt (FORSCOM) |
| 211291 | Army Tac Spt (Oth CONUS) |
| 211301 | Div Forces (USAREUR) |
| 211311 | 1st Inf Div (Mech) (Fwd) |
| 211321 | 3rd Infantry Div (Mech) |
| 211331 | 8th Infantry Div (mech) |
| 211341 | 1st Armored Div |
| 211351 | 2nd Armored Div (Fwd) |
| 211361 | 3rd Armored Div |
| 211371 | NonDiv Cbt Bde (USAREUR) |
| 211381 | Oth NonDiv Cmbt (USAEUR) |
| 211391 | Army Tact Spt (USAEUR) |
| 211401 | Division Forces USARPAC |
| 211411 | 25th Inf Div (EWSTCOM) |
| 211451 | 2nd Infantry Div (EUSA) |
| 211471 | Oth Non Div Cmbt (EUSA) |
| 211481 | Army Tact Spt (EUSA) |
| 211501 | Divisions (ARNG) |
| 211541 | Div Roundout (ARNG-Afl) |
| 211551 | NonDiv Cmbt (ARNG-Afl) |
| 211561 | NonDiv Cbt (ARNG-NonAfl) |
| 211571 | Tact Spt (ARNG-Affil) |
| 211581 | Tac Spt (ARNG-Non Afl) |
| 211621 | Div Roundout (AR-Affil) |
| 211631 | NonDiv Cmbt (AR-Affil) |
| 211641 | NonDiv Cmbt (AR-NonAffl) |
| 211651 | Tac Spt Frcs (AR-Affil) |
| 211671 | Tac Spt Frcs (AR-NonAfl) |
| 211711 | Army Opn Sys Dev (O&M) |
| 211751 | Army Systems Dev (R&D) |
| 211791 | Stock Fund Cash Reqts |
| 211813 | Marine Divs (Active) |
| 211823 | Marine Tac Spt (Active) |
| 211843 | Marine Divs (MCR) |
| 211853 | Marine Tac Spt (MCR) |
| 211873 | Other Marine Div Forces |
| 212000 | THEATER FORCES |
| 212121 | Air Def Forces-FORSCOM |
| 212131 | Missile Forces-FORSCOMZ |
| 212171 | Maint Tac Equip-FORSCOM |
| 212181 | Support Forces-FORSCOM |
| 212211 | AK Def Frc |
| 212271 | Maint Tac Equip-ALASKA |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 212311 | Panama (193rd Inf Bde) |
| 212341 | Spcl Opns Forces-USARSO |
| 212371 | Maint Tac Equip-USARSO |
| 212381 | Support Forces-USARSO |
| 212411 | Berlin Brigade |
| 212421 | Air Def Forces-USAREUR |
| 212431 | Missile Forces-USAREUR |
| 212441 | Spcl Opns Forces-USAREUR |
| 212471 | Maint Tac Equip-USAREUR |
| 212481 | Support Forces-USAREUR |
| 212521 | Air Def Forces-USAPAC |
| 212531 | Missile Forces-USAPAC |
| 212541 | Spcl Opns Forces-USAPAC |
| 212571 | Maint Tac Equip-USAPAC |
| 212581 | Support Forces-USAPAC |
| 212711 | ARNG Theater Forces |
| 212721 | AR Theater Forces |
| 212811 | Opn System Dev (O&M) |
| 212861 | Army Systems Dev (R&D) |
| 212911 | Ongoing SOF Actvts (Act) |
| 220000 | TACTICAL AIR FORCES |
| 221000 | AIR FORCE TACAIR |
| 221024 | A-7 Squadrons (ANG) |
| 221044 | A-10 Squadrons |
| 221054 | A-10 Squadrons (ANG) |
| 221064 | A-10 Squadrons (AFR) |
| 221074 | A-12 Squadrons |
| 221134 | F-4 Squadrons |
| 221144 | F-4 Squadrons (ANG) |
| 221154 | F-4 Squadrons (AFR) |
| 221164 | F-4G Sqdns (Wild Weasel) |
| 221174 | RF-4 Squadrons |
| 221184 | RF-4 Squadrons (ANG) |
| 221214 | F-111 Squadrons |
| 221244 | EF-111 Squadrons |
| 221274 | F-15 Squadrons |
| 221284 | F-15 Squadrons (ANG) |
| 221314 | F-15E Squadrons |
| 221344 | F-16 Squadrons |
| 221354 | F-16 Squadrons (ANG) |
| 221364 | F-16 Squadrons (AFR) |
| 221414 | EC-130 TEWS (ANG) |
| 221444 | EC-130/135 Sqdns (AWACS) |
| 221514 | KC-10A Squadrons |
| 221534 | KC-10 Squadrons (AFR) |
| 221614 | Tactical Air Control |
| 221624 | Tactical Air Cntrl (ANG) |
| 221714 | GLCM |
| 221814 | SOF (USAF) |
| 221824 | SOF (AFR) |
| 221834 | SOF (AFNG) |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 221964 | Other AF Tac Air Forces |
| 221984 | Oth Tac Air Forces (ANG) |
| 221994 | Oth Tac Air Forces (AFR) |
| 222000 | NAVY TACAIR |
| 222112 | CVA/CV Aircraft Carriers |
| 222132 | CVA/CV Acft Carrier (NR) |
| 222212 | A-6 / KA-6 Squadrons |
| 222222 | A-6 Squadrons (USNR) |
| 222232 | A-7 Squadrons |
| 222242 | A-7 Squadrons (USNR) |
| 222252 | A-12 Squadrons |
| 222312 | F-4 Squadrons |
| 222322 | F-4 Squadrons (USNR) |
| 222332 | F-14 Squadrons |
| 222342 | F-14 Squadrons (USNR) |
| 222352 | F/A-18 Squadrons |
| 222362 | F/A-18 Squadrons (USNR) |
| 222412 | E-2 Early Warning Sqdns |
| 222422 | E-2 Erly Wrng Sqdn(USNR) |
| 222472 | RF-8 Recon Sqdns (USNR) |
| 222532 | EA-3B Shore-Bsd EW Sqdns |
| 222552 | EA-6B Sea-Bsd EW Sqdns |
| 222562 | EA-** Sea-Bsd EW Sqdn(NR |
| 222972 | Navy Syst Dev (R&D) |
| 222982 | Oth Navy Tac Air Forces |
| 222992 | Oth TacAir Forces (USNR) |
| 223000 | MARINE CORPS TACAIR |
| 223113 | A-4 Squadrons (MAW) |
| 223123 | A-4 Squadrons (MCR) |
| 223133 | A-6 Squadrons (MAW) |
| 223163 | EA-6 Squadrons (MCR) |
| 223183 | AV-8 Squadrons (MAW) |
| 223213 | F-4 Squadrons (MAW) |
| 223223 | F-4 Squadrons (MCR) |
| 223233 | F/A-18 Squadrons (MAW) |
| 223243 | F/A-18 Squadrons (MCR) |
| 223263 | F-21A Aircraft (MCR) |
| 223283 | Tactical Recon Squadron |
| 223293 | Tactical EW Squadron |
| 223313 | KC-130 Squadrons (MAW) |
| 223323 | KC-130 Squadrons (MCR) |
| 223613 | Tac Air Control (MAW) |
| 223983 | Other Marine Tac Air |
| 223993 | Oth Marine Tac Air (MCR) |
| 230000 | NAVAL FORCES |
| 231000 | WARSHIPS & ASW FORCES |
| 231112 | Battleships-BB |
| 231132 | Crusiers-CG |
| 231142 | Crusiers-CG (USNR) |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 231182 | Destroyers-DD |
| 231192 | Destroyers-DD (USNR) |
| 231212 | Destroyers-DDG |
| 231222 | Destroyers-DDG (USNR) |
| 231232 | Frigates-FF |
| 231242 | Frigates-FF (USNR) |
| 231252 | Frigates-FFG |
| 231262 | Frigates-FFG (USNR) |
| 231272 | Patrol Combatants |
| 231282 | Patrol Combatants (USNR) |
| 231312 | Submarines-SS |
| 231442 | P-3 ASW Ptrl Squadrons |
| 231452 | P-3 ASW Ptrl Sqdn (USNR) |
| 231512 | S-2 (USNR) |
| 231532 | S-3 Squadrons |
| 231542 | S-3 Squadrons (USNR) |
| 231562 | SH-3 Squadrons |
| 231572 | SH-3 Squadrons (USNR) |
| 231582 | SH-60B (LAMPS) |
| 231612 | Opn Hq Warships/ASW |
| 231622 | Opn Hq Warship/ASW (NR) |
| 231632 | Surface Support |
| 231652 | Submarines Support |
| 231672 | Aviation Support |
| 231712 | ASW Support |
| 231732 | Mines and Support |
| 231733 | Mines and Support (USMC) |
| 231742 | Mines and Support (USNR) |
| 231912 | Navy Opn Sys Dev (O&M) |
| 231922 | Navy Syst Dev (R&D) |
| 231982 | Oth Warships/ASW Spt |
| 232000 | AMPHIBIOUS FORCES |
| 232112 | Amphib Aslt Ships |
| 232122 | Amphib Aslt Ships (USNR) |
| 232132 | Amphib Support Ships |
| 232212 | Amphib Tac Spt Units |
| 232222 | Amphib Tac Spt Unit (NR) |
| 232232 | Special Opns Forces |
| 232242 | Specl Opns Forces (USNR) |
| 233000 | NAVAL SUPPORT FORCES |
| 233112 | COD Squadrons |
| 233122 | COD Squadrons (USNR) |
| 233132 | Underway Replen Ships |
| 233142 | Underway Repln Shps (NR) |
| 233152 | Major Support Ships |
| 233162 | Major Spt Ships (USNR) |
| 233172 | Minor Support Ships |
| 233182 | Minor Spt Ships (USNR) |
| 233982 | Oth Nav Support Forces |
| 233983 | Oth Support Forces (MC) |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 233992 | Oth Nav Spt Forces (NR) |
| 240000 | MOBILITY FORCES |
| 241000 | PORT OPS & TRAFFIC MGMT |
| 241111 | Port Operations (IF) |
| 241121 | Traffic Management (IF) |
| 241131 | REVENUES-Port/TrfMgt(IF) |
| 241171 | Other Army Mobility |
| 241191 | Port Operations (USAR) |
| 242000 | SEALIFT FORCES |
| 242112 | Sealift (Navy IF) |
| 242122 | REVENUES-Sealift (IF) |
| 242172 | Other Sealift Activities |
| 242173 | Other Sealift (USMC) |
| 242192 | Other Sealift (USNR) |
| 243000 | AIRLIFT FORCES |
| 243114 | C-5 Alft Sqdn (IF) |
| 243124 | C-5 Alft Sqdn (AFR-Asoc) |
| 243134 | C-5 Strat Alft (ANG) |
| 243144 | C-5 Strat Sqdn (AFR-Eqp) |
| 243184 | C-9 Aeromed Sqdns (IF) |
| 243194 | C-9 Aeromed (AFR-Asoc) |
| 243214 | C-17 Alft Sqdns (IF) |
| 243224 | C-17 Alft Sqdn (AFR-Asc) |
| 243234 | C-17 Strat Alft (ANG) |
| 243244 | C-17 Strt Alft (AFR-Eqp) |
| 243314 | C-130 Alft Sqdn (IF) |
| 243324 | C-130 Tac Alft (ANG) |
| 243334 | C-130 Tac Alft (AFR) |
| 243364 | C-141 Alft Sqdn (IF) |
| 243374 | C-141 Alft Sqd (AFR-Asc) |
| 243384 | C-141 Alft (ANG) |
| 243394 | C-141 Alft (AFR-Eqp) |
| 243514 | Aerospace Rescue/Rcvry |
| 243524 | Aerospc Rescue/Rcvry-ANG |
| 243534 | Aerospc Rescue/Rcvry-AFR |
| 243554 | Aeromed Evac Units (ANG) |
| 243814 | Airlift Activities (IF) |
| 243824 | REVENUES-Airlift (IF) |
| 243834 | Alft Activities (Non-IF) |
| 243974 | Oth Airlift (Air Force) |
| 243984 | Oth Airlift (AFR) |
| 243994 | Oth Airlift (ANG) |
| 300000 | COMMUNICATIONS & INTELLIGENCE |
| 310000 | CENTRAL INTELLIGENCE (shld be COMM) |
| 310101 | Communications-Army |
| 310202 | Communications-Navy |
| 310303 | Communications-Marines |
| 310404 | Communications-Air Force |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 310505 | Communications-Def Agcys |
| 320000 | INTELLIGENCE |
| 320101 | Intelligence-Army |
| 320202 | Intelligence-Navy |
| 320303 | Intelligence-Marines |
| 320404 | Intelligence-Air Force |
| 320505 | Intelligence-Def Agcys |
| 400000 | MISSION SUPPORT |
| 410000 | COMBAT INSTALLATIONS |
| 410111 | Cmbt Installations-Army |
| 410151 | Cbt Installations-Ar(RC) |
| 410212 | Cmbt Installations-Navy |
| 410252 | Cmbt Installations-USNR |
| 410313 | Cmbt Installations-USMC |
| 410353 | Cbt Installations-MC(RC) |
| 410414 | Cmbt Installations-USAF |
| 410454 | Cbt Installations-AF(RC) |
| 420000 | FORCE SUPPORT TRAINING |
| 420101 | Force Spt Training (Arm) |
| 420202 | Force Spt Training (Nav) |
| 420303 | Force Spt Training (MC) |
| 420404 | Force Spt Training (AF) |
| 420995 | Force Spt Training (Oth) |
| 430000 | MGMT HQ - COMBAT |
| 431000 | MGMT HQ - SERVICE COMBAT CMDS |
| 431101 | Mgt Hq - Combat (Army) |
| 431202 | Mgt Hq - Combat (Navy) |
| 431303 | Mgt Hq - Combat (USMC) |
| 431404 | Mgt Hq - Combat (USAF) |
| 432000 | MGMT HQ - UNIFIED COMMANDS |
| 432101 | Mgt Hq-Unified Cmd (Arm) |
| 432202 | Mgt Hq-Unified Cmd (Nav) |
| 432303 | Mgt Hq-Unified Cmd (MC) |
| 432404 | Mgt Hq-Unified Cmd (AF) |
| 432995 | Mgt Hq-Unified Cmd (Oth) |
| 500000 | CENTRAL SUPPORT ACTIVITIES |
| 510000 | SUPPORT INSTALLATIONS |
| 510101 | Spt Installations (Army) |
| 510202 | Spt Installations (Navy) |
| 510303 | Spt Installations (USMC) |
| 510404 | Spt Installations (USAF) |
| 510995 | Spt Installations (Oth) |
| 520000 | MEDICAL SUPPORT |
| 520111 | Medical Support-Army |
| 520121 | Medical Support-Army(RC) |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 520212 | Medical Support-Navy |
| 520222 | Medical Support-Navy(RC) |
| 520414 | Medical Support-USAF |
| 520424 | Medical Support-USAF(RC) |
| 520995 | Medical Support (Other) |
| | |
| 530000 | PERSONNEL SUPPORT |
| 530111 | Personnel Support (Army) |
| 530121 | Personnel Spt (Army-RC) |
| 530212 | Personnel Support (Navy) |
| 530222 | Personnel Spt (Navy RC) |
| 530313 | Personnel Support (USMC) |
| 530323 | Personnel Spt (USMC-RC) |
| 530414 | Personnel Support (USAF) |
| 530424 | Personnel Spt (USAF-RC) |
| 530995 | Personnel Support (Oth) |
| | |
| 540000 | INDIVIDUAL TRAINING |
| 540111 | Indvl Training (Army) |
| 540121 | Flight Training (Army) |
| 540131 | Indvl Training (Army-RC) |
| 540212 | Indvl Training (Navy) |
| 540222 | Flight Training (Navy) |
| 540232 | Indvl Training (Navy-RC) |
| 540313 | Indvl Training (USMC) |
| 540414 | Indvl Training (USAF) |
| 540424 | Flight Training (USAF) |
| 540434 | Indvl Training (USAF-RC) |
| 540444 | Flight Training (AF-RC) |
| 540995 | Individual Tng (Other) |
| | |
| 560000 | CENTRAL LOGISTICS |
| 561000 | SUPPLY OPERATIONS |
| 561111 | Supply Ops (IF) Army |
| 561121 | Supply Ops (IF Rvn) Army |
| 561131 | Supply Ops (Non IF) Army |
| 561232 | Supply Ops (Non IF) Navy |
| 561242 | Supply Ops (Non IF) USNR |
| 561333 | Supply Ops (Non IF) USMC |
| 561434 | Supply Ops (Non IF) USAF |
| 561995 | Supply Opns (Other) |
| | |
| 562000 | MAINTENANCE OPERATIONS |
| 562111 | Maint Ops (IF) Army |
| 562121 | Maint Ops (IF Rvn) Army |
| 562131 | Maint Ops (Non IF) Army |
| 562141 | Maint Ops (Non IF) Ar RC |
| 562212 | Maint Ops (IF) Navy |
| 562222 | Maint Ops (IF Rvn) Navy |
| 562232 | Maint Ops (Non IF) Navy |
| 562242 | Maint Ops (Non IF) NavRC |
| 562313 | Maint Ops (IF) USMC |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 562323 | Maint Ops (IF Rvn) USMC |
| 562333 | Maint Ops (Non IF) USMC |
| 562343 | Maint Ops (Non IF) MC RC |
| 562414 | Maint Ops (IF) USAF |
| 562424 | Maint Ops (IF Rvn) USAF |
| 562434 | Maint Ops (Non IF) USAF |
| 562444 | Maint Ops (Non IF) AF RC |
| 563000 | LOGISTICS SUPPORT OPERATIONS |
| 563131 | Log Spt (Non IF) Army |
| 563141 | Log Spt (Non IF) Army RC |
| 563212 | Log Spt (IF) Navy |
| 563222 | Log Spt (IF Rvnues) Navy |
| 563232 | Log Spt (Non IF) Navy |
| 563242 | Log Spt (Non IF) Navy RC |
| 563323 | Log Spt (IF Rvnues) USMC |
| 563333 | Log Spt (Non IF) USMC |
| 563414 | Log Spt (IF) USAF |
| 563434 | Log Spt (Non IF) USAF |
| 563995 | Log Support Ops (Other) |
| 570000 | OTHER CENTRAL SUPPORT |
| 570101 | Oth Central Spt (Army) |
| 570202 | Oth Central Spt (Navy) |
| 570303 | Oth Central Spt (USMC) |
| 570404 | Oth Central Spt (USAF) |
| 570995 | Oth Central Spt (Other) |
| 580000 | MGMT HQ - SUPPORT ACTIVITIES |
| 581000 | MGMT HQ - SERVICE SUPPORT ACTIVITIES |
| 581101 | Mgt Hq - Spt Cmds (Army) |
| 581202 | Mgt Hq - Spt Cmds (Navy) |
| 581303 | Mgt Hq - Spt Cmds (USMC) |
| 581404 | Mgt Hq - Spt Cmds (USAF) |
| 581995 | Mgt Hq - Support (Other) |
| 582000 | MGT HQ - DEFENSE AGENCIES |
| 582995 | Mgt Hq-Defense Agecies |
| 590000 | JOINT ACTIVITIES |
| 591000 | JOINT STAFF |
| 591101 | Joint Staff (Army) |
| 591202 | Joint Staff (Navy) |
| 591303 | Joint Staff (USMC) |
| 591404 | Joint Staff (USAF) |
| 592000 | OSD & DEFENSE AGENCIES |
| 592101 | OSD/Def Agency Spt-Army |
| 592202 | OSD/Def Agency Spt-Navy |
| 592303 | OSD/Def Agency Spt-USMC |
| 592404 | OSD/Def Agency Spt-USAF |
| 592505 | OSD/Def Agency Spt-Other |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 593000 | FEDERAL SUPPORT ACTIVITIES |
| 593101 | Fed Agcy Support-Army |
| 593202 | Fed Support Act - Navy |
| 593303 | Fed Support Act - USMC |
| 593404 | Fed Support Act - USAF |
| 594000 | INTERNATIONAL MILITARY ORGANIZATIONS |
| 594101 | Mgt Hq-Internatnl (Army) |
| 594202 | Mgt Hq-Internatnl (Navy) |
| 594303 | Mgt Hq-Internatnl (USMC) |
| 594404 | Mgt Hq-Internatnl (USAF) |
| 600000 | R & D AND GEOPHYSICAL |
| 610000 | RESEARCH & DEVELOPMENT |
| 611001 | Research (Army) |
| 611002 | Research (Navy) |
| 611004 | Research (USAF) |
| 611005 | Research (Other) |
| 612001 | Exploratory (Army) |
| 612002 | Exploratory (Navy) |
| 612003 | Exploratory (USMC) |
| 612004 | Exploratory (USAF) |
| 612005 | Exploratory (Other) |
| 613001 | Advanced Dev (Army) |
| 613002 | Advanced Dev (Navy) |
| 613003 | Advanced Dev (USMC) |
| 613004 | Advanced Dev (USAF) |
| 613005 | Advanced Dev (Other) |
| 614001 | Engineering Dev (Army) |
| 614002 | Engineering Dev (Navy) |
| 614003 | Engineering Dev (USMC) |
| 614004 | Engineering Dev (USAF) |
| 614005 | Engineering Dev (Other) |
| 615001 | R&D Mgmt Support (Army) |
| 615002 | R&D Mgmt Support (Navy) |
| 615003 | R&D Mgmt Support (USMC) |
| 615004 | R&D Mgmt Support (USAF) |
| 615005 | R&D Mgmt Support (Other) |
| 620000 | GEOPHYSICAL ACTIVITIES |
| 620101 | Geophysical (Army) |
| 620202 | Geophysical (Navy) |
| 620404 | Geophysical (USAF) |
| 620505 | Geophysical (Other DoD) |
| 700000 | INDIVIDUALS |
| 710000 | TRANSIENTS |
| 710101 | Transients - Army |
| 710202 | Transients - Navy |
| 710303 | Transients - USMC |
| 710404 | Transients - USAF |

ADVANCED DEFENSE RESOURCES MODEL
AGGREGATE ELEMENT STRUCTURE

| AE CODE | AGGREGATE ELEMENT TITLE |
|---|---|
| 720000 | PATIENTS, PRISONERS, & OTHERS |
| 720101 | Pers Holding Acct - Army |
| 720202 | Pers Holding Acct - Navy |
| 720303 | Pers Holding Acct - USMC |
| 720404 | Pers Holding Acct - USAF |
| 800000 | MISCELLANEOUS |
| 810000 | RETIRED PAY |
| 820000 | INTERNATIONAL SUPPORT FUNDS |
| 820995 | Intl Spt Funds - Defense |
| 830000 | UNDISTRIBUTED |
| 830111 | Frc Strctr Deviation-A |
| 830112 | Frc Strctr Deviation-N |
| 830113 | Frc Strctr Deviation-MC |
| 830114 | Frc Strctr Deviation-AF |
| 830991 | Oth Undistributed (Army) |
| 830992 | Oth Undistributed (Navy) |
| 830994 | Oth Undistributed (USAF) |
| 830995 | Undistributed (Oth DoD) |
| 211241 | 1st Armored Div (-) |

# DESCRIPTION OF ALTERNATIVE STRUCTURES: CBO AGGREGATE ELEMENTS

**NAME OF STRUCTURE:** Congressional Budget Office Aggregate Elements

**OWNER:** Congressional Budget Office

**USER(S):** Congressional Budget Office

**CHARACTERISTICS**

The Congressional Budget Office uses an early version of the Defense Resources Model (DRM) developed in the mid 1970s. As noted in the FYDP Program Structure Manual

> The CBO has developed the Defense Resource Model (DRM) for use as an analytical tool in support of alternative levels of defense resources. Following the budget submission to Congress, budget year data are extracted from the FYDP according to CBO specifications, which aggregate program elements and resource identification codes to unclassified summary levels for input to the DRM. Data from the DRM are used by CBO to fulfill the legal requirement for mission-oriented displays under P.L. 93-344 [Reference (b)].[8]

Program element assignments to the AE categories used by the CBO are made by the CBO. It is not unheard of for these assignments to differ from those made by DoD. As discussed in Chapter 2, the CBO AE structure and the ADRM AE structure have diverged markedly in the period since the DRM was first developed, with the CBO version remaining virtually unchanged from the original structure.

The basic AE structure used by the CBO is listed below.

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[8]SOURCE: FYDP Program Structure Manual, DoD 7045.7-H, August 1987.

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 100000 | STRATEGIC |
| 110000 | OFFENSIVE STRATEGIC |
| 110014 | TITAN |
| 110022 | TRIDENT II MISSILE SYSTEM |
| 110024 | MINUTEMAN |
| 110032 | FLEET BALLISTIC MISSILE SYSTEM |
| 110042 | TRIDENT |
| 110044 | B-1B |
| 110052 | FBMS SUPPORT |
| 110062 | FBMS SUPPORT(USNR) |
| 110064 | B-52 |
| 110074 | FB-111 |
| 110094 | KC-135 |
| 110104 | KC-135(ANG) |
| 110114 | KC-135(AFR) |
| 110132 | STRATEGIC CRUISE MISSILE (NAVY) |
| 110144 | ADVANCED ICBM |
| 110154 | AIR LAUNCHED CRUISE MISSILE |
| 110164 | MX SQUADRONS |
| 110174 | SMALL ICBM |
| 110982 | OTHER STRATEGIC OFF(USNR) |
| 110992 | OTHER STRATEGIC OFFENSIVE |
| 110994 | OTHER STRATEGIC OFFENSIVE |
| 120000 | DEFENSIVE STRATEGIC |
| 120004 | F-16 AIR DEFENSE (ANG) |
| 120014 | F-106 |
| 120024 | F-106(ANG) |
| 120034 | F-4(ANG) |
| 120044 | AIR DEFENSE F-15 |
| 120054 | COMMAND & CONTROL CENTERS |
| 120064 | SURVEILLANCE RADARS |
| 120074 | CMND CNTRL WING(ANG) |
| 120984 | RGG CNTL CNTR(AFR) |
| 120991 | OTHER STRATEGIC DEFENSIVE (ARMY) |
| 120994 | OTHER STRATEGIC DEFENSIVE (AIR FORCE) |
| 120995 | STRATEGIC DEFENSE INITIATIVES |
| 130000 | STRATEGIC CONTROL & SURVEILLANCE |
| 130022 | SPACE SURVEILLANCE (NAVY) |
| 130034 | SPACE SURVEILLANCE (AIR FORCE) |
| 130051 | STRATEGIC COMMAND & CONTROL (ARMY) |
| 130062 | STRATEGIC COMMAND & CONTROL (NAVY) |
| 130073 | STRATEGIC COMMAND & CONTROL (MARINE) |
| 130084 | STRATEGIC CMD & CONTROL (AIR FORCE) |
| 130095 | STRATEGIC COMMAND & CONTROL (OTHER) |
| 130104 | SPACE SHUTTLE |
| 130991 | OTHER CONTROL & SURVEILLANCE (ARMY) |
| 130992 | OTHER CONTROL & SURVEILLANCE (NAVY) |
| 130993 | OTHER CONTROL & SURV (MARINE) |
| 130994 | OTHER CONTROL & SURV (AIR FORCE) |
| 200000 | TACTICAL/MOBILITY |
| 210000 | LAND FORCES |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 211000 | DIVISION FORCES |
| 211011 | ACTIVE ARMY DIV (ARM) (ZI) |
| 211021 | ACTIVE ARMY DIV (ARM) (OS) |
| 211031 | ACTIVE ARMY DIV (MECH) (ZI) |
| 211041 | ACTIVE ARMY DIV (MECH) (OS) |
| 211051 | ACTIVE ARMY DIV (INF) (ZI) |
| 211061 | ACTIVE ARMY DIV (INF) (KOREA) |
| 211071 | ACTIVE ARMY DIV (ABN) (ZI) |
| 211081 | ACTIVE ARMY DIV (ABN) (OS) |
| 211091 | ACTIVE ARMY DIV (AM) (ZI) |
| 211101 | ACTIVE ARMY DIV (AM) (OS) |
| 211111 | ACTIVE ARMY SEP BDE/REGIMENTS (ZI) |
| 211121 | ACTIVE ARMY SEP BDE/REGIMENTS (OS) |
| 211131 | ACT ARMY OTHER NON-DIV CMBT UTS (ZI) |
| 211141 | ACT ARMY OTHER NON-DIV CMBT UTS (OS) |
| 211151 | ACTIVE ARMY TACTICAL SUPPORT (ZI) |
| 211161 | ACTIVE ARMY TACTICAL SUPPORT (OS) |
| 211171 | ARNG AFFIL UNITS |
| 211201 | ARNG DIVISIONS |
| 211221 | ARNG (OTHER NON-DIV CMBT UTS) |
| 211231 | ARNG TACTICAL SUPPORT |
| 211241 | AR AFFIL UNITS |
| 211261 | AR OTHER NON-DIV COMBAT UNITS |
| 211271 | AR TACTICAL SPT |
| 211281 | ACTIVE ARMY DIV (INF) (HA) |
| 211291 | ACT ARMY OTHER NON-DIV CMBT UTS (HA) |
| 211301 | ACT ARMY OTHER NON-DIV CMBT UTS (KOREA) |
| 211311 | ACTIVE ARMY TACTICAL SUPPORT (HA) |
| 211321 | ACT ARMY OTHER NON-DIV CMBT UTS (KOREA) |
| 211491 | OTHER ARMY DIVISION FORCES |
| 211513 | ACTIVE MARINE DIVISIONS |
| 211523 | ACTIVE MARINE TACTICAL SUPPORT |
| 211533 | MC RESERVE DIVISIONS |
| 211543 | MC RESERVE TACTICAL SUPPORT |
| 211611 | ARMY AIRCRAFT PROCUREMENT |
| 211621 | ARMY MISSILE PROCUREMENT |
| 211623 | MARINE CORPS MISSILE PROCUREMENT |
| 211631 | ARMY TANK PROCUREMENT |
| 211633 | MARINE CORPS TANK PROCUREMENT |
| 211641 | ARMY PERSONNEL CARRIER PROCUREMENT |
| 211643 | MARINE CORPS PERSONNEL CARRIER PROCUREMENT |
| 211651 | ARMY OTHER TRACKED VEHICLES PROCUREMENT |
| 211653 | MARINE CORPS OTHER TRACKED VEHICLES PROCUREMENT |
| 211661 | ARMY ARTILLERY PROCUREMENT |
| 211663 | MARINE CORPS ARTILLERY PROCUREMENT |
| 211993 | OTHER MARINE DIVISION FORCES |
| 212000 | THEATER FORCES |
| 212011 | ACTIVE AIR DEFENSE |
| 212021 | ACTIVE GROUND DEFENSE |
| 212491 | OTHER ACTIVE THEATER FORCES |
| 212511 | ARNG GROUND DEFENSE |
| 212521 | AR GROUND DEFENSE |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 220000 | TACTICAL AIR FORCES |
| 220982 | OTHER NAVY TACAIR(USNR) |
| 221004 | AIR FORCE TACAIR |
| 221014 | A-7 |
| 221024 | A-7 (ANG) |
| 221034 | A-10 |
| 221044 | A-10 (ANG) |
| 221054 | A-10 (AFR) |
| 221104 | F-15E |
| 221114 | F-4 |
| 221124 | F-4 (ANG) |
| 221134 | F-4 (AFR) |
| 221144 | F-111 |
| 221154 | F-15 |
| 221164 | F-16 |
| 221174 | RF-4 |
| 221184 | RF-4 (ANG) |
| 221194 | KC-10A |
| 221214 | EF-111 |
| 221224 | E-3A |
| 221234 | OTHER TACTICAL AIR CONTROL |
| 221304 | EC-130(ANG) |
| 221314 | TACTICAL AIR CONTROL (ANG) |
| 221324 | SPECIAL OPERATIONS FORCE (AFR) |
| 221334 | GLCM MISSILE |
| 221384 | F-16 SQUADRONS (ANG) |
| 221394 | ADV TANKER CARGO ASSOC UNITS (AFR) |
| 221404 | F-16 SQUADRONS (USAFR) |
| 221414 | TACCS |
| 221424 | F-15 SQUADRONS (ANG) |
| 221994 | OTHER AF TACTICAL AIR FORCES |
| 222002 | NAVY TACAIR |
| 222012 | MULTI-PURPOSE CARRIERS-CVA/CV |
| 222022 | MULTI-PURPOSE CARRIERS-CVAN/CVN |
| 222052 | A-6/KA-6 |
| 222062 | A-7 |
| 222072 | A-7 USNR |
| 222082 | F/A-18 (NAVY) |
| 222092 | F-4 |
| 222102 | F-4 (USNR) |
| 222112 | F-14 |
| 222122 | F/A-18 (NAVY) |
| 222132 | E-2 |
| 222142 | E-2 (USNR) |
| 222162 | RF-8 (USNR) |
| 222172 | EA-3B/EP-3B |
| 222182 | EA-6B |
| 222192 | SEA BASED EW SQ (USNR) |
| 222202 | F/A-18(USNR) |
| 222232 | CV SUPPT |
| 222262 | F-14A SQUADRONS(USNR) |
| 222992 | OTHER NAVY TACTICAL AIR FORCES |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 223003 | MARINE TACAIR |
| 223023 | A-4M |
| 223033 | A-6 |
| 223053 | F/A-18 (MARINES) |
| 223063 | F-4(MARINES) |
| 223073 | TACTICAL AIR CONTROL |
| 223083 | KC-130 |
| 223103 | F-4 (USMCR) |
| 223113 | KC-130 (USMCR) |
| 223123 | A-4 (USMCR) |
| 223133 | EA-6 SQUADRONS (MCR) |
| 223143 | AV-8(MARINES) |
| 223143 | AV-8(MARINES) |
| 223983 | OTHER MARINE TACAIR(MCR) |
| 223993 | OTHER MARINE TACTICAL AIR FORCES |
| 230000 | NAVAL FORCES |
| 231002 | ASW & FLEET AIR DEFENSE |
| 231012 | SH-3 |
| 231022 | SH-3 (USNR) |
| 231032 | S-3 |
| 231042 | S-3 (USNR) |
| 231052 | SH-60B (LAMPS MK-III) |
| 231062 | P-3 |
| 231072 | SP-2/P-3 |
| 231082 | SH-2F (LAMPS MK-II) |
| 231092 | SUBMARINES-SS |
| 231102 | SUBMARINES-SSN |
| 231112 | SUBMARINES TENDERS/SUPPORT |
| 231122 | CRUISERS-CG |
| 231132 | CRUISERS-CGN |
| 231142 | CRUISERS (USNR) |
| 231152 | DESTROYERS-DD |
| 231162 | DESTROYERS-DD (USNR) |
| 231172 | DESTROYERS-DDG |
| 231182 | DESTROYERS-DDG (USNR) |
| 231192 | FRIGATES-FF |
| 231202 | FRIGATES-FF (USNR) |
| 231212 | FRIGATES-FFG |
| 231222 | PATROL COMBATANTS |
| 231232 | PATROL COMBATANTS (USNR) |
| 231242 | DESTROYER TENDERS/SURFACE SUPPORT |
| 231252 | SURFACE SUPPORT FORCES (USNR) |
| 231262 | BATTLESHIP |
| 231282 | ASW SUPPORT FORCES (USNR) |
| 231302 | FRIGATES-MISSLE(USNR) |
| 231982 | OTH ASW&FLEET AIR DEF(USNR) |
| 231992 | OTHER ASW & FLEET AIR DEFENSE |
| 232000 | AMPHIBIOUS FORCES |
| 232012 | AMPHIBIOUS ASSAULT SHIPS |
| 232022 | AMPHIBIOUS SUPPORT |
| 232032 | AMPHIBIOUS ASSAULT SHIPS (USNR) |
| 232042 | AMPHIBIOUS SUPPORT (USNR) |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 232982 | OTHER AMPHIB FORCES(USNR) |
| 232992 | OTHER AMPHIBIOUS FORCES |
| 233000 | NAVAL SUPPORT FORCES |
| 233012 | C-11C-2 |
| 233042 | REPLENISHMENT SHIPS |
| 233052 | FLEET SUPPORT SHIPS |
| 233062 | DIRECT SUPPORT AIRCRAFT |
| 233082 | SUPPORT FORCES (USNR) |
| 233982 | OTH NAVAL SPT FRCS(USNR) |
| 233992 | OTHER NAVAL SUPPORT FORCES |
| 240000 | MOBILITY FORCES |
| 240004 | C-130 (IF) |
| 240014 | C-130 |
| 240024 | C-130 (ANG) |
| 240034 | C-130 (AFR) |
| 240044 | C-141 |
| 240054 | C-141 ASSOCIATE (AFR) |
| 240064 | C-5 |
| 240074 | C-5 ASSOCIATE (AFR) |
| 240084 | AIRLIFT SUPPORT SERVICES |
| 240091 | BASE OPERATIONS & TRAFFIC MANAGEMENT |
| 240094 | MILITARY AIRLIFT GROUP |
| 240104 | C-9 |
| 240114 | C-9 ASSOCIATE (AFR) |
| 240144 | C-123 (AFR) |
| 240154 | C-7 (ANG) |
| 240164 | C-5 STRAT AIRLIFT(ANG) |
| 240164 | C-5 STRAT AIRLIFT(ANG) |
| 240174 | C-17 |
| 240174 | C-17 |
| 240184 | C-19 STRAT AIRLIFT(AFR) |
| 240194 | C-5 STRAT AIRLIFT(AFR) |
| 240204 | C-141 STRAT AIRLIFT (AFR) |
| 240214 | C-141 STRAT AIRLIFT (ANG) |
| 240454 | AEROSPACE RESC/RECOV(ANG) |
| 240464 | AEROSPACE RESC/RECOV(AFR) |
| 240474 | AERIAL PORT (ANG) |
| 240484 | AERIAL PORT(AFR) |
| 240494 | OTHER AIRLIFT (AIR FORCE) |
| 240594 | AIRLIFT REVENUES |
| 240691 | PORT OPNS & TRAFFIC MGMT |
| 240791 | PORT OPNS REVENUES |
| 240892 | SEALIFT FORCE (NAVY) |
| 240992 | SEALIFT REVENUES |
| 250000 | SPECIAL OPERATIONS FORCES |
| 250011 | SPECIAL OPERATIONS FORCES (ARMY) |
| 250022 | SPECIAL OPERATIONS FORCES (NAVY) |
| 250033 | SPECIAL OPERATIONS FORCES (MARINES) |
| 250044 | SPECIAL OPERATIONS FORCES (AIR FORCE) |
| 250991 | OTHER SPECIAL OPERATIONS FORCES (ARMY) |
| 250992 | OTHER SPECIAL OPERATIONS FORCES (NAVY) |
| 250993 | OTHER SPECIAL OPERATIONS FORCES (MARINES) |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 250994 | OTHER SPECIAL OPERATIONS FORCES (AIR FORCE) |
| 250995 | OTHER SPECIAL OPERATIONS FORCES (OTHER) |
| 300000 | AUXILIARY ACTIVITIES |
| 310000 | CENTRAL INTELLIGENCE & COMMUNICATIONS |
| 310011 | INTELLIGENCE & TELECOM (ARMY) |
| 310022 | INTELLIGENCE & TELCOM (NAVY) |
| 310033 | INTELLIGENCE & TELCOM (MARINES) |
| 310044 | INTELLIGENCE & TELCOM (AIR FORCE) |
| 310995 | INTELLIGENCE & TELCOM (OTHER) |
| 330000 | RESEARCH & DEVELOPMENT ACTIVITIES |
| 330011 | RESEARCH (ARMY) |
| 330021 | EXPLORATORY (ARMY) |
| 330031 | ADVANCED (ARMY) |
| 330041 | ENGINEERING DEVELOPMENT (ARMY) |
| 330051 | MANAGEMENT SUPPORT (ARMY) |
| 330061 | RDT&E FINANCING ADJUSTMENTS (ARMY) |
| 330062 | RESEARCH (NAVY) |
| 330072 | EXPLORATORY (NAVY) |
| 330082 | ADVANCED (NAVY) |
| 330092 | ENGINEERING DEVELOPMENT (NAVY) |
| 330102 | MANAGEMENT SUPPORT (NAVY) |
| 330112 | RESEARCH REVENUES |
| 330122 | RDT&E FINANCING ADJUSTMENTS (NAVY) |
| 330133 | MANAGEMENT SUPPORT (MARINES) |
| 330144 | RESEARCH (AIR FORCE) |
| 330154 | EXPLORATORY (AIR FORCE) |
| 330164 | ADVANCED (AIR FORCE) |
| 330174 | ENGINEERING DEVELOPMENT (AIR FORCE) |
| 330184 | MANAGEMENT SUPPORT (AIR FORCE) |
| 330194 | RDT&E FINANCING ADJUSTMENTS (AF) |
| 330995 | RESEARCH & DEVELOPMENT (OTHER) |
| 350000 | GEOPHYSICAL ACTIVITIES |
| 350011 | GEOPHYSICAL (ARMY) |
| 350022 | GEOPHYSICAL (NAVY) |
| 350033 | GEOPHYSICAL (MARINES) |
| 350044 | GEOPHYSICAL (AIR FORCE) |
| 350995 | GEOPHYSICAL (OTHER) |
| 400000 | MISSION SUPPORT |
| 410000 | BASE OPERATING SUPPORT-COMBAT INST |
| 410011 | BASE OPERATING SUPPORT-COMBAT INST (ARMY) |
| 410032 | BASE OPERATING SUPPORT-COMBAT INST (NAVY) |
| 410042 | BASE OPERATING SUPPORT-COMBAT INST (NAVY-RC) |
| 410053 | BASE OPERATING SUPPORT-COMBAT INST (MARINES) |
| 410074 | BASE OPERATING SUPPORT-COMBAT INST (AIR FORCE) |
| 410084 | BASE OPERATING SUPPORT-COMBAT INST (AIR FORCE-RC) |
| 410232 | FINANCING ADJUSTMENTS (NAVY) |
| 410233 | FINANCING ADJUSTMENTS (MARINES) |
| 410274 | FINANCING ADJUSTMENTS (AIR FORCE) |
| 411011 | BASE OPERATING SUPPORT-SOF (ARMY) |
| 411032 | BASE OPERATING SUPPORT-SOF (NAVY) |
| 411053 | BASE OPERATING SUPPORT-SOF (MARINES) |
| 411074 | BASE OPERATING SUPPORT-SOF (AIR FORCE) |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 411095 | BASE OPERATING SUPPORT-SOF (OTHER) |
| 411221 | FINANCING ADJUSTMENTS (ARMY) |
| 414011 | BASE OPERATING SUPPORT-SOF (ARMY) |
| 414074 | BASE OPERATING SUPPORT-SOF (AIR FORCE) |
| 420000 | FORCE SUPPORT TRAINING |
| 420011 | FORCE SUPPORT TRAINING (ARMY) |
| 420022 | FORCE SUPPORT TRAINING (NAVY) |
| 420032 | FORCE SUPPORT TRAINING (NAVY-RC) |
| 420043 | FORCE SUPPORT TRAINING (MARINES) |
| 420054 | FORCE SUPPORT TRAINING (AIR FORCE) |
| 421011 | SPECIAL OPERATIONS FORCES TRAINING (ARMY) |
| 421022 | SPECIAL OPERATIONS FORCES TRAINING (NAVY) |
| 421043 | SPECIAL OPERATIONS FORCES TRAINING (MARINES) |
| 421054 | SPECIAL OPERATIONS FORCES TRAINING (AIR FORCE) |
| 430000 | MANAGEMENT HQ-COMBAT |
| 430011 | MANAGEMENT HQ-COMBAT (ARMY) |
| 430022 | MANAGEMENT HQ-COMBAT (NAVY) |
| 430033 | MANAGEMENT HQ-COMBAT (MARINES) |
| 430044 | MANAGEMENT HQ-COMBAT (AIR FORCE) |
| 431011 | MANAGEMENT HQ - COMBAT -SOF (ARMY) |
| 431022 | MANAGEMENT HQ - COMBAT -SOF (NAVY) |
| 431033 | MANAGEMENT HQ - COMBAT -SOF (MARINES) |
| 431044 | MANAGEMENT HQ - COMBAT -SOF (AIR FORCE) |
| 431055 | MANAGEMENT HQ - COMBAT -SOF (OTHER) |
| 500000 | CENTRAL SUPPORT |
| 510000 | BASE OPERATING SUPPORT-SUPPORT INST |
| 510011 | BASE OPERATING SUPPORT-SUPPORT INST (ARMY) |
| 510022 | BASE OPERATING SUPPORT-SUPPORT INST (NAVY) |
| 510033 | BASE OPERATING SUPPORT-SUPPORT INST (MARINES) |
| 510044 | BASE OPERATING SUPPORT-SUPPORT INST (AIR FORCE) |
| 510221 | FINANCING ADJUSTMENTS (ARMY) |
| 510222 | FINANCING ADJUSTMENTS (NAVY) |
| 510233 | FINANCING ADJUSTMENTS (MARINES) |
| 510244 | FINANCING ADJUSTMENTS (AIR FORCE) |
| 510895 | FINANCING ADJUSTMENTS (OTHER) |
| 510995 | BASE OPERATING SUPPORT-SUPPORT INST (OTHER) |
| 520000 | MEDICAL SUPPORT |
| 520011 | MEDICAL SUPPORT (ARMY) |
| 520021 | MEDICAL SUPPORT (ARMY-RC) |
| 520032 | MEDICAL SUPPORT (NAVY) |
| 520042 | MEDICAL SUPPORT (NAVY-RC) |
| 520054 | MEDICAL SUPPORT (AIR FORCE) |
| 520064 | MEDICAL SUPPORT (AIR FORCE-RC) |
| 520995 | MEDICAL SUPPORT (OTHER) |
| 530000 | PERSONNEL SUPPORT |
| 530011 | PERSONNEL SUPPORT (ARMY) |
| 530021 | PERSONNEL SUPPORT (ARMY-RC) |
| 530032 | PERSONNEL SUPPORT (NAVY) |
| 530052 | PERSONNEL SUPPORT (MARINES) |
| 530053 | PERSONNEL SUPPORT (MARINES) |
| 530064 | PERSONNEL SUPPORT (AIR FORCE) |
| 530074 | PERSONNEL SUPPORT (AIR FORCE-RC) |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 530995 | PERSONNEL SUPPORT (OTHER) |
| 540000 | INDIVIDUAL TRAINING |
| 540011 | INDIVIDUAL TRAINING (ARMY) |
| 540021 | FLIGHT TRAINING (ARMY) |
| 540032 | INDIVIDUAL TRAINING (NAVY) |
| 540042 | FLIGHT TRAINING (NAVY) |
| 540053 | INDIVIDUAL TRAINING (MARINES) |
| 540074 | INDIVIDUAL TRAINING (AIR FORCE) |
| 540084 | FLIGHT TRAINING (AIR FORCE) |
| 540095 | INDIVIDUAL TRAINING (OTHER) |
| 540995 | INDIVIDUAL TRAINING (OTHER) |
| 560000 | CENTRAL LOGISTICS |
| 560011 | LOGISTICS (ARMY) |
| 560021 | LOGISTICS (ARMY-RC) |
| 560031 | FINANCING ADJUSTMENTS (ARMY) |
| 560032 | LOGISTICS (NAVY) |
| 560042 | LOGISTICS (NAVY-RC) |
| 560052 | FINANCING ADJUSTMENTS (NAVY) |
| 560053 | LOGISTICS (MARINES) |
| 560063 | LOGISTICS (MARINE-RC) |
| 560074 | LOGISTICS (AIR FORCE) |
| 560074 | LOGISTICS (AIR FORCE) |
| 560121 | REVENUES LOGISTICS (ARMY) |
| 560132 | REVENUES LOGISTICS (NAVY) |
| 560153 | REVENUES LOGISTICS (MARINES) |
| 560174 | REVENUES LOGISTICS (AIR FORCE) |
| 560994 | FINANCING ADJUSTMENTS (AF) |
| 560995 | LOGISTICS (OTHER) |
| 561995 | REVENUES LOGISTICS (OTHER) |
| 570000 | CENTRALIZED SUPPORT ACTIVITIES |
| 571000 | SUPPORT TO OTHER NATIONS |
| 571011 | SUPPORT TO OTHER NATIONS (ARMY) |
| 571021 | FINANCING ADJUSTMENTS (ARMY) |
| 571022 | SUPPORT TO OTHER NATIONS (NAVY) |
| 571033 | SUPPORT TO OTHER NATIONS (MARINES) |
| 571044 | SUPPORT TO OTHER NATIONS (AIR FORCE) |
| 571985 | FINANCING ADJUSTMENTS (OTHER) |
| 571995 | SUPPORT TO OTHER NATIONS (OTHER) |
| 572000 | OTHER CENTRALIZED SUPPORT |
| 572011 | OTHER CENTRALIZED SUPPORT (ARMY) |
| 572022 | OTHER CENTRALIZED SUPPORT (NAVY) |
| 572022 | OTHER CENTRALIZED SUPPORT (NAVY) |
| 572033 | OTHER CENTRALIZED SUPPORT (MARINES) |
| 572044 | OTHER CENTRALIZED SUPPORT (AIR FORCE) |
| 572095 | OTHER CENTRALIZED SUPPORT (OTHER) |
| 580000 | MANAGEMENT HQ-SUPPORT |
| 580011 | MANAGEMENT HQ-SUPPORT (ARMY) |
| 580022 | MANAGEMENT HQ-SUPPORT (NAVY) |
| 580033 | MANAGEMENT HQ-SUPPORT (MARINES) |
| 580044 | MANAGEMENT HQ-SUPPORT (AIR FORCE) |
| 580095 | MANAGEMENT HQ-SUPPORT (OTHER) |
| 590000 | FEDERAL AGENCY SUPPORT |

CONGRESSIONAL BUDGET OFFICE
AGGREGATE ELEMENT CATEGORIES

| AEC/AE | AEC/AE TITLE |
|---|---|
| 590011 | FEDERAL AGENCY SUPPORT (ARMY) |
| 590022 | FEDERAL AGENCY SUPPORT (NAVY) |
| 590033 | FEDERAL AGENCY SUPPORT (MARINES) |
| 590044 | FEDERAL AGENCY SUPPORT (AIR FORCE) |
| 800000 | MISCELLANEOUS |
| 800021 | SPECIAL ADJUSTMENTS (ARMY) |
| 800032 | SPECIAL ADJUSTMENTS (NAVY) |
| 800043 | SPECIAL ADJUSTMENTS (MARINES) |
| 800054 | SPECIAL ADJUSTMENTS (AIR FORCE) |
| 800061 | FINANCING ADJUSTMENTS (ARMY) |
| 800062 | FINANCING ADJUSTMENTS (NAVY) |
| 800063 | FINANCING ADJUSTMENTS (MARINES) |
| 800064 | FINANCING ADJUSTMENTS (AF) |
| 800065 | FINANCING ADJUSTMENTS (OTHER) |
| 800991 | OTHER MISCELLANEOUS (ARMY) |
| 800992 | OTHER MISCELLANEOUS (NAVY) |
| 800993 | OTHER MISCELLANEOUS (MARINES) |
| 800994 | OTHER MISCELLANEOUS (AIR FORCE) |
| 800995 | OTHER MISCELLANEOUS (OTHER) |

# PART 2. MDP AND DMC STRUCTURES

# MAJOR FORCE PROGRAM STRUCTURE

| PEC FIELD | MAJOR FORCE PROGRAM |
|---|---|
| | 1. STRATEGIC |
| 010000 | o STRATEGIC OFFENSIVE |
| 010100 | o AIRCRAFT UNITS |
| 010120 | o MISSILE UNITS |
| 010130 | o COMMAND, CNTROL & COMM SYS |
| 010180 | o OTHER |
| 010200 | o STRATEGIC DEFENSIVE |
| 010210 | o AIRCRAFT UNITS |
| 010220 | o MISSILE UNITS |
| 010230 | o COMMAND, CNTRL & COMM SYS |
| 010240 | o SURVEILLANCE & WARNING SYS |
| 010250 | o SAFEGUARD |
| 010280 | o OTHER |
| | 2. GENERAL PURPOSE FORCES |
| 020100 | o UNIFIED COMMANDS |
| 02021 | o FORCES (ARMY) |
| 020210 | o ALASKA |
| 020230 | o EUROPE |
| 020240 | o PACIFIC |
| 020250 | o SOUTH |
| 020260 | o FORSCOM |
| 020280 | o OTHER CONUS |
| 020300 | o OPERATIONAL SYS DEV |
| 020400 | o FORCES (NAVY) |
| 020410 | o SEA CNTRL/PROJ FRCS |
| 020420 | o SEA CONTROL FRCS |
| 020430 | o MINE WARFARE FRCS |
| 020440 | o SEA PROJECTION FRCS |
| 020460 | o SUPPORT FORCES-SHORE BASED |
| 020500 | o OPERATIONAL SYS (NAVY) |
| 020600 | o FORCES (FLEET MARINE) |
| 020610 | o DIVISION/WING TEAMS |
| 020620 | o DIVISIONS |
| 020630 | o COMBAT SUPPORT |
| 020640 | o OTHER SUPPORT (MARINE) |
| 020660 | o OPERATIONAL SYS DEV (MARINE) |
| 020700 | o FORCES (AIR FORCE) |
| 020710 | o COMBAT AIRCRAFT UNITS |
| 020720 | o COMBAT SUPPORT AIRCRAFT UNITS |
| 020730 | o MISSILE UNITS |
| 020740 | o UNITS - OTHER |
| 020750 | o OTHER SUPPORT (AIR FORCE) |
| 020800 | o OTHER |
| | 3. INTELLIGENCE & COMMUNICATIONS |
| 030100 | o GEN INTEL & CRYPTO ACTS |
| 030200 | o NATL MIL CMD SYSTEM |
| 030300 | o COMMUNICATIONS |
| 030400 | o SPECIAL ACTIVITIES |
| 030500 | o ACTIVITIES (OTHER) |

MAJOR FORCE PROGRAM STRUCTURE

| PEC FIELD | MAJOR FORCE PROGRAM |
|---|---|
| 030580 | O OTHER |
| | 4. AIRLIFT & SEALIFT |
| 040100 | O AIRLIFT |
| 040110 | O INDUSTRIALLY FUNDED |
| 040120 | O NON-INDUSTRIALLY FUNDED |
| 040130 | O TACTICAL AIRLIFT |
| 040180 | O OTHER |
| 040200 | O SEALIFT |
| 040210 | O INDUSTRIALLY FUNDED |
| 040300 | O TRAFFIC MNGMT & WATER TERMINALS |
| 040400 | O SPECIAL OPS & COMBAT RESCUE |
| 040800 | O OTHER |
| | 5. GUARD & RESERVE |
| 050100 | O STRATEGIC |
| 050110 | O STRATEGIC DEFENSIVE FORCES |
| 050140 | O STRATEGIC OFFENSIVE FORCES |
| 050200 | O GENERAL PURPOSE |
| 050230 | O NAVAL RESERVE |
| 050240 | |
| 050250 | O MARINE CORPS RESERVE |
| 050260 | O AIR NATIONAL GUARD |
| 050269 | O NAVAL RESERVE [BASE OPS] |
| 050270 | O AIR FORCE RESERVE |
| 050280 | O ARMY NATIONAL GUARD |
| 050289 | O NAVAL RESERVE [BASE OPS] |
| 050290 | O ARMY RESERVE |
| 050299 | O NAVAL RESERVE [BASE OPS] |
| 050300 | O INTELLIGENCE & COMMUNICATIONS |
| 050311 | O AIR NATIONAL GUARD |
| 050312 | O AIR FORCE RESERVE |
| 050313 | O NAVAL RESERVE |
| 050320 | |
| 050330 | O OTHER |
| 050400 | O AIRLIFT & SEALIFT |
| 050410 | O AIRLIFT [ANG] |
| 050433 | O TACTICAL AIRLIFT UNITS [ANG] |
| 050439 | O OTHER |
| 050600 | O RESEARCH & DEVELOPMENT |
| 050700 | O CENTRAL SUPPLY & MAINTENANCE |
| 050800 | O TRNG, MED & OTHER GEN PERS ACTS |
| 050900 | O ADMINISTRATION & ASSOC. ACTS. |
| 051000 | O SUPPORT TO OTHER NATIONS |
| | 6. RESEARCH & DEVELOPMENT |
| 060100 | O RESEARCH |
| 060200 | O EXPLORATORY DEVELOPMENT |
| 060300 | O ADVANCED DEVELOPMENT |
| 060400 | O ENGINEERING DEVELOPMENT |
| 060500 | O MANAGEMENT & SUPPORT |

## MAJOR FORCE PROGRAM STRUCTURE

| PEC FIELD | MAJOR FORCE PROGRAM |
|---|---|
| | 7. CENTRAL SUPPLY & MAINTENANCE |
| 070100 | O SUPPLY |
| 070200 | O MAINTENANCE & SRVC ACTS- IF |
| 070220 | O MAINTENANCE & SRVC ACTS - NIF |
| 070280 | O OTHER |
| 070800 | O OTHER |
| | 8. TRNG, MED & OTHER GEN PERS ACTS |
| 080100 | O PERSONNEL PROCUREMENT |
| 080400 | O INDIVIDUAL TRAINING & EDUCATION |
| 080600 | O INDIVIDUAL TRAINING - HEALTH CAE |
| 080700 | O HEALTH CARE DELIVERY |
| 080800 | O PERSONNEL ACTIVITIES |
| 080874 | O DEFENSE FAMILY HOUSING |
| 080875 | O OTHER |
| | 9. ADMINISTRATION & ASSOCIATED ACTS |
| 090110 | O HQ - GENERAL SUPPORT |
| 090150 | O OTHER SUPPORT ACTIVITIES |
| | 10. SUPPORT TO OTHER NATIONS |
| 100100 | O SUPPORT OF ALLIES |
| 100200 | O MILITARY ASSISTANCE PROGRAM |
| | 11. SPECIAL OPERATIONS FORCES |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 00000 | Direct Force Missions |
| 1 | Major Force Missions |
| 11 | Strategic Forces |
| 111 | Strategic Offense |
| 1111 | Bomber Forces |
| 11111 | Bombers |
| 11112 | Tankers |
| 1112 | ICBMs |
| 11120 | ICBMs |
| 1113 | SLBMs |
| 11131 | SLBM Forces |
| 11132 | SLBM Base Operations & Mgmnt. HQs |
| 1114 | Actvs Spptg SAC Bombers & ICBMs |
| 11141 | USAF Strat. Support Activities |
| 11142 | USAF Strat. Base Operations & Mgmnt. HQs |
| 112 | Strategic Defense |
| 1121 | Space Defense (All Navy/MC Strat Def) |
| 11210 | Space Defense (All Navy/MC Strat Def) |
| 1122 | Ballistic Missile Defense |
| 11221 | Ballistic Missile Defense Forces |
| 11222 | Missile Defense Base Ops. & Mgmnt. HQs |
| 1123 | Interceptors |
| 11230 | Interceptors |
| 1124 | NORAD Support |
| 11241 | NORAD Support Activities |
| 11242 | NORAD Base Operations & Mgmnt. HQs |
| 1125 | Surveillance |
| 11250 | Surveillance |
| 1126 | Air Defense Initiative |
| 11260 | Air Defense Initiative |
| 113 | Strategic C3 |
| 1131 | Surveillance/Warning |
| 11310 | Surveillance/Warning |
| 1132 | Command Centers |
| 11320 | Command Centers |
| 1133 | Communications |
| 11330 | Communications |
| 114 | Industrial & Stock Fund Support |
| 1140 | Industrial & Stock Fund Support |
| 11400 | Industrial & Stock Fund Support |
| 12 | General Purpose Forces |
| 121 | Land Forces |
| 1211 | Army Division Increment |
| 12111 | Europe Divisions |
| 12112 | CONUS Divisions |
| 12113 | Pacific Divisions |
| 1212 | Army Non-Divisional Combat Increment |
| 12121 | Europe Non-Divisional Combat Units |
| 12122 | CONUS Non-Divisional Combat Units |
| 12123 | Pacific Non-Divisional Combat Units |
| 1213 | Army Tactical Support Increment |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 12131 | Europe Tactical Support Units |
| 12132 | CONUS Tactical Support Units |
| 12133 | Pacific Tactical Support Units |
| 1214 | Marine Ground Forces |
| 12141 | Marine Divisions |
| 12142 | Marine Non-Divisional Combat Increment |
| 12143 | Marine Tactical Support Increment |
| 1215 | Army Special Mission Forces |
| 12151 | Europe Theater Defense Brigades |
| 12152 | Europe Air Defense Units |
| 12153 | Europe Non-Strategic Nuclear Forces |
| 12154 | Other Europe Special Mission Forces |
| 12155 | CONUS Theater Defense Brigades |
| 12156 | CONUS Theater Air Defense Forces |
| 12157 | CONUS Non-Strategic Nuclear Forces |
| 12158 | Other CONUS Special Mission Forces |
| 1215A | Pacific Theater Air Defense Units |
| 1215B | Pacific Non-Strategic Nuclear Forces |
| 1215C | Other Pacific Special Mission Forces |
| 1216 | Army Base Operations & Mgmnt. HQs |
| 12161 | Europe Base Operations & Mgmnt. HQs |
| 12162 | CONUS Base Operations & Mgmnt. HQs |
| 12163 | Pacific Base Operations & Mgmnt. HQs |
| 1217 | Army Operational Support |
| 12171 | Europe Operational Support |
| 12172 | CONUS Operational Support |
| 12173 | Pacific Operational Support |
| 1218 | Army R&D Support |
| 12181 | Army Aircraft R&D Programs |
| 12182 | Army Missile R&D Programs |
| 12183 | Army Weapons & Tracked Combat Veh. R&D |
| 12184 | Army Ammunition R&D Programs |
| 12185 | Army Other R&D Programs |
| 1219 | Army Systems Support |
| 12190 | Army Systems Support |
| 121A | Marine Ground Forces Support |
| 121A1 | Marine Base Operations & Mgmnt. HQs |
| 121A2 | Marine Operational Support |
| 121A3 | Marine R&D Support |
| 122 | Tactical Air Forces |
| 1221 | Air-To-Air Combat |
| 12210 | Air-To-Air Combat |
| 1222 | Air-To-Ground Combat |
| 12220 | Air-To-Ground Combat |
| 1223 | Defense Suppression |
| 12230 | Defense Suppression |
| 1224 | Tactical Reconnaisance |
| 12240 | Tactical Reconnaisance |
| 1225 | Tactical C3 |
| 12250 | Tactical C3 |
| 1226 | Tanker/Cargo |
| 12260 | Tanker/Cargo |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE | |
|---|---|---|
| 1227 | Other Tactical Air Warfare | * |
| 12270 | Other Tactical Air Warfare | |
| 1228 | Operations Support TacAir | * |
| 12281 | Operations Support TacAir Activities | |
| 12282 | Ops. Support Base Ops. & Mgmnt. HQ | |
| 1229 | Non-Strategic Nuclear TacAir Forces | |
| 12290 | Non-Strategic Nuclear TacAir Forces | |
| 122A | R&D Support To Tactical Air Forces | |
| 122A0 | R&D Support To Tactical Air Forces | |
| 122B | Other TACAIR Support | * |
| 122B1 | Other TACAIR Support Activities | |
| 122B2 | Other TACAIR Base Ops. & Mgmnt. HQS | |
| 122C | Marine Air Forces | |
| 122C1 | Marine Air-To-Air Combat | |
| 122C2 | Marine Air-to-Ground Combat | |
| 122C3 | Marine Defense Suppression | |
| 122C4 | Marine Tactical Reconnaissance | |
| 122C5 | Marine Tactical C3 | |
| 122C6 | Marine Tanker/Cargo | |
| 122C7 | Marine Other Tactical Air Warfare | |
| 123 | Naval Forces | |
| 1231 | Naval Tactical Air Forces | |
| 12311 | Naval Air-To-Air Combat | |
| 12312 | Naval Air-to-Ground Combat | |
| 12313 | Naval Defense Suppression | |
| 12314 | Naval Tactical Reconnaissance | |
| 12315 | Naval Tactical C3 | |
| 12317 | Naval Other Tactical Air Warfare | |
| 1232 | Sea Based ASW Air Forces | |
| 12320 | Sea Based ASW Air Forces | |
| 1233 | Surface Combat Ships | |
| 12331 | Carriers | |
| 12332 | Battleships | |
| 12333 | Cruisers & Destroyers | |
| 12334 | Frigates, Patrol Combatants, & Craft | |
| 1234 | Submarines | |
| 12340 | Submarines | |
| 1235 | Maritime Patrol & Undersea Surveillance | |
| 12351 | Maritime Patrol | |
| 12352 | Undersea Surveillance | |
| 1236 | Non-Strategic Nuclear Naval Forces | |
| 12360 | Non-Strategic Nuclear Naval Forces | |
| 1237 | Amphibious Forces | |
| 12370 | Amphibious Forces | |
| 1238 | Mine Warfare Forces | |
| 12380 | Mine Warfare Forces | |
| 1239 | Fleet Support | |
| 12391 | Fleet Support, General | |
| 12392 | Fleet Support, Surface | |
| 12393 | Fleet Support, Surface and Air | |
| 12394 | Fleet Support, Air | |
| 123A | Navy Systems Support | |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 123A1 | Navy Systems Support, General |
| 123A2 | Navy Systems Support, Surface |
| 123A3 | Navy Systems Support, Surface and Air |
| 123A4 | Navy Systems Support, Air |
| 123B | Navy R&D Support |
| 123B1 | Navy Surface Ship Related R&D |
| 123B2 | Navy Aircraft Related R&D |
| 123B3 | Navy General R&D Support |
| 123C | Navy Base Ops & Mgmnt. HQs |
| 123C1 | Navy Base Ops & Mgmnt. HQs, General |
| 123C2 | Navy Base Ops & Mgmnt. HQs, Surface |
| 123C3 | Navy Base Ops & Mgmnt. HQs, Subsurface |
| 123C4 | Navy Base Ops & Mgmnt. HQs, Air |
| 123C5 | Navy Base Ops & Mgmnt. HQs, Projection |
| 123D | Other Operational Support |
| 123D1 | Other Operational Support, General |
| 123D2 | Other Operational Support, Surface |
| 123D3 | Other Operational Support, Subsurface |
| 123D4 | Other Operational Support, Air |
| 123D5 | Other Operational Support, Projection |
| 124 | Mobility Forces |
| 1241 | Multimode & Intermodal Lift |
| 12411 | Multi/Intermodal C3 |
| 12418 | Multi/Intermodal BOS & Mgmnt. HQs |
| 1242 | Airlift Forces |
| 12421 | Airlift C3 |
| 12423 | Military Intertheater Airlift |
| 12424 | Aeromedical Airlift |
| 12425 | Commercial Airlift |
| 12426 | Military Intratheater Airlift |
| 12427 | Airlift Rescue & Recovery |
| 12428 | Airlift Base Operations & Mgmnt. HQs |
| 12429 | Airlift Operational Support |
| 1242A | Airlift Revenues |
| 1243 | Sealift Forces |
| 12431 | Sealift C3 |
| 12432 | Sea Based Prepositioning |
| 12433 | Military Intertheater Sealift |
| 12435 | Commercial Sealift |
| 12438 | Sealift Base Operations & Mgmnt. HQs |
| 1243A | Sealift Revenues |
| 1244 | Land Mobility Forces |
| 12441 | Land Mobility C3 |
| 12442 | Land Based Prepositioning |
| 12443 | Military Intertheater Land Mobility |
| 12448 | Land Mobility BOS & Mgmnt. HQs |
| 12449 | Land Mobility Operational Support |
| 1244A | Land Mobility Revenues |
| 125 | Special Operations Forces |
| 1251 | SOF Operational Activities |
| 12511 | SOF Operations |
| 12512 | SOF Force Enhancements |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 1252 | SOF Support Activities |
| 12521 | SOF Training |
| 12522 | SOF General Support |
| 12523 | Advanced Special Operations RD&A |
| 12524 | SOF Management HQs |
| 126 | General Purpose Support |
| 1260 | General Purpose Support |
| 12600 | General Purpose Support |
| 2 | Defense-Wide Missions |
| 21 | Intelligence & Communications |
| 211 | Intelligence |
| 2111 | Nat'l Foreign Intelligence Program |
| 21111 | Foreign Intelligence Program Activities |
| 21112 | Intell. Base Operations & Mgmnt. HQs |
| 2112 | Other Intelligence Activities |
| 21120 | Other Intelligence Activities |
| 2113 | Cntr-Intel & Investigative |
| 21131 | Cntr-Intel & Investigative Activities |
| 21132 | Cntr-Intel Management HQs |
| 212 | Communications |
| 2121 | Centrally Managed Communications |
| 21211 | Centrally Managed Comm. Activities |
| 21212 | Comm. Base Operations & Mgmnt. HQs |
| 2122 | Command & Control Activities |
| 21220 | Command & Control Activities |
| 22 | General Research & Development |
| 221 | Science & Technology Program |
| 2211 | Technology Base |
| 22111 | Research |
| 22112 | Exploratory Development (62) |
| 2212 | Advanced Technology Development (63A) |
| 22120 | Advanced Technology Development (6.3A) |
| 222 | Undistributed Development Programs |
| 2221 | Undistributed Advanced Development |
| 22210 | Undistributed Advanced Development |
| 2222 | Undistributed Engineering Development |
| 22220 | Undistributed Engineering Development |
| 223 | RDT&E Management & Support |
| 2231 | R&D Support |
| 22310 | R&D Support |
| 2232 | R&D Base Operations & Mgmnt. HQs |
| 22320 | R&D Base Operations & Mgmnt. HQs |
| 23 | Other Defense-Wide Missions |
| 231 | Geophysical Sciences |
| 2311 | Geophysical Activities |
| 23110 | Geophysical Activities |
| 2312 | Geophysical Base Ops. & Mgmnt. HQs |
| 23120 | Geophysical Base Ops. & Mgmnt. Hqs |
| 232 | Space Launch Support |
| 2320 | Space Launch Support |
| 23200 | Space Launch Support |
| 233 | Nuclear Weapons Support |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 2330 | Nuclear Weapons Support |
| 23300 | Nuclear Weapons Support |
| 234 | International Support |
| 2340 | International Support |
| 23400 | International Support |
| 3 | Defense-Wide Support |
| 31 | Personnel Support |
| 311 | Personnel Acquisition |
| 3111 | Personnel Acquisition |
| 31110 | Personnel Acquisition |
| 3112 | Personnel Acquisition Base Operations |
| 31120 | Personnel Acquisition Base Operations |
| 312 | Training |
| 3121 | Military Personnel Training |
| 31210 | Military Personnel Training |
| 3122 | Civilian Personnel Training |
| 31220 | Civilian Personnel Training |
| 3123 | Flight Training |
| 31230 | Flight Training |
| 3124 | Intelligence Skill Training |
| 31240 | Intelligence Skill Training |
| 3125 | Health Personnel Training |
| 31250 | Health Personnel Training |
| 3126 | Training Base Operations & Mgmnt. HQs |
| 31260 | Training Base Operations & Mgmnt. HQs |
| 313 | Medical |
| 3131 | Hospitals & Other Medical Activities |
| 31310 | Hospitals & Other Medical Act |
| 3132 | Medical Base Operations & Mgmnt. HQs |
| 31320 | Medical Base Operations & Mgmnt. HQs |
| 314 | Individuals |
| 3140 | Individuals |
| 31400 | Individuals |
| 315 | Federal Agency Support |
| 3150 | Federal Agency Support |
| 31500 | Federal Agency Support |
| 316 | Other Personnel Support |
| 3161 | Family Housing |
| 31610 | Family Housing |
| 3162 | Dependent Education |
| 31620 | Dependent Education |
| 3163 | Other Personnel Support Activities |
| 31630 | Other Personnel Support Activities |
| 3164 | Personnel Base Operations & Mgmnt HQs |
| 31640 | Personnel Base Operations & Mgmnt HQs |
| 32 | Logistics Support |
| 321 | Supply Operations |
| 3210 | Supply Operations |
| 32100 | Supply Operations |
| 322 | Maintenance Operations |
| 3220 | Maintenance Operations |
| 32200 | Maintenance Operations |

DEFENSE MISSION CATEGORIES
CODES AND TITLES AS OF JUNE 1988

| DMC CODE | DMC TITLE |
|---|---|
| 323 | Other Logistics Support |
| 3231 | Logistics Support To R&D Activities |
| 32310 | Logistics Support To R&D Activities |
| 3232 | Logistics Support To Procurement Acts |
| 32320 | Logistics Support To Procurement Acts |
| 3233 | Logistics Support To MILCON Activities |
| 32330 | Logistics Support To MILCON Activities |
| 3234 | Logistics Base Operations & Mgmnt HQs |
| 32340 | Logistics Base Operations & Mgmnt. HQs |
| 3235 | Other Logistics Support |
| 32350 | Other Logistics Support |
| 33 | Other Centralized Support |
| 331 | Departmental Headquarters |
| 3311 | Departmental Headquarters |
| 33110 | Departmental Headquarters |
| 3312 | Dept. HQs Base Operations & Mgmnt. HQs |
| 33120 | Dept. HQs Base Operations & Mgmnt. HQs |
| 332 | Retired Pay |
| 3320 | Retired Pay |
| 33200 | Retired Pay |
| 333 | Undistributed Adjustments |
| 3330 | Undistributed Adjustments |
| 33300 | Undistributed Adjustments |

# APPENDIX C

## CLASSIFIED COMPARISON OF DEFENSE PLANNING AND PROGRAMMING CATEGORIES AND DEFENSE MISSION CATEGORIES

This appendix contains the quantitative comparison of the DPPC and the DMC, using actual FY90 President's Budget data. This appendix is separately bound and is classified SECRET.

# APPENDIX D

# ADDITIONAL INFORMATION ON STRUCTURE EVALUATION

This appendix contains additional detail on the application of the evaluation characteristics to the DMC and the DPPC.

## EVALUATION CHARACTERISTICS

Identification information:[1]

- Name: Defense Mission Categories (DMC)
- Owner: OASD(PA&E)
- User(s): OSD and Services.

Management Procedures:

- Database(s) employed by structure:
  - OSD FYDP and Budget databases
  - Service databases in support of the DoD Planning Estimate
- Frequency of updating:
  - This is a new structure only recently adopted by OSD. Current plans call for the DMC to be reviewed and updated three times per year, in conjunction with FYDP update
- Procedures for review and revision of structure:
  - In development.

Structural information:

- Levels of indenture:
  - Five levels of indenture used to distinguish segments of missions or functions. The fifth level can have a suffix attached for use in identifying types of manpower found in the PE (Active, Guard, Reserve, and Civilian).
- Internal organizational characteristics:
  - Divided into three major areas: Defense Force Missions, Defense-Wide Missions, and Defense-Wide Support. Within each of these areas are four levels of indentured subcategories.

[1]This description of the Defense Mission Categories is based on data available as of 29 June 1988, the most recent data available for this study

- Defense Force Missions contains direct DoD military missions, related combat support functions, and associated organizational units.
- Defense-Wide Missions includes those DoD functions supporting direct mission forces, such as intelligence and communications, geophysical activities, space launch support, nuclear weapons support, and international support.
- Defense-Wide Support includes those DoD functions that support all DoD regardless of mission: personnel, training, housing, logistics support, and other centralized support.

- Number of accounts:
  - Level 1: 3
  - Level 2: 8
  - Level 3: 30
  - Level 4: 99
  - Level 5: 190.

## OBJECTIVE OF STRUCTURE

The DMC structure is intended to maximize relating of mission and associated support activities that directly support these missions. The DMC does this by grouping PE-based data into major categories representing the major DoD missions: those that are directly related to military or combat missions, those that support one or more of these direct combat missions, and those functions that are not mission-specific, but rather support all of DoD indirectly. Within this context, all PEs that can be linked to a direct defense mission are assigned to the mission, including support functions, such as base operating support and managment headquarters.

This structure was originally designed to be used with the PA&E Advance Mission-Oriented Resource Display (AMORD), a tool for assigning and rearraying PE-based data to major missions. In this context, PE-based data are initially arrayed according to DMC assignments, and then rearrayed, using embedded allocation factors that redistribute resources to defense missions. The structure can, however, be used without allocating the PE resources, as a way of linking mission and related support PEs.

Of the three major areas, Major Force Missions is the largest, with 144 subcategories or Level 5 accounts. (PEs are assigned at the fifth level. Each Level 3 account has at least one Level 4 and one Level 5 account associated with it).

## TYPES OF ANALYSIS SUPPORTED

- Analyses oriented to fiscal/financial impact analysis (PE-based)
- Analyses of data that can be ordered by PE number
- Analyses of force structure mix
  - Among missions
  - Among force components (active/reserve/civilian)
- Analyses of occupational mix
- Analyses of paygrade structure distribution
- Analyses of distribution of personnel among Services.

## FM&P RESPONSIBILITIES SUPPORTED

- Congressional reporting of strategic forces
- The DMC groups together all PEs that directly relate to a particular mission – both PEs containing operational resources, such as divisions, squadrons, and cruisers, and PEs representing support functions, such as base operations and management headquarters. Operational PEs and support functions are entwined within the same DMC subcategories at all but the lowest level of indenture, Level 5.
- The DMC does not readily support a major congressional reporting responsibility of FM&P – the Defense Manpower Requirements Report (DMRR). The purpose of the DMRR is to describe and explain the DoD manpower requirements requested the DoD Budget, highlighting certain support and overhead functions. The DMC is not well suited to support this requirement, because of the intermixing of mission and support activities within the Mission Forces area. Any analysis of support functions would of necessity have to be done at the fifth level of indenture, at which there are 190 subcategories spread among 99 Level 4 accounts. While using automated systems would make such analysis possible, it would force reliance on an automated system rather than the structure itself. To accomplish this now, groups of PEs are redistributed to missions using distribution factors.

## STRUCTURAL LIMITATIONS

- Not appropriate for isolating selected support functions, e.g., Force Support Training.

## EVALUATION CHARACTERISTICS

Identification information:

- Name: Defense Planning and Programming Categories (DPPC)
- Owner: OASD(FM&P) RM&S/MR
- User(s): OASD(FM&P), Services, Congressional Budget Office[2]

Management Procedures:

- Data base(s) employed by structure:
  - Five Year Defense Program Database
  - DoD and Service Budget Database
  - Service Manpower Databases
- Frequency of updating:
  - Annual review in conjunction with preparation of the Defense Manpower Requirements Report (DMRR)
- Procedures for review and revision of structure:
  - Memo instructions to DMRR preparation participants requesting review of and comments on PE assignments.

Structural information:

- Levels of indenture:

  Two, with selected third-level categories
- Internal organizational characteristics:
  - Groups PEs into 14 summary-level categories reflecting major mission areas or functions in DoD. Categories can be informally thought of as relating to combat or defense missions, combat support functions, and central support functions.

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[2]The Congressional Budget Office uses an older version of the DPPC as part of its Defense Resources Model. This version is generally not consistent with the structure managed by OASD(FM&P) RM&S/MR.

- At the lowest level, which is a mixture of the first, second, and third levels of indenture (depending on the mission/function), there are 38 subcategories.
- Separates the Individuals account PEs from other Program 8 functions. Includes categories for Students, Trainees and Cadets; however, resources for these categories are separately calculated using resource identification codes (RICs), as part of DMRR preparation.

## OBJECTIVE OF STRUCTURE

The objective of the DPPC is to display resources associated with program element codes (PECs) in aggregate groupings representing the major missions/functions of DOD. The categories are defined in terms of those relating to direct combat missions, as distinct from combat support functions that indirectly support these direct combat missions, and central support functions, which support all of DoD. Assignments of PECs to each of the categories is based on the concept of highlighting certain support activities from the Defense mission.

## TYPES OF ANALYSIS SUPPORTED

- Analyses oriented to fiscal/financial impact analysis (PE-based)
- Analyses of data that can be ordered by PE number
- Analyses of force structure mix
  - Among missions
  - Among force components (active/reserve/civilian)
- Analyses of occupational mix
- Analyses of paygrade structure distribution
- Analyses of distribution of personnel among Services.

## INTERFACING STRUCTURES

- The DPPC is intended to work with PE-organized data. To date this has been largely restricted to Budget and FYDP databases at OSD and the Services. As Service manpower and personnel databases become available to OSD, and efforts are made to attach PEs to these data bases, it is possible that the DPPC will be indirectly linked to a more extensive set of databases than has been possible in the past.

- The DPPC is currently not compatible with many of the other structures used by OSD. It cannot relate to the OASD(A) Four Pillars structure because the structures use different data. The OASD(A) Major Mission Area (MMA) is organized around PEs, but gives no emphasis to Manpower/Support functions or Program 8 PEs. It focuses instead on combat missions and weapon systems. It is relatable to the Major Force Programs (MFP) and the Defense Mission Categories (DMC) through the PE Crosswalk.

## STRUCTURAL LIMITATIONS

- The current configuration of the DPPC is intended to highlight specific support functions, distinguishing those directly related to defense missions from those that support DoD-wide needs. In making this distinction, certain functions are split, such as Combat Installations and Support Installations. This structure makes it more difficult to capture more general functions such as Base Operations Support.

- The level of detail available through this structure is highly aggregated, constraining the capability of users to track changes in a particular category.