



3rd QUARTER FY 20

ARMY FORCE MANAGEMENT SCHOOL NEWSLETTER

"People First - Winning Matters - Army Strong"

General James C. McConville, 40th Chief of Staff of the Army

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COMMANDANT'S CORNER

by COL George Lewis, Commandant, AFMS, comm: 703-805-2785



COL George Lewis,
Commandant, AFMS

Special Message: *I wanted to share some thoughts with you about what happened across our country at the end of May and early June. While America has struggled to sustain the COVID-19 social distancing restrictions, we have also had to face some serious civil strife. The death of Mr. George Floyd at the hands of the Minneapolis Police sadly demonstrates that, as a society, we must learn from our mistakes and treat all people, regardless of color, in a fair*

and just way. This makes my heart weep for our country. I truly hope for a day when tragedies like the ones we have witnessed in recent years would be thought unconscionable. Sadly, the protests calling for justice and racial equality following Mr. Floyd's death developed into riots and looting. While this obviously has no place in our society, the real sorrow is how the riots and looting further divided our country and shifted the focus away from the death of George Floyd.

For some, it may appear that America is at an all-time low of civil strife. However, I want to point out that this country has experienced worse civil strife and endured - becoming a better and stronger country as a result. Some of you are old enough to recall the racial riots of the 1960's. Along with this came the anti-war riots, which eventually resulted in the killing of four protesters at Kent State University in 1970. Terrible times, yet the country endured. Furthermore, this country fought a civil war to put a stop to slavery. Over 620,000 soldiers died during the civil war. So while our current situation is gut-wrench and worrisome, America has endured worse and come out a better country each time. As a white American, I can only imagine the pain, anger, and frustration that the communities of color feel about what has happened. Rest assured our Nation will emerge stronger and better from this tragic experience.

The novel coronavirus (COVID-19) triggered a dramatic shift in the delivery of our courses. On 16 March 2020, we adopted virtual platforms that enabled our faculty to deliver training and education synchronously to a widely dispersed audience. We have been successful in delivering the How the Army Runs Course (HTARC), the Functional Area 50 Qualification Course (FA50QC), the Action Officer Integration Course (AOIC), the Force Management Orientation Course (FMOC) and Exportable Training (ET) through online services. The responses have been very favorable. Decisions on conducting other courses will be forthcoming.

Although the effective date to return to full resident training is still uncertain, we know that the current Department of Defense (DoD) travel ban will come to an end on 30 June. The lifting of the travel ban opens the door for multiple options on how to deliver our courses.

At AFMS, we will follow the guidance of the Army Deputy Chief of Staff G-3/5/7 to return our staff and faculty personnel to our building at Fort Belvoir, VA. However, we stand ready to support your training and education needs based on your local conditions. We will examine all options available to support your training and education needs in a flexible way within the resources allocated to us.

I would like to encourage all to complete (when available) your registration to the DoD's Commercial Virtual Remote (CVR) capability. The CVR capability powered by Microsoft Teams is our future to train and educate you online.

Much work is still ahead of us as we determine how to meet your needs following the lifting of the DoD travel ban. Please continue to contact our Registrar at 703-805-4904 and check our webpage



at <https://www.afms1.belvoir.army.mil/> for the latest information on summer and fall courses.

Beginning this summer our updates to the force will be on a bi-weekly basis. This new cycle focuses our efforts on ensuring that you have the most current and relevant information without overwhelming you.

When resident training resumes, we will implement the hygienic and social distancing guidance in effect at the time of the course. We follow the Centers for Disease Control (CDC) guidance directed towards public gatherings. We will not open our doors until we have all reasonable measures in place to support you safely.

We are pleased to see that our first distance learning (DL) course- Effective Communications- is meeting the writing needs of over 200 students who have taken advantage of the course through our webpage.

FA50 PERSONNEL DEVELOPMENT OFFICE CORNER

by COL Jimmy Blain, Chief, FA50 Personnel Development Office, comm: 703-545-1807



COL Jimmy Blain, Chief, FA50
Personnel Development Office

An overlooked part of the acronym DOTMLPF-P is a question you should ask about Personnel when you are affecting change. “Are the right personnel in the right positions?” The Army’s People Strategy recognizes this, in stating that we need to “capitalize on the unique knowledge, skills, and behaviors possessed by every member of the Army team, allowing us to employ each to maximum effect”. As the

personnel developer for the Force Management Functional Area, I feel it is my responsibility to inform you on how the Army is getting after the first “P” in DOTMLPF-P to ensure that we align skills with positions, to get the right personnel to the right positions.

The Army recognizes that not every officer is going to be a battalion commander. Currently, the path to transition to a Functional Area requires a Captain to be KD Complete. An unintended consequence is that for some branches, junior Captain’s are backlogged awaiting Company Command, and delays/reduces the overall time that our future battalion commanders have to command a company and forces officers who probably were best suited to Functional Areas to delay/reduce valuable years of possible development and broadening when most needed. To rectify the situation the Army is looking at a holistic data driven approach for

We are working diligently to deliver an additional course on the fundamentals of Force Management this fall. This DL course will feature both a “layman’s view” of the basic areas of Force Management, as well as, the basic information to help a wide audience in the Army gain insights on How the Army Runs. This resource will be an excellent choice for personnel who cannot attend our courses and have a need for basic Army Force Management information.

Finally, it is with a heavy heart that I recognize the passing of one of our longest-ever AFMS Instructor/Facilitator’s, Mr. Colin Halvorson. Colin was a dedicated team member for decades and recently retired from service to the School. Please take a moment to read the farewell article on Page 6. Our thoughts and prayers go out to the Halvorson family during this somber time. 🙏

Career path differentiation to align officers with their best fit for future service through Talent Based Career Alignment (TBCA).

TBCA represents the accumulation of all the information on an Officer from pre-commissioning through attendance at the Captains Career Course (CCC). At CCC, Career Coaches will help Officers understand their talent profile, educate them on the career paths the Army offers, and advise Officers on career path options based on their aggregated and individualized talent assessment and career objectives. They will aggregate the data from an Officers file to include the Talent Assessment Battery (TAB) as part of Talent Based Branching (TBB) at the source of commissioning, Graduate Record Examination (GRE), Captain’s Career Course Assessment Battery (C3AB), BOLC Academic Evaluation Report (AER), approximately three Officer Evaluation Reports (OER) and four years of training and experience, civilian education and Knowledge, Skills, Behaviors and Preferences (KSB-Ps) to develop an integrated talent profile which can be used to identify their best career path options.

At CCC, Officers are offered career options demonstrated by their talent and potential. The goal is to give Officers with higher levels of talent more options and predictability in order to ensure they are retained, educate them on the career paths the Army offers, and advise Officers on career path options based on their talents and career objectives. This will allow select Officers an opportunity to forego command and go directly into a specialty field or Functional Area (FA). This effort will be piloted at Maneuver Captain’s Career



Course (Ft. Benning), Logistics Captain's Career Course (Ft. Lee), Air Defense Captain's Career Course and Field Artillery Captain's Career Course (Ft. Sill) beginning this quarter.

As a personnel developer, the TBCA effort will eventually provide officers for the Functional Area, but we couldn't wait that long. So in a parallel effort, Research Psychologists at the Army Research Institute Selection and Assignment Research Unit are developing a Talent Battery Assessment test to predict success within the Functional Area for officers transitioning from their Basic Branch through the VTIP process. Currently the Functional Area puts a lot of weight on Manner of Performance as a Company Commander

when selecting officers to transfer to the Functional Area. This battery of tests which include demographic questions, self-report biodata measures (temperament, written / oral communication, and cognitive measures), a personality test, followed by a cognitive ability test, is currently going through concurrent validation. The expectation is the Functional Area will be able to use the data for the 2QFY21 VTIP panel as a predictive assessment tool for selection. The FA50 Personnel Development Office is doing its best to get the right personnel into the right position and properly align talent within the officer corps.

ARMY FORCE MANAGEMENT SCHOOL CONTINUES TO MEET THE NEEDS OF THE FM COMMUNITY THROUGH VIRTUAL INSTRUCTION

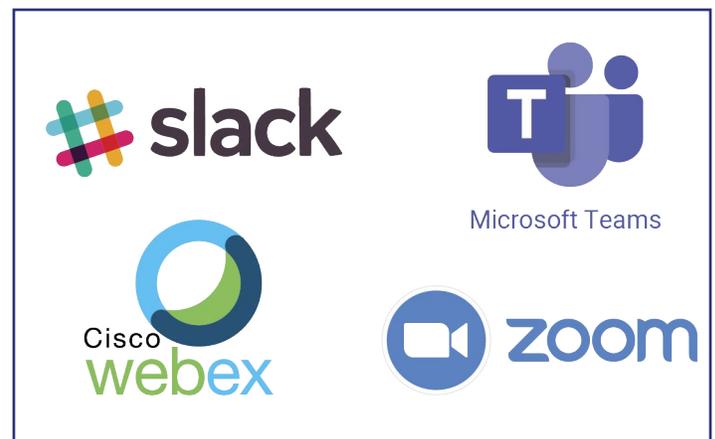
by Mr. Scott Thimons, Technology Manager, AFMS, comm: 703-805-9485

The Army Force Management School (AFMS) quickly shifted its methods of instruction from in-person to virtual to educate force managers in the current COVID-19 environment. The school continues to fulfill its mission; to provide force management education and training to leaders, soldiers, and civilians army-wide. In a matter of days, AFMS converted its in house education to online classrooms to provide a continuity of operations.

AFMS leadership, under the direction of COL George Lewis, moved quickly to establish alternative means of meeting the instructional goals of the schoolhouse when news of a potential halt to TDY travel and requirements for limited manning and enhanced telework were first introduced. The staff of AFMS assembled a plan to implement virtual learning using Enterprise Lifelong Learning Center (ELLC) Blackboard (hosted by TRADOC) to house all instructional materials while using a virtual meeting platform for the student interaction. For student interaction, AFMS first used Zoom, and quickly transitioned to WebEx to deliver instruction to the FM community remotely.

AFMS staff provided initial training in the use of these virtual learning tools before departing the school on Friday, 13 March 2020, to begin virtual instruction on Monday, 16 March 2020. AFMS was able to continue teaching virtually for the two courses operating in house, How the Army Runs Course (HTARC) and the Functional Area 50 Qualification Course (FA50QC) allowing students to complete both on time. The faculty and staff's agile movement enabled the school to continue to provide education, leading the way for other schools and institutions to follow.

AFMS has continued to conduct virtual classes to meet the needs of the FM community, including two instances of the Action Officer Integration Course (AOIC) and an additional run of the HTARC



The AFMS has used several tools to successfully conduct virtual training.

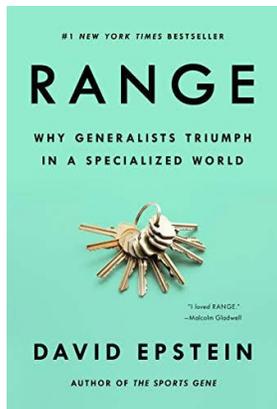
course. Conducting these courses virtually allows students who enrolled in the course before the stop movement order to continue to participate. Additionally, it opened up the courses to students who were previously unable to attend classes conducted at Fort Belvoir, including soldiers stationed in Hawaii and professors from the Army Management Staff College.

Our school plans to continue to deliver virtual classes for the FM community and the Army at large during these challenging times. The situation remains fluid, and the courses could revert to in-residence modality on short notice, but if you are interested in participating in any of the upcoming courses, you can register in ATRRS, or for additional information, contact the AFMS registrar at duane.stubbs_ctr@mail.mil.



BOOK REVIEW: RANGE: WHY GENERALISTS TRIUMPH IN A SPECIALIZED WORLD

by Mr. John Dowdle, Course Director, ARNG Force Management Course, AFMS, comm: 703-805-4486



Epstein, D. (2019) *Range: Why Generalists Triumph in a Specialized World*, by David Epstein. New York: Riverhead Books.

The book *“Range: Why Generalists Triumph in a Specialized World”*, by David Epstein, articulates that the most successful people in their fields or endeavors are ones that developed overall competence learning skills across several other fields earlier in their lives or careers, which he calls “sampling.” Sampling acts as an added advantage to boost their final skills in their chosen field. It also helps guide people to the field that may suit them best in the long run, as well as determine their true passion, which over time will help them achieve their best results. This is especially true for senior leaders or managers that oversee large organizations that incorporate a large, diverse universe of skill sets that are needed for that organization to function successfully.

The author uses professional athletes Roger Federer and Tiger Woods as examples. Epstein describes their background and training, all of the way from childhood to their present-day status, and concluded that Tiger Woods’ path was an ‘unwavering specialization’ whereas Federer is that of a more relaxed, wide ranging trial of other sports before he gave up the others to concentrate on

tennis. Federer’s path to success is more common, Epstein noted, but less well-known.

The book is about getting range, not depth – at least not too quickly. Citing the works of other authors that have conducted research about successful people, Epstein proffers the view that it is better to be the ‘fox’ that knows many things rather than the ‘hedgehog’ who only knows one big thing.

Skill sets, like golf and chess, that need a lot of practice and pattern recognition could maybe skip a sampling of skill sets on an individual basis, but that may not be the best career path for senior leaders and managers of successful organizations to follow. As an example, Epstein argues that people with more diverse backgrounds and exposure to different experiences develop more complex and diverse sets of problem solving skills that will serve them well in a crisis situation, rather than someone that was exposed to only one way of solving problems within one specialized field of endeavor.

“Range” emphasizes an approach to success that the Army has attempted to implement in the past to educate its leaders, but is now strongly emphasizing in the gradual implementation of the Army Total Force Policy. Although it can be a bit ‘over-factual’ at times, “Range” is an interesting book for military personnel to read that explains why someone with a diverse background of skill sets may be better suited for leading large organizations rather than those individuals with one specialized background.

AFMS EXPORTABLE TRAINING: WE BRING THE TRAINING TO YOU (VIRTUALLY)!

by Mr. Wayne Chalupa, Department Chair (Ops), AFMS, comm: 703-805-3192

The Army Force Management School’s mission is to provide force management education and training to leaders, Soldiers and civilians Army-wide. In addition to resident courses, AFMS offers exportable training to Army organizations at their locations in increments of two, three, four, or five days. Despite the DoD Stop Movement Order and social distancing guidance, AFMS has continued to provide exportable training to meet the needs of requesting organizations. Video-conferencing platforms have made it possible to deliver tailored exportable training to remote sites without actually “being there.” While some organizations have chosen to defer their training to a time when AFMS instructors can again travel and deliver training in a classroom setting at the requester’s location, others have decided to accept AFMS instructors into each student’s home or office to train virtually. AFMS has taken up the challenge and is providing relevant and effective virtual instruction under the exportable training program.

Paul Melody and Rick Garraton provided virtual instructional support to the Army Modeling and Simulation School (AMSS) Advanced Simulation Course on 5-6 May 2020. The audience consisted of 20 FA57 military and CP36 civilian students (nine LTCs, four GS-14s, four GS-13s, and three GS-12s). The AFMS contribution consisted of six hours of Strategy and two hours of Army Modernization Strategy instruction within the one week course. Due to COVID-19 travel constraints, the AMSS conducted the entire course in a virtual format using a commercial version of Blackboard with Blackboard Collaborate Ultra. The AFMS team enjoyed full instructor permissions in the AMSS Blackboard system and participated in two virtual IPRs prior to the course. AFMS successfully distributed electronic instructional files to the students using the AMSS Blackboard System in advance of the instruction, providing students the opportunity to review, download, and print the presentations. The AFMS instruction set the stage for the General Officer level guest speakers and the modeling and simulation instruction. Student participation was excellent and feedback was very favorable.



Exportable Training for Army Futures Command

During the first two weeks of June, AFMS provided two four-day exportable training packages (2-5 and 9-12 June) to the Army Futures Command (AFC) at Austin, Texas. The curriculum was identical each week while the AFC rotated two different groups of participants through the training. The audience consisted of a mix of military and civilian participants, 38 during the first week and 41 during the second week. BG Gallivan, the AFC Chief of Staff, attended much of the first week. Topics of instruction included Force Management; Strategy; Title 10 USC; HQDA organization; Composition of the Army; Cost Benefit Analysis; the Army Modernization Enterprise (AME) functions; Army Modernization Strategy; Total Army Analysis; Equipping the Force; Sustainable Readiness; and Planning, Programming, Budgeting and Execution (PPBE). AFMS employed the Commercial Virtual Remote (CVR) environment

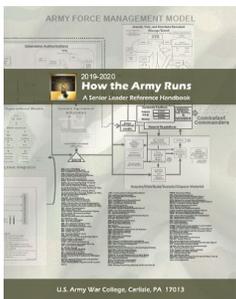
with Microsoft Teams as the video-conferencing platform and the means for providing electronic instructional files and references to the participants. The AFC staff participated actively in the training and expressed significant interest in the processes relevant to the AFC. No major technical issues arose during the training.

During the week of 15-19 June, AFMS provided a five-day exportable training package to the US Army Intelligence Center of Excellence (USAICoE) at Fort Huachuca. The audience consisted of 40 civilian employees assigned to the USAICoE. Topics of instruction included Force Management; Strategy; Composition of the Army; Cost Benefit Analysis; the Army Modernization Enterprise (AME) functions; Organizational Design and Development; Change Management Plan; Total Army Analysis; Command Plan; Manning; Equipping; Sustainable Readiness; and Planning, Programming, Budgeting and Execution (PPBE). AFMS again employed the Commercial Virtual Remote (CVR) environment with Microsoft Teams as the video-conferencing platform and the means for providing electronic instructional files and references to the participants. Students experienced some connectivity issues with CVR but overall provided positive feedback.

If you are interested in scheduling exportable training for your organization, please visit the AFMS website. Under the Courses Tab, you will find a link to the exportable training request form. Contact AFMS if you need any assistance in completing that form.

HOW THE ARMY RUNS – A SENIOR LEADER HANDBOOK, 2019-2020

by Mr. Ricardo Garraton, Course Director, FA-50 Qualification Course, AFMS, comm: 703-805-2372



Cover of 2019-20 HTAR

Great news, and we can all use some about now! The HTAR 2019-2020 hard copy finally published on 15 May 2020 while the digital version was available effective 4 May 2020. The slight delay in publication was due to several reasons, most notably the Coronavirus Pandemic related closures that delayed the preparation of the printing proofs and contracting for the printing of this edition of the HTAR.

The HTAR 2019-2020 includes several changes related to the activation of Army Futures Command (AFC) and the Army Medical Command redesign. Additionally, the HTAR 2019-2020 includes two new chapters, one on Foreign Military Sales (Chapter 21) and another on Global Force Information Management (Chapter 22) as an emerging initiative.

The fold-out in the back of the HTAR includes a revamped Army Force Management Model that includes the consolidation of Concepts and Requirements Development as well as the Acquire Materiel Solutions into the Army Modernization Enterprise that AFC is leading for the Army.

Hard copies of HTAR 2019-2020 are available at the Army Force Management School building at 5500 21st Street, Building 247, Suite 1400, Fort Belvoir, VA 22060. Digital copies are available at [https://www.afms1.belvoir.army.mil/files/HTAR2018/HTAR%202019-2020%20\(Online%20Version\).pdf](https://www.afms1.belvoir.army.mil/files/HTAR2018/HTAR%202019-2020%20(Online%20Version).pdf).

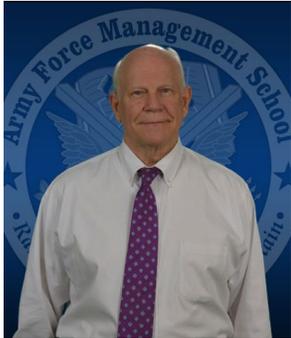
The point of contact for this publication is Mr. Rick Garraton at ricardo.r.garraton.ctr@mail.mil.



In Memory of Mr. Colin Halvorson

INSTRUCTOR/FACILITATOR FAREWELL: MR. COLIN HALVORSON

by Mr. Wayne Chalupa, Department Chair (Operations), AFMS, comm: 703-805-3192



Mr. Colin Halvorson

It is with a heavy heart that we recognize the passing of Mr. Colin Halvorson. Colin recently retired to spend more time with his family but shortly after his retirement, his health began to fail.

Colin joined the Army Force Management School Faculty in 2005 as a subject matter expert and primary instructor for Planning, Programming, Budgeting and Execution (PPBE) processes. He provided Force Management education and training to Army General Officers, Senior Executive Service members, Sergeants Major, Soldiers, and Department of the Army Civilians. He authored the PPBE and Resource Management chapters of the 2015-2016 How the Army Runs: A Senior Leader Reference Handbook, and maintained the AFMS PPBE Primer. As the Exportable Training Course Director, Colin frequently led Instructor/Facilitator teams to

conduct Force Management education and training at remote sites in support of requesting organizations. These locations included the Futures and Concepts Center (FCC) at Fort Eustis, VA; Headquarters US Army Special Operations Command (USASOC) at Fort Bragg, NC; US Army Medical Materiel Development Activity (USAMMDA) at Fort Detrick, MD; and Army Chaplain Center and School at Fort Jackson, SC. Requesting organizations often became loyal repeat customers, citing his subject matter expertise, versatility and resourceful approach.

Before joining AFMS, Colin served for 18 years in various roles as a government contractor, following his service to our Nation as an Armor Officer and Operations Research/Systems Analyst.

Colin was a valued member of the AFMS and a friend to those who knew him. His positive attitude and happy smile were always very welcome throughout the school. He took the time to get to know his co-workers and never turned away a request for assistance. His kindhearted nature made everyone feel at ease around him. We benefited greatly from his hard work, dedication and friendship. He will be truly missed.

There is a Caring Bridge site established in his name in the event someone would like to leave a remembrance for the family. <https://www.caringbridge.org/visit/colinhalvorson>.



INSTRUCTOR SPOTLIGHT: MR. KEVIN VINK

by Ms. Larissa A. Ginty, Department Chair (Futures), AFMS, comm: 703-805-3507



Mr. Kevin Vink

COL (Ret) Kevin Vink is the school's subject matter expert on all things Planning, Programming, Budgeting and Execution for both the Department of Defense and the Army. He is also the Course Director for the Force Management Instructor Certification Course and for several of our exportable training courses. Kevin joined the AFMS Faculty in January 2018 from the Office of the Under Secretary of Defense for Personnel and Readiness where he served as the Director for Financial and Resource Management. After graduating from the United States Military Academy at West Point, he began his military career as an Infantry Officer with his final Infantry

assignment as the Director of the Army Force Management School. He has a passion for teaching and mentoring, and he is proud to be part of the AFMS faculty. He is currently serving as the Director of the Army Force Management School and is looking forward to continuing to teach and mentor the next generation of Army leaders.





position as a Company Commander in the 3rd US Infantry (The Old Guard) before becoming an Operations Research & Systems Analyst (ORSA). During his ORSA career, he served in multiple positions to include the Center for Army Analysis; the Office of the Chief of the Army Reserve (OCAR) Program Analysis & Evaluation (PA&E) office; the HQDA G-8 PA&E; and the Office of the Secretary of Defense (OSD) Cost Assessment & Program Evaluation (CAPE) office. All of these positions gave him valuable experience to share with you in the classroom. Kevin also authored both the Planning, Programming, Budgeting and Execution Process Chapter and the Finance and Comptroller Chapter of the recently published 2019-2020 How the Army Runs: A Senior Leader Handbook.

Kevin holds three Master's Degrees: Operations Research and Management Science, Business Administration, and Strategic Studies. During his free time, Kevin enjoys supporting his sons through their various sporting and scouting events and participated as a counselor at the International Boy Scout Jamboree during the summer of 2019.

FUNCTIONAL AREA 50 QUALIFICATION COURSE (FA50QC) CLASS 1-20 GRADUATION

by Mr. Ricardo Garraton, Course Director, FA-50 Qualification Course, AFMS, comm: 703-805-2372

The FA50QC Class 1-20 graduated 31 students on 3 April 2020. The graduation was conducted virtually with MG Erik Peterson, Director, Force Development, Deputy Chief of Staff G-8 providing the key note address to the students. The Distinguished Graduate of Class 1-20 was MAJ Aaron M. Pucetas.

The Coronavirus Pandemic caused the closure of the Army Force Management School building effective 13 March 2020 and the instruction quickly moved into a virtual environment for the remainder of the planned training schedule with some adjustments. The curriculum was revamped for this class; it included additional group led practical exercises related to force development as well as the introduction of a Case Study where students compared two selected force structure initiatives. Due to the current Department of Defense Stop Travel Orders, the next FA50QC Class 2-20 will be run in a virtual environment as well, beginning on 27 July through 25 September 2020.



Due to the virtual classroom, no class photo is available.

HOW THE ARMY RUNS COURSE GRADUATES THREE VIRTUAL CLASSES

by Mr. Kevin Vink, Co-Course Director, HTARC, AFMS, comm: 703-805-1069 and Mr. Colin Hoyseth, Course Director, HTARC AFMS, comm: 703-805-1274

Over the past three months, the Army Force Management School has been engaging in a virtual education environment. The Coronavirus pandemic caused the closure of the Army Force Management School building effective March 13th, 2020 and the instruction quickly moved online to meet the educational needs of the Students and the United States Army. Among the many courses AFMS has delivered over the Web have been three classes of the How the Army Runs Course (HTARC).

The first class to go virtual was HTARC Class 4-20. This class began as a traditional face-to-face class, but after only one week on the ground, they adapted to become a synchronous online-delivered course. Class 4-20 graduated 34 students on April 1st, 2020. The graduation was conducted virtually with students logging into Zoom collaborative web conferencing system, the same software used for their final three weeks of class. The Distinguished Graduate for Class 4-20 was Ms. Melanie Willmon.



The first fully virtual HTARC Class was 5-20. AFMS would like to recognize the 17 students who graduated on May 8th, 2020. This class used the WebEx collaborative web conferencing software which provides a secure platform for online course delivery. This class, which began on April 13, was very successful. The Distinguished Graduate for Class 5-20 was MAJ Matthew Strickland.

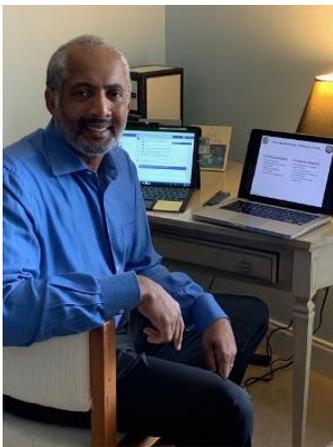
The most recent HTARC class was also delivered 100% online. Class 6-20 graduated 38 students on June 5th, 2020. Like the prior class, this HTARC class used WebEx as their primary learning platform. As with all HTARC classes, this group also relied on

Blackboard Learning Management System for assignment delivery, course materials access, and grading. The Distinguished Graduate for Class 6-20 was LTC David Britt.

The entire AFMS Faculty and Staff would like to offer a hearty “congratulations” to our recent virtual graduates. We are proud and excited to be able to continue providing an outstanding and meaningful educational experience to the Soldiers and Civilians of our great Army even in these unprecedented times.

RECENT GRADUATES OF THE “VIRTUAL” ACTION OFFICER INTEGRATION COURSE (AOIC)

by Dr. Hershel Holiday, Course Director, Action Officer Integration Course, AFMS, comm: 703-805-3518



Recently, the Army Force Management School (AFMS) conducted Classes 10-20 and 11-20 of the Action Officer Integration Course using virtual training techniques and tools. In response to the COVID-19 pandemic, AFMS transitioned to virtual instruction in mid-March. Forty-five students participated in the two five-day classes that cover executive communications and force management topics that are key to how the Army runs. A special congratulations goes

out to our AOIC Distinguished Graduates! For Class 10-20, CPT Joseph Andrews earned the distinction and for class 11-20, the honor went to MAJ Christopher Lossing.

AOIC students write both an executive summary and an information paper, as well as prepare and present a decision briefing. Subject matter experts from the Executive Communications and Control Office, the Office of Joint and Defense Affairs, and the Vice Director of the Army Staff regularly present to the students to ensure they receive the most current information. Another highlight of the week is a visit by LTG (Ret) Richard Formica, former Director of Force Management and former Commander of the Army Space and Missile Defense Command. General Formica focuses on what a senior leader expects from a staff officer. Throughout the week, students work in groups to practice writing their executive summaries, information papers, and preparing decision briefs. Students take three assessments (tests) in the Blackboard learning management system to validate their knowledge of basic

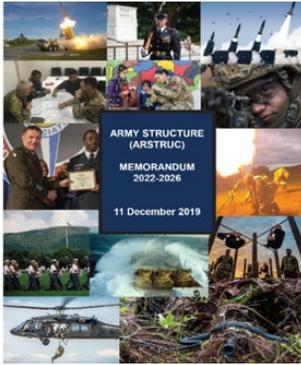


communication and force management topics. The virtual transition has worked well and will likely continue until the AFMS building reopens. If you work in the National Capitol Region and have not yet attended the Action Officer Integration Course, please do so, you will not regret it!



TOTAL ARMY ANALYSIS (TAA) 23-27 AND STRATEGIC PORTFOLIO ANALYSIS AND REVIEW (SPAR) 23-27

by Mr. Ricardo Garraton, Course Director, FA50 Qualification Course, AFMS, comm: 703-805-2372



ARSTRUC 2022-2026

TAA 23-27 is moving full steam ahead towards a 30 September 2020 publication of the Army Structure Memorandum (ARSTRUC). The intent of TAA 23-27 is to replenish Readiness Enhancement Account and address any remaining Large Scale Combat Operations Gaps. Additionally, this iteration of TAA will set the conditions towards a Multi-Domain Operations capable force by 2028 and includes a Force Synchronization Review to align Army Senior Leader resourcing decisions with

the Program Objective Memorandum 23-27 build along with TAA 23-27 programming.

The Deputy Chief of Staff, G-8 described SPAR in an article in Stand-to! as a process to enable Army Senior Leaders (ASLs) to make informed resource decisions within a larger strategic framework. SPAR specifically focuses on the Chief of Staff of the Army's top priorities. TAA 23-27 will provide a planning force file to inform SPAR 23-27 and help ASLs in their analysis. According to COL Chris Cox, Director, Army Futures Command National Capital Region, "SPAR results depend on the planning horizon. For SPAR 23-27, it will focus on how we get to 2037. The idea of SPAR is to place the Army in the end-state year and then work back."

OPINION: COVID-19 AND THE ARMY: WHAT ARE THE POSSIBLE IMPACTS?

by Mr. Paul Melody, Course Director, Action Officer Logistics Course, AFMS, comm: 703-805-5926

My son is a senior at George Washington University here in D.C. At the risk of sounding like a stereotypical proud Dad, he is really a smart young man, majoring in Philosophy and minoring in political theory. He has read the works of political theorists and philosophers. He also has a keen interest in international relations and strategic issues. In short, he thinks about some serious stuff. The other day we were talking at dinner, as we do every day as we both try to deal with the stay at home orders directed by so many State Governors. He said that he and some of his classmates believe that the COVID-19 epidemic is the "9-11" of his generation. He added, "All things from here on will be seen in terms of pre COVID-19 or post COVID-19. Things will never be as they were."

His comment got me thinking. How might things change? What things will never return as a result of the epidemic? What things will linger for a short time, and what things will indeed become "the new norm?" By this latter point, I mean a significant change to our culture, our daily routine and our habits—particularly in the Department of Defense (DOD). How will the DOD be affected by COVID-19, other than the immediate actions taken to respond to the epidemic (telecommuting, social distancing, etc.)? In short, are there some things that will affect the DOD and the Army for years to come? What might these be? In essence, what are the possible strategic changes that could affect the entire DOD, and by extension, the Army. The more I thought about it, I realized that I had to narrow the questions down into a single question. This

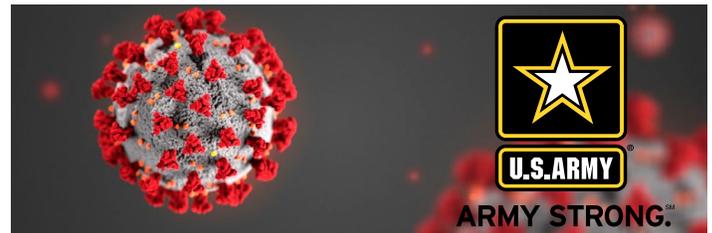
seems to be the best beginning. But, as I start to try and think about the impact of COVID-19, I am reminded of that great social commentator Yogi Berra who said, "It's tough to make predictions, especially about the future."

So, what would be the single area, from a DOD/Army point of view, that might be most affected by COVID-19? What area or topic would be a "Big" Army issue, an issue that is clearly a strategic level topic? From my experience in the Pentagon, the strategic issue or topic would be the DOD's annual Budget Request, and from our perspective, the Army's submission to the DOD budget. Building the Army's annual budget submission is a detailed process, reflected in the Army Plan. This process is literally the "soup to nuts" activity that identifies, captures, and programs everything the Army needs to accomplish its mission. Also, not everything the Army needs actually gets funded. Nor does the Army always get funded at the level it desires in specific programs. While this is frustrating, it is reality. It is the give and take of politics. The bottom line is, resources are scarce and will remain so. Consequently, to deal with this shortage of funding, the Army must make hard decisions. Creating priorities helps focus the funding on what the Army needs, hoping these priorities match the needs of the strategic environment. This is a difficult effort, even without the burden of COVID-19. With COVID-19's fiscal demands, it may be almost impossible to approach the Army's overall needs.



So, the strategic question is this: How will the DOD react to further decreases in funding, particularly drastic cuts? Cuts that are necessary as a result of the COVID-19 emergency funding, funding that amounts to three annual national budgets! Right now, the nation has taken on the debt of four annual budgets in less than a year, the actual annual budget debt, plus the COVID-19 debt! To make the situation even more concerning, Congress is thinking of spending additional COVID-19 funding of an unknown amount. So, it is obvious that the nation will have to reduce spending once the COVID-19 epidemic's lockdown is over and the nation goes back to normal work.

But, how can the nation/Congress be so quick to cut Defense spending? The five threats identified in the National Security Strategy have not gone away. While this is true, of all parts of the National budget, the largest non-entitlement portion, the money not obligated to social welfare programs, so-called discretionary spending, is the DOD's budget. This is the focal point of the DOD thinking right now. Does the nation change its National Defense Strategy, or merely cut everything that is not absolutely needed to keep the nation minimally secure? There are many ways to approach this, none of them are easy, none of them are good, but whatever course of action the DOD and the Army takes is needed to keep the economy from collapsing.



The pandemic has changed things, but the Army will remain strong.

What are some of the ways the DOD could cut its budget without losing capacity to defend the homeland and national interest? For the Army it may well mean that modernization is delayed by five years, with the effort becoming an intense research and development (R&D) activity. With this, readiness would remain the main effort for the near future. This of course would throw out how and when the Army would be capable of becoming a Multi-Domain capable force. While this does raise the risk in deterring potential opponents, it may not be as significant as one might think at first glance. Potential opponents are also dealing with the challenges of recovering from the COVID-19 economic meltdown. All of these things, and dozens of associated topics are on the table. No matter what decision is made, one thing is certain, the Army will support the decision and do it's very best to carry out the decision while doing all it can to secure the nation.

NEW! THE ARMY FORCE MANAGEMENT SCHOOL BROCHURE

by Ms. Larissa A. Ginty, Department Chair (Futures), AFMS, comm: 703-805-3507



The cover of the new AFMS Brochure

After receiving several requests for an Army Force Management School brochure, we took the leap and created the AFMS double bi-fold! The double bi-fold brochure contains details on all the courses offered at AFMS as well as our mission, accreditation, and registration information. It is available in both digital and hard copy versions.

The digital version is accessible from the AFMS website: <https://afms1.belvoir.army.mil> and on the AFMS Mil Suite page: https://www.milsuite.mil/wiki/Portal:Army_Force_Management_School_AFMS.

Hard copies of the brochure are at AFMS, as well as the following locations in the Pentagon: FM front office, DAS, G1, G-3/5/7, G4, G8, ASA MRA, OCAR, NGB, ASAALT, and OCLL.

Stay tuned for course specific brochures for the Action Officer Integration Course, the How the Army Runs Course and the Force Integration Course for Senior Leaders.



THE COURSE CONTENT REVIEW – A VEHICLE FOR CHANGE AT THE ARMY FORCE MANAGEMENT SCHOOL

by Mr. Terry Thompson, Training Developer, AFMS, comm: 703-805-3178

Change is necessary to remain relevant and ready, and the Army Force Management School (AFMS) is changing the way Force Managers conduct daily operations through a variety of courses; but how does each course change?

Every year, the Army Force Management School (AFMS) conducts a Course Content Review (CCR) on each course; the CCR is a vehicle of change for each of the individual courses offered at AFMS.

After the completion of each course and prior to the actual CCR, the course director for each individual course takes feedback from students in the form of After-Action Reviews. Feedback from each AAR is used to determine recommendations for change and serves as valuable information from the student’s perspective.

In addition, surveys are sent out by the Quality Assurance Office (QAO) into the field after a course is completed to get additional valuable feedback from students who discover opportunities for change after taking what they learned in the classroom, implemented the knowledge/skills in the field. This feedback is captured on a DIF (Difficulty, Importance, Frequency) model type survey which is an extensive survey that captures how difficult a task is, how important a task is, and how often a task is performed.

Feedback from the AARs and surveys are combined with new information, technologies, and input from the course sponsor to ultimately drive recommendations for change that lead to the next

version of a course. Once all of this information is compiled from the various sources, the AFMS then conducts a CCR on a scheduled basis for each course respectively.

Essential personnel participate in this culminating event to present recommendations for changes to the Program of Instruction, Course Administrative Data, and Lesson Plans for final approval. Participating personnel include the AFMS Commandant, Deputy Commandant, Contracting Officer’s Representative, Dean of Academics, Dean of Administration and Technology, Department Chairs, Course Director, Course Sponsor, QAO, Director of Training Development, Registrar, Army National Guard Representative, Army Reserve Representative, and members of the AFMS Faculty & Staff.

Upon approval, the work begins to create the next version of each course and this process is repeated for every course taught at the AFMS. This process is absolutely necessary in order to ensure AFMS provides quality training that is current, relevant, and allows for each student to have an immediate impact upon completion of their course.

It takes a team effort to make change happen and AFMS would not be able to do that without the efforts of everyone involved. From the student to the Commandant, each person’s input makes it possible for future classes at the AFMS to receive the most current training that will have continuous influence and an everlasting impact on Force Management.

COMMANDANT’S FINAL THOUGHT

The Pandemic, the tragic death of Mr. George Floyd, the riots and looting in the spring and our inherent American spirit should drive us to do better in our families, our communities and certainly in our Army. I encourage all to continue to focus on our country and the values that we stand for. We all share the ancestry of Soldiers who paid the ultimate sacrifice to make our Nation what it is today. As Army Force Managers, let us do our part to build the best Army our

Nation deserves. As you move forward, please feel free to contact me or our staff and faculty on ways to support your training and educational needs better. **I am proud to be on your team.** 🇺🇸

COL George Lewis, Commandant,
AFMS, comm: 703-805-2785

Frequently Asked Questions

<p>How can I get help on my Force Management (FM) Project?</p> <p>Click here</p>	<p>We need Force Management Training in our Command. How do I get FM Training at my installation?</p> <p>Click here</p>	<p>How do I know if AFMS has seats available for the next How the Army Runs Course?</p> <p>Click here</p>
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