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# A Force Management Update



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## **The Mother of All Charts (MOAC) website**

The Mother of All Charts website is a tangible embodiment of the US Army's force management history from its inception over 60 years ago to its current state. Begun by the Army Force Management School's Program Manager LTG (Ret.) Richard G. Trefry, the web version of his "Mother of All Charts" display has been years in the making. Based on an Oracle database, the Mother of All Charts combines the functionality of an Internet search engine, i.e. Yahoo, Google, with a fully functional ever-increasing wealth of Army knowledge. Since February 2002, the online Oracle database has been available to both civilian and military research alike. Greeted with a basic search page, users are free to look up any aspect of Army or combined DOD facts and retrieve a broad listing of information. On a more in-depth advanced search page, users are able to categorize their searches into specific areas, cross-referencing information retrieval with thousands of possible sources. And a feedback page provides users the ability to register their own input with AFMS as well as offering what they would like to see included in future upgrades. The page is still in development stages and is undergoing continual data entry and design characteristics, but is still utilizable and accurate. For those who have not had the distinct opportunity to see LTG (Ret.) Trefry's "Mother of All Charts" display here at the Army Force Management School, the website is the next best thing. The Mother of All Charts website can be viewed currently at [www.afms1.belvoir.army.mil/scripts/afms.dll](http://www.afms1.belvoir.army.mil/scripts/afms.dll).

*Avatar LeFevre*

## **The Objective Force and Sustainment**

The United States Army has been in transformation of one form or another since 1775. Evolutionary, and upon occasion – revolutionary, changes have occurred in response to the perceived threat, the world political and economic environment, and the incessant progression of technology. The latest Army transformation was publicly initiated in

October 1999 by Chief of Staff, General Eric Shinseki, when he articulated a new strategic vision and a plan to transform into a more strategically responsive and flexible force capable of dominant employment across the entire spectrum of potential military operations. The ultimate goal of this transformation is an "Objective Force" characterized as more responsive, deployable, agile, versatile, lethal, survivable, and sustainable than existing and emerging forces organized and equipped under the Force XXI construct of the late 1990's and the Army of Excellence of the 1980's.

In the combat developments arena, significant visibility has been given to developing the future full spectrum Objective Force capable of conducting operational maneuver from strategic distances, arriving at multiple points of entry, and immediately capable of continuous, combined arms, air-ground, day-night operations in all terrain and weather conditions. The force is to be comprised of "Units of Employment (UEs) capable of directing campaigns and major operations employing "Units of Action (UAs)" which are combined arms organizations capable of deploying anywhere in the world in 96 hours, fighting immediately, and being self-sustaining for 3 to 7 days. UAs are to be comprised of "Future Combat System (FCS) Battalions", the primary Objective Force combat maneuver units. The FCS equipping these battalions is envisioned as a "network-centric system of systems", land combat capability with multi-mission functionality including beyond line-of-sight (BLOS) direct fires; precision, long-range indirect fires; standoff sensors; and robotics. The U.S. Army Armor Center, with its Mounted Maneuver Battle Lab, has been assigned proponentcy for the Objective Force UA and the FCS and is proceeding at a greatly accelerated pace to develop and document an Operational and Organizational (O&O) concept. It is concurrently developing the requirements documentation necessary to support materiel life cycle decision points for the FCS and defining the necessary doctrinal and organizational changes for the UA.

Perhaps the most visible Objective Force activity nationwide has focused on the materiel development side of the house and the “Future Combat System (FCS)”. Initiated as a joint Army/Defense Advanced Research Projects Agency (DARPA) science and technology effort, this materiel development is proceeding on a greatly accelerated schedule. Concept exploration studies have been completed, a Lead System Integrator (LSI) has been contracted to lead what amounts to a one-year Concept and Technology Development phase, leading to a Defense Acquisition Board (DAB) Milestone B decision in May 2003 to authorize FCS System Development and Demonstration (SDD). The current acquisition concept calls for a Milestone C, Low Rate Initial Production (LRIP) decision in late FY06, First Unit Equipped (FUE) in FY08 and an Initial Operational Capability (IOC) in FY10.

Bottom line is that both combat and materiel development actions for the Objective Force Unit of Action and the FCS are proceeding on schedules which are multiples shorter than comparable force modernization/transformation actions of the past. Assuming that these accelerated schedules are going to be achieved, a very significant issue to be considered is whether the parallel actions are underway to provide the requisite logistics sustainment to maneuvering Objective Force Units of Action anytime and anywhere. Are sustainment concepts being developed to support the dramatically different Objective Force O&O Concept? Are parallel changes in logistics doctrine and organizations, from the national level to the deployed UA with its 3-7 day self-sustaining capability, being addressed to ensure that the Objective Force UEs and UAs are capable of sustained operations be they one month, one year, or longer?

The answer to these questions is “That’s affirmative!” Line of Operation 9, Deploying and Sustaining, of the Transformation Campaign Plan (TCP) is the control mechanism to guide logistics transformation activities and focus responsibilities for and cooperation between these activities. The Army G4 is proponent for LO9 with oversight from the Assistant Secretary of the Army (Acquisition, Logistics, and Technology). The Army combat service support (CSS) community is working at the same accelerated pace as the UA proponents and the materiel developers to enable full realization of a deployable and sustainable Objective Force. The Army Combined Arms Support Command (CASCOM) and its CSS Battle Lab are the focal point for these combat development actions. In a recent Requirements Review Council (RRC) lay down entitled “Maneuver Sustainment for the Objective Force”, the senior Army leadership was updated on emerging CSS transformation issues and the sustainment concept in support of the overall Objective Force. The focused objective of the Maneuver Sustainment Concept is to build, generate, and sustain combat power for the Objective Force with a re-

duced sustainment footprint, and the “golden threads” identified as contributing to achieving that objective are:

- **Reduce sustainment requirements – to enable reduced footprint.**
- **Enhanced situational understanding through dynamic, networked C2 capabilities and leaders trained to read the battle and anticipate requirements.**
- **Maximize use of robotics – to minimize human intervention**
- **Maximize commonality of systems, modules, energy sources, and munitions.**
- **Embed sustainment capability to eliminate footprint (e.g., water generation, prognostics, diagnostics, medical, Human Resource).**
- **Improved distribution system – Increased use of aerial sustainment to overcome time/distance challenges; Inter-modal platforms and common formed packaging to gain speed and momentum.**

The specifics of the on-going CSS transformation efforts outlined to the RRC are contained in two combat development documents being finalized at CASCOM. The first is TRADOC Pamphlet 525-4-0, “Objective Force Maneuver Sustainment Operations” which is a subordinate integrating concept to TRADOC Pamphlet 525-3-0, “Objective Force Operational & Organizational Concept”. These concept documents are being developed simultaneously and respond specifically to the CSA’s White Paper, “Concepts for the Objective Force” as well as other doctrinal texts such as FM 1, The Army, and FM 3-0, Operations. In addition to the concept pamphlet, a comprehensive CSS Modernization Plan is in final draft and adds significant meat to the Objective Force sustainment concept as well as detailing CSS modernization efforts in support of the Legacy and Interim Force paths of the Transformation trident. Current new organizational concepts being examined for the maneuver sustainment mission area focus on an Expeditionary Support Force (ESF) with minimal echelon layering and tailoring and modularity capabilities to enable support from the national provider level down to a single Objective Force UA or to multiple UAs and UEs.

Combat and materiel development actions are preceding in the CSS arena in parallel to the more visible Objective Force UA and FCS. As previously noted the planned schedules for all of these actions are extremely com-

pressed in contrast to similar efforts of the past and will require very intense and continuous management by force managers throughout the Army in order to achieve the vision of an Objective Force which is truly more *responsive, deployable, agile, versatile, lethal, survivable, and sustainable*.

*Ken Schloesser and Al Hutton*

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## New Personnel

### **JOSEPH J. ALBERT - Director, Army Force Management School Data Systems**

#### **Military Education:**

- US Air War College, Air University, Maxwell Air Force Base, Alabama
- US Army Command and General Staff College, Fort Leavenworth, Kansas
- Instructor Training and Technical Intelligence Courses APG, MD
- Army Maintenance Management Course (Honor Grad) Ft Lee, VA
- Advanced Tank Automotive Materials Management, APG, MD
- Engineer Officer Candidate School, Fort Belvoir, VA

#### **Civilian Education:**

- Post-Graduate Studies: Creative Management, Productivity Improvement
- Nova Southeastern University, Ft Lauderdale, Florida
- MBA, Campbell University, Raleigh, North Carolina
- BS in Business Administration, University of Albuquerque, New Mexico
- Plant Manager One Year Training Program, GAF Corporation, Philadelphia, PA
- Senior Project Manager Course, Project Manager Institute, Portland, Oregon
- Business Development (Proposal Preparation), Booz Allen & Hamilton, VA

#### **Technical Education:**

- Microsoft Technical Courses in Networking Essentials, TCP/IP, Windows NT 4.0 Server, Windows NT 4.0 Workstation, MS Project Manager, Excel, Access, PowerPoint and Microsoft Instructor Training.
- American Chamber of Commerce courses in Total Quality Management, Tactics for Implementing TQM; Linking Quality to Customer Service.

#### **Experience:**

**2002 – Present.** MPRI Inc., Alexandria, VA. Director, Data Management. Responsible for the overall operation of the AFMS Computer facility consisting of student computer laboratory, developing and maintaining SOPs and long range planning. Instructor for introductory course of the Army Flow Model.

**2000 – 2002** MPRI Inc., Nigeria, West Africa - Civil-Military Assistance Program. Management Information Systems Consultant. Designed and implemented the Architecture for the Management Information System of the Nigerian Ministry of Defense, Defense Headquarters, Army, Navy and Air Force. Conducted interviews, analyzed requirements, conducted meetings and briefed Minister of Defense.

**1999 – 2000** Management Technology, USSOUTHCOM, Miami, Florida. Technical Director. Prepared cost proposals in support of US Southern Command detailing additional C4I requirements in Miami and throughout Latin America. Provided logistical support operations in Colombia.

**1997 – 1999** Management Technology – US Army South, Fort Buchanan, Puerto Rico. Project Manager. Supervisor of six-person team in Panama and Puerto Rico. Prepared monthly performance and cost reports, conducted in-process reviews and monthly briefings for restationing US Army South. Twenty-one project lists developed with milestones, tasks, linkages and estimated completion dates into one master project list for senior executive review. Developed database for personnel and equipment movement plans and schedules. Prepared after action report. Restationing project was completed on time and under budget.

**1995 – 1997** Management Technology – USSOUTHCOM J-6 Fort Amador, Panama. Deputy Project Manager. Assisted with Command and control communications and computer (C4) planning and integration for HQ US Southern Command Relocation to Miami. Scheduled and conducted interviews; compiled data, analyzed data and staffed System Functional Requirements. Prepared EXCEL workbook with 200 pages of individual directorate spreadsheets for staff communications requirements.

**1992 – 1995** Booz Allen & Hamilton – USSOUTHCOM J-5, Quarry Heights, Panama. Team Leader and Senior Principal Analyst. Recognized by CINC and Acting CINC for preparation and conduct of war games. Performed as Controller and Facilitator during two major Counterdrug Modeling and Simulation System (CMASS) war games. Co-project manager for one CMASS war game held at National Defense University. Updated databases, conducted training on deliberate plan-

ning process, prepared scenarios, inserted events and lead discussion groups. Prepared Bolivia site for CD seminar, conducted seminar and site clean up, wrote after action report. War game Participant in Panama, Peru, Argentine, Paraguay and Florida.

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**WARREN A. GREER - Author and Instructor**

**Military Education:** U.S. Army Command and General Staff College, Ft. Leavenworth, KS

**Civilian Education:** M.S., Engineering Administration, and Syracuse University, 1980  
B.S., Engineering, United States Military Academy, 1971

**Experience:**

**2002-Present.** MPRI, Alexandria, VA

**1997-2002** Bentley, Adams, Hargett, Riley & Co., Inc. Senior Force Management Analyst. Conducted a study for the Army Deputy Chief of Staff for Operations and Plans (DCSOPS) to link the Operating (TOE) and Generating (TDA) Forces in support of TAA 09. The study systematically categorized the Generating Force functions, developed and aggregated the capabilities of the Generating Force into logical groupings, and assigned proponent-chaired panels to provide HQDA oversight and expertise. These actions have set the base for the ongoing and continuing effort to develop the links between the TOE and TDA forces.

Conducted a study of the Air Force Review Boards Agency. The study redesigned the processes used by the Agency and was followed by a redesign of the Agency itself. The reengineered processes effectively reduced the backlog of these highly sensitive records requests to zero, without increasing the size of the Agency.

Conducted a review of the Operations Support process in support of the Headquarters Air Force 2002 (HAF 2002) effort. This effort identified areas that should remain unchanged, identified changes that can be made now, and identified those processes or areas that require further study.

Provided consultant support to the Office of the Deputy Chief of Staff for Operations and Plans (ODCSOPS) for integrating the Functional Army (TDA) into the Total Army Analysis (TAA) process for the first time in TAA 07. Effort included the development of an Army-wide agreed-upon TDA requirements database from which further analysis and decisions could be made.

Conducted a review and recommended reorganization of the headquarters element of the Army's Operational Test and Evaluation Command (OPTEC).

For the Assistant Secretary of the Army (Manpower and Reserve Affairs) conducted an analysis of the requirements

for military manpower in the Functional (TDA) Army, including a review of the current status of military manpower in the TDA Army and a detailed analysis of the process used to define and document the nature of the requirements.

**1996-1997** Richard S. Carson & Associates, Inc. Senior Associate. For the Vice Chief of Staff, Army, conducted business process reengineering analysis of the Functional/TDA force required to support the Army in the twenty-first century, focused on the redesign of Headquarters, Department of the Army (HQDA) and the establishment of reinvention laboratories throughout the Headquarters.

**1993-1996** Office of the Assistant Secretary of the Army Manpower and Reserve Affairs (M&RA). Deputy Assistant Secretary (Force Development). Directed the conduct of a workload-based requirements study of the Civilian Personnel Office (CPO) function. Led Secretariat effort to provide support to, and respond to the report from, the Commission on the Roles and Missions of the Armed Forces of the United States (CORM). Coordinated Secretariat involvement in Force XXI, the Army-wide effort to redesign the Army, with special focus on the Army staff and Secretariat. Represented the Army Secretariat in the Total Army Analysis (TAA) process.

## Dates as of June 2002

For information on quotas, classes, attendance prerequisites and scheduling contact **Richard Pahland, AFMS Registrar, DSN 655-4904**, commercial (703) 805-4904 or email [dpahland@afms1.belvoir.army.mil](mailto:dpahland@afms1.belvoir.army.mil).

<b>Force Management Course</b>		
Subject	Start	End
Core Course 01-04	8-Jul-02	2-Aug-02
Core Course 02-04	5-Aug-02	30-Aug-02
Core Course 03-04	9-Sep-02	4-Oct-02
Core Course 04-04	7-Oct-02	1-Nov-02
Core Course 05-04	6-Jan-03	31-Jan-03
Core Course 06-04	3-Feb-03	28-Feb-03
Core Course 07-04	3-Mar-03	28-Mar-03
Core Course 08-04	31-Mar-03	25-Apr-03
Core Course 09-04	28-Apr-03	23-May-03
Core Course 10-04	2-Jun-03	27-Jun-03
Core Course 01-05	7-Jul-03	1-Aug-03
Core Course 02-05	4-Aug-03	29-Aug-03
Core Course 03-05	8-Sep-03	3-Oct-03

<b>Force Management Course for Senior Leaders (Go/Ses)</b>		
Subject	Start	End
GO/SES 01-04	16-Sep-02	20-Sep-02
GO/SES 02-04	16-Dec-02	20-Dec-02
GO/SES 03-04	10-Mar-03	14-Mar-03
GO/SES 04-04	5-May-03	9-May-03
GO/SES 01-05	15-Sep-03	19-Sep-03

<b>Force Management Course for G3 Division Chiefs</b>		
Subject	Start	End
COL Spec Ed 01-04	24-Jul-02	6-Aug-02
COL Spec Ed 02-04	16-Oct-02	29-Oct-02
COL Spec Ed 03-04	15-Jan-03	28-Jan-03
COL Spec Ed 04-04	9-Apr-03	22-Apr-03
COL Spec Ed 01-05	16-Jul-03	29-Jul-03

<b>Army Materiel Command Force Management Course</b>		
Subject	Start	End
AMC Course 03-02	24-Jun-02	27-Jun-02
AMC Course 04-02	9-Sep-02	13-Sep-02
AMC Course 01-03	27-Jan-03	31-Jan-03
AMC Course 02-03	24-Mar-03	28-Mar-03
AMC Course 03-03	23-Jun-03	27-Jun-03
AMC Course 04-03	18-Aug-03	22-Aug-03

<b>Army/Joint Staff Officer Orientation Course</b>		
Subject	Start	End
Joint Course 03-02	17-Jun-02	21-Jun-02
Joint Course 01-04	8-Jul-02	12-Jul-02
Joint Course 02-04	15-Jul-02	19-Jul-02
Joint Course 03-04	29-Jul-02	2-Aug-02
Joint Course 04-04	5-Aug-02	9-Aug-02
Joint Course 05-04	30-Sep-02	4-Oct-02
Joint Course 06-04	31-Mar-03	4-Apr-03
Joint Course 07-04	16-Jun-03	20-Jun-03
Joint Course 08-04	14-Jul-03	18-Jul-03
Joint Course 09-04	21-Jul-03	25-Jul-03
Joint Course 10-04	28-Jul-03	1-Aug-03
Joint Course 01-05	4-Aug-03	8-Aug-03

<b>Action Officer Force Integration Course</b>		
Subject	Start	End
AO Course 12-02	10-Jun-02	14-Jun-02
AO Course 01-04	22-Jul-02	26-Jul-02
AO Course 02-04	12-Aug-02	16-Aug-02
AO Course 03-04	26-Aug-02	30-Aug-02
AO Course 04-04	3-Sep-02	6-Sep-02
AO Course 05-04	23-Sep-02	27-Sep-02
AO Course 06-04	7-Oct-02	11-Oct-02
AO Course 07-04	21-Oct-02	25-Oct-02
AO Course 08-04	4-Nov-02	8-Nov-02
AO Course 09-04	2-Dec-02	6-Dec-02
AO Course 10-04	9-Dec-02	13-Dec-02
AO Course 11-04	6-Jan-03	10-Jan-03
AO Course 12-04	13-Jan-03	17-Jan-03
AO Course 13-04	3-Feb-03	7-Feb-03
AO Course 14-04	3-Mar-03	7-Mar-03
AO Course 15-04	7-Apr-03	11-Apr-03
AO Course 16-04	28-Apr-03	2-May-03
AO Course 17-04	2-Jun-03	6-Jun-03
AO Course 18-04	9-Jun-03	13-Jun-03
AO Course 01-05	7-Jul-03	11-Jul-03
AO Course 02-05	11-Aug-03	15-Aug-03
AO Course 03-05	8-Sep-03	12-Sep-03

\* Indicates AOFI classes that may be cancelled in order to conduct a special two-week Force Management Course. Check with school registrar prior to scheduling students for these classes.