

# U.S. Army Force Management School

October 2013 Newsletter



## Commandant's Corner

### BG Roger L. Cloutier Jr., New Commandant of the Army Force Management School

Greetings to all Army Force Managers (Active, Guard, Army Reserve, and Civilians)! On 19 August 2013, I assumed responsibilities as the Commandant of the Army Force Management School (AFMS) from MG John M. Murray who is now serving with the Dog Face Soldiers at Fort Stewart as Marne 6. Thanks from all of us for a job well done! Understanding the importance of how the Army runs at all levels is critical to Global Force Management and touches almost everyone, not just Force Managers (FA 50s). It is my goal that each course provides education and training for leaders and Force Managers that is cutting-edge, relevant and actionable to help you meet the demands placed on our Army. I am continuously impressed by our Army Force Managers at all levels, military and civilian. I firmly believe that our Force Managers are strategic leaders and agents of change, superbly educated and trained on "How the Army Runs."

There are many challenges facing our Army over the next few years. I have the utmost trust and confidence that together, the Active Army, Army National Guard and Army Reserve will ensure that our force remains "Army Strong." Through it all, AFMS will stand ready to provide Army Force Managers and leaders the critical skills needed to prepare for the challenges of tomorrow.



BG Roger L. Cloutier, Jr.  
Commandant, AFMS

Lastly, I want to thank you all for your continued enthusiasm, patriotism, and service to our great Nation. Through the combined efforts of our Soldiers, Civilians and Families, our Army will remain the dominant land force of choice – the best the world has ever seen: lethal, agile, adaptable and responsive to the needs of our great Nation. I very much look forward to working with each of you to ensure that our great Army stands ready for any mission! 🇺🇸

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## Sergeant Major's Corner

### SGM Robert Norvell, G-3/7 Force Management SGM

Army Leaders,  
One of my goals in supporting the Army Force Management School (AFMS) is that we establish enduring relationships with other Army institutions in order to share ideas and ensure relevancy while communicating current Force Management practices throughout the Army. My special focus is on senior leader training. As such, this quarter, I am glad to report to you that the U.S. Army Sergeants Major Academy (USASMA) and the AFMS are on a healthy path to establish such enduring and mutually beneficial education and training relationships. The Deputy Commandant, AFMS and I hosted a telecon with USASMA Representatives: CSM Coleman (Training Director), SGM Henry (Course Director, SGM Course) and Mr. Ogletree (Senior Instructor) on 26 Sep 2013. The purpose of the telecon was to frame a more synergistic educational relationship between the AFMS and the USASMA on Force Management. Following an introduction and an overview on the current status of the AFMS, we all agreed that the efforts of USASMA and AFMS need to



lead to a progressive and sequential training and education program for CSMs/SGMs on Force Management. This will ensure that basic and advanced force management tasks are properly allocated and mutually supported between the two schools. Both staffs discussed the strategic implications of CSMs/SGMs receiving a unified (free of redundancy) education and training regiment that reflects synergy in Force Management policies and procedures between the two schools. Our way ahead

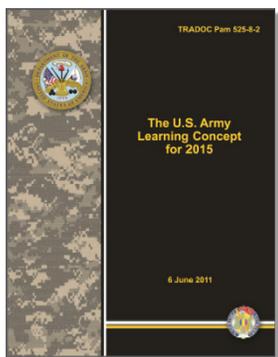


is to exchange Program of Instruction (POI) materials to gain a better understanding of how SGMs are being trained / educated on force management. This will lead to a rigorous analysis by both institutions of training gaps. I will remain the overall lead for the AFMS having USASMA representatives go through me to ensure we maintain consistency and more importantly, I am able to leverage additional resources from Headquarters Department of the Army to make this important relationship mature over time and grow for the benefit of senior leaders in our Army. 🇺🇸

## Army Learning Model 2015

### Army Learning Model 2015 (formerly known as Army Learning Concept 2015) AFMS Update

The AFMS is actively pursuing its modernization program in order to incorporate new technologies to facilitate transition of academics and operations to Army learning Model 2015 guidelines. As of the end of the Fiscal Year (30 Sep 2013), the AFMS is now funded to incorporate a “video wall” in classroom 1608. This “video wall” allows any source of information to be displayed, at any size, making it among the industry’s most flexible solutions. Video walls are found in high performance information centers combining video teleconference capability to enhance decision-making or information gathering, sharing and presentation. To enhance the educational and training experiences while in the classroom, a new microphone system for both large classrooms will be installed to enhance student’s dialogue and communications during class. This investment will pay high dividends as the AFMS continues to strengthen and expand its student access or collaboration among the Army educational communities, private industry and academia. However, the



improvements don’t stop there. AFMS will adopt Blackboard (Bb). Bb is an online program that leverages blended educational

and training online programs to help reach more students, create new revenue streams, and solve capacity constraints. Bb will help AFMS design, implement, and manage an effective online learning program from start to finish. Bb has been dedicated to improving every aspect of the education experience for millions of learners and educators around the world. Over 40 TRADOC schools and centers have adopted Bb solutions to enrich the educational and training experiences of their respective institutions. We work with thousands of higher education, K-12, professional, corporate, and government organizations, providing them with tomorrow’s education experience today. AFMS transitions to ALM 2015 environment will make a difference in the way force management education and training is shared within the Army will be greatly enhanced through Bb. 🇺🇸

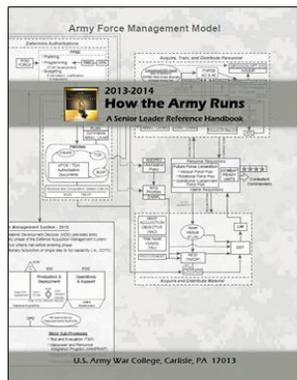




## Publications

### 2013-2014 How The Army Runs (HTAR) Now Available Online!

Major General Anthony A. Cucolo III, the 49th Commandant of the U.S. Army War College (USAWC) and COL (Retired) Harold W. Lord, Volume Editor, have released the electronic version of the 2013-2014 How The Army Runs (HTAR): A Senior Leader Reference Book. The HTAR is designed to explain and synthesize the functioning and relationships of numerous national, defense, joint, and Army organizations,



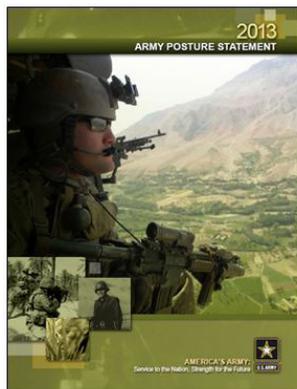
systems, and processes involved in the development and sustainment of trained and ready forces for the Combatant Commanders. The USAWC (Department of Command, Leadership, and Management, School of Strategic Landpower), Army Force Management School (AFMS), HQDA G-1, HQDA G-3/5/7 (DAMO-ODR (Operations) and DAMO-TR

(Training)), Chief Information Officer (CIO)/G-6, Office of the Chief of Public Affairs (OCPA), Office of the Surgeon General (OTSG), Assistant Chief of Staff for Installation Management (ACSIM), and HQS, U.S. Army Corps of Engineers (USACE) served as authors and editors of this 49th Edition of the HTAR. Published biannually, the HTAR is used by the faculty and students at the USAWC and AFMS as they improve their knowledge and understanding of “How the Army Runs.” It has also found great utility as an informal desk reference for those who actually use and “run” the Army organizations, systems, and processes described therein. The USAWC and AFMS will provide all future graduates, organizations, and interested project officers with a hardcopy version of the 2013-2014 HTAR beginning in mid-October 2013; however, you can download the electronic version now by visiting AFMS at <http://www.afms1.belvoir.army.mil/index.php> and selecting the Digital HTAR link at the bottom of the home page.

*Submitted by: Martha G. Granger, LTC USA (Ret), Instructor/Facilitator, AFMS*

### 2013 Army Posture Statement Now Available Online

The Honorable John M. McHugh, Secretary of the Army (SECARMY), and General Raymond T. Odierno, Chief of Staff of the Army (CSA) presented the 2013 Army Posture Statement (APS) to Congress in May of 2013. The annual APS is an unclassified summary of Army roles, missions, accomplishments, plans, and programs. Designed to reinforce the SECARMY and CSA posture and budget testimony before



Congress, the APS serves a broad audience as a basic reference on the state of the Army while also outlining the Army’s compelling needs for Congress to consider when reviewing the President’s Budget for the following Fiscal Year. The APS informs both internal and external audiences about recent Army accomplishments and current initiatives—thus, “telling the Army Story.” The online version

of the 2013 APS no longer includes addenda or information papers; however, those documents from previous editions explain key programs, policies, initiatives, and activities, and can be found online at: <http://www.army.mil/info/institution/posturestatement/>. The 2013 APS concludes that “The Army must be capable of providing strategic landpower that can prevent conflict, shape the environment and win the Nation’s wars. Preventing conflict demands presence, shaping the environment demands presence, restoring the peace demands presence, and more often than not, that presence proudly wears the uniform of an American Soldier.”

If you are a graduate of any AFMS course and would like to receive national, military, and Army strategy updates via email, please email [martha.g.granger.ctr@mail.mil](mailto:martha.g.granger.ctr@mail.mil) with your rank, name, the AFMS course you were enrolled in, and a preferred email address.

*Submitted by: Martha G. Granger, LTC USA (Ret), Instructor/Facilitator, AFMS*

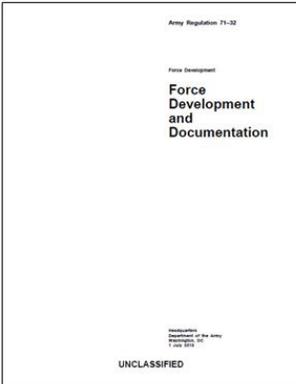


## Publication of AR 71-32, Force Development and Documentation

The long-awaited revision of the Army Regulation 71-32, Force Development and Documentation, has finally hit the streets. On 1 July 2013, the Army Force Management Community published this major revision of the March 1997 version. Among the changes are the new title, and the codification of many of the current policies, procedures, and systems in use today.

The regulation introduces the Force Development Process, explains the Army Organizational Life Cycle Model, and outlines the force integration functional areas. It establishes the role of the Deputy Chief of Staff, G-8, in the development of the Basis of Issue Plan, and establishes the responsibilities for commanders of Army Commands, Army Service Component Commands and Direct Reporting Units. The regulation explains the five phases of the current Force Development Process—develop capabilities, design organizations, develop organizational models, determine organizational authorizations, and document organizational authorizations. It also sets the policy for the Force Design Update—junior. The regulation and the complete listing of changes can be found on the Army Publishing Directorate website at [http://www.apd.army.mil/pdffiles/r71\\_32.pdf](http://www.apd.army.mil/pdffiles/r71_32.pdf).

Submitted by: Larissa A. Ginty, LTC USA (Ret), Instructor/Facilitator, AFMS



The regulation specifically introduces the Force Development Process and explains the Force Management System (FMS). It incorporates the Force Management System Web site (FMS Web) as the Army's official repository of organizational requirements and authorization documentation as well as other force development information.

## Web Page Update

### New Web Page for the Army Force Management School (AFMS) is under construction

The AFMS will unveil a new web page effective 1 Dec 2013. Although this new web page will be at 75% functionality by 1 Dec 2013 it will provide a more centralized approach to Force Management information for courses and for general practice.

The new web page will retain the critical areas of emergency information, road conditions, weather update, and how to contact and reach the AFMS as well as

as a source of force management relevant information and references, as well as, it will incorporate multiple links to the various communities within the Army and some outside the Army to broaden the perspective of our students. The course information will be aligned for easy reference by prospective students. One important feature is the Force Management Help Desk through which any person working force management issues and actions can inquire about a subject within the Army's Force Management model. These inquiries are routed to our instructor / facilitator staff for a response. Responses through the Force Management helpdesk are intended to inform, describe or in some cases point to the right point of contact within the Army. These responses are not intended to be prescriptive. The intent of AFMS leaders is to create an environment of lifelong learning in which students that come through our institution have the ability to stay connected throughout their careers. This force management "human network" will enable our institution to capitalize on current issues, practices and emerging concepts for the overall improvement of the entire community.



mandatory Army links to SHARP (ISALUTE), Comprehensive Soldier Fitness, Safety Center and Fort Belvoir. Additionally, the new web page at full functionality (1 Feb 2014) will enhance the function of the force manager's digital library



## Hail & Farewell

### Hail: Brian Eberle

On 25 September 2013, Mr. Brian Eberle joined CALIBRE for assignment as the Operations Officer, AFMS. In that capacity, Brian will be responsible for the conduct of school operations across registration, admin/ logistics, web page/ audiovisual services, computer lab services, student services and the day-to-day management of activities.

Brian joins the Army Force Management School and Calibre after his retirement from the US Army and more than 27 years of service. He most recently served as the Chief of the Army Requirements and Resources Board, Headquarters Department of the Army (HQDA) DCS for G-3/5/7, where he developed capability solutions to address current operational challenges for globally deployed US Army commands in conjunction with the HQDA staffs and Army Commands.



Mr. Eberle was commissioned a Second Lieutenant in the Corps of Engineers in 1986 as a Distinguished Military Graduate from Indiana University of Pennsylvania.

Mr. Eberle has held multiple leadership and management positions, initially as a combat engineer (MOS 12/21B), combat developer, instructor/writer, observer/controller, plans officer, and operations, plans and training officer (CMF 54), before becoming an Army Force Management officer (Functional Area 50) in 1999. Mr. Eberle has served more than 7 years in Germany, with operational

deployments to Bosnia, Hungary, Croatia, Albania and Kosovo. Mr. Eberle served two combat tours in Iraq and Afghanistan. Mr. Eberle has served as a primary and deputy staff officer on battalion through division, army, joint, multi-national and Headquarters Department of the Army (HQDA) level commands

Mr. Eberle holds a Bachelors of Science degree in Regional Planning from Indiana University of Pennsylvania, and is a graduate of the US Army Command and General Staff College (CGSC), Combined Arms Service Staff School (CAS3), Armor Officer Advanced Course (AOAC), M1 Tank Commander Certification Course (TC3), Engineer Officer Basic Course (EOBC) and multiple Force Management Schools and courses. He has been awarded the Legion of Merit with Oak Leaf Cluster (OLC), Bronze Star, DMSM, MSM (4 OLCs), ARCOM (3 OLCs), AAM (5 OLCs), Iraq, Afghanistan (each with 2 Campaign Stars) and Kosovo Campaign Medals, Army Superior Unit Award and Joint Meritorious Unit Award (5 OLCs), along with various service ribbons. He also holds the Joint Staff Badge, Army Staff Badge and Parachutist's Badge.

Mr. Eberle is married to the former Ingrid Bengston of Bethlehem, PA. They have three sons: Sean, (24) a US Army 2nd Lieutenant (Ordnance) assigned to Fort Bliss, TX, (VMI class of 2012); Ian (21) a Senior at George Mason University (Information Technology); and, Kyler (19) a US Army Private First Class as a 15W (Grey Eagle UAV Operator) assigned to 3rd Infantry Division, Fort Stewart, GA. They reside in Dumfries, Virginia.

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