



OUR MISSION

The Army Force Management School continuously educates and trains Army leaders, Soldiers, and Civilians world-wide in force management principles, enabling them to execute the Secretary of the Army's Title 10 responsibilities.

COURSE DESCRIPTION

The four-week How the Army Runs Course (HTARC) is designed to educate and train military and civilian Force Managers on how the Army runs in the current Operating Environment (OE). HTARC teaches the roles, missions, and functions of the six interdependent and continuous processes within the Army Force Management Model (e.g., strategy, force development process, defense acquisition system (DAS), personnel, materiel, and force generation), the nine Force Integration Functional Areas (e.g., structuring, manning, equipping, training, sustaining, funding, deploying, stationing, and readiness), and the requirements and acquisition processes that work together to produce trained and ready forces for the Combatant Commanders.

The target audience of this course is officers (O-3 to O-6), warrant officers (CW2 to CW5), noncommissioned officers (E-8 and E-9), and civilians (GS-11 to GS-15) working in or going to a force management coded position. Contractors in support of Army operations may attend on a space available basis with written justification from the supported organization. Anyone that does not meet the course prerequisites can seek approval of an exception to policy.

For more information, please visit HTARC course page on the AFMS website at <https://www.afms.edu>.

AFMS ACCREDITATIONS



AFMS achieved Army accreditation in 2014, 2017, 2021, and most recently in 2024. This accreditation signifies that AFMS delivers a high quality, trained and educated Leader, Soldier or Civilian through effective uses of people, processes and systems. As an Army training and education proponent, AFMS develops Army learning products for the following fields of expertise:

- Force Development • Force Generation (*Global Force Management*) • Force Integration • Force Management •
- Force Structure Documentation • Total Army Analysis (TAA)

THE ARMY FORCE MANAGEMENT SCHOOL PROVIDES:

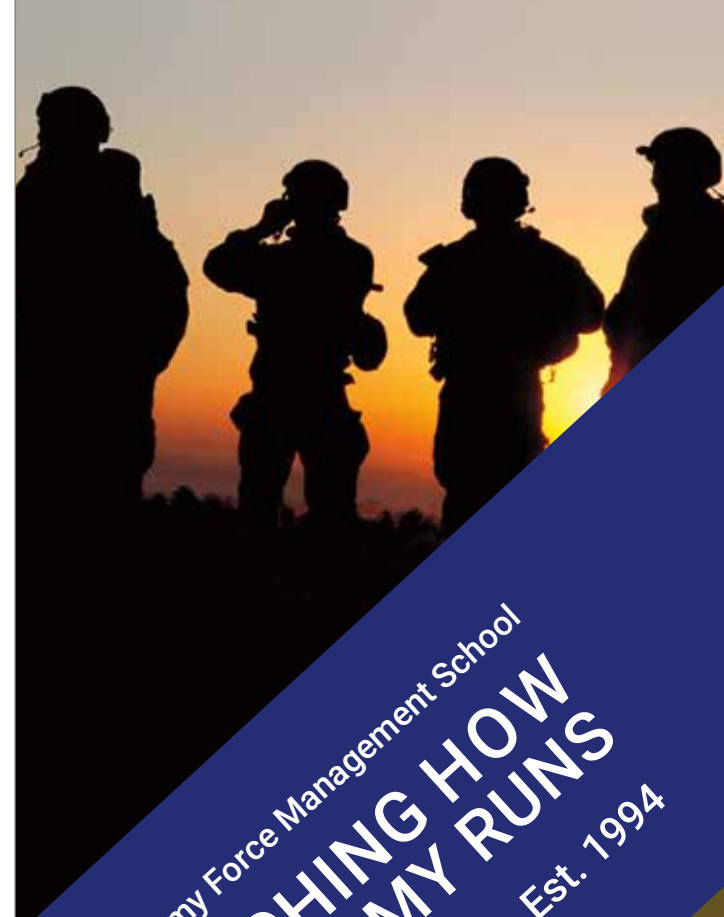
- In-depth, cost effective Force Management (FM) and Strategic Leadership education and training across eight resident courses
- Exportable training to Department of Defense units upon request
- One-on-one, tailored education and training for Department of Defense senior leaders
- Chapter authors and publication support for the "How the Army Runs: A Senior Leader Reference Handbook"

Army Force Management School

5500 21st Street • Bldg 247 • Suite 1400
Fort Belvoir, VA 22060-5923

<https://www.afms.edu>

AFMS facilities are Americans with
Disabilities Act (ADA) compliant.



The Army Force Management School
**TEACHING HOW
THE ARMY RUNS**
Est. 1994



**HOW THE
ARMY RUNS
COURSE**

2026
2027

COURSE SCHEDULE

ID	START	END
001	10-06-2025	10-31-2025
002	01-05-2026	01-30-2026
003	02-09-2026	03-06-2026
004	03-09-2026	04-03-2026
005	04-13-2026	05-08-2026
006	05-11-2026	06-05-2026
007	07-06-2026	07-31-2026
008	08-03-2026	08-28-2026
009	08-31-2026	09-25-2026
001	10-12-2026	10-30-2026
002	01-11-2027	02-05-2027
003	02-15-2027	03-12-2027
004	03-15-2027	04-09-2027
005	04-19-2027	05-14-2027
006	05-17-2027	06-11-2027
007	06-28-2027	07-23-2027
008	08-02-2027	08-27-2027
009	08-30-2027	09-24-2027

HTARC will conduct classes in both Virtual and Resident modes. Please contact registrar for more information. Classroom instruction is presented in lecture / demonstration, small or large group discussion, peer partner learning, role playing, case study, practical exercise, panel, guest speaker, and structured overview format. Some lessons incorporate practical applications and exercises to increase students' ability to apply material in a working environment. The primary course text is *How the Army Runs: A Senior Leader Reference Handbook*, supplemented by current and draft Army publications to increase student familiarity and knowledge of existing and emerging force management practices.

HTARC PROVIDES

In-depth and detailed instruction on force management processes & procedures. The course is comprised of six modules:

- **Strategy** – focused on National, Defense, Joint, and Army level.
- **Capabilities Development** - focused on the Joint Capabilities Integration Development System (JCIDS) and the Army Capabilities Integration Development System (ACIDS).
- **Material Development** – focused on the Defense Acquisition System (DAS).
- **Force Structure** – focused on force structure decision processes: Total Army Analysis (TAA), Command Plan, Structure and Manpower Allocation System (SAMAS), Structure and Composition System (SACS).
- **Planning, Programming, Budgeting, and Execution (PPBE)** – focused on Defense and Army processes.
- **Force Development** – focused on organization integration/organization assessment (OI/OA). This module also includes instruction on systems such as Global Force Information Management Objective Environment System (GFIM-OE).



HOW TO REGISTER FOR HTARC CLASSES

Contact your ATRRS POC or Training Manager and ask to attend ATRRS Course: 134-HTARC-100-3R.

If you need assistance, please contact our Registrar:

☎ 703.805.4904

✉ AFMS_Registrar@army.mil

AFMS is an equal opportunity education and training institution for the Total Army (all components, all commands).

PRACTICAL EXERCISES

The opportunity to learn and demonstrate, through hands-on practical exercises, the effective analysis and communication skills required to conduct force management activities:

- **Student Research/Study** – ability to conduct specified research on a force management topic of your interest.
- **Force Management System Web (FMS Web)** – ability to gain hands-on familiarization.
- **Case Study** – allows student groups to develop and present solutions using both personal experience and material learned in the program of instruction. Focus is on Affordability, Supportability and Executability of solutions to structure issues.
- **Capstone Project** – affords students the opportunity to select one of up to ten current force management problems and, using the knowledge gained from the course and personal experience, develop an innovative solution to be presented to the Headquarters, Department of the Army Force Management Office.