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A Force Management Update

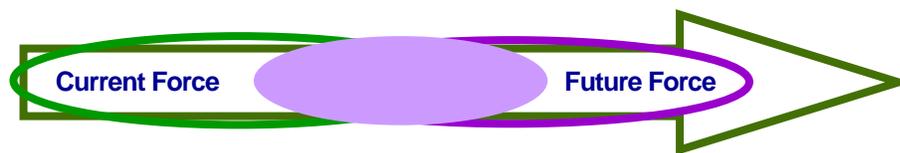


A Quarterly Newsletter of the Army Force Management School

January 14, 2004

Evolving Army Transformation--Current to Future Force

Introduction: The goal of Army Transformation is to provide relevant and ready Current Forces and Future Forces organized, trained, and equipped for joint, interagency, and multinational full spectrum operations. This transformation occurs within the larger context of continuous change through the interaction of constantly evolving capabilities between Current and Future Forces. (See Figure 1)



(Figure 1. Current to Future Force Construct)

Current Force: Our first priority is clear; we are engaged in a war now. The Current Force is the operational Army today. It is designed to provide the requisite landpower capabilities Joint Force Commanders (JFC) need across the full range of military operations. The Current Forces capability to conduct major combat operations underscores its credibility and effectiveness for full-spectrum operations. Army Transformation leverages Current Force operational experience, the insights from joint concept development and experimentation processes, and Science and Technology (S&T) to enhance as rapidly as possible the responsiveness, readiness, and capabilities of the Current Force while pursuing Future Force capabilities. Throughout the transformation process we selectively modernize and recapitalize Current Forces in order to retain significant overmatch over present and potential adversaries. This dynamic relationship constantly changes the composition and nature of both forces and requires careful consideration of which DOTMLPF capabilities to accelerate or pursue, and when and how to introduce them into the force while our Army is at war. The Army's Current Force continuously transforms toward a Future Force that is more responsive, deployable, agile, versatile, lethal, survivable and sustainable across the full spectrum of operations.

Future Force: The Future Force is the operational force the Army continuously seeks to become. Informed by national security requirements and DoD guidance, the Future Force is the strategically responsive, joint interdependent, precision maneuver force, dominant across the full range of military operations envisioned in the future global environment. Optimized for strategic versatility, this lighter, more lethal, and agile force will dominate land operations in any future conflict, executing seamless transitions from peacetime readiness to smaller scale contingencies, major combat operations, or stability operations. The Army continues to develop the Future Force while simultaneously spiraling-in Future Force capabilities to enhance the effectiveness of the Current Force. The process of identifying and accelerating selected future technologies for fielding today is fundamental in enhancing the relevance and readiness of the Army.

Summary: The way ahead is clear for Army Transformation. The Army possesses and refines capabilities to enable the Current Force to conduct joint operations in the near term while it also develops transformational capabilities for the Future Force. While the Army develops the Future Force, it accelerates select Future Force capabilities to enhance the Current Force. Similarly the operational experience of the Current Force directly informs further progress toward Future Force capabilities. Our Army will retain the best of its current capabilities and attributes while developing others that increase relevance and readiness to respond in the current and projected strategic and operational environments.

-- Tom Polmateer

Army/Joint Staff Officer Orientation Course

The Army Joint Staff Officer Orientation Course has entered its fourth year receiving accolades from the 702 graduates since its unveiling in January 2001. This year's schedule included a course in the fall (October, 2003), a winter course (January 2004) a spring course (March/April 2004), and 4 summer courses in June, July and August. Students are scheduled by Human Resource Command to attend the course as an integral part of their preparation for assignment as a joint designated staff officer.

The one-week course is presented to Army officers enroute to joint assignments. The course is designed to ensure that Army field grade officers assigned to the Joint Staff and the Unified Combatant Command staffs understand: the role of the functional Army; relationships to and impacts of DOD and Joint processes on Army plans and programs; the role of the Army in DOD and Joint processes; current Army plans, programs, processes, and priorities; interoperability of the Army Staff, Joint Staff, and the Unified Commands.

A major emphasis of the course is developing a full understanding of the Army's current and future forces. The officers attending the course are prepared to represent the Army's transformation to the joint community while developing their own professional understanding of the latest initiatives surrounding current operations and processes and the future Army.

The following are a sampling of student comments from the last few iterations of the Army Joint Staff Officer Orientation Course:

- "Great Course! Knowledgeable, professional experts instructing on an important overview for Army officers moving into the joint world." (Major, AFNORTH)**
- "Outstanding, ...recommend to others to attend...instructors knowledgeable...because they have worked in the areas they teach." (Major, NORTHCOM)**
- "Wish I could have attended earlier in my career!!! Smart Instructors! SMEs in all subjects." (Major, STRATCOM)**
- "Great. Super Instructors who know their business and how to maintain the attention/interest of the students." (Major, JS, J-5)**
- "A great way to get back in touch with "Big Army" subjects prior to assignment to the Joint Staff." (COL, (P), JS, J-4)**
- "Outstanding course with top-notch teaching staff. Very well done...other schools should take note." (LTC, CFC Korea)**
- "This is the first course I have been enrolled, in my almost 15 years of service, that has had a unanimous collection of competent knowledgeable instructors." (Major, CENTCOM)**

The course is taught by the faculty of the Army Force Management School at Ft. Belvoir, VA in building 247.

- Tim Keating

Homeland Defense: AC/RC Integration & Posse Comitatus

Generally speaking the Posse Comitatus Act (PCA – 18 U.S.C. § 1385) precludes the use of Army forces to enforce civilian law. There are, however, a number of exceptions to Posse Comitatus. One noteworthy PCA exception related to homeland defense and applicable to both active and federalized reserve forces concerns emergency situations involving chemical/biological weapons of mass destruction (WMD) and acts of terrorism or the threat of acts of terrorism. Under those emergency situations, Title 10 U.S.C. § 382 permits the use of Department of Defense (DoD) resources including personnel to assist the Department of Justice upon the request of the Attorney General. The statute does not allow, however, DoD personnel to participate in arrests, search and seizure of evidence, or any direct intelligence gathering for law enforcement purposes, unless, action is considered necessary for the immediate protection of human life and civilian law enforcement is incapable of acting.

Sept. 23, 1996 for chemical and biological WMD and Oct. 5, 1999 for acts of terrorism and threats of acts of terrorism.

JOHN P. WALSH

Military Support to Civil Authorities: Chain of Authority & Responsibilities

Effective 25 March 2003, Executive Agency (EA) responsibility for Homeland Security/Military Support to Civil Authorities (HLS/MSCA) transferred from the Secretary of the Army to the Assistant Secretary of Defense for Homeland Defense [ASA (HD)]. Executive Agents (EAs) are individuals designated by position to have and exercise the assigned responsibility and delegated authority of the Secretary of Defense (SecDef). The Joint Staff/Joint Director of Military Support (JDOMS) replaced the Army Director of Military Support (DOMS) as the Action Agent for MSCA. The Action Agent is the central point of contact for approval and authorization of MSCA missions. The Action Agent validates the initial Request for Assistance (RFA) from the Lead Federal Agency (LFA) and issues the execution order after approval of the RFA. The SecDef or the ASD (HD) as EA approves MSCA requests. USNORTHCOM and USPACOM are designated DoD Principal Planning Agents (PPAs) for MSCA. DoD PPAs facilitate and coordinate MSCA contingency planning by all DoD components within an assigned geographic area. Service Components are PPAs and Service Commands are Regional Planning Agents (RPAs). Service Components and Service Commands facilitate and coordinate MSCA contingency planning within an assigned geographic area.

JOHN P. WALSH

THE ARMY MODERNIZATION REFERENCE DATA (AMRD)

Background

Title 10, Subtitle B, Part 1, Chapter 307, Section 3062 of the United States Code (USC) requires the Army to perform the functions that organize, train and equips forces capable of accomplishing missions as a component of a combatant command. The Army must, therefore, provide a coherent strategy for coordinating and integrating operational and managerial systems that improve force capabilities and effectiveness.

The Army G-8, Directorate for Force Development, Programs and Priorities Division (DAPR-FDR) is the executive agent for the management of programs, requirements, and priorities and the development of force modernization guidance and is also the executive agent for the publication and distribution of the Army Modernization Reference Data (AMRD).

Purpose

The AMRD replaces the Department of the Army (DA) Pamphlet 5-25, the Army Modernization Information Memorandum (AMIM), which contained planning data extracted from source documents such as Basis of Issue Plans (BOIP) or New Equipment Training Plans (NETP). The Army Modernization Reference Data (AMRD) serves two purposes: first, AMRD is a collection of primary source reference documents designed to support materiel system fielding; and second, AMRD is designed as a "bookshelf" of references on force modernization materiel systems for use by commanders, staffs, and support agencies at major Army commands (MACOMs) and lower echelons (corps, divisions and installations) to quickly answer everyday questions.

What Can AMRD Do?

AMRD is updated on an as needed basis as changes dictate. AMRD stores and displays authoritative data on *selected* HQDA-approved force modernization materiel systems. AMRD contains information on those Line Item Numbers (LINs) that have an impact on modernization. The focus of AMRD, however, is on the intensively managed HQDA LINs within G8/FD because they affect modernization and readiness.

AMRD version 3.5 contains over 700 LINs and a data base manager that provides the force integrator with the same type of force modernization issue answers as those provided in earlier versions. AMRD data can be used for the planning,

programming, and budgeting of resources to operate and support the fielding and sustainment of newly developed, major product-improved, and selected displaced items of equipment. AMRD contains data that is found in other unclassified sources, and these sources are clearly referenced. If users are interested in getting a date or a reference for a source, please send an e-mail note to amrd@amrd.army.mil.

Specifically, AMRD can be used to answer questions related to:

- **Structuring.** The *Master Force* (M-Force) and *Basis of Issue Plans (BOIP)* files contain the effect of materiel system fielding on the organizational structure of the gaining organization and its direct support/general support structure.
- **Manning.** Information in the *BOIP* file shows the effect of materiel system fielding on the personnel authorized to the gaining organization and its direct support/general support structure by grade and skill.
- **Equipping.** *BOIPs* and *Materiel Fielding Plans (MFPs)* can be used to show the effect of materiel system fielding on: major end items (with all components of the end item); associated support items of equipment; test, measurement and diagnostic equipment; special tools and test equipment; maintenance floats; and all authorized common items of the gaining organization and its direct/general support structure.
- **Training.** *Integrated Logistic Support Plans (ILSPs)* (now known as Supportability Strategies) and *System Training Plans (STRAPs)* display the effect of materiel system fielding on institutional and modernization training; organizational training support materials; training devices and training systems; training ammunition; facilities of the gaining organization; and its direct/general support structure.
- **Sustaining.** *MFPs, BOIPs and ILSPs* (Supportability Strategies) show the effects of materiel system fielding on organization-level combat support and combat service support personnel; support equipment; facilities; spares; software and supplies of the gaining command; and its direct/general support structure.
- **Deploying.** *Transportability data* shows the effect of materiel system fielding on the transportation modes required to deploy the gaining organization and its direct/general support structure.
- **Stationing.** *ILSPs* (aka Supportability Strategies) show the effect of materiel system fielding on organizational and training facilities; support infrastructure for the gaining organization; and its direct/general support structure.

How To Get Access To AMRD

Currently, you must apply for a password. Go to <http://www.amrd.army.mil/> and in the lower right hand corner you can click on “new access” and complete the on-line form. Approval should arrive via email within minutes of application.

Beginning 1 March 2004, AMRD access will be provided through SLAMIS (SSN-LIN Automated Management and Integrating System) at www.slamis.army.pentagon.mil. AMRD users must have a valid Army Knowledge On-line (AKO) account to facilitate the registration process through SLAMIS. To obtain an AKO User ID, go to ako2.us.army.mil/reg.

Force Management Publications Support

While thousands of individuals have trained at the Army Force Management School (AFMS) since it was established in 1994; many may not understand the full scope of Force Management support provided to the Army by the school. One of schools responsibilities is to provide publications support to the Army Staff, Secretariat, and other agencies or commands. Key to this support is the review, update, and publication of AR 71-32 “Force Development and Documentation – Consolidated Policies” and the “How the Army Runs – A Senior Leader Reference Handbook (HTAR).” The latter publication is accomplished for the Army War College. Currently, AR 71-32 is awaiting update once the G-3 and G-8 provide function and responsibility updates. The HTAR 2003-2004 edition has been updated and published. It is anticipated

the AFMS will be updating and staffing, for approval and publication, AR 71-9, "Materiel Requirements" sometime during calendar year 2004.

Including the above publications, the AFMS coordinates with the Army Staff concerning the update, review and publication of up to 4 publications per year. These updates are usually accomplished by taking advantage of the functional expertise of the schools staff and faculty. Should additional functional expertise be required, the school contracts to obtain this support. All publications are staffed Army-wide prior to publication.

The school points of contact for publication support are Mr. Dave Retherford at commercial (703) 805-4903 or Mr. Jim Lucas at commercial (703) 805-2522. The DSN prefix is 655.

JAMES LUCAS

Force Management Course TDY Billeting

Since the January 2001, Force Management students that attend the school in a Temporary Duty status have been billeted at Knadle Hall, Building 470, Fort Belvoir. This arrangement for "designated" quarters for our students was established between the Army Force Management School, the Fort Belvoir Garrison Command, and the Fort Belvoir Lodging office. Under the arrangement, up to 30 "designated" rooms are held for the "by name" list of students that AFMS supplies to the reservation desk at Knadle Hall. Fort Belvoir Billeting is provided our TDY list on the Friday 2 weeks prior to the start of the course.

Students should call and confirm their lodging reservations by giving Fort Belvoir Billeting their name and the AFMS course number a week prior to class start. The toll free number, which is included in the student welcome package in the Administrative and Logistics Policy and Procedure manual, is 1-800-295-9750. The DSN is 655-2333.

The rooms at Knadle Hall were recently remodeled and are equal in amenities with a modern, well maintained, and comfortable hotel. Lounges, conference rooms, and a recreation area are all available in Knadle Hall. The building is located on the other side of Gaillard Road from Humphreys Hall and is less than a one-block walk.

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2003 - 04 COURSE SCHEDULE

FORCE MANAGEMENT COURSE

02-04	5 - 30 January 2004
03-04	2 - 27 February 2004
04-04	1 - 26 March 2004
05-04	29 March - 23 April 2004
06-04	26 April - 21 May 2004
07-04	2 - 29 June 2004
08-04	7 July - 3 August 2004
09-04	4 - 31 August 2004
10-04	13 September - 8 October 2004

ACTION OFFICER FORCE INTEGRATION COURSE

04-04	12 - 16 January 2004
05-04	2 - 6 February 2004
06-04	23 - 27 February 2004
07-04	1 - 5 March 2004
08-04	15 - 19 March 2004

GO/SES FORCE MANAGEMENT

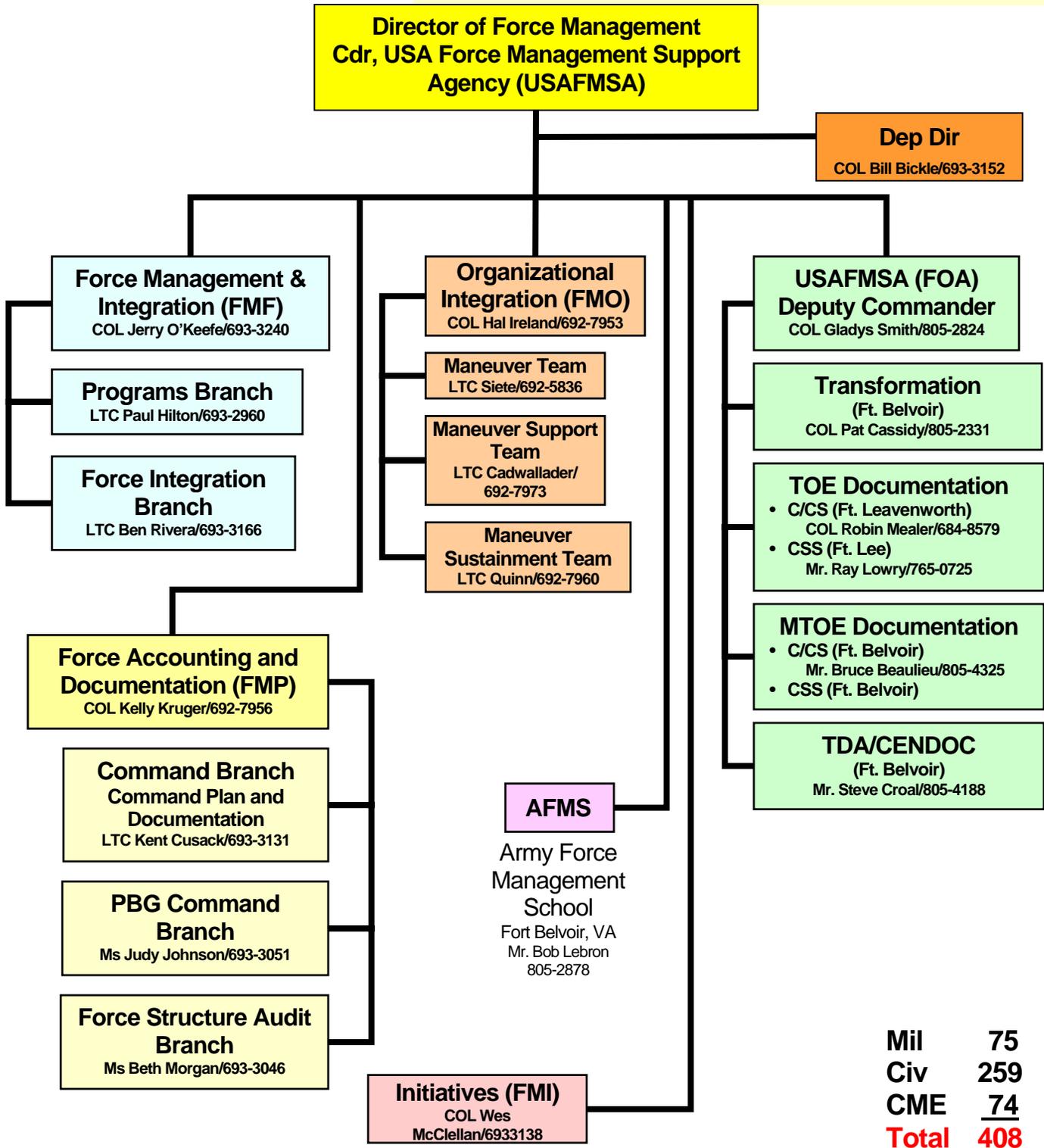
03-04	8 - 12 March 2004
04-04	3 - 7 May 2004
01-05	20 - 24 September 2004
02-05	13 - 17 December 2004
03-05	7 - 11 March 2005

ARMY/JOINT STAFF OFFICER ORIENTATION COURSE (AJSOOC)

02-04	5 - 9 January 2004
03-04	29 March - 2 April 2004
04-04	7 - 11 June 2004
05-04	21 - 25 June 2004

Force Management Directorate Organization

MISSION: Serves as the HQDA proponent for all Army force structure related policies, processes, procedures and actions through the TAA, PPBES, Command Plan, and other processes. Integrate doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTLMPF) requirement solutions into Army organizations. Document and account requirements and authorizations to accomplish G-3 prioritized Army missions and functions. Orchestrate special force structure projects.



Mil	75
Civ	259
CME	<u>74</u>
Total	408