

2013 Army Force Management Course Student Self-Assessment



General: The purpose of this document is to provide scheduled Army Force Management Course (AFMC) students with a **basic level** of understanding of the information needed to start the course of instruction.

Goal: Students attending the Advanced Force Management Course (4 weeks of instruction) need to arrive at Ft. Belvoir with a **minimum level** of background information to assist them during the extremely fast paced instruction of the first week of classes. The goal of this “read-ahead” or Student Self-Assessment is to arm students with the fundamentals in several areas.

1. **Force Management Definitions and Terms**
2. **Army Force Management Model**
3. **Force Development (FD) Process**
4. **Army Organizational Life Cycle Model (AOLCM)**
5. **The Modular Force**
6. **Planning Elements**

This document focuses on the six subjects above. This document does not provide great depth or detail for each of the subjects. It enables scheduled students to assess their current knowledge level and provides an overview of the essential information. If, after reviewing each task, you feel that you do not possess a complete understanding of the subject, use the listed references to develop the level of understanding needed during the first two days of class.

References provide more detailed explanations of the processes and models. The Force Management (FM) related primers and the Army War College text, *“How the Army Runs”* (HTAR) are provided under **“PUBLICATIONS”** on the Army Force Management School (AFMS) web site (www.afms1.belvoir.army.mil).



The benefit to you: The first day of class will not be as “overwhelming” if you arrive at the school with a basic understanding of the course, some of the models & processes, and an overview of a few of the first two days instruction.

Task #1: Understand the definitions and terms of Army Force Management.

To work within and around the Force Management field, you must be conversant with the proper terms and acronyms. It is extremely important to be precise and accurate in the definitions commonly used within the force management field.

Force Management definitions: The Army staff (ARSTAF), and staffs of the Army Command (ACOM), Army Service Component Command (ASCC) and Direct Reporting Unit (DRU) manage change. Force managers and action officers (AO) are the key players in translating **Strategy to Structure**. You need to understand and be able to discuss these definitions.

The ***four key*** definitions to know and understand are:

Force Management is the **all inclusive term** for the process that determines (1) force requirements; (2) allocates resources; and (3) assesses utilization of the resources. Force Management is the **capstone process** to establish and field mission-ready Army organizations. The process involves organization, integration, decision making, and execution of the spectrum of activities encompassing requirements definition, force development, force integration, force structuring, capabilities developments, materiel developments, training developments, resourcing and all elements of the Army Organizational Life Cycle Model (AOLCM).

Force Development: The process of determining Army doctrinal, leader development, training, organizational, soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions.

Force Integration: The synchronized, resource-constrained execution of an approved force development program to achieve systematic management of change. The management process that enables the introduction, incorporation and sustainment of organizational, doctrinal and materiel change.

Force Modernization: Process of improving the Army's force effectiveness and operational capabilities through force development and integration.

Summary: The force management (FM) process determines force requirements, alternative means of resource allocation and assessment of the utilization of resources to accomplish Army functions and missions. FM encompasses all processes associated with the progression from requirements determination through execution of time-phased (implementing) programs and force structure, within constraints. FM is the framework on which the Army is raised and maintained. The focal point of force management is meeting our statutory requirements to **man, equip and organize the force**.

Understand and be able to discuss the definition of: Force Management, Force Development, Force Integration and Force Modernization.

Reference: "Army Force Management" Primer

Task #2: Understand the purpose, design and sequence of the Army Force Management Model:

Converting **STRATEGY** to **STRUCTURE** is accomplished by the Army Force Management Model. This model reflects a “System of Systems” approach, each system provides an essential force management function and, more importantly, how these systems / functions relate to each other.

The *Army Force Management Model* is explained in detail in the appropriate primer. The Army has adapted the force management model to develop balanced and synchronized solutions to the strategy and policy established through the Office of the Secretary of Defense (OSD).

Sequential blocks are:

- Determine Strategic & Operational Requirements**
- Develop Capabilities**
- Materiel Acquisition Management Process**
- Design Organizations**
- Develop Organizational Models**
- Determine Organizational Authorizations**
- Document Organizational Authorizations**
- Acquire and Distribute Equipment**
- Acquire, Train & Distribute Personnel**

1. The Army Force Management Model is the road map to organize, train and equip mission capable forces for the Combatant Commanders.
2. Each block provides an essential force management function. The model shows the relationships of Army processes to each other, and to the major DoD management processes.
3. Although the model depicts the flow of processes in a somewhat linear, sequential manner, the complexities of managing change mandate that at any time an initiative may be in several of these processes simultaneously, in parallel, compressed in time, or in reverse order.
4. Eventually all of the steps must take place to produce a fully trained, equipped and resourced operational force.
5. The course of instruction is designed to follow this model. We will present blocks of instruction over the first three weeks, addressing each aspect of the Army Force Management Model.

Be able to discuss the sequence from “Strategy to Structure”, the focus of each block within the Army Force Management Model, and identify the significant activities in each block and the products of each block.

References: “*Army Force Management Model*” Primer / Army War College Text, “How the Army Runs”.

Task #3: Be prepared to discuss the Force Development (FD) Process sequence:

HQDA uses the Army Force Management Model to raise and maintain the Army. **FD is a set of sub-processes of the Force Management Model.** The FD process provides a graphical depiction of the process **from** developing valid requirements **to** the documentation of the force structure (organizational) solution. There are **FIVE Phases** in the FD Process. FD determines materiel and organizational requirements translating STRATEGY to STRUCTURE in time-phased programs and force structure to accomplish Army missions and functions (creation of forces). The ARSTAF focuses on the FD process sequence from requirements determination to decision implementation. The model shows the relationships of the maturation of “GOOD IDEAS” (JCIDS), through a doctrinal check of the idea (FDU), development of a standard organizational design (TOE), competing for resources (money and force structure in TAA) and documentation of the resourced decision (MTOE/TDA). The decisions from the FD Process provide the basis for acquiring & distributing materiel and acquiring, training & distributing personnel to field properly structured and resourced forces. FD decisions also impact resourcing and stationing considerations.

The five phases of the FD Process are:

1. Develop Capabilities using JCIDS and the domains of DOTMLPFC
2. Design Organizations using the FDU process
3. Develop Organizational Models using TOE development process
4. Determine Organizational Authorizations using the TAA process
5. Document Organizational Authorizations decisions using Force Management System (FMS) / FMSWeb for MTOEs & TDAs

Know the Five Phases to the Force Development Process, which organization has responsibility for each phase, what each phase is designed to accomplish and the product of each phase.

Reference: “*Army Force Management Model*” Primer

Task #4: Understand the elements of the Army Organizational Life Cycle Model (AOLCM) and the interaction of each “node”:

The Army Organizational Life Cycle Model (AOLCM) can be used to understand, in general terms, how the Army prepares to fight. The eight functions are interrelated, and actions within any function impact on the other seven. The goal is to field the most combat-effective force within the resources provided. The focus of this model is to ensure properly integrated programs and decisions are implemented to organize, train and equip a combat-ready Army capable of maintaining the peace and security of the United States.

The AOLCM is an inter-related model. Based on decisions made in the Force Development (FD) Process, each of the nodes of the AOLCM needs to be investigated for changes in requirements, resources and impacts in manning, equipping, organizing, stationing, recruiting, and training. The nodes are:

Force Management: The capstone process to establish and field mission-ready Army organizations. Within the Force Management function, leadership or programmatic decisions developed through the Force Development Process are normally the initiating function of the AOLCM.

Acquisition: Having determined the composition and size of the force, the required manpower, materiel, facilities and dollars must be acquired. Acquisition is the initial procurement or accession activities that bring materiel, manpower and other resources under military control.

Training: At this point in the life cycle model, training is defined only as entry-level training required to transition personnel to military or civilian positions (providing them with basic skills).

Distribution: Acquired resources (people, equipment, facilities and dollars), must be distributed to the appropriate claimants (organizations within the force structure) on a prioritized basis.

Deployment: The Army must **deploy** acquired and trained assets to support worldwide requirements to accomplish missions and satisfy national commitments.

Sustainment: Once a unit has been deployed, it must receive the necessary support to **sustain** operational capabilities personnel replacement, equipment repair and replacement, and funding.

Development: Organizational capability must be sustained through individual and unit training as well as through the routine replacement, maintenance and provisioning of people and equipment. Schooling for **Individuals**; Training for **Organizations**; Product Improvement for **Materiel Systems**.

Separation: When specific personnel or equipment are no longer required, they are **separated** from military control.

In class, demonstrate your understanding of the AOLCM. The AOLCM Model is an interactive description of how the Army accomplishes its’ statutory functions (organize, train, and equip). Be able to discuss the impacts of leadership and/or programmatic decisions within each node. Demonstrate your understanding of the analysis & impact of force structure decisions.

Institutional Adaptation: The CSA has initiated a management philosophy to “adapt” the Generating Force to align requirements to man, train, equip, resource and allocate resources. This initiative has updated the AOLCM to reflect specifics for Human Capital (people), Material, Readiness and Services (facilities and processes).

Reference: “Army Force Management” Primer

Task #5: Demonstrate your understanding of the Modular Force design:

You will be expected to have a general understanding of Army unit structures (Company, Battalion, etc) and be able to describe Army formations. This knowledge will be required for you to comprehend the complexities of change to Army organizations and complete several practical exercises while attending the Army Force Management Course. A thorough understanding of the capabilities resident in current Army organizational structures will be essential to understanding the “Modular” actions taking place in most Army units today.

We expect that you will have a general understanding of the terms “**operating and generating**” forces, a firm grasp of how the Army unit organizations (squad, section, platoon, company, battalion, brigade, division and corps) are structured, a basic feel for the branches within the Army (Aviation, Armor, Infantry, Quartermaster, Transportation, etc), a detailed understanding of the “**modular designs**” for Army units, and the basics of what it takes to change units as we complete the transition to “modular” design.

Know the differences in organization, size, and composition of the various levels of Army organizations (squad, platoon, company, battalion, brigade, division and corps). Be familiar with the branches of the Army, their doctrinal role, and the major equipment in the organizations. Be conversant with the modular design and transformation of the BCTs and supporting brigades. Understand the difference between the three types of BCTs and the five Multi-functional Support Brigades. Finally, know which battalions are organic to each type of BCT.

Reference: “Army 101 Primer”

Task #6: Planning Elements.

During the course several documents will be discussed. The Army force management process provides prudent adjustments to the exiting force, while balancing force structure requirements (manpower, equipment and resources) within available and planned resources (people, equipment, time and dollars). Force structure adjustments are based on GUIDANCE, CONSTRAINTS, and previous leadership decisions. This is an overview of the major documents influencing the Army's force structure.

The National Security Strategy (NSS) of the United States of America is a broad posture statement establishing the framework for preserving and enhancing the position of the United States within the international community. It delineates the political, social, economic, and military actions the Nation intends to employ to secure its citizens, its territorial integrity, and its status in the international community of nations. The proponent for the NSS is the National Security Council within the Executive Office of the President. A National Security Strategy Report is required by law to be submitted by the President along with the annual budget submission.

The National Defense Strategy (NDS) of the United States of America is the Department of Defense foundation strategy for achieving the objectives of the National Security Strategy, developing the National Military Strategy, and drafting other DOD guidance and planning documents. After a discussion of the strategic environment and strategic framework, the 2008 NDS identifies and describes five key objectives in furtherance of the NSS and the long term security of the nation – Defend the Homeland, Win the Long War, Promote Security, Deter Conflict, and Win Our Nation's Wars. The path to accomplish these objectives is described in terms of shaping choices of key states, preventing the acquisition and use of WMD, enhancing alliances and partnerships, maintaining United States global reach and mobility, and coordinating our efforts jointly – a new "Jointness" focusing on interagency coordination and integration. NDS 2008 concludes with a forward looking discussion of capabilities and means to implement the strategy with the understanding that difficult resource allocation and program integration decisions fraught with inherent risk must be made.

The National Military Strategy (NMS) of the United States of America is a Chairman of the Joint Chiefs of Staff (CJCS) document providing strategic guidance on the employment of United States military forces in order to achieve the objectives of the National Security Strategy and implement the National Defense Strategy. By establishing interrelated military objectives and joint operating concepts, the NMS facilitates the determination of required capabilities by the Services and Combatant Commanders and provides a backdrop for CJCS risk assessment. The National Defense Authorization Act for 2004 mandated that a National Military Strategy be published biennially in the even years by February 15th and directed codification of this requirement in 10 U.S.C. Section 153.

The Quadrennial Defense Review (QDR) Report (10 U.S.C. §118) is the Department of Defense major statement of defense strategy and principal strategic planning document. The QDR for 2006 identified four priority areas for analysis – defeating terrorist networks, defending the homeland in depth, shaping the choices of countries at strategic crossroads, and preventing hostile states and non-state actors from acquiring or using WMD. Assessment of these areas facilitated the identification of required military capabilities and force structure and assisted in the examination and adjustment of the Department of Defense force planning construct. The three components of the current force planning construct are Defend the Homeland, Prevail in the War on Terror and Conduct Irregular Operations, and Conduct and Win Conventional Campaigns both in a steady-state environment and a surge environment.

The Secretary of Defense Planning Guidance (DPG) is the principal planning document for the Planning, Programming, Budgeting, and Execution (PPBE) process.

- The DPG aligns priorities and capabilities against Defense Strategic Guidance (DSG) priority missions.
- The DPG Translates the DSG into specific planning, programming, and budgeting priorities for the **program**; aligning capabilities with priorities.
- Establishes DoD's priority missions, force sizing construct, major force planning assumptions, and key capabilities to help size and shape the future joint force.
- Provides guidance by exception.
- Provides strategic guidance for internal audiences, directing action to achieve the goals and priorities established in *DSG*
- Establishes the standards against which programmed and alternative forces will be evaluated, to include defining force sizing criteria.
- Provides direction for the development of key capabilities to guide program preparation and to size and shape the future force.

The Army Plan (TAP) is a composite document of four sections. Section I, The Army Strategy (AS), is Army's primary planning document and the basis for constructing the Army program and budget. Presenting a thorough analysis of higher level strategy and guidance, the AS correlates Army programming and budgeting with Defense goals and Army Strategic Imperatives. AS specifies Army capabilities required by the joint community, promulgates direction for their prioritization in Section II, Army Planning Priorities Guidance (APPG), and determines where risk is tolerable in light of restricted resources. Additionally, AS, by articulating the leadership's vision, promotes synchronized Army planning across the board.

Army Planning Priorities Guidance, Section II of TAP, further develops the AS examination of Army Strategic Imperatives and rank orders Army required capabilities necessary to accomplish those imperatives and to support development and prioritization of specific resource allocation responsibilities specified in the Army Program Guidance Memorandum (APGM).

Army Program Guidance Memorandum, Section III of TAP, contains preliminary direction for building the Army Program Objective Memorandum (POM – the Army's six-year program). In concert with APPG, the APGM converts Army requirements, necessary to meet the joint operational need for Army capabilities and to facilitate accomplishment of Army Strategic Imperatives, into explicit resource allocation assignments. These resource tasks are directed to each of the six Program Evaluation Groups (PEGs). PEGs are the organizations in the Army's resource management institutional structure that initiate program and budget development. They are identified by United States Code Title 10 functional responsibilities of the Secretary of the Army as the Organizing (OO) PEG, Manning (MM) PEG, Training (TT) PEG, Equipping (EE) PEG, Sustaining (SS) PEG, and Installations (II) PEG.

The Army Campaign Plan (ACP), Section IV of TAP, provides direction to execute current Army missions and to simultaneously transform the Army for anticipated future operations. ACP replaces the Transformation Campaign Plan (TCP) and identifies eight campaign objectives (Man the Army and Preserve an All-Volunteer Force; Provide Facilities, Programs and Services to Support The Army and Army Families; Support Current Global Operations with Ready Land Power; Train the Army for Full Spectrum Operations; Reset the Army for Full Spectrum Operations; Enhance Logistics Readiness; Transform the Operating Force; and Transform the Generating Force) that meld Army transformation with contemporary, global Army operations.

The **Research Development and Acquisition Plan (RDAP)** is a 15-year (the six years of the POM and nine additional years known as the extended planning period or EPP) plan designed to identify and acquire advanced capabilities for the Army of the future. The RDAP is a 1-n prioritized list of Management Decision Packages (MDEPs) containing funding for Research Development Test and Evaluation (RDT&E) and Procurement across the 15-year planning period. MDEPs, the building blocks of the POM, are standalone functional packages that track and display total resources for a particular organization, program, or function.