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A Force Management Update



A Quarterly Newsletter of the Army Force Management School

July 2010

The induction ceremony for the Force Management Hall of Fame, co-hosted by the G-8 and the G-3/5/7 FM, was held on 15 June 2010 in the Pentagon Conference Center. Honoree was GEN (Ret.) Donn A. Starry.



General Starry was the architect of the Army's post-Vietnam Force Structure changes and of "Air Land Battle" doctrine, the cornerstone of the modern offense-oriented, non-linear employment of new tactics, new weapons and sensors, combined arms mechanized organizations, and training and leader development programs that were so dramatically successful in Operations DESERT STORM and IRAQI FREEDOM. Following military retirement Starry served on the Defense Science Board, the Army Science Board, the Army Historical Foundation, and as a defense industry leader and mentor to many younger officers.

"All the modernization we can do depends in the final analysis on the soldiers who must shoulder the burdens."

Action Officer Force Integration Course Facts

This course, conducted by the Army Force Management School (AFMS), is a 5 day course designed to provide a general overview of the force management functions and processes employed in raising, provisioning, sustaining, maintaining and re-sourcing the Army and follows the theme of the AFMS teaching “How the Army Runs”. Given the short duration of the course it is considered a survey course as time constraints prohibit in-depth instruction into the complicated processes that interact within the Army at the corporate level. Using the time-tested Force Management Model as a framework students are presented with the various interconnected processes starting with the numerous overarching documents providing the Army its strategic direction (e.g. National Security Strategy, National Defense Strategy) to the end state of providing combat ready Army units to Combatant Commanders.....and all the “magic” that takes place between the two.

The primary target audience for this course are new action officers (colonel and below; GS 9-15 or equivalent) assigned to the Army Staff or the Office of the Secretary of the Army. Personnel assigned to HQDA Field Operating Agencies, Direct Reporting Units, and others within the National Capital Region are invited to participate in the training as well as others outside the region on a space available basis. This course is a formal part (Phase 3) of the HQDA Staff Officer Training Program (DA Memo 1-11) and under normal circumstances should be completed within 6 months after arrival on the Army Staff. Completion of the course is also a prerequisite for awarding of the Army Staff Identification Badge or Army Staff Lapel Pin in accordance with DA Memo 672-1.

The course is currently offered 16 times a year on no set frequency, but the schedule is published at least a year in advance and announced on the AFMS web site (<http://www.afms1.belvoir.army.mil/>). Course enrollment is limited to 60 students per course and registration is normally coordinated by the staff/agency Training Coordinator with the AFMS Registrar. The syllabus for the course can also be viewed on the school web site. It is the belief of the Army leadership that students who apply themselves in this course and get at least a general understanding of how the gears of Army processes mesh together at the corporate level will be more productive and productive sooner after arrival on the Army Staff.

If you have any questions about the course in general please feel free to contact the Course Director, Jeff Christianson at 703-805-2362 or jeffrey.christianson@us.army.mil, and if you have an inquiry concerning registration procedures you can contact the AFMS Registrar, Dick Pahland at 703-805-4904 or dick.pahland@us.army.mil, or discuss with your Training Coordinator.

Jeff Christianson

Capability Portfolio Reviews (CPRs)

On February 22, 2010, the Secretary of the Army (SA) directed the Under Secretary of the Army (USA) and the Vice Chief of Staff, Army (VCSA), to implement a 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.

Reviews focused on ten portfolios: Tactical Wheeled Vehicles, Precision Fires, Air and Missile Defense, Radios and Network, Aviation, Engineer Mobility, Combat Vehicle Modernization, Intelligence Surveillance and Reconnaissance (ISR), Ground Combat Vehicle (GCV), and Soldier Equipment.

The review process revalidates the requirement in each portfolio using a wide-range of criteria, including: combatant commander requests; wartime lessons learned; the ability to support the Army Force Generation (ARFORGEN) model; the potential for leveraging emerging technologies and affordability.

The output of the two-phased CPR process is to provide CPR actionable recommendations to the SA to make decisions that will establish 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.

(1) Phase #1: The VCSA chairs session #1. The purpose is revalidation of the operational value of Army requirements to include cost, schedule, performance, life-cycle sustainability and the Army's plan to manage the totality of the requirement. The product is actionable recommendations that can be addressed by Army senior leadership during phase 2.

(2) Phase #2: The USA, as the Army Chief Management Officer, chairs session #2. The purpose is to address follow-on analysis from phase #1 and the programmatic (cost, schedule, performance, and life-cycle sustainment) implications of the recommendations presented. The product is actionable recommendations to the SA to validate, modify, or terminate research and development (R&D) investment, procurement, and/or life-cycle sustainment requirements within capability portfolio accounts for POM 12-16 based on the results of the CPRs.

The CPRs have yielded one key result to date. The Precision Fires portfolio review examined the balance of high-end precision munitions and lower-end near-precision munitions. A detailed analysis of alternatives determined that the Non-Line-of-Sight Launch System (NLOS-LS) does not provide a cost-effective precision fire capability. The Army intends to pursue other capabilities to engage a moving target in all-weather conditions in order to fulfill the operational requirement defined for the NLOS-LS. As a result, the Army concluded NLOS-LS is no longer required; the SA recommended cancellation and the undersecretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) approved and authorized the request. Additionally, analysis from the portfolio review concluded a reduction in the number of Excalibur and Accelerated Precision Mortar Initiative rounds was also warranted; the SA also recommended approval of these proposed reductions, which the Department approved as well.

The analysis that has resulted from the CPRs conducted to date has clearly highlighted the utility of this new process in building an effective and affordable modernization strategy. The resulting recommendations will continue to assist the SA in establishing future priorities for investment, research, development and acquisition, and life cycle sustainment. The SA will continue to rely on this process to help him make informed decisions on behalf of the Army.

Bob Keenan

The Army Equipping Enterprise System (AE2S) Help and Training Portal

A Calendar has been added to the help and training portal of AE2S. Additionally, self-paced training for AE2S's extensive set of tools, including transparency, the business intelligence tool, which makes it easy to create charts and pivot tables. First, sign in to AE2S from the log-in page using your Army Knowledge Online (AKO) or your CAC.

Army Equipping Enterprise System (AE2S)
<https://afm.us.army.mil>

Welcome to AE2S!

Login to AE2S
(Army Active, Retired, Reserve, National Guard, Contractors, DA Civilians and Military Academy members with AKO accounts and users with special privileges only)

AKO Username:

AKO Password:

[Log In](#)

CAC Log In [Log In](#)

Not in the list above?
You may login above to register for AE2S.

Not registered for AKO?
[Register for AKO](#)

About AE2S **UNCLASSIFIED Website:**
<https://afm.us.army.mil>

The Army Equipping Enterprise System (AE2S) is a Headquarters Department of the Army (HQDA) knowledge management system that enables the Army staff to rapidly assess the feasibility, supportability, and affordability of current, programmed, and hypothetical HQDA initiatives by projecting force readiness and cost over time.

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SIPRNET Website:
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Use of this system constitutes consent to monitoring for all lawful purposes.

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» Active Dataset

SELECT ACTIVE DATASET
 The selected DATASET will be the active dataset for the Staff & Functional Books

10JAN10 WEEKLY HIST

Attention

- Until completion of Quadrennial Defense Review (QDR) 2010, all force structure, projected on-hand, and financial data beyond FY 2010 are pre-decisional and subject to change based on QDR decisions.
- No equipment ratings presented on NIPR AE2S are based on AR 220-1. The ratings are based on authorizations and overall equipment fill levels. These ratings are intended to provide analyst a means to highlight potential issues, not replicate the USR process. If you need AR 220-1 ratings, please visit the SIPRNET AE2S site at <http://afm.us.army.mil>.

REFRESH DATES

Force Structure: 2009-12-11

Equipment OH: 2010-01-10

Personnel Assigned:

» What's New

2010-01-19: The AE2S Business Intelligence (BI) Tool is now available to AE2S users. The dashboard functionality is a series of point and click pages that allow users to view preset tables and charts. We will continue to add content as it is developed. If you have any questions, please contact the AE2S help desk at afm.help@us.army.mil, DSN 654-2768 or commercial 703-704-2768.

2009-12-29: **DATA SET:** The MONTHLY HIST (monthly historical data set) file for Staff Books and Functional Books has been updated to provide equipment on-hand information for MAY 2009 thru DEC 2009 and personnel on-hand information for MAY 2009 thru NOV 2009. The Expert System history file was also updated with equipment and personnel on-hand data for SEP 2000 through NOV 2009.

2009-12-01: **DATA SET:** The MONTHLY HIST (monthly historical data set) file for Staff Books and Functional Books has been updated to provide equipment on-hand information

» Data Dictionary

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

» Staff Books

* Selections are defaulted to the ACTIVE DATASET

- APS
- BRANCH
- COMPO
- DIV-BDE
- COMMAND
- TYPCO
- FORCE STRUCTURE
- INSTALLATION

» Expert System

- Expert System
- BI Tool

» AE2S Systems

- FDIIS
- CEaIva/Ten Liner

» Help

- Help & Training

» Functional Books

* Selections are defaulted to the ACTIVE DATASET

- EQUIPMENT
- Total Army Equipment

» EQUIPFOR

- SSO
- AEERC Rolled/Exempt LIN
- HQDA LIN List
- UIC Data View
- 1225.6 PB Tracker

» Executive Views

- Transparency Files
- SECOP
- MRATE
- Spreadsheet Tool

» Reports

- AAO
- Reports Mgt System

» Documents

- Documents

From the AE2S homepage, select the help and training portal. Here, you can review the calendar of training events or select any of the listed self-paced training modules.



Army Equipping Enterprise System (AE2S)

https://afm.us.army.mil

Home :: About :: Help & Training :: Contacts :: Lin

- AE2S Application Menu
- Staffbooks
 - User Manual
- EQUIPFOR
 - Self-paced Training
 - Virtual Smart Cards
 - Searchable Help
- FDIIS
 - Self-paced Training
- SECOP
 - Self-paced Training
 - Virtual Smart Cards
- CEaVa/Ten-Liners
 - Self-paced Training
 - Virtual Smart Cards
 - Searchable Help
- Transparency
 - Self-paced Training
- SecureSheet
 - Self-paced Training
- Reports Management System
 - User Manual
- Expert Systems
 - User Manual
- BI Tool
 - Self-paced Training

Home

AE2S Training and Help Home Page

Welcome to the new and improved AE2S Training Portal. Choose an application from the left menu to access self-paced training modules and help tools.

View the new Instructor-led Training Schedule: [Training Calendar](#).

For help with any of the applications of the Army Equipping Enterprise System call DSN 654-2768 (preferred) or 703-704-2768 or e-mail the help desk at afm.help@us.a

What's New

Two new Web-based training (WBT) offerings for FDIIS

New WBT for the BI Tool

Six new WBT offerings for the Online Spreadsheet Tool (AKA SecureSheet)

July 2010

today 0 0

Mon	Tue	Wed	Thu	Fri
28	29	30 9:00a - 1:00p AE2S Tmg for Army C4	1	2
5	6	7	8	9
12	13	14	15	16
19	20 1:00p - 3:00p FDIIS Tmg - Stryker CR Pentagon	21 8:00a - 4:00p EQ4 Bld 15 New User Tmg - Taylor Bldg 13th Floor	22 8:00a - 12:00p EQ4 Bld 15 Advanced User Tmg - Taylor Bldg 13th Floor 1:00p - 5:00p EQ4 Bld 15 System Integrator Tmg - Taylor Bldg 13th Floor	23
26	27	28 8:00a - 4:00p EQ4 Bld 15 New User Tmg - OCAR HQs Alexandria 3d Floor	29 8:00a - 12:00p EQ4 Bld 15 Advanced User Tmg - OCAR HQs Alexandria 3d Floor 1:00p - 5:00p EQ4 Bld 15 System Integrator Tmg - OCAR HQs Alexandria 3d Floor	30

- Self-paced Training
- Virtual Smart Cards
- Searchable Help
- FDIS
 - Self-paced Training
- SECOP
 - Self-paced Training
 - Virtual Smart Cards
- CEaVa/Ten-Liners
 - Self-paced Training
 - Virtual Smart Cards
 - Searchable Help
- Transparency
 - Self-paced Training
- SecureSheet
 - Self-paced Training
- Reports Management System
 - User Manual
- Expert Systems
 - User Manual
- BI Tool
 - Self-paced Training



Welcome to the BI Tool Overview. This short web-based course is intended to provide you an understanding of:

- The purpose of BI Tool
- How to access the tool
- How to navigate dashboards
- The differences between filters and prompts
- How to download data in multiple formats

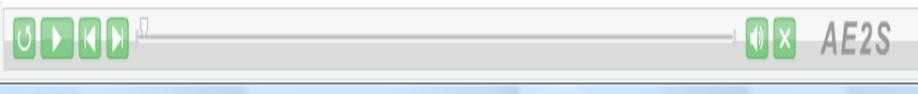
Please study the content in the prescribed sequence. Afterwards, refer to this module as often as needed, and use the **Jump Menu** to navigate to content areas of interest.

Access the Jump Menu at any time by selecting the Rewind Icon located on the lower toolbar.

Jump Menu

- [Background and Purpose](#)
- [Accessing AE2S and the BI Tool](#)
- [About Dashboards and Answers](#)
- [About Filters and Prompts](#)
- [Data Display Options](#)
- [Download Options](#)
- [Creating a Trusted Download Center](#)

Continue →



- Self-paced Training
- Virtual Smart Cards
- Searchable Help
- FDIS
 - Self-paced Training
- SECOP
 - Self-paced Training
 - Virtual Smart Cards
- CEaVa/Ten-Liners
 - Self-paced Training
 - Virtual Smart Cards
 - Searchable Help
- Transparency
 - Self-paced Training
- SecureSheet
 - Self-paced Training
- Reports Management System
 - User Manual
- Expert Systems
 - User Manual
- BI Tool
 - Self-paced Training



The Transparency File Management System has been upgraded to include an improved Online Spreadsheet Tool. The tool provides an on-demand solution that turns existing spreadsheets into secure, multi-user business applications.

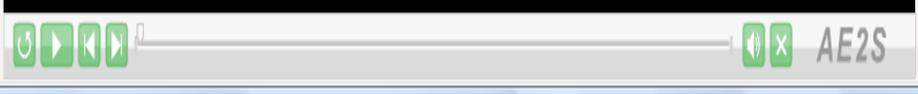
If this is your first time viewing this updated training module, we strongly encourage you to study the content in the prescribed sequence. Afterwards, refer to this module as often as needed, and use the **Jump Menu** to navigate to content areas of interest.

Access the Jump Menu at any time by selecting the  icon located on the lower toolbar.

Jump Menu

- [Training Objectives](#)
- [Background and Purpose](#)
- [Access](#)
- [Funding Sheet \(Editable by Roles\)](#)
- [Filtering and Searching](#)
- [Quality Control Checks](#)
- [Adding a LIN \(PM Role\)](#)
- [Quantity Sheet \(Editable by Roles\)](#)
- [Detailed Notes \(Editable to All\)](#)
- [Crosswalk Report](#)

[Continue →](#)



Joe Albert

A New Professional Association for Force Managers

(President Eddie Rosado and Vice President Al Whittle review incorporation documents before filing with the Commonwealth of Virginia for 501(c) 3 IRS tax exemption status)

Retired Colonel Al Whittle, the Army's Force Management recently named Hall of Fame awardee; Retired Colonel John Davenport, current Deputy Director of United States Army Reserve Command G3/5/7 Force Management Directorate; and Colonel Eddie Rosado Director of United States Army Reserve Command G3/5/7 Force Management Directorate have established a professional association within DoD for force managers. The Commonwealth of Virginia State Corporation Commission recently certified the United States Organizational Managers Association (USOMA). The organization will be classified as a 501(c) 3 (IRS tax-exempt association). Force Management integrates the execution of the Service Secretaries' most important Title X missions: to organize, equip, man, train and sustain the force. "Other career fields have long standing professional associations; for example, the American Society of Military Comptrollers. We are a nation at War. Given the role the military is currently charged with, it's time for a professional association for Force Managers" said Al Whittle, Vice President National Chapter.



(John Davenport speaking before an audience of Force Managers at a recent off-site in Virginia)

The tri-Council of Colonels have hit the street hard with their message both after duty hours and on the weekends. "USOMA will provide networking opportunities to those within DoD because it will be open to all military services and DoD civilian personnel, said Eddie Rosado President National Chapter. USOMA will launch its first annual membership drive in July. Membership is voluntary. For more information about USOMA, you can email the National Chapter at USOMA_wilson@yahoo.com.

Written by Marc Wilson
Secretary Director, National Chapter

National Security Strategy May 2010

The President signed a new *National Security Strategy (NSS)* in May 2010. The *NSS*, which is the basic strategic guidance from the President to the Executive Branch of Government, describes the a strategy that is based on renewing American leadership with a growing economy, pursuing comprehensive engagement to reduce the danger posed by the pursuit of nuclear weapons by violent extremist and their proliferation by other nations, and by promoting a just and sustainable International Order based on shared norms and collective actions by our friends and allies. The new strategy advocates strengthening the nation’s capacity by a “Whole Government Approach.” This approach directs the integration of defense, diplomacy, economics, development, homeland security, intelligence, strategic communications, and the American people and the Private Sector share the responsibilities to achieve a successful end to the Nation’s Strategy.

The new *NSS* directs that the strategic approach be based on the pursuit of objectives:

“Security: The security of the United States, its citizens, and US allies and partners.

Prosperity: A strong, innovative, and growing US economy in an open international economic system that promotes opportunity and prosperity.

Values: Respect for universal values at home and around the world.

International Order: An international order advanced by US leadership that promotes peace, security, and opportunity through stronger cooperation to meet global challenges.”

The *NSS* calls for a range of national actions, and a broad concept of what makes up our national security. It requires cooperation between all branches of government. It stresses that the executive branch must do its part to leverage the capabilities of the various departments and agencies, and calls for cooperation and collaboration at all levels to include state and local governments. And finally, the strategy recognizes the necessity to achieve success depends on a broad and bipartisan cooperation at all levels.

Tim Keating

New AFMS Course Names and Acronyms

Some of the Army Force Management School 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 Force Integration Crs	AOFIC (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
FA50 Q Crs
Joint Staff Officer Training Crs

Army National Guard Crs
FA50 Qualification Crs
(No change)

NGBC (2 wks)
FA50Q (14 wks)
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.

Force Management Essay

When the Army Staff receives guidance to develop capabilities based on national strategy and DoD directives, the action officers have an entire domain of solutions to choose from. Action officers responsible for meeting capabilities requirements can select a doctrine, organization, training, materiel, leadership and education, and personnel and facilities (DOTMLPF) solution to bridge the capabilities gap. A capabilities solution may be derived from a single element or combination of elements within the domain. A relevant example of organizational change within the Army is Army Transformation. Army Transformation, and eventually modularity, revolutionized the way Army divisions and brigades are manned, equipped, and deployed. The Army Campaign Plan, current at that time, emphasized the need to build a more adaptive, deployable force. “Modularity goals reflect a “form follows function” mentality. The Army recognized a need to transform its organizations to reflect current and projected employment needs and to meet joint expeditionary requirements as called for in national strategic and joint vision documents from the late 1990’s.” (F100 2009, F102ASAA). I will demonstrate that an organizational solution within the DOTMLPF domain most often drives change in the Army. Developing and modifying Army organizations can impact all the DOTMLPF domains and requires much of the Army to participate in the design process.

Army Transformation exercised the entire force management model, from identifying a strategic need to fielding combat ready units. The Army Vision required planners to exercise the Army Capabilities Integration and Development System to recommend a solution. Next the Army Staff looked to the DOTMLPF domain for a solution to its capabilities need. The Army Staff determined it was essential to design and modify organizations in order to meet transformation goals. No other solution within DOTMLPF demands more input and analysis than an organizational solution to a capabilities gap. “The Design Organizations phase provides a forum for the entire Army, to review the issue and links the Capabilities, Materiel, Training, and Document Developers Together.” (AFM School 2009) The intensive process requires the majority of the Army Staff, multiple TRADOC organizations, and centers and schools to focus on the design of organizations. This level of collaboration is required to ensure units are doctrinally correct for employment on future battlefields.

Organizational design and building organizational models are deliberate processes that involve multiple organizations across the generating and operating force. The four-step process includes Unit Reference Sheet (URS) development, Force Design Update (FDU) process, Table of Organization and Equipment (TOE) development, and the Basis-of-Issue Plan (BOIP) development. These steps comprise phases two (design organizations) and three (develop organizational models) of the force development process. Phase two is complete when HQDA approves the FDU. Phase three is complete when HQDA approves the BOIP and TOE. The BOIP primarily addresses a materiel solution to capabilities development. It should be noted that a BOIP can address personnel changes to an organization; however, the BOIP will not be discussed further in this essay. In a practical sense, the process focuses and combines the efforts of TRADOC’s Force Design Directorate, Proponency Directorates within the schools and centers, the ARSTAF, the U.S. Army Force Management Support Agency, and the Army Capabilities Integration Center. The process is sequential in design in order to focus the many organizations’ efforts and phase the multiple inputs.

The unit reference sheet is where proposed organizations or modifications to existing organizations are specified. “The URS specifies the organization’s mission and functions as well as outlining required personnel and equipment. TRADOC’s Force

Design Directorate (FDD) at Fort Leavenworth, Kansas, receives the URS from the proponents. FDD tracks the action through staffing and process called the force design update (FDU) process.” (F100 2009, F103AC-6) The FDU is the staffing process where the URS goes from concept to approval, ready for TOE development. “Within the FDU process, good ideas are taken from a variety of sources and developed through and Army-wide consensus staffed and forwarded through HQ, TRADOC and to HQDA. The CSA or VCSA approves the design and simultaneously provides their Army-wide implementation instructions.” (F100 2009, F103AC-6)

The approved URS is the starting point for phase two, development of organizational models. The United States Force Management Agency (USAFMSA) oversees the design and development of the TOE for a new or modified unit. “The TOE is a requirements document. The TOE is the definition of a fully mission-capable organization. It prescribes an organization’s doctrinal wartime mission, its organizational structure, and detailed personnel and equipment requirements.” (F100 2009, F103AC-6) Where the URS is an approximation of personnel and equipment, the TOE is a required listing of personnel and equipment based on wartime mission. Approved TOEs are then subjected to Total Army Analysis in phase four of the force development process. Total Army Analysis will determine the feasibility of the TOE within budgetary constraints.

Bridging the capabilities gap with an organizational solution is a lengthy and manpower intensive process. No other solution within the DOTMLPF domain requires the input, staffing, and approval of more people than an organizational solution. Additionally, an organizational solution can initiate a response from all other elements of the domain. Therefore, an organizational solution within the DOTMLPF domain most often drives change in the Army.

Bibliography

School, The Army Force Management. "Army Force Management Model "Strategy to Structure"." *Army Force Management Model*. July 2009. www.afms1.belvoir.army.mil/pages/primers/AFMM07-09.pdf (accessed April 10, 2010).

CGSC AY 09-10. "Lesson F102 and F103, Developing Army Organizational Capability, PPBE and TAA" *F100: Managing Army Change*, 2009.

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CGSC Class 10-02
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Functional Area 50 (FA 50) Qualification Course (QC) Update

The Army Force Management School will conduct the first FA50 QC for calendar year 2010 starting on 12 October 2010. The course which would have normally presented in the July-September time frame will not be conducted to allow for the synchronization of the accession of new FA50s and the start of the QC. It is anticipated that we will return to the pattern of conducting the course twice a year beginning in 2011.

As with all previous iterations of the QC, attendance is conditional upon the successful completion of the AFMC, preferably immediately preceding the initiation of the QC, but usually within 2 years of the start of the QC. This then constitutes a 14 week course, which is the actual definition of the QC. The FA50 Proponency Office reserves the right to waive a student’s completion of the AFMC or the time limit elapsing between the AFMC and the QC.

This iteration of the QC contains significant recommended changes to the approved POI. In most cases these changes reflect the changes to the processes included in the force management process. In some cases we will recommend elimination of classes (e.g., Lean Six Sigma, Documentation Assistance Review Team (DART) Process) where the process previously taught is no longer used or has been subsumed under another process. We will also recommend

inclusion of new or updated processes to capture the evolving nature of the overall force management process. Most obvious of these changes is the inclusion of instruction on Cost-Benefit Analysis (CBA) into both the AFMC and the FA50 QC. Students will receive introductory instruction on CBA in the AFMC, as well as a limited practical exercise (PE), and will build upon this instruction in the QC with a more in-depth PE which builds upon the instruction previously presented.

The most obvious change, however, will be the recommended length of the QC. The Proponency Office has asked the AFMS to look into investigating the possibility of shortening the QC by up to 2 weeks. These weeks could then be used by the course sponsor, the G8-FD, to provide detailed instruction and training to the FA50s to better prepare them for their individual follow-on assignments. The Director, FD was very clear, however, that he did not want to adversely impact the quality or scope of instruction presented just to free up this time. The recommended course schedule, still in staffing, makes the saving the Proponency Office seeks through a combination of eliminating some classes (as previously discussed), right-sizing the amount of time allocated to certain classes (based upon our historical experience in how long certain classes take to present), and eliminating the time allocated for the research and preparation of the previously assigned research paper. Although the requirement for a research paper was eliminated last year, the course length was not adjusted to account for this adjustment.

With all the changes recommended, the QC now looks to end on 3 December 2010 instead of 17 December. Recommended changes to the POI, and their reflection in the course schedule will be presented to the FA50 Proponency Office for staffing, review and approval by the Director, G8-FD.

Warren Greer