

# U.S. Army Force Management School

January 2014 Newsletter



## Commandant's Corner

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

Welcome back to all Army Force Managers (Active, Guard, Army Reserve, Civilians) following the holidays! I hope you had time to share with your loved ones and to “reset” for the New Year. After five months as Director of Force Management and Commandant of the Army Force Management School, I remain more convinced than ever that senior leader education requires a familiarization with Army Force Management to round out operational skills and enable the Army to tell its story more effectively. It is both an educational gap and a cultural adage (“avoid the Pentagon”). As such, I will emphasize that Force Managers that graduate from any of our courses be proactive in supporting their respective leaders. The Force Manager that graduates from AFMS must become the “go to” person in the staff in solving the most pressing organizational issues of our Army. He or she must also educate leaders on how effective and efficient Force Management enables us to have a better Army.

As we will continue to experience times of fiscal austerity, all Force Managers must embrace these difficult situations as an opportunity to create the Army we need to conduct Unified Land Operations as part of Joint Force 2020. It is imperative that we find creative ways

to solve our challenges in structuring, manning, equipping, training, funding, stationing, sustaining, deploying, regionally aligning, and reorganizing the best Army in the world. I count on all Force Managers across the Army to pull together in one direction, achieving balance among end-strength, modernization, and readiness. Please share information among the various communities that make up Force Management. It is essential that the lines of communication be most effective in these challenging times. I encourage all to share operational successes and lessons learned with our staff at the Army Force Management School. This will foster a lifelong learning environment for all Force Managers and distinguish us as members of a culture of ingenuity and collaboration.

Remember to “lift as you climb,” which means that when you achieve success in your craft that you should also “lift” those that supported you to multiply success. It is absolutely my honor to be a member of your Force Management team—a team with a fantastic reputation throughout the Army. I firmly believe that working together the Active Army, Army National Guard, and Army Reserve will continue “Army Strong” throughout each and every challenge. I believe it is through the combined efforts of our Soldiers, Civilians, and Families that our Army will remain the dominant land force—lethal, agile, adaptable, and responsive within a framework of strategic landpower to meet the needs of our great Nation. Lastly, I want to thank you all for your continued enthusiasm, patriotism, and dedication to our Army. I very much look forward to working with each of you to ensure that our great Army stands ready for the next mission! 🇺🇸



BG Roger L. Cloutier, Jr.  
Commandant, AFMS

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## Sergeant Major's Corner

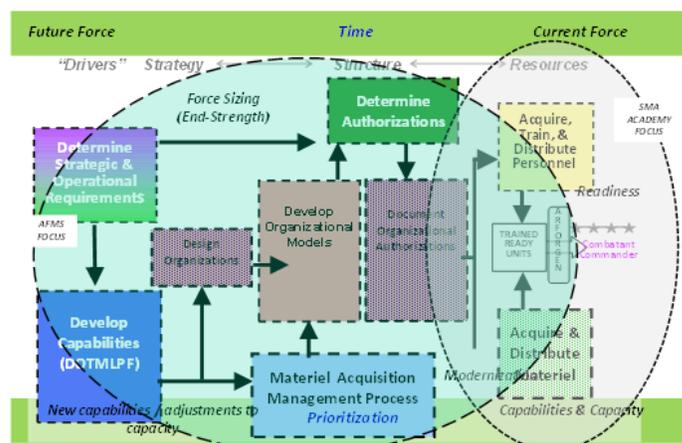
### SGM Robert Norvell., G-3/7 Force Management SGM

Force Management Community, My focus on establishing enduring relationships with other Army institutions to share ideas, ensure currency, and make Force Management practices well known throughout the Army continues to grow. As such, this quarter, I am glad to report that I and a small team of Army Force Management School (AFMS) personnel will visit the U.S. Army Sergeants Major Academy (USASMA) in late February to shape a healthy path to establish enduring and mutually beneficial education and training relationships. We have been able to review the Program of Instruction for the Sergeants Major at the Academy and stand ready to share our assessment with its key leaders. The embedded slide will provide you with an idea of how the efforts of the USASMA and the AFMS aligned within the Force Management model. This alignment will ensure that entry-level force management tasks and advanced-level force management tasks are properly allocated and mutually supported between the two schools.

Additionally, I have taken a closer look at the Sergeants Major Course in our school with the following objectives: (1) sharpen guest speaker presentations to focus on Army's top issues and priorities; (2) incorporate greater "peer-to-peer" opportunities for our executive leaders; and (3) adopt greater

student-centric events supportive of Army Learning Model 2015 tenets. I remain committed to achieve excellence in how we train all Force Managers across the Army. I ask all of you to make the AFMS a center for lifelong learning; please share

FORCE MANAGEMENT MODEL



with us your successes as well as your lessons learned in Force Management. The staff and faculty at the school stand ready to share, collaborate and inform your efforts in supporting our Army in these challenging times. ARMY STRONG!

### Joint Staff J35 Shares "Strategy in Practice" with Army Force Management Course (AFMC) 10-13 and How the Army Runs (Formerly known as AFMC) 1-14

MAJ (P) Andrew Beyer, Joint Staff J35, visited the Army Force Management School to share his insights on "Strategy in Practice" with the students of Army Force Management Course (AFMC) 10-13 and 1-14. Having served in a variety of staff and leadership positions in OH-58D Kiowa Warrior units in Iraq and Afghanistan, MAJ (P) Beyer brought the unique perspective of being a 15-year Army operator familiar with the interworking and complexity of the Joint



Staff for the first time. His discussion covered the Joint Operation Planning and Execution System, authorities, funding, Global Force Management, requests for forces and capabilities, timing,

and the briefing cycle of the Secretary of Defense Orders Book. He also shared vignettes to demonstrate the collaboration between the Office of the Secretary of Defense, Joint Staff J3 and J5, the Services, Combatant Commands, National Security Staff, and Congress. To help tie together what the students had learned about national-, defense-, joint-, and Army-level strategy during Week 1 of the 4-Week Force Management Course, MAJ (P) Beyer discussed the impacts of the Defense Strategic Guidance published in January 2012, the Strategic Choices and Management Review Report published in July 2013, and even some of the 2nd and 3rd order effects of the recent government shutdown. The Army Force Management School is grateful for the assistance of Guest Speakers like MAJ (P) Andrew Beyer, Joint Staff J35, who bring additional currency, reality, and experience to our classrooms.

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

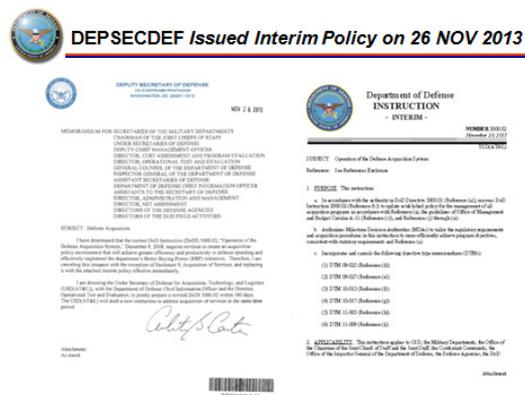


## DODI 5000.02 Re-Issued

On 26 November 2013, the former Deputy Secretary of Defense, the Honorable Aston S. Carter, determined that the current Department of Defense (DoD) Instruction (DoDI) 5000.02, "Operation of the Defense Acquisition System," dated 8 December 2008, requires revision. This revision creates an acquisition policy environment that will achieve greater efficiency and productivity in defense spending and effectively implement the department's Better Buying Power initiatives. Therefore, he replaced the previous version with the issuance of the new interim policy DoDI 5000.02, dated 26 November 2013, effective immediately.

The Under Secretary of Defense (Acquisition, Technology, and Logistics), DoD Chief Information Officer, and Director, Operational Test and Evaluation have now been directed to jointly prepare a revised (final version) DoDI 5000.02 within 180 days.

The new DoDI 5000.02 implements a number of statutes and regulations that have come into existence since the last version was published in 2008. The document is now more readable and helpful to acquisition professionals; is organized with the main body describing the steps and decision points in the



acquisition process; places heavy emphasis on "tailoring" to the product being acquired (new program structures); and finally, requires Acquisition Executives, Program Executive Officers, and Program Managers to be more responsible and accountable for the programs that they manage.

After receiving the new DoDI 5000.02, the Army Force Management School Instructors/Facilitators integrate these new initiatives into their current curriculum for all courses.

## Organization Integrators: Their Role in Effecting Army-wide Organizational Change

The Force Management community is comprised of a myriad of individuals and teams working together to size, shape, program, and document the present and future Total Army. Within the Directorate of Force Management, Headquarters, Department of the Army, many individuals can be categorized as Force Integrators or Organization Integrators. A Force Integrator synchronizes and integrates DOTMLPF (doctrine, organization, training, materiel, personnel, leadership and education, and facilities) actions horizontally across the entire Army. Conversely, the Organization Integrator incorporates those DOTMLPF actions vertically within a branch or functional area. While both groups work with a common purpose, there is often some misunderstanding regarding the role and mission of the Organization Integrator.

Within the Directorate of Force Management, organization integration is consolidated into a single, aptly named section: the Organization Integration Division – commonly referred to as DAMO-FMO, or just FMO. The division performs vertical integration for organizations ranging from two-person teams to Army Service Component Commands. It manages, accounts for, and programs those organizations using the Structure and Manpower Allocation System (SAMAS). The FMO division

supports force structure decision-making processes, such as Total Army Analysis and documentation actions, like the annual Command Plan. Additionally, with the recent integration of the Stationing Division, FMO now integrates, prioritizes, and synchronizes strategic stationing actions for Army commands.

Whereas most other divisions within the Force Management Directorate are staffed with military officers specializing in force management, or functional area 50, the officers assigned to the FMO division are members of either their basic branch or another functional area. These officers, known as Organization Integrators (OIs), are subject matter experts within their fields and provide an operational perspective based on field experience. The OIs—many of whom are former Battalion Commanders—leverage their extensive experience, as well as their operational and institutional situational awareness within their branches, to advise the Director of Force Management and other senior leaders and to assist in sound decision-making. However, the OI's role in force management goes well beyond advice and expertise.

The OI is tasked to be the "honest broker," negotiating solutions and formulating positions among the Army Staff, the Training and Doctrine Command and other Force Management



Proponents, and the various Army Commands and Components. Given resource constraints and field input, the OIs collectively recommend priorities for the allocation of personnel, materiel, and facilities; this is invariably achieved through force structure trade-offs among various OIs to meet the Army's future mission requirements within force structure end-strength caps. While the OIs frequently focus on organizational solutions within the DOTMLPF domains, decision-making occurs after assessing and explaining the readiness impacts on Army units resulting from proposed personnel, training, equipment, facility, doctrine, and force structure changes. If a particular unit type is unable to meet a specified Army or Joint mission, then the OI may recommend or request additional resources to bolster that capability at the expense of other competing capabilities or requirements. On the other hand, if the Army no longer needs a particular capability or as much depth (capacity), then the OI may recommend removing resources from the Branch or Functional Area. This is accomplished through inactivations, grade or end-strength reductions (redesigns), or conversions.

Many of these actions occur either through Total Army Analysis (TAA) or a Force Design Update (FDU). The branch or functional area OI is the focal point for proposed unit changes submitted through either TAA or a FDU. The OI develops and coordinates the Headquarters, Department of the Army position on branch/functional area requirements submitted via TAA or a FDU. Through TAA, the OI proposes unit resourcing based upon operational and rotational demands while considering current and predicted resource constraints or availability. At the conclusion of TAA, the OI authors his portion of the Army Structure Memorandum to codify Army Senior Leader decisions made through the TAA process. The OI is also responsible for staffing, coordinating, and presenting any FDUs, which are normally approved by the Army Vice Chief of Staff, as well as for subsequently documenting and executing approved changes. While accountable only to the Director of Force Management, each OI is charged with resolving contentious issues among stakeholders, maintaining priorities, and deconflicting the proposal among the DOTMLPF domains. This ensures a proposed action is consistent with senior leader guidance and vision as defined in The Army Plan.

All actions and unit changes—large and small—must be properly documented. To that end, the OI works hand-in-hand with the U.S. Army Force Management Support Agency (USAFMSA) to develop a requirements document, or Table of Organization and Equipment (TOE), for any proposed force structure or to implement personnel, organization, or equipment changes within existing TOEs. Both entities also work together to ensure each Army operating force unit receives a current, validated authorization document, or Modified Table of Organization and Equipment (MTOE), on an annual basis using

the current, approved TOE as the template. The OI uses the Force Management System (<https://fmsweb.army.mil>) to ensure SAMAS and the MTOEs are synchronized with unit activation or conversion effective dates, strength, unit location, and equipment modernization (provided by the Army G8). Any conflicts are resolved among the OI, USAFMSA, and the supported command.

In addition to producing correct TOEs and MTOEs, documentation is also a key input to the Army's Planning, Programming, Budgeting, and Execution process. All Army units must be documented and recorded within SAMAS—the Army's force structure database of record. Each year, SAMAS and other similar databases help generate a Structure and Composition System (SACS) data file. The data is used by the Army Staff, particularly the G-1, G-4, and G-8, to formulate the Army's total requirements for personnel and equipment at the grade, military occupational specialty, and equipment line item level of detail. For example, the Logistics SACS portion of the file is used to calculate costs associated with modernization, equipment procurement, and maintenance. Similarly, the Personnel SACS portion feeds into the Personnel Management Authorization Document, which drives accessions, recruitment, retention, and assignment requirements. The Army training systems also use the information to determine the allocation of funding for institutional and unit training requirements. This data helps the Army Staff to formulate the Army's annual Program Objective Memorandum/Budget Estimate Submission. Given the impacts that even minor errors can have on the budget process, it is imperative that the OI, USAFMSA, and the G-3/5/7 Force Accounting and Documentation Division (DAMO-FMP) work together to ensure data is 100 percent accurate and submitted in a timely manner.

The Force Management Directorate is a distinct collection of subject matter experts within their field working to shape and size the current and future Army. Within the directorate, OIs: leverage their expertise within their respective branch or functional area to advise and assist senior decision-makers; act as an honest broker to resolve issues among force structure stakeholders; and synchronize, document, and program force structure to ensure resource requirements are accurately accounted for in the annual Army budget submission. By working closely with other force structure stakeholders through Total Army Analysis and other processes, the OI is a key figure in ensuring the present and future Total Army is properly sized, shaped, programmed, and documented to meet senior leader guidance and Service obligations. There are few other Field Grade Officer positions on the Army Staff, or elsewhere, that afford the officer the opportunity and satisfaction of so significantly impacting the design and resourcing of their Branch or Functional Area as the Headquarters, Department of the Army Organization Integrator. 🇺🇸



## Army Force Management School Launches newly designed Website

The Army Force Management School (AFMS) welcomed the start of a new year with the launch of the newly re-designed Army Force Management School webpage. The new AFMS webpage brings a new look and functionality that will improve a visitor's ability to access and share school-related and broader force management topics. The AFMS staff continues to develop new features and content for the webpage, and welcomes future students, current students, and alumni to visit us and tap into our force management knowledge resources. Visit us at <http://www.afms1.belvoir.army.mil/>.



## Army Force Management School Implements "Blackboard Learn"

As a part of the Army Force Management School's (AFMS) continuing effort to improve its education and training capabilities and processes, AFMS is implementing Blackboard Learn as the school's central education support system.

Blackboard Learn is a proprietary Internet-based education support system that provides a learning system for course delivery and management; an interactive community and portal system for communication; a content management system for

centralized control over course content; and a system to record and analyze student assessment results.



Blackboard

To date, AFMS has piloted Blackboard Learn with the Army National Guard Course and the General Officer/Senior Executive

Service Course this past December, and most recently with the How the Army Runs Course in January 2014. The Army Force Management School successfully used Blackboard Learn to augment existing registration processes; the administration, grading, and post-examination review of course diagnostic and test of record exams; and the collection and analysis of end-of-course student and supervisor surveys on course effectiveness.

The AFMS staff and faculty plan to expand the use of Blackboard Learn capabilities to include academic activities such as student-faculty communication, student assignments, grade books, pre-requisite work, and interactive forums on a range of force management topics for current students and alumni. The AFMS faculty forecasts broader use of Blackboard commencing in summer 2014.

## Ms. Guzman Story

On 5 October 2013, Ms. Cybile Ann Guzman joined CHASE for assignment as the Quality Assurance Evaluator in the Army Force Management School Quality Assurance Office.

Ms. Guzman joins the Army Force Management School and CHASE after her retirement after more than 24 years of service from the U.S. Army. She most recently served as the Quality Assurance Evaluator at the Army Logistics Noncommissioned Officers Academy, Fort Lee, Virginia under the Combined Arms

Support Command (CASCOM), where she provided support under the Army Enterprise Accreditation Standards to the CASCOM DL2/QA in preparation for Accreditation.

Ms. Guzman has held multiple leadership and management positions, initially as a Medical Laboratory Technician (MOS 92B/91K) and phlebotomist. In 1989, she reclassified





her MOS to 92G where she served as a First Cook, Senior First Cook, Food Service Manager, and Dining Facility Manager before becoming an instructor at the Fort Hood Warrior Leaders Course. During her tenure as an instructor, Ms. Guzman served in several positions as the Senior Small Group Instructor, Instructor/Writer, Fort Hood Order of Merit List Manager, Warrior Leaders Course (WLC) Operations Non-Commissioned Officer, and Chief of Training. Ms. Guzman has served more than 6 years in Germany, with operational deployments to Israel, Hungary, and Poland. Ms. Guzman served two combat tours in Iraq and Saudi Arabia. She also served as a Food Service Contracting Officer for battalion through division, Army, joint, and multi-national level commands.

Ms. Guzman holds an Associate's Degree of Science in Applied Technology with Central Texas College, and is a graduate of the Junior Noncommissioned Officers Course, WLC, Advanced Leaders Course, Senior Leaders Course, Food Service Managers Course, Hazardous Materials Drivers Training Course, Total Army

Instructor Training Course, Army Basic Instructor Course, Small Group Instructor Training Course, U.S. Army Systems Approach to Training Basic Course and Training Development Capability, Faculty Development Course-Phase 1, and U.S. Army Training and Doctrine Command Training and Education Developer Middle Managers Course. She has been awarded the Meritorious Service Medal (three Oak Leaf Clusters (OLCs)), Army Commendation Medal (six OLCs), Army Achievement Medal (five OLCs), Southwest Asia Award with Bronze Star, Kuwait Liberation Medals for Saudi and Kuwait, Meritorious Unit Commendation Award, and Army Good Conduct Medal (8th award) along with various other service ribbons. She also holds the Combat Action Badge and Army Drivers Badge.

Ms. Guzman is currently working on her Bachelor's Degree in Business Administration with a focus in Human Resource Management. She has two daughters and two dogs, and they currently reside in Woodbridge, Virginia. 🌍

## Hail & Farewell

### Hail: Richard Ledbetter

On 2 December 2013, Mr. Richard Ledbetter joined CALIBRE for assignment as an Instructor/Facilitator at the Army Force Management School. He most recently served from 2000 to 2011 as an Author/Instructor at the Army Force Management School.

Mr. Ledbetter was commissioned a Second Lieutenant in the Signal Corps in 1973 as a Distinguished Military Graduate from the University of South Dakota.



Mr. Ledbetter completed 26 years of services as an Army Officer and held multiple leadership and management positions, initially as a Signal Officer with the First Infantry Division. He completed flight training and was designated an Army Aviator in 1977 and completed multiple aviation command and staff assignments in Panama, Germany, Korea, and the continental United States. He commanded Aviation Companies in Panama, Fort Carson, Colorado, and Germany and commanded 2nd Battalion-58th Aviation Regiment at Fort Hood, Texas. Mr. Ledbetter also completed staff assignments at the Center for Army Analysis

as a force structure analyst, the Army Staff as Training Directorate's International Training Programs Staff Officer, U. S. Army Personnel Command as the Aviation/Transportation Enlisted Assignments Branch Chief, and J-8/Joint Staff as the Chief of the Joint Requirements Oversight Council Secretariat. He also completed an assignment in the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs as the primary policy coordinator for Army Reserve Forces Policy Committee activities.

Mr. Ledbetter holds a Bachelors of Science degree in Radio and Television Production from the University of South Dakota, and a Masters Degree in National Resource Strategy from the National Defense University. He is a graduate of the U.S. Army Command and General Staff College and a Distinguished Graduate of the Industrial College of the Armed Forces.

Mr. Ledbetter is married to the former Ruth Lamphere of Sturgis, South Dakota. They have two children: Renee, an Air Force spouse, stationed at Hickam Air Force Base, Hawaii, and Ryan, a Department of Defense civilian, serving at Royal Air Force Coughton in the United Kingdom. They have three grandchildren, Eric (11), Sean (9), and Isabella (9), who reside in Hawaii.



## Hail: Wayne Chalupa

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During November 2013, Mr. Wayne Chalupa joined the Army Force Management School (AFMS) staff and faculty as the Senior Training Manager. In this capacity, Wayne is responsible for the execution of academic policies, education and training content, student administration, and supervision of the Course Directors, Instructor/Facilitators, and Education Technology Specialist.



A longtime CALIBRE employee, Mr. Chalupa recently completed his 10th year with the company. During his tenure, he served in a variety of capacities, most recently supporting the CALIBRE Director, Force Management and Integration with responsibilities for program management oversight across projects that included AFMS, U.S. Army Reserve Force

Management, and the Deputy Under Secretary of the Army task orders. From 2003 to 2012, Mr. Chalupa provided day-to-day on-site support and analysis to the Army's Office of the Deputy Chief of Staff, G-3/5/7 Force Management Directorate, on capabilities development, resource programming, and integration of change into the Army's force structure. Responsibilities included participation in the planning and execution of the Army's Total Army Analysis process and the development of solutions for implementation of major Army initiatives.

Mr. Chalupa was commissioned a Second Lieutenant of Infantry in 1975. He held multiple leadership and management positions, initially as an Infantryman with the 25th Infantry Division and later as a Training Company Commander and Battalion Executive Officer at Fort Knox, Kentucky, the

installation Operations and Training Officer at Fort Sheridan, Illinois, and a Battalion Operations Officer and Battalion Executive Officer with the 29th Infantry Regiment at Fort Benning, Georgia. After serving overseas as a liaison officer with the Multi-National Force and Observers in Egypt, Mr. Chalupa reported for duty at the Pentagon with Headquarters, Department of the Army, where he served in a variety of Force Management (FM) and FM-related positions while on active duty, and, subsequent to his military retirement, as a contractor. Mr. Chalupa served as an Organizational Integrator, Systems Integrator (predecessor to the Staff Synchronization Officer (SSO) and Requirements Staff Officer (RSO), Executive Officer to the Director of Force Programs (predecessor to the Director of Force Management), Force Integrator, and SSO.

Mr. Chalupa holds a Bachelor of Science degree from the United States Military Academy at West Point, and is a graduate of the U.S. Armed Forces Staff College, U.S. Army Force Management Course, U.S. Army Inspector General Course, Combined Arms and Services Staff School, and Infantry Officer Basic and Advanced Courses. He has been awarded the Legion of Merit with Oak Leaf Cluster (OLC), Defense Meritorious Service Medal (3 OLCs), Army Commendation Medal (OLC), Army Achievement Medal (2 OLCs), Army Superior Unit Award, National Defense Service Medal (2), South West Asia Service Medal, Multi-National Force and Observers Medal, and various service ribbons. He also holds the Army Staff Badge, Expert Infantryman Badge, Parachutist Badge, and Ranger Tab.

Mr. Chalupa and his wife, Somphon, reside in Burke, Virginia. They have four adult children, four grandchildren, and one great grandson.

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