



THE DRAGON'S DIET: FORCE STRUCTURE ALLOCATIONS IN THE NEW-AGE ARMY

By Colonel Robert D. Walk

The Green Dragon is insatiable. He constantly hungers for more—more Soldiers, more equipment, and more funding. And the same can be said for every branch in the Army. There are never enough allocations to cover the requirements. While it may seem that allocations are determined through the use of voodoo and the mystic arts, the process actually involves a “not so” simple Army function.

As set forth in the *National Defense Authorization Act*, there are congressional limits on the numbers of Soldiers in each of the Services and Service components. The Army limits for Fiscal Year 2010 are—

- 562,400 for the Regular Army (Component 1).
- 358,200 for the Army National Guard (ARNG) (Component 2).
- 205,000 for the U.S. Army Reserve (USAR) (Component 3).

Within the limits set by Congress, the Army must further delineate the way spaces are allocated among the operating forces, generating forces, and individual accounts. The operating forces, or the “table of organization and equipment (TOE) Army,” are generally considered to be the deployable force. The generating forces make up the “table of distribution and allowances Army.” Individual accounts are commonly referred to as *trainee, transient, holdee, and student (TTHS)* accounts.

TTHS: Unavailable Dragons

The TTHS account consists of Soldiers who are not available to be placed in units. In general, personnel who are on permanent change of station (PCS) orders to attend training or on temporary duty (TDY) orders en route to a new location are included in the TTHS account. Most of these Soldiers are officers and enlisted personnel who are involved in initial-entry training. However, officers who are students at the U.S. Army War College and sergeants major who are students at the U.S. Army Sergeant’s Major Academy are also included in this group. In addition, transients (those on PCS orders between stations) and holdees (those incarcerated or in the hospital) are also in the group. About 13 percent of the Component 1 strength is

included in the TTHS account. About 2 percent of Components 2 and 3 strength (primarily initial-entry training Soldiers) are included in this account.

Generating Force: Building Better Dragons

The generating force generates and sustains the operating force. The U.S. Army Training and Doctrine Command (the major Army command of the U.S. Army Chemical, Biological, Radiological, and Nuclear [CBRN] School), is part of the generating force, as are the program managers who develop the material used by Dragon Soldiers. While all three components have generating forces, the Regular Army is required to have a larger generating force than the other two components.¹ The generating force of the Regular Army consists of about 100,000 Soldiers; the Reserve Component generating forces are much smaller. The primary USAR Chemical Corps generating force is the 3d Chemical Brigade, 102d Training Division (Maneuver Support), 80th Training Command (Total Army School System). In addition, USAR personnel also teach Intermediate-Level Education and USAR drilling individual mobilization augmentees teach the Reserve Component Captain’s Career Course at the CBRN School. The Reserve Component generating force also includes noncommissioned officer academies.

Operating Force: The Force of Decision or the “Fighting Dragon”

The deployable Army’s divisions, brigades, battalions, and companies make up the TOE Army. This is how the Army “earns its pay,” and this is where careers are made—or lost. With regard to the Chemical Corps, this group consists of the 48th Chemical Brigade and its subordinate organizations from Component 1; the 31st and 404th Chemical Brigades and other assorted battalions, companies, and detachments from Component 2; and the 415th Chemical Brigade, the USAR Consequence Management Unit, and other assorted battalions, companies, and detachments from Component 3. Yes, there are chemical brigades in the ARNG and USAR! But how are they allocated?