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# A Force Management Update



A Quarterly Newsletter of the Army Force Management School

Jan 2010

## **Army Structure (ARSTRUC)**

The Army Structure Memorandum 12-17 (December 15, 2009) has been distributed. ARSTRUC 12-17 captures the Total Army Analysis (TAA) 2012-2017 results. Distribution is limited. The ARSTRUC is directive in nature.

The Army concluded Total Army Analysis 2012-2017 (TAA 12-17) on 15 December 2009 with publication of the ARSTRUC. The HQDA G-37/FM had obtained final approval of the TAA results during a briefing to the Senior Leaders Department of the Army (SLDA) on 3 December. The ARSTRUC Memorandum is an internal Army document, which describes the Army's force structure program through the next Program Objective Memorandum (POM) period (in this case, FY2012-2017) and provides force structure guidance to the Army staff and Army commands (ACOM) in preparation for development of the Army's next POM. This ARSTRUC incorporates force structure changes to implement TRADOC Force Design Assessment (FDA) savings, selected emerging growth initiatives, and offsetting enabler reductions to provide the most capable, balanced force within authorized end strength. TAA employed a rotational dwell-based analysis (accounting for modeled and, to a greater extent, current operational demand) and Subject Matter Expert panels to develop a prioritized 1-to-N List of unit types to inform force structure adjustments. TAA participation included the ACOM, Army Service Component Commands (ASCC), Direct Reporting Units (DRU), Army National Guard (ARNG), US Army Reserve (USAR), and Department of the Army Staff, Force Management Proponents, and other interested stakeholders.

Prior to the completion of TAA 12-17, HQDA G-37/FM, in coordination with the TRADOC Force Design Directorate and the Center for Army Analysis (CAA), initiated preliminary work in support of the next force programming effort. The timeline includes the combination of a Force Management Review (FMR 13-17) during 2010 and the next Total Army Analysis (TAA 14-19) during the 2010-2011 period. Using the TAA 12-17 force structure program as a baseline, FMR 13-17 will refine the baseline and address emerging growth and Quadrennial Defense Review (QDR) issues in parallel with the FY12-17 POM build and in preparation for the FY13-17 Program Budget Review (PBR). (Release of the QDR Report is expected early in February 2010.) Development of TAA 14-19 Mission Employment Capabilities (MEC), formerly known as Rules of Allocation (ROA), and logistics planning data is already underway, to be completed during the spring of 2010 in parallel with FMR 13-17. The remainder of the TAA 14-19 force requirements and resourcing work will follow during FY2011.

*Jim Camp*



## GENERAL AND FLAG OFFICER PERSONNEL POLICY

The House and Senate Armed Services Committees are examining and adjusting the general and flag officer positions in and among the military departments. The National Defense Authorization Act (NDAA) for Fiscal Year 2010 directs the Department of Defense (DOD) to perform an assessment of the statutory provisions that exclude general and flag officers from the limitations on the authorized strengths of general and flag officers.

Section 502 of the NDAA requires the assessment to identify the exclusion provisions, indicate whether the provision is redundant or necessary in light of recent legislation, and evaluate the impact of repeal of the provisions on DOD. The intent of the assessment is to increase “the transparency and comprehensiveness on the number of general and flag officers serving on active duty.”

Additionally, the adequacy of the numbers of general and flag officers in an active status under section 12004(a) of Title 10, “Strength in grade: reserve general and flag officers in an active status” in order to meet increased authorizations for active duty service and appropriate opportunities for joint responsibility and development are required to be assessed.

Section 502 (b) through (h) amend Title 10 and Sections 502 (i) and (j) repeal existing law. Section 502 (b) amends Title 10 section 525 “Distribution of commissioned officers on active duty in general and flag officer grades”. The applicable amendment for the Army indicates that “...no appointment of an officer on the active duty list may be made ... if that appointment would result in more than (A) 7 officers in the grade of general; (B) 45 officers in a grade above the grade of major general; or (C) 90 officers in the grade of major general. This provision does not apply to an officer serving as Chief of the National Guard Bureau. And an officer serving as the Superintendent of the United States Military Academy, if serving in the grade of lieutenant general, is in addition to the number that would otherwise be permitted above major general.

Section 502 (e) amends Title 10 section 526 (a) “Authorized strength: general and flag officers on active duty” as follows – Army from 307 to 230; Navy from 216 to 160; Air Force from 279 to 208; and Marine Corps from 81 to 60. And Section 502 (f) amends Title 10 section 526(b)(1) to allow the Secretary of Defense to designate up to 324 general and flag officer joint duty assignment positions as excluded from the limitations in section 526(a). The Secretary of Defense is provided somewhat ambiguous guidance regarding the allocation of the 324 positions among the services. The statutory criterion for distribution requires the Secretary of Defense to allocate the joint duty exclusions “... based on the number of general and flag officers required from each armed force for assignment to these designated positions.” Further the amendment sets minimum levels of general and flag officer joint duty assignments for each service (Army-85, Navy-61, Air Force-76, and Marine Corps-21) “unless the Secretary of Defense determines that a lower number is in the best interest of the Department.”

Lastly, Section 502 (i) of the NDAA repealed Title 10 section 721 “General and flag officers: limitation on appointments, assignments, details, and duties outside an officer’s own service”.

Strictly from a numbers point of view, the services are reduced by an aggregate of 225 general and flag officer authorized strength. However, this reduction is more than offset by an increase of 259 joint duty assignments for general and flag officers excluded from the authorized strength limitations. And, assuming the Secretary of Defense does not determine that a lower number is in the best interest of the Department, the minimum levels of general and flag officer joint duty assignments per service compensates or more than compensates each service for their respective Section 526(a) reductions.

*John Walsh*

## ARMY NATIONAL GUARD FORCE MANAGEMENT COURSE UPDATE

Conduct of the Army National Guard Force Management Course (ARNG FMC) begins its fourth year in February 2010. ARNG FMC 02-10 is scheduled for 1-12 February 2010. To date 200 students from all but four States of the 54 States, Territories, and the District of Columbia have graduated from the ARNG FMC.

As it has been since its inception, the purpose of the course is to serve as the initial Force Management training for all officers and NCOs assigned to force management positions in the 54 States, Territories, and the District of Columbia. The goal of the course is to reduce the Army National Guard backlog of untrained Force Integration Readiness Officers (FIROs), Manpower/Force Development Noncommissioned Officers (MFD NCOs), and Mobilization Readiness Officers (MROs).

The instruction is primarily focused on FIROs, MROs, MFD NCO, and Management Analysts (MA) currently serving at the Joint Forces Headquarters (JFHQ) in each State and Territory as well as Army Division Force Managers. Secondary focus is on students currently serving or assigned to serve as Staff Action Officers in the Army National Guard Directorate of the National Guard Bureau. These Officers include, but are not limited to, Organizational Integrators (OI), System Integrators (SI), and Force Integrators (FI).

The course provides in-depth instruction on the critical tasks expected to be performed by Force Integration Readiness Officers, Mobilization Readiness Officers, Manpower/Force Development NCOs, and Management Analysts as Army National Guard Force Managers at the State and Territory level. The emphasis is on development and maintenance of an applied (vice theoretical) course with practical exercises spread throughout the course.

The first week curriculum flow begins with fundamental background information applicable to all force managers – Introduction to FM, the law (Titles 10 and 32 USC), the DOD/Army resource management process (PPBE), ARFORGEN, and Total Army Analysis (TAA).

After the basics, the subject matter by design focuses on Army National Guard specifics starting with State Strategic Planning and addressing such areas as the Command Plan; Troop Structure Program; Lineage and Honors; Federal Recognition; Concept Plans; Stationing Plans; Modernization; NET/DET; Readiness; and FMSWeb.

Week 2 begins with an emphasis on documentation covering requirements and authorization documents. The students are then exposed to the analytical capability of the Army Equipping Enterprise System (AE2S) and a Force Development Exercise caps the week. Thursday of the second week is conducted at the Army National Guard Readiness Center in Arlington, VA. The morning includes discussion of RCAS, Mobilization and Deployments, and Manpower. The afternoon is dedicated to one on one meetings between students and ARNG Readiness Center Staff. The intent is to provide the students the opportunity to professionally network with Readiness Center Staff and address their State or Territory specific current issues.

*John Walsh*

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## **PRESIDENT IMPLEMENTS SECTION 1822 COUNCIL OF GOVERNORS ESTABLISHED**

Section 1822 NDAA 2008: *The President shall establish a bipartisan Council of Governors to advise the Secretary of Defense, the Secretary of Homeland Security, and the White House Homeland Security Council on matters related to the National Guard and civil support missions.*

On 11 January 2010 President Obama signed the Executive Order (EO) establishing a bipartisan Council of Governors "... to strengthen further the partnership between the Federal and State governments to protect our Nation and its people and property...

Section 1 of the EO creates a Council of 10 State Governors to be appointed by the President. The appointment is for a two year term with the possibility of reappointment. The Council has Co-chairs designated by the President.

Section 2 delineates the function of the Council. Specifically, the Council meets at the call of the Secretary of Defense or the Co-Chairs "...to exchange views, information, or advice with the Secretary of Defense; the Secretary of Homeland Security; the Assistant to the President for Homeland Security and Counterterrorism; the Assistant to the President for Intergovernmental Affairs and Public Engagement; the Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs; the Commander, United States Northern Command; the Chief, National Guard Bureau; the Commandant of the Coast Guard; and other appropriate officials of the Department of Homeland Security and the Department of Defense, and appropriate officials of other executive departments or agencies as may be designated by the Secretary of Defense or the Secretary of Homeland Security. Areas with the purview of the Council include "... the National Guard of the various States, homeland defense, civil support, synchronization and integration of State and Federal military activities in the United States, and other matters of mutual interest pertaining to National Guard, homeland defense, and civil support activities."

Section 3 covers administrative matters concerning the Council. The Secretary of Defense is required to "... designate an Executive Director to coordinate the work of the Council." Council members serve pro bono with travel and per diem "... as authorized by law. The Council has the authority to establish subcommittees within the membership of the Council. And the Council has the discretion to draft a charter in accord with the EO "... to refine further its purpose, scope, and objectives and to allocate duties, as appropriate, among members."

Section 4 addresses the definitions of "State" and "Governor". And Section 5 covers "General Provisions".

*John Walsh*

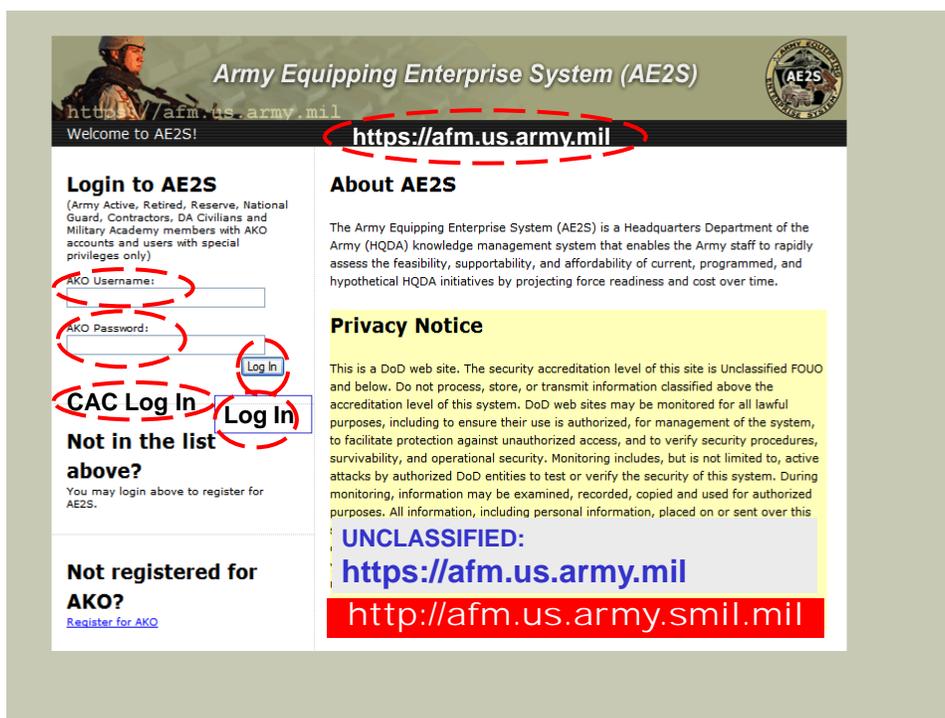
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## AE2

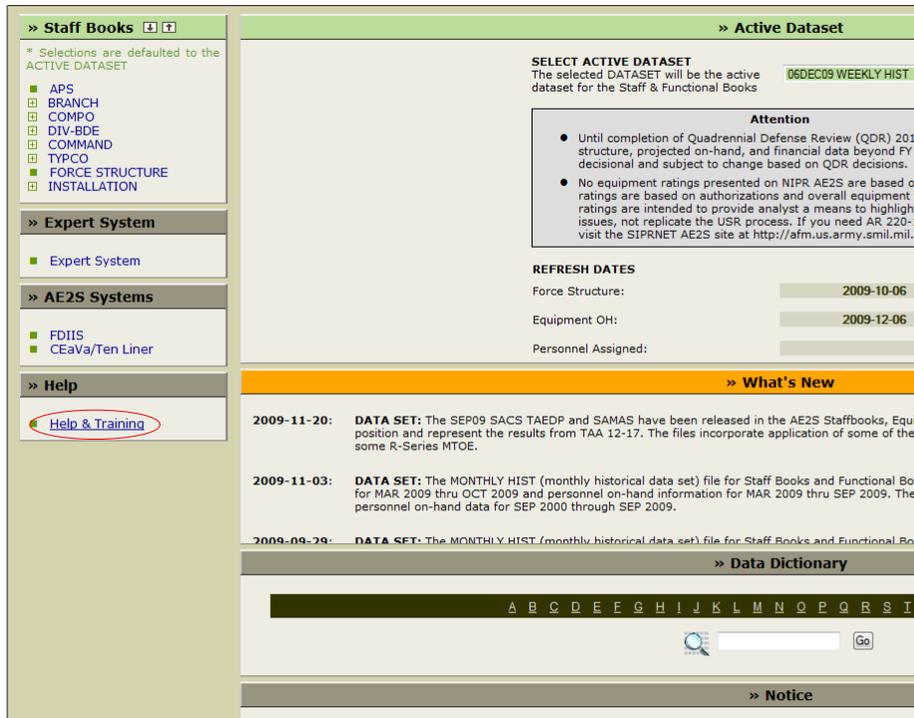
The Army Equipping Enterprise System (AE2S) has developed an extensive Help Page from the AE2S web site to various User manuals and Video Smart Cards.



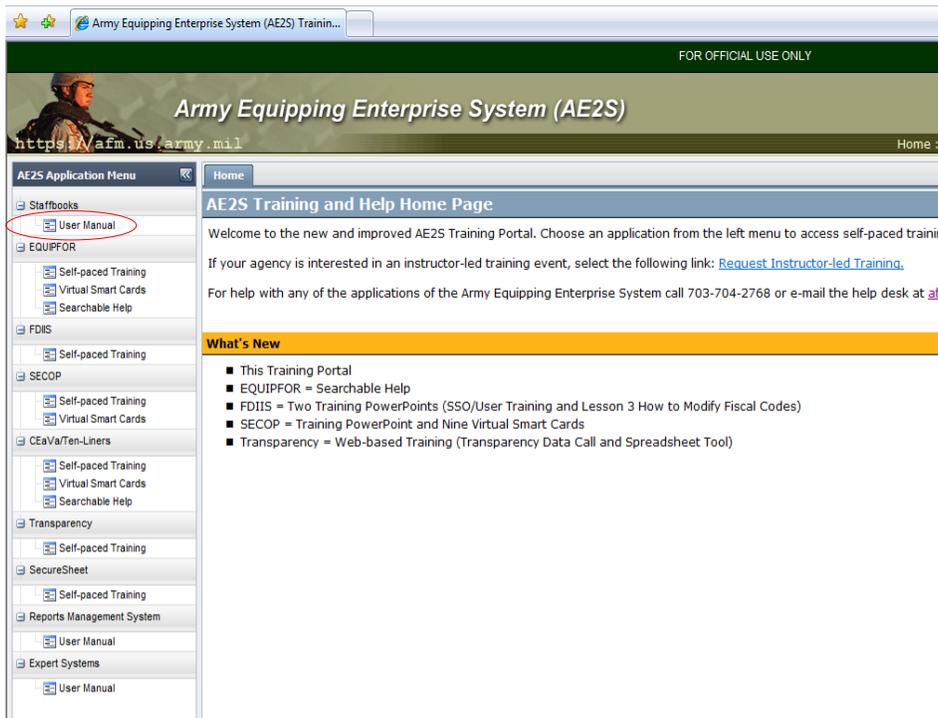
Begin by going to the AE2S web page <http://afm.us.army.mil> or for classified go to <http://afm.us.army.smil.mil>



Log in using your Army Knowledge Online (AKO) name and password or use your Common Access Card (CAC).



Select the Help and Training link to go to the User Manuals and Video Smart Cards.



Here is the listing of all of the tools and their user manuals and Video Smart Card training available.



## AE2S USER MANUAL

### AE2S STAFFBOOKS USER MANUAL CONTENTS

1. [Army Flow Model \(AE2S\) Basics](#)
2. [Using the Data Filter](#)
3. [Using the Data Dictionary](#)
4. [Copying to Excel, Using Charts, Copying to PowerPoint](#)
5. [Staff Book - APS](#)
6. [Staff Book - Branch](#)
7. [Staff Book - MACOM](#)
8. [Staff Book - COMPO](#)
9. [Staff Book - Division/Brigade](#)
10. [Staff Book - TYPCO](#)
11. [Staff Book - Installations](#)
12. [Staff Book - Force Structure](#)
13. [Functional Book - Equipment](#)
14. [Expert System](#)

Here is the listing of the staff Books User Manual contents. Joe Albert (703) 805-2822

*Joseph Albert*

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## New AFMS Course Names and Acronyms

Based on the next contract for the Army Force Management School, some of the course names have been changed, along with the acronym. Here is a listing of the current force management courses offered by the Army Force Management School.

<u>Previous Course (Crs)Name</u>	<u>New Crs Name</u>	<u>Acronym/duration</u>
Advanced FM Crs	Army Force Management (AFM) Crs	AFMC (4 wks)
Basic FM Crs	AFM Orientation Crs	FMOC (2 wk)
AO Force Integration Crs	Action Officer Integration Crs	AOIC (1 wk)
GO/SES Crs	General Officer/Senior Executive	GOSE (1 wk)
Army Joint Staff Officer	Joint Staff Officer Crs	JSOC (1 wk)
CSM FM Crs	CSM/SGM Force Management Crs	CSMC (1 wk)
AMC Crs	AMC Operations Crs	AMCC (1 wk)
G-4 Action Officer Log Crs	Action Officer Logistics Crs	AOLC (1 wk)
ARNG Crs	Army National Guard Crs	NGBC (2 wks)
FA50 Q Crs	FA50 Qualification Crs	FA50Q (14 wks)
Joint Staff Officer Training Crs	(No change)	JSOTC (3 days)

Course schedules, class dates, scope, attendance qualifications and syllabus are available on the Army Force Management School web site. Instructions for registration and points of contact are also found on the webs site.