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# A Force Management Update



A Quarterly Newsletter of the Army Force Management School

February 2011

## **Army Modernization Strategy Lines of Effort: The Materiel “Ways”**

**Background:** The Army Modernization Strategy (AMS) describes the Army plan to modernize and transform to provide soldiers with an affordable mix of the best equipment available to succeed in both current and future full-spectrum operations.

**The “Ways”:** The AMS is the blueprint for achieving the Army’s modernization goal. This strategy explains how our materiel modernization efforts restore balance and set conditions for the future. The three interrelated lines of effort are the “ways” we focus our efforts to accomplish our modernization goal.

**Line of Effort 1:** Develop and field new capabilities to meet capability gaps through traditional and rapid acquisition processes. This line of effort ensures our Soldiers get what they need, when they need it.

- Implement the Brigade Combat Team Modernization Plan (incremental network improvements, MRAP integration, Capability Packages, and new manned Ground Combat Vehicle).
- Field new capabilities to ensure Soldiers have the right equipment at the right time, to engage in any mission, in any environment.
- Shorten time between requirement identification and solution delivery. Optimize, support, and institutionalize the Capabilities Development Rapid Transition (CDRT), Rapid Equipping Force (REF), and Asymmetric Warfare Group (AWG) processes.
- Leverage technologies from our Science and Technology (S&T) program.

**Line of Effort 2:** Procure upgraded capabilities, recapitalize, and divest equipment with limited ability to adapt to new requirements at a reasonable cost. This line of effort allows us to affordably provide our Soldiers the tools they need.

- Continuously modernize.
- Validate and implement portfolio strategies for selected fleets of equipment.
- Develop process to make fleet sustainment decisions based on cost-benefit analysis (C-BA).
- Capitalize on technology base initiatives.
- Adopt a comprehensive investment strategy toward modernization.

**Line of Effort 3:** Field and distribute capabilities in accordance with Army priorities and Army Force Generation (ARFORGEN) model. This line of effort gives the Army flexibility to equip units as their missions or priorities change.

- Establish ARFORGEN as a key metric for modernization decisions.
- Update 2009 Army Equipping Strategy.
- Establish Theater Provided Equipment (TPE) in Afghanistan.
- Equip for full-spectrum operations.

- Refine Army Prepositioned Stocks (APS) 2015 Strategy.
- Conduct Responsible Drawdown and Reset of equipment.
- Improve synchronization of documentation versus resources.

Summary: Modernization is critical to the Army's success. The AMS is flexible enough to capitalize on emerging technologies while providing predictability in funding requirements. This strategy exemplifies the Army's commitment to provide Soldiers the capabilities and equipment they need to succeed in both today's and tomorrow's full-spectrum military operations.

NOTE: The complete 2010 AMS is available at: <http://www.g8.army.mil/>

*T. L. Polmateer*

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## **Functional Area 50 (FA50) Qualification Course**

Class 1-11 graduated on 17 December 2010 with 25 students successfully completed the 10-week program of instruction. The class consisted of 22 military FA50s and 3 civilian CP26s. The graduation was hosted by MG Spoehr, Director of Force Development, HQDA G-8. In addition to the expected updates and modifications required to capture fact-of-life changes that occur on an almost daily basis in the Army, the course contained significant changes/additions to previous iterations, including:

- A block of instruction on Cost Benefit Analysis (CBA) was incorporated into the PPBE block of instruction. This instruction built upon the instruction presented in the 4 week AFMC; both blocks were developed and added in anticipation of, and response to, guidance from senior Army leadership.
- A three half-day block of instruction on tools available to force management officers was added to the POI on a permanent basis. This block was first attempted on a trial basis in the July-September 2009 FA50 QC and updated and modified in class 1-10.
- The class was scheduled to observe a General Office Steering Committee (GOSC) of the AR2B process by VTC. While coordinated and scheduled, the GOSC was cancelled at the last minute due to the non-availability of senior participants. Even so, this event will be recommended for addition to the POI.
- More instruction was added that addressed the development and management of the TDA Army. This instruction was presented by USAFMSA and was followed by a tour of USAFMSA arranged by one of the class attendees. Due to the response of the participants, we will recommend this also be added to the POI.
- To address concerns received by the Personnel Development Office (PDO) that deployed FA50s were not prepared to perform some of their joint tasks, we coordinated a 3½ day training session that was conducted by the Joint Deployment Training Center (JDTC). This training consisted of a 1 day JOPES executive overview, followed by a 2½ day class on the Joint Capabilities Requirements Manager (JCRM) system. JCRM is the principle DoD tool used by Global Force Managers to capture force capabilities, develop force requirements, and coordinate global force provider activities.

A revised POI with recommended changes and updates is being staffed within the AFMS and was transmitted to the PDO by 14 January 2011 for Army-wide staffing prior to being submitted to the G-8, FD for approval.

Class 2-11 started on 7 February with 16 students, 8 FA50s and 8 CP26s.

## FORCE MANAGEMENT COLLABORATION AKO PORTAL

AFMS has made access to current slides easier for graduates of the school or action officers researching subjects we present.

1. To meet the immediate needs of graduates or action officers looking for a slide, some background information or an update to their CD/DVDs, AFMS has initiated a **FORCE MANAGEMENT COLLABORATION AKO PORTAL**.
2. AFMS will “refresh” the slides in the portal approximately once a quarter. Graduates or action officers can view a more current set of slides presented in the Army Force Management Course (4 week course). Currently this is the only course we are placing in the portal.
3. The greatest benefit to the Army is – you have immediate access to the slides, without contacting an instructor. Our files are normally fairly large and there are some “constraints” within the e-mail system for sending attachments.
4. Another benefit is that the action officer can view the slides and then ask follow on question of the instructors.
5. The procedures are very simple.

- a. Open the Army Force Management School website (AFMS on-line).

<http://www.afms1.belvoir.army.mil/index.php>

- b. Click on the FM HELP DESK link. Highlighted on **Figure 1** with the red circle.
- c. This will take you to **Figure 2**, the “FM HELP DESK”.
- d. In the center of this web page you will find the AKO logo and **FM COLLABORATION AKO PORTAL**, highlighted in the Red oval. Note the caution under the link. “Requires AKO Login”. If you have AKO open, the link will take you directly to the FM Collaboration AKO portal. If you are not in AKO when you click the link, the web will take you to the AKO Login site. After you successfully Login, the system will take you directly to the collaboration portal.
- e. The site will open and look like **Figure 3**. Click on the folder for the Army Force Management School, which in this capture contains 68 files (presentations).
- f. The site will open in a few seconds and present you with the display shown as **Figure 4**. The Army Force Management Course (AFMC) (4 week) is designed with a week of Strategic Studies (SS), Capabilities/Materiel Development (CD/MD), Force Structure (FS) and Force Development (FD). That is how the classes and slides are labeled. Example: the first line of Figure 4 – “name” – is “1AKO AFMC SS01 (Admin)”. This is the first set of AKO slides presented on the web –hence the number **1**, “AFMC” is the course name, “SS” is the week of instruction, “01” is the class number in sequence for that week, and it is the “Administrative Instructions” for the course.

- g. Questions regarding the website will be addressed through the FM HELP DESK. Questions about the slides can be addressed through the FM HELP DESK or contacting the instructor responsible for the block of instruction.

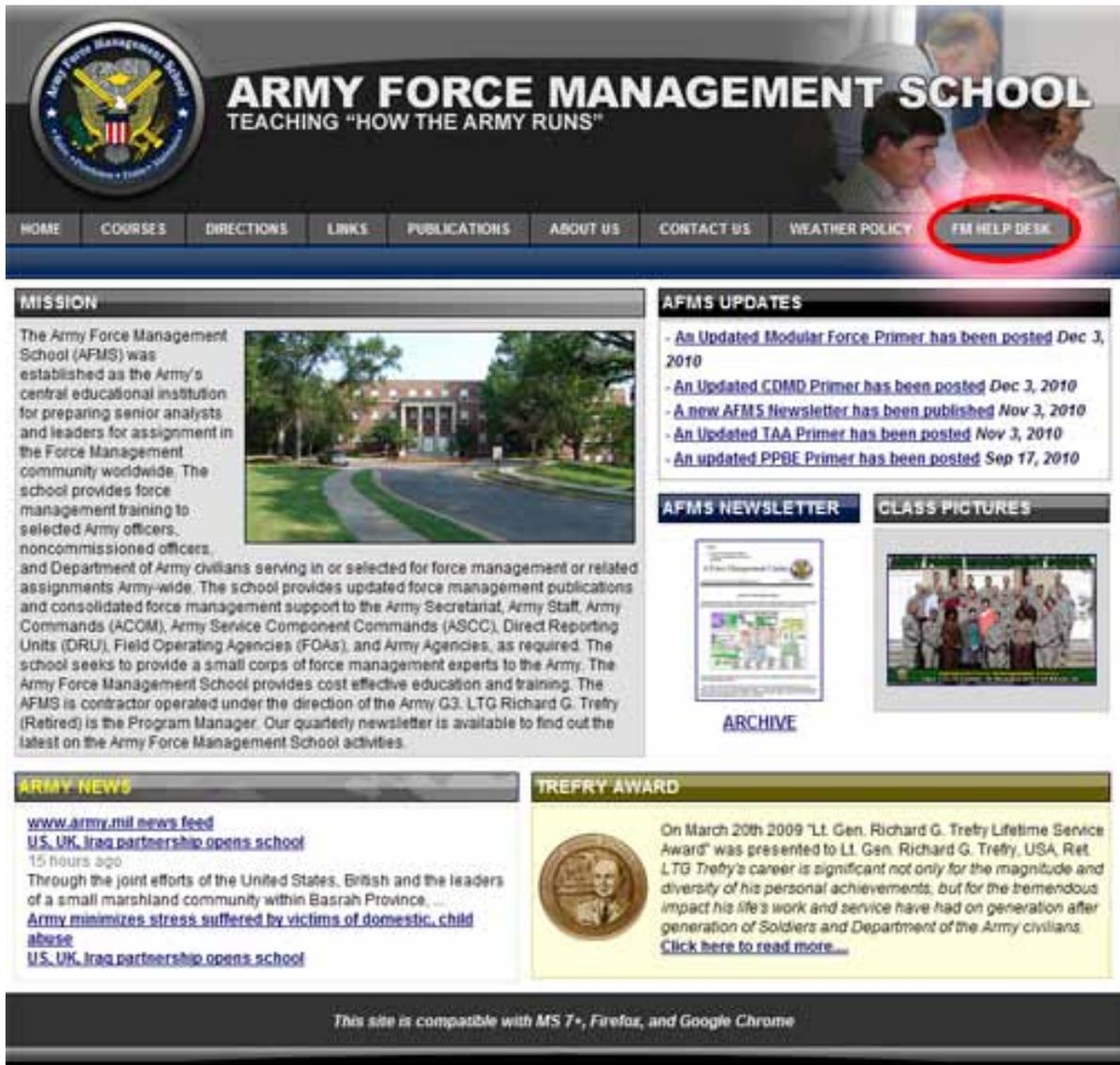


Figure 1



Figure 2

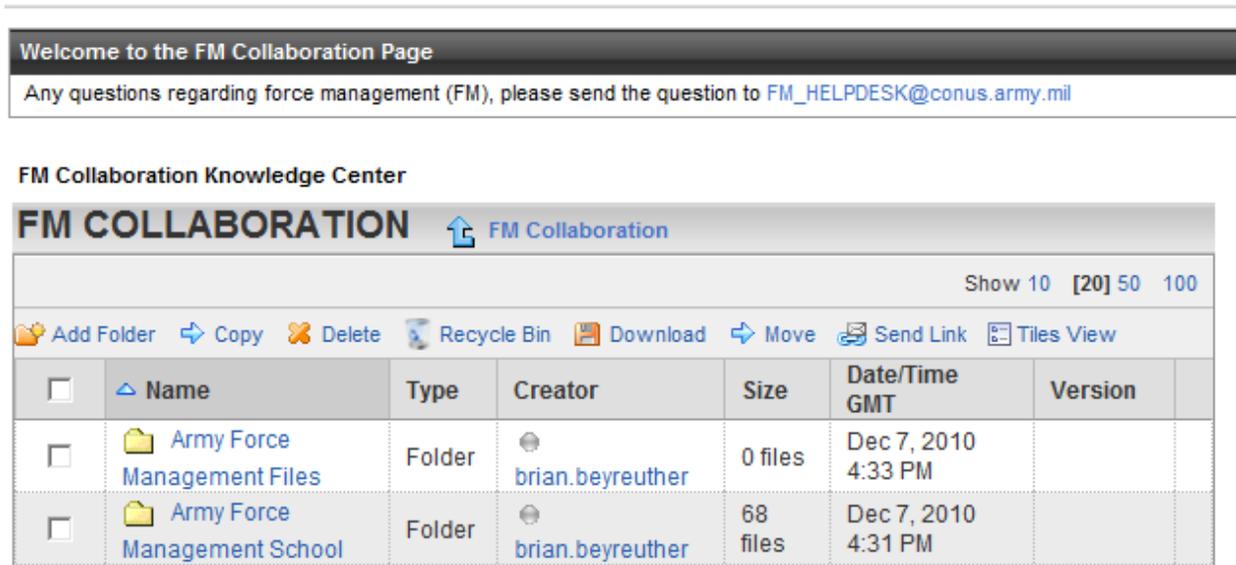


Figure 3

<input type="checkbox"/>	△ Name	Type	Creator	Size	Date/Time GMT	Version
<input type="checkbox"/>	 1AKO AFMC SS01 (Admin) Jan 11	pdf	 <a href="#">brian.beyreuther</a>	3305.57 KB	Dec 7, 2010 3:43 PM	1
<input type="checkbox"/>	 1AKO AFMC SS02 (Course Intro) Jan 2011	pdf	 <a href="#">brian.beyreuther</a>	1701.89 KB	Dec 7, 2010 3:43 PM	1
<input type="checkbox"/>	 1AKO AFMC SS03 (Why Force Management) Jan 2011	pdf	 <a href="#">brian.beyreuther</a>	4599.71 KB	Dec 7, 2010 3:43 PM	1
<input type="checkbox"/>	 1AKO AFMC SS04 (10USCRFM) Dec 10	pdf	 <a href="#">brian.beyreuther</a>	8280.73 KB	Dec 7, 2010 3:43 PM	1
<input type="checkbox"/>	 1AKO AFMC SS05 NSSNDSGEFDPPG Nov 10	pdf	 <a href="#">brian.beyreuther</a>	5848.72 KB	Dec 7, 2010 3:43 PM	1

**Figure 4**

6. The FM Collaboration Portal provides an excellent “REACH BACK” capability for our graduates needing an update to some of our slide presentations.
7. Request you send any suggestions and comments to Jim Camp on how we can improve on this product. ([JAMES.T.CAMP@US.ARMY.MIL](mailto:JAMES.T.CAMP@US.ARMY.MIL)).

*James Camp*

## Capabilities Development and System Acquisition Management Primer

version 16.0, January 2011 Update

### Summary of Changes

Primer revision:

- Describes the Army’s new Army concept framework (ACF) - Army capstone concept (ACC), Army operating concept (AOC), 6 Army functional concepts (AFCs), and 3 concepts (Learning, Training, and the Human Dimension) directed by CG, Training and Doctrine Command (TRADOC).
- Describes the six new TRADOC Center of Excellence (CoE) standing integrated capabilities development teams (ICDTs). Standing ICDTs are a gathering of multi-disciplined personnel, formally chartered by the Director, TRADOC Army Capabilities Integration Center (ARCIC), to conduct a complete warfighting functional portfolio review on a biennial basis to support the Army Force Generation (ARFORGEN) process and products. Portfolio reviews include: conducting and/or updating the assigned Army warfighting function (WfF) capabilities-based assessment (CBA) that addresses the required capabilities (RCs) delineated in the assigned AFC; identification, risk assessment, and prioritization of gaps in all doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) domains; and proposing mitigating solutions across DOTMLPF for those gaps considered to have unacceptable risk. The assigned CoE ICDT is also responsible for conducting DOTMLPF assessments, integration and synchronization for their designated organizational structures (e.g., Fires Brigade). The six WfF standing ICDTs are:
  - Fires WfF - U. S. Army Fires CoE, Fort Sill, OK;
  - Intelligence WfF - U. S. Army Intelligence CoE, Fort Huachuca, AZ;
  - Mission Command WfF - U. S. Army Combined Arms Center, Mission Command CoE, Fort Leavenworth, KS;

- Movement and Maneuver WfF - U. S. Army Maneuver CoE, Fort Benning, GA;
- Protection WfF - U. S. Army Maneuver Support CoE, Fort Leonard Wood, MO;
- Sustainment WfF - U. S. Army Combined Arms Support Command CoE, Fort Lee, VA.
- Updates the Cost-benefit analysis (C-BA) process based on evolving guidance.
- Updates the name of the joint staff (JS) Joint Capabilities Integration and Development System (JCIDS) Gatekeeper from Deputy Director, J-8 to Deputy Director of Requirements, J-8.
  - Updates the Secretary of the Army's one-year Capability Portfolio Review (CPR) pilot process to conduct an Army-wide, all components revalidation of the operational value of Army requirements within and across capability portfolios to existing joint and Army warfighting concepts. The intent of this revalidation is to eliminate redundancies and to ensure that funds are properly programmed, budgeted, and executed against the programs that yield the most value to the Army.
    - Pilot CPRs focused on 2 categories - materiel CPRs and non-materiel CPRs. Materiel CPRs include tactical wheeled vehicles; precision fires; air and missile defense; combat vehicle modernization; radios; the network; engineer; Soldier systems; intelligence, surveillance, and reconnaissance (ISR); aviation (rotary, fixed, UAS); information technology; and training ammunition. Non-materiel CPRs include installation management; work force composition; army training strategy; sustainment accounts; and organizational structure.
    - The output of the two-phased pilot CPR process was actionable recommendations to the SA to make decisions that established Army FY 12-16 Program Objective Memorandum (POM) priorities for investment in research and development, acquisition, and life-cycle sustainment, to include force structure and training across each Army capability portfolio.
  - Describes the new Army Brigade Combat Team Modernization Program (ABCTMP) that provides mature ABCTM technologies, in capabilities packages (CPs), to the current force while simultaneously maintaining focus on achieving threshold and objective capabilities for the Army's future force. ABCTMP replaces the Future Combat System (FCS) "spin- outs" methodology.
    - Updates the re-naming of the TRADOC ARCIC Directorates:
      - Concept Development and Learning Directorate (CDLD) prioritizes, manages and synchronizes TRADOC's efforts in joint and Army concept development and experimentation. CDLD supports TRADOC's role to "think for the Army."
      - Requirements Integration Directorate (RID) analyzes concepts and identifies tasks, capability gaps, and DOTMLPF solutions to achieve the concept driven RCs.
      - Assessment, Architecture, Mission Command Directorate (A2MCD) ensures all DOTMLPF capabilities are integrated for both the current and future forces. A2MCD helps the Army develop its resourcing strategies, leads the development, integration, and validation of operational architectures that provide the underpinnings for land warfare concepts and capabilities and support experimentation, analysis, and DOTMLPF solutions. A2MCD also leads the development of mission command capabilities.
      - Force Design Directorate (FDD) is the TRADOC lead in developing operational force design and force structure solutions. FDD leads the organizational design efforts for TRADOC.
      - Future Force Integration Directorate (FFID) synchronizes the delivery, preparation, and evaluation of all ABCTMP-related products for the ABCTMP-equipped Brigade Combat Team (BCT) and the Army Evaluation Task Force (AETF) at Fort Bliss, Texas. FFID creates and sustains an environment for the successful testing, evaluation, and integration of ABCTMP technologies for the current and future forces.

*Bob Keenan*

## **The Evolving Role of the Quadrennial Defense Review (QDR)**

The congressionally mandated, the Quadrennial Defense Review conducted by the Department of Defense to analyze strategic objectives and future threats. The original QDR (1997) was directed by Congress following the collapse of the Soviet Union. The congressional mandate for the QDR directs that it undertake a broad review of strategy, programs, and resources. It delineates a defense strategy linked directly to the National Security Strategy signed by the President. It defines the force structure, modernization, and budget planning to provide the military with the ability to execute missions successfully within the limits of the strategy it delineates.

Beginning with the Quadrennial Review of September 2001, the QDR began to grow in importance as the primary strategic guiding and resource planning document in the Department of Defense. Under Secretary of Defense Rumsfeld, the QDR became the document that guided DOD's strategic planning and resourcing processes. It provided for the first four years of the Bush administration the primary source of strategic guidance to the Services and the Combatant Commands. It was described as the sole strategic guidance for the Department during the first term of the Bush administration.

Congress in January 2004 passed legislation that required the publishing of a National Military Strategy by the Chairman of the Joint Chiefs of Staff. This legislation was explained by the Republican Congress to have a current solely military review of the Strategic environment. Secretary Rumsfeld intervened in this process by publishing the first ever National Defense Strategy (NDS) of 2005, which, while still in draft, was used to guide the development of the National Military Strategy (NMS), March 2004. The Secretary's new document, NDS, was then used to provide the overall strategic guidance for the Bush administration's second Quadrennial Defense Review of 2006. Again, Secretary Rumsfeld used the QDR of 2006 as the major document to provide the Department of Defense's strategy and resource guidance for the final three years of the Bush administration.

In June 2008, Secretary Gates published the National Defense Strategy (2008). This document was to be a transitional document for the incoming Obama administration. Secretary Gates, however, agreed to remain the Secretary of Defense for the Obama administration, and the NDS (2008) remained overall strategic guidance Department. NDS (2008) was used to guide the Obama administration's QDR (2010). Again, the QDR under the Obama's administration continues to provide the Department of Defense's strategic planning and resource planning guidance.

What began as a congressionally mandated study has evolved into a balancing of strategy and resources by the Department of Defense. Even more unique is the public availability of this study. While some study elements that support the development of the document are classified, the final published document is readily available to the public.

*Tim Keating*

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## **EQUIPFOR Redesign**

**A major system redesign has been accomplished for Equipping the Force (EQUIPFOR).**

The EQUIPFOR application is part of the Army Equipping Enterprise System (AE2S) that allows G8 Synchronization Staff Officers (SSO) and other designated individuals in G-4, Army Material Command and Special Operations Command to modify and view fielding / distribution planning for both new procurement and redistribution of existing equipment over the 24-month Execution Period (one past quarter **plus 7 future quarters**). AE2S and EQUIPFOR are predictive.





EQUIPFOR provides these capabilities for fielding of HQDA Line Item Numbers (LIN) in procurement or undergoing reset / recap. It is web enabled and visible by registered users. EQUIPFOR also provides a suite of reports that is exportable to MS Office applications. A new update for EQUIPFOR (Build 15) was released August 2010. This new release was a major system redesign.

To acquaint you with this major redesign AE2S has also released EQUIPFOR Online training located on the AE2S Home-page Help and Training page at <https://afm.us.army.mil/trngport/>.

**Major enhancements include:**

- 1) One planning position per LIN. Read-only users can only view the published version of the SSO planning position.
- 2) New tab-based layout that includes role-based dashboard summaries and grouping of similar functions.
- 3) New Available / Allocated tab that help track available quantities from various sources, including NGREA, Joint Procurement, Reset, and Recap.
- 4) Notifications that bring pending actions and system information to the users fingertips.
- 5) The ability to create periodic archive points for plans and to rollback to a previous plan that is in the archive version.
- 6) Numerous other updates (page design) and usability improvements (increased functionality) that were based on customer input have greatly improved the ease of use.

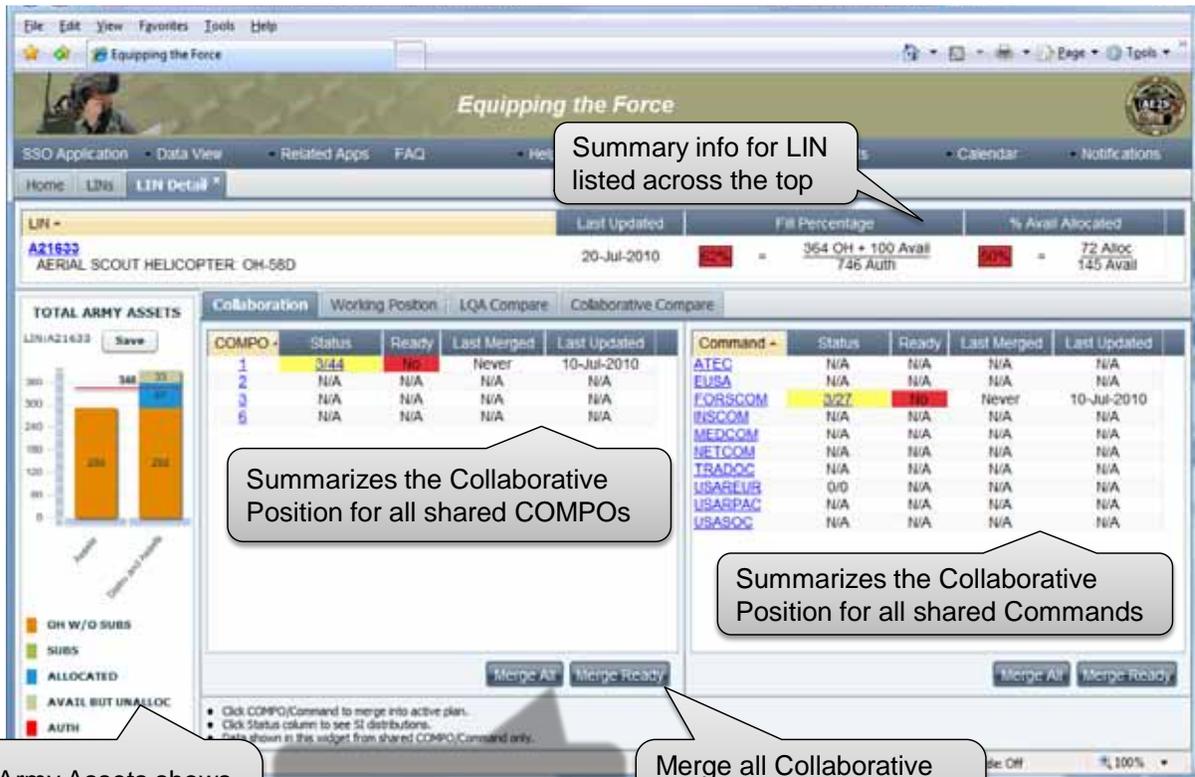
The EQUIPFOR LIN Dashboard and Web Dashboard have numerous new features to aid in keeping the user informed of key events in the Army Equipping process. Some of the new features of EQUIPFOR Build 15 are shown and described below:

The screenshot shows the EQUIPFOR LIN Dashboard interface. It features a table with columns for LIN ID, Description, Last Updated, File Percentage, and % Avail Allocated. Callouts provide additional context:

- Last time LIN data was updated:** Points to the 'Last Updated' column.
- Displays what percentage of available quantities you've allocated to either COMPO or Wedges over entire EQUIPFOR period:** Points to the '% Avail Allocated' column.
- Will be a Working Plan Report Link for each LIN (not available at time of screen-shot):** Points to the LIN ID column.
- Click a LIN to load dashboards:** Points to a specific LIN entry.
- For Projected OH (SSO OH + Available), Available only includes non Reset and Recap Quantities to avoid double counting of inventory. Also only includes from the current month forward to avoid double counting past procurements already included in OH:** Points to the 'File Percentage' column.

LIN #	Description	Last Updated	File Percentage	% Avail Allocated
T85394	TRUCK DUMP: 5 TON 6X6 M	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
T87068	TRUCK DUMP W/WINCH W	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
T87136	TRUCK EXPANDABLE VAN	18-Feb-2010	57% 538 OH + 107 Avail 1897 Auth	156 Alloc 150 Avail
T87374	TRUCK CARGO LVAD W/WINCH W/ADA M1051	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
T87442	TRUCK CARGO LVAD W/WINCH W/ADA M1093	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
T87378	TRUCK CARGO W/ADA M1078	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
T87980	TRUCK CARGO W/WINCH W/ADA M1053	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
Z00987	VEHICLE MOUNTED MINE DETECTION (VMMD) SYSTEM	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
Z00729	DEL-ZLIN DELETED DATE: 03/01/2009	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
Z00952	LAND MOBILE RADIO	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
Z00908	AVIATION GROUND POWER (AGPU II)	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail
Z84395	MINE PROTECTED CL	N/A	0 OH + 0 Avail 0 Auth	N/A = 0 Alloc 0 Avail

The EQUIPFOR LIN Dashboard provides the LIN owner a one stop shop for his or her LINs / plans. This view is only available to the LIN owner or to the user that the LIN owner provides LIN Dashboard access.



For each LIN the dashboard provides a status of that LIN across COMPO and Commands.

If you have any questions about EQUIPFOR or any questions about other AE2S models and tools contact the AE2S Help Desk @ 703-704-2768 and: [ae2s.helpdesk@us.army.mil](mailto:ae2s.helpdesk@us.army.mil) or Mr. Joseph Albert at (703) 805 2822 and [jo-seph.albert@us.army.mil](mailto:jo-seph.albert@us.army.mil).

Joe Albert