

## FA 50s HELP BUILD AFGHAN NATIONAL ARMY by LTC Eddie Rosado

Imagine building a 70,000-man army representing several anti-Taliban factions to maintain a fragile peace in one of the most devastated and war-ravaged nations in the world. How many would be required to oversee this effort? How long would it take? What would be involved?

Surprisingly, the building of the new Afghanistan National Army (ANA) structure was achieved in a relatively short period through the efforts of a two-man team of FA 50 officers—me, a Reserve component lieutenant colonel and Keith Rivers, an active-duty major from Army G-3 Requirements. Together we formed the Office of Military Cooperation-Afghanistan, Defense of Sector (DOS) Force Design Branch. This branch later was renamed the Office of Security Command-Afghanistan (OSC-A).

*Building an army from the ground up.* Under the 2001 Bonn Agreement, the ANA has an authorized strength of 70,000. This number was decided upon by representatives of several anti-Taliban factions and political groups who viewed the main threats to Afghan security as the insurgency, drug trafficking, and civil unrest from former warlords. After examining the threats, it was agreed that a structure similar to that of a U.S. light-infantry division would be in order.

The ANA is led by the civilian Ministry of Defense and the general staff. Its operational forces are based on designs similar to the 10th Mountain Div., and comprise the bulk of the ANA's combat forces. The operational



The author (left), with LTC Kirk Benson from the Center for Army analysis, joins Afghan officers from the General Staff, Force Management Directorate during a training session on budget and research analysis.

forces troop strength is 42,000-45,000 soldiers. It is commanded by ANA Central Command in Kabul, and has four regional commands and an air corps spread throughout Afghanistan. Providing support are medical, recruiting, education and training, acquisition and logistics, and communications/intelligence commands.

The ANA force structure initially was designed by Combined Forces Command-Afghanistan and OSC-A. The early efforts to design and document the force did not have a great deal of participation from the ANA due to their lack of experience in Force Development (FD) and Force Management (FM). "FM" proved a new concept to the ANA, which was unfamiliar with the necessary tools and procedures required to build a force structure. The FA 50A's primary duties, therefore, were not just to manage the ANA force structure, but to train ANA

*continued on next page*

### Read About It In

## THE Oracle

### COVER STORY

#### FA 50s Help Build Afghan National Army

### INSIDE THIS ISSUE

- The FD on the Challenges Ahead
- The GMU Experience
- Force Managers Hall of Fame
- Getting Smart on the FA 50 Qualification Course
- From the Career Manager
- An ARFORGEN Primer
- Tref on the MOAC
- FA 50 and the Nature of Change

FA 50S Help continued from cover page

leadership on how to maintain and manage their own army. The General Staff's G-3 FM Department (FMD) was headed by a brigadier general, and included force integration, research/analysis, and FM and budget directorates, all headed by colonels. The challenge of training the FMD was complicated by a shortfall in automation skills and equipment. Computer literacy and hardware were almost nonexistent. The simplistic method of managing a force with pencil, paper, and calculator was the norm.

# THE ORACLE

**The ORACLE is the quarterly newsletter published by the U.S. Army's FA 50 Proponency Office. Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us all informed.**

Headquarters Department of the Army  
Office of the Director, Force Development DAPR-FDZ  
FA 50 (Force Management) Proponency Office  
700 Army Pentagon  
Washington, DC 20310-0700

**Please submit all material for publication and comment to Mr. Bob Fleitz at 703.602.3270 or email [robert.fleitz@hqda.army.mil](mailto:robert.fleitz@hqda.army.mil)**

Disclaimer: The information in The ORACLE represents the professional opinions of the authors and does not reflect official Army position, nor does it change or supersede any official Army publications or policy. Questions and comments are welcomed and encouraged. Material may be reprinted provided credit is given to The ORACLE and to the author, except where copyright is included.



[www.fa50.army.mil](http://www.fa50.army.mil)

*Capturing momentum of the FM process.* I realized early on I would not be able to simply hand over to the ANA a disc containing their force structure and then expect them to manage their force. I also discovered the documents they had on file had numerous discrepancies with regard to job titles, rank, and authorization. Additionally, the ANA maintained all its documents in a collection of binders. Other shortfalls were caused by the lack of proper staffing and change management procedures. In short, we did not have a firm grasp on the availability of spaces for future initiatives, or even the accuracy of the documents.

A new formal document—an “ANA 2028”—was created. Then a staffing process was established with a Management of Change (MOC) window. The staffing process forced the ANA FMD to look at factors such as affordability, executability, and sustainability when it came to managing their force structure. A nine-step Force Integration Functional Analysis (FIFA) process was introduced, and a standardized staffing process for force structure documents and establishment of a MOC system enabled the ANA to understand the real costs of their force.

We knew we had to gain control of the documents floating around Afghanistan to capture the momentum of implementing an FM system. OSC-A had to achieve a level playing field by encouraging consistency and accuracy in all documents. Even though we knew the ANA lacked automation tools, something had to be done to gain control of the documents. OSC-A Force Design Branch decided on a three-phased approach. The first phase was to conduct the first-ever command plan scrub. (We called this the Command Plan Review (CPR) because the word “scrub” did not translate well into Dari.) The CPR took more than three weeks. All spaces were reviewed for consistency and accuracy. The process was made even more complicated because we had to present the documents in English and Dari. We were fortunate that we had one of the more seasoned translators in Afghanistan, who also had a very good grasp of the FM process.

We continued to fine-tune the staffing process by using the CPR to introduce After Action Review (AAR) procedures. An AAR was conducted in accordance with TC 25-20, *A Leader's Guide to After Action Reviews*, with participation from the Ministry of Defense and General Staff. The ANA will conduct the next CPR and AAR. OSC-A will assume the role of advisors.

FA 50S Help continued on page 13

## BEING PREPARED TO MEET THE CHALLENGES AHEAD

The new strategic reality is that our Nation is engaged in a long, protracted struggle. Our Army will be engaged in this persistent conflict that will require our forces to conduct continuous and simultaneous full-spectrum operations. The old model of tiered readiness fails to meet the requirements to have a steady stream of trained and ready forces sufficient for the Nation's future needs. Our Functional Area has the important, complex task of:

- Managing the broad spectrum of tasks, functions, processes and systems from concept to implementation and sustainment of organizations and material in both the operational and institutional Army,
- Synchronizing the processes and systems that define the force (force development) and build the force (force integration) in support of the combatant commander,
- Integrate operational needs, material and organizational solutions and resources within the PPBE and JCIDS processes to produce and support combat capabilities.

Our functional area provides to the Army and combatant commander a technician skilled in the art of enabling, controlling, and optimizing the effects of rapid and continual change. Our mission enables us to synchronize Force Development and Force Integration within the Joint environment, and the operational and institutional Army. No other Functional Area or basic branch is specifically trained and educated to manage the Army's processes of Transformation and Modular Conversion to create the Joint Expeditionary Army of the future.

Last quarter I spoke to you about maturing our skill set and getting your feedback about developing our officer corps; are we meeting your training needs? How better can we provide to you the skill set necessary to prepare you for the challenges of a career in Force Management? Are we maximizing the collaborative tools of the AKO environment to help us all better understand our business and how we can best contribute to the Army mission? Are you doing all you can to share your experiences across the functional area to enhance the effectiveness of Force Management processes?

These are only a few thinking points and illustrative examples to consider as we continue to consolidate our critical role as

a Functional Area. We have an opportunity to influence our own legacy. It's incumbent upon us all to take an active part in developing our young functional area and making a significant impact on mission success within the Army and the Joint forces.



MG Stephen Speakes  
Director, Force Development  
Executive Agent for FA50

This is *our* Functional Area. Your contributions are vitally important to the influence we have today, tomorrow, and for years to come.

I thank you all for your personal and professional commitment to excellence. Your work never goes unnoticed, nor does your passion for the Soldier. See you soon! ◉

*We design, build and sustain mission-ready, campaign-quality forces with joint and expeditionary capabilities for the combatant commanders.*

*It's vitally important to our Functional Area that our value as members of the war fighting team continues to grow at all echelons.*

## THE GMU EXPERIENCE

by MAJ(P) Jim Chapple

*The intent of this article is to provide a description of the MBA program at George Mason University that is relevant for FA 50 officers and the continued development of the career field. First, the article should inform officers who are considering applying for the program. Second, it should help supervisors and leaders decide whether to support their officer's attendance during this time of high OPTEMPO and strain on the Force. Along those lines, the article provides a brief overview of the program and discusses the benefits for attendees, the FA 50 career field, and the Army. – The Author*

The FA 50 MBA Program is a full-time graduate program at George Mason University (GMU) in Northern Virginia comprised of four courses per term over four consecutive terms (a total of 48 credit hours). In practice, the program runs from August of one year to December of the following year.

The program does not focus on any one area of concentration, such as finance or marketing. Rather, it offers a general administration focus through its core and elective curriculum. GMU plans to begin a program management area of concentration within the MBA program over the next year. I believe this program has the potential to be even more relevant to the core competencies of an FA 50 than the current general administration focus and recommend the Proponency Office coordinate with GMU to help shape that concentration.

As with any course of study, the core provides the basis of understanding on which to build. That basis includes courses in microeconomics, accounting, marketing, statistics, operations management, finance, business law, organizational behavior, and strategy and policy. The strategy and policy course, in particular, provides an excellent venue to apply and integrate the concepts, tools, and techniques taught in the core.

The program also allows students to take six elective courses. The FA 50 Proponency Office specifies all these electives but one, which can be either a public policy or public administration elective. The five specified electives are in value chain analysis, human resource management, systems logic, information systems design, and project management. Value chain analysis addresses the synchronizing and integrating of an organization's diverse business functions (procurement,



(From left) CPT Grant Martin, LT Jim Estramonte (USCG), MAJ Frederick Corcoran and the author at a luncheon last December at George Mason University marking their graduation from the GMU School of Management MBA Program.

operations, finance, marketing, distribution, and service) and stands out for its relevance to Force Management.

A final required course is the Global Business Perspective. It involves researching selected topics and then traveling to the student's choice of Europe, South America, or Asia to learn about the economic and business environments of that region and how these environments relate to those in the United States. The other FA 50s and I chose the ten-day trip to China. It involved meetings at the local business, multi-national corporation, governmental agency, and state department levels in Hong Kong, Shenzhen, Shanghai, and Beijing. The trip not only satisfied its goal of teaching us about one of the fastest growing economies in the world, it also gave us insight into a country often characterized as a potential threat to the future security of the United States.

During the course of this curriculum, an officer will interact with other students within the School of Management and School of Public Policy. In general, these students are in their late-twenties and have two to five years of work experience within the private and public sectors. A significant portion of them are international students from countries such as Morocco, Nepal, India, Russia, Turkey, China, and Poland.

The program is open to all active component FA 50s who have sufficient time left in service for the active-duty service obligation and who satisfy GMU prerequisites for

*GMU continued on page 12*

## FORCE MANAGERS HALL OF FAME

*Editor's Note: Last July, LTG David Melcher, the Army G-8 and FA 50 Proponent, unveiled a series of murals in the FD Hallway in the Pentagon. The plaques within these murals illustrate the history of Army Force Management from 1900 to the present. The display also includes a "Force Managers' Hall of Fame." Five nominees for initial induction were presented to and approved by MG Stephen Speakes, the Army's chief of FD. A short bio of HOF member, BG John McAuley Palmer, follows. Other honorees will be profiled in future issues of The ORACLE.*



**JOHN McAULEY PALMER**  
*Brigadier General, USA*  
*(1870-1955)*  
*Inducted 2005*

Grandson of a Civil War general, John McAuley Palmer was a successful combat commander, an unparalleled staff officer, and a teacher and writer of great vision. Commissioned into the Infantry from West Point in 1892, he served in the occupation of Cuba following the Spanish-American War, participated in the China Relief Expedition (1900-1901), and was a district military governor in the Philippines. During WWI he was a member of GEN Pershing's AEF staff, and commander of the 58th Infantry Brigade during the Meuse-Argonne Offensive.

Palmer was arguably the Army's single most influential Force Management officer during the early 20th century. As a member of the General Staff between the wars, he was a major contributor to U.S. military policy, and a leading advocate for universal military training that would provide the foundation of a democratic army of citizen-soldiers. In the midst of post-war demobilization, he was a principal architect of the National Defense Act of 1920, which reaffirmed America's reliance on the citizen-soldier and established the concept of what we now recognize as the "Total Army"—comprised of Regular Army, National Guard, and Army Reserve.

In retirement, BG Palmer continued to champion the cause of military training and service. He authored numerous books and articles about military policy, as well as a biography of Baron von Steuben. Palmer was recalled to active duty by George C. Marshall just prior to the attack on Pearl Harbor, and served as an advisor to the War Department General Staff throughout the war. His final contribution to Force Management was developing the Army's post-war policy for the organization and use of the Reserve components.

BG Palmer also has been honored by the CGSC Hall of Fame at Ft. Leavenworth. ◉

---

*"The changes in the world have made us realize that to ultimately be successful in the War on Terror, we must transform our capabilities."*

*Army Secretary Francis J. Harvey, before the House Armed Services Committee*



*"To remain ready and relevant to our Nation's future needs, we must transform the way we conduct business and almost everything is on the table for evaluation, except our values."*

*GEN Richard Cody, VCSA*

## FA 50 QUALIFICATION COURSE ORGANIZATION DESIGN PRIMER FOR FA 50 OFFICERS

by Rick Dodson



Rick Dodson

*The first regular class of newly trained FA 50s recently completed the “Q Course” at the Army Force Management School, Ft. Belvoir. One of the students’ course requirements was to prepare an article for The ORACLE. Submissions by MAJ John Nolden, Mr. Rick Dodson, MAJ Ted Thomas, and MAJ Brian Robinson were*

*selected for publication, with Honorable Mention going to Mr. Jon Lee. Mr. Dodson’s article is presented below. Another will appear in future issues of The ORACLE. — The Editor*

Numerous media reports analyzing the military relief efforts in response to Hurricane Katrina mention that National Guard units have specialized training and the organization to deal with natural disasters. Obviously, these reporters have not done their homework. I suspect some active-duty personnel may have similar misconceptions. Many FA 50 officers will spend more time working organization design and structure issues than any other facet of their Force Management responsibilities. Knowledge of how organization designs are created, approved, and changed is a useful addition to the FA 50 toolbox.

Organizational design changes are normally made by one of the following methods:

- **Administrative Changes.** Any soldier, unit, or agency can recommend a change by submitting a DA Form 2028 through their chain of command. A variation of this is being used during the U.S. Army Force Management Agency (USAFMSA) Documentation Analysis and Review Team (DART) process whereby units scheduled for a DART submit recommended changes using USAFMSA’s DART tool. Issues must be approved by the submitter’s chain of command before entry into the DART tool. Organization design issues will be coordinated with TRADOC Force Design Division (FDD) before final approval.
- **Military Occupational Classification & Structure (MOCS) Adjustments.** These changes are developed, approved, and distributed by HRC utilizing the Notification of Future Change (NOFC) process.

USAFMSA receives these NOFCs and administratively applies the changes to TOEs.

- **Basis of Issue Plan (BOIP).** BOIPs are requirements documents that create modernization building blocks to transition Base TOEs (BTOE) into Objective TOEs (OTOE). BOIPs add, delete, or change principal equipment and associated support equipment and personnel to the TOE.
- **Capability Development Document (CDD).** As part of the Joint Capabilities Integration Documentation System (JCIDS), the CDD documents a requirement for a new or changed capability for an organization. Approval of the CDD precedes development of the BOIP.
- **Force Design Update (FDU).** The primary method of changing designs of existing organizations and creating new ones. There are two regular FDU cycles per year and infrequent out-of-cycle updates. The FDU Jr. is an abbreviated procedure used for minor changes normally approved below HQDA level. The FDU process ensures the integration of force planning with other development issues prioritized in the Total Army Analysis (TAA) process to meet Army force program requirements.
- **Major Redesign/Restructuring Initiatives.** Large-scale redesign efforts by the Army that utilize many of the same procedures of, but are coordinated separately from, the FDU process. Examples include the recent modularity designs, and the Aviation and Medical restructuring initiatives.

While most designs or design changes are a result of continual assessments conducted by TRADOC and non-TRADOC combat developers, recommendations can originate with any Soldier or organization through the chain of command *via* the DA Form 2028 process. Non-DA sources can also recommend changes, *e.g.*, the RAND Corporation recently proposed creation of ten new 900-soldier battalions from the National Guard that would focus exclusively on homeland defense. Some new or changed design recommendations are a result of major concepts approved by the CSA/VCSA (*i.e.*, Aviation Transformation or Modularity). Regardless of the origin of a recommendation, it will all end up at the functional

proponent (TRADOC school, USASOC, or AMEDD) for review and action. The proponent conducts a DOTML-PF analysis of recommended changes. If the decision is to seek an organizational design change, the proponent will submit an FDU packet to FDD. This packet consists of a concept (operational concept, organizational concept, and concept of change), an organizational design paper, a Unit Reference Sheet (URS), and a letter of transmittal signed by the commandant or his designated representative. FDD accepts the package for inclusion in the next FDU cycle or processes the request as an out-of-cycle FDU.

FDD hosts a video-teleconference review of FDU issues. This review includes participation from TRADOC, CASCOM, OCAR, NGB, HQDA (DAMO-FMF lead with G-1, G-4, DAO-FMO, USAFMSA, G-8), FORSCOM, proponent, and others as required by the specific issues. The chief, FDD, may decide to process the request as an FDU Jr., which has expedited timelines. The review board determines that the proposed issue is sufficiently developed to forward to the Director, Requirements Integration Directorate, for release for field staffing, or identifies potential implementation issues requiring resolution. Upon acceptance into the FDU process, the proposal transitions from a proponent to a TRADOC issue. Concurrent with FDD processing and field staffing, HQDA staff, led by DAMO-FMF, conducts an initial Force Integration Functional Analysis (FIFA) to determine supportability, validate requirements shortfalls and need for the new capability, and identify potential implementation issues for action.

After field-staffing issues have been resolved and based on the nature of the FDU, the director of the TRADOC Futures Center or the CAC commander makes a final determination on the requirement for the commander, TRADOC, and forwards the recommended designs to the Army G-3 (DAMO-FM), for requirements approval. G-3 accepts or rejects the TRADOC determined requirement. If accepted and the need for bill-payers is identified, the design issue goes to the VCSA for approval for implementation and

resourcing. If the design issue is accepted but no required bill-payers have been identified, the issue undergoes a formal FIFA that will result in a recommendation to implement, return to TRADOC, or send to TAA to compete for resourcing. If and when the VCSA approves the design, FDD forwards the URS together with any design guidance from the FDU process to USAFMSA for TOE and MTOE development.

Why is knowledge of the organization design process important for the FA 50 officer? Almost all DOTML-PF solutions for capability gaps will have some effect on one or more Army organizations. Changes to existing or creation of new organizations can be as minor as changing an MOS or as major as standing up units with newly developed equipment. FA 50 officers recommending solutions to overcome capability gaps must factor in the time and expense required to accomplish organization design changes, and need to bring key organization design and documentation personnel early into the planning cycle to expedite those changes.

The current FDU process is very efficient and streamlined to respond to changing organization design recommendations. An FDD-hosted web site with an archive of previous FDU decisions and the status of ongoing FDU issues would be a useful addition to the process. For additional information on the organization design process, FA 50 officers can refer to either TRADOC Pam 71-9 or draft TRADOC Pam 71-20, which is currently being staffed prior to approval and will replace TRADOC Pam 71-9. ●

*Rick Dodson is a graduate of FA 50 Class 05-01. Mr. Dodson works at Fort Leavenworth as a management analyst in the U.S. Army Force Management Support Agency. He is a graduate of the Army Command and General Staff Officers Course, the Army Management Staff College, and numerous other military and civilian technical and leadership courses. Before retiring in 2002, Mr. Dodson served 28 years in the active Army, National Guard, and Army Reserve. Contact him at rick.dodson@us.army.mil.*

## WHO SAID THIS QUOTE?

*“Standing armies threaten government by the people, not because they consciously seek to pervert liberty, but because they relieve the people themselves of the duty of self defense. A people accustomed to let a special class defend them must sooner or later become unfit for liberty.”*

Answer: FD Hall of Famer John McAuley Palmer. See page 5 for more details.

# ARMY FORCE GENERATION

## What is ARFORGEN?

- A process of generating forces that is a structured progression of increased unit readiness over time.
- Results in trained, ready, and cohesive units prepared for operational deployment.
- Provides combatant commanders and civil authorities rapidly employable and deployable forces on a sustained basis.
- Active and Reserve forces are task organized, tailored and sustained for mission requirements.

## Why does the Army need ARFORGEN?

- The new strategic reality is that the Nation is engaged in a long, protracted struggle. The armed forces will be engaged in this persistent conflict and be required to conduct continuous and simultaneous full-spectrum operations.
- The old model of tiered readiness does not provide the steady stream of trained and ready forces sufficient for the Nation's future needs.

## What are the benefits of ARFORGEN?

- A steady-state supply of trained, ready, cohesive, modular, deployable brigades.
- Assured, predictable access to Reserve component units to meet Army requirements to the combatant commanders.
- A system of cyclic readiness to allocate resources based on unit deployments.
- Reduced uncertainty of unit deployments for the Army, Soldiers, families, and employers.

## Goals for planning:

- 1:3 for Active forces (one year in three deployed; some units may deploy more frequently).
- 1:6 for Reserve forces (one year in six deployed; some units may deploy more frequently).

- Stabilize personnel to join, train, deploy, and fight together as a team in the same unit.
- The opportunity to synchronize a broad range of institutional Army processes.

## How does ARFORGEN work?

- Units are placed in one of three FORCE POOLS:
  - Reset/Train
  - Ready
  - Available
- Units are task-organized into EXPEDITIONARY FORCE PACKAGES:
  - Deployment
  - Ready
  - Contingency
- Each force pool comes with focused resources based on progressive readiness requirements.
- Units transition through force pools based on commander assessments of critical criteria based on gate training strategy.
- ARFORGEN will ensure National Guard units have the required equipment to support civil authorities and meet their Homeland Defense requirements.
- A number of possibilities are being explored to ensure units have the most capable and modern equipment available as they transition through force pools in preparation for possible or scheduled deployment.

## Where are we in the implementation of ARFORGEN?

- ARFORGEN implementation is ongoing...it is "in stride" and began with the Fall '05 Synchronization Conferences and will continue to evolve. The VCSA directed during the ACP update on 13 January 2006 that "... ARSTAF and MACOMs stress that the Army is implementing ARFORGEN 'in stride' with GWOT, IGPBS, BRAC and Transformation."

## KEY DEFINITIONS AND TERMS

- **Active Component Operational Deployment Cycle:** For planning, available for one operational deployment every three years.
- **Reserve Component Operational Deployment Cycle:** For planning, available for one operational deployment every six years.
- **Surge:** Accelerated alert, mobilization, training and deployment of units in the Ready Force Pool to meet increased operational requirements.
- **Force Pools:**
  - **Reset/Train Pool:** The initial ARFORGEN force pool includes units redeploying from long-term operations.
  - **Ready Pool:** Includes modular units that have been assessed as "Ready" at designated capability levels to conduct mission preparation and training. May be eligible to be resourced and committed to meet operational requirements.

# RATION (ARFORGEN)

- ARFORGEN implementation will come about through phasing, which is designed to emplace bridging strategies necessary to evolve ARFORGEN to the objective state.

## *The Three Phases Are:*

**Phase I: ARFORGEN Current State.** High operational demand drives sourcing/training/resourcing. ARFORGEN processes mitigate risks/allocate shortfalls. Bridging strategies are developed. ARFORGEN Implementation Plan is being published.

- Current operational environment is a significant challenge to ARFORGEN implementation. GWOT, IGPBS, Modularity, etc., place heavy demands on resources. (Current operational requirements exceed capabilities/structure.)
- Objective ARFORGEN is reliant on achieving a better balance between requirements and capabilities.
- Bridging strategies are being developed to permit a more incremental, or “building block,” approach to bring ARFORGEN on line.

**Phase II: ARFORGEN Bridging State.** Effective bridging strategies are in place across functions (manning, equipping, training, resourcing). Supporting ACP Decision Points under review/refinement and implementation. Modular Conversion and IGPS/stationing underway.

- As we progress into the Bridging Phase of ARFORGEN and we start to see bridging strategies in place, across functions, and the written Implementation Plan published, we expect to see a slight downward pressure on manning and equipping that are dependent on OIF/OEF requirements.
- During this phase, the pressures on training functions and IGPBS are expected to peak and then begin to level out.
- Bridging years will be driven by operational pace and we have to be mindful that we are “building the bridge while crossing the river.”

**Phase III: ARFORGEN Objective State.** Improved balance of Army Force capabilities with requirements. Army institutional processes aligned to support ARFORGEN.

- As we move towards objective ARFORGEN, which is a condition- and event-driven process, we can expect stresses to reduce across function, and see an increasing balance between requirements and capabilities.
- Conditions based, assumes drawdown of OIF & OEF.
- Should current stress levels continue, or if there are new mission requirements—beyond those built into current planning horizons—the bridging phase would push further out to the right.

## **How will the Army implement ARFORGEN?**

*ARFORGEN Center of Gravity is the Synchronization Conferences*

- The key events of the ARFORGEN Synchronization Conference, held semi-annually, are the Requirements Integration and Sourcing Conference, the Training Support and Resourcing Conference, and the GOSC.
- Equally important is the interface with—and products derived from—preliminary and concurrent working groups, across headquarters and disciplines.

---

---

**Army Force Generation (ARFORGEN)**  
Information assembled by LTC Shannon S. Claburn  
FORSCOM G-3/5/7, Advanced Concepts Division  
shannon.claburn@forscom.army.mil

**For more information contact COL Bo Dyess,**  
FORSCOM G-3/5/7, Advanced Concepts Division  
robert.dyess@forscom.army.mil

---

---

- **Available Force Pool:** Includes modular units assessed as “Available” to conduct missions in support of any regional combatant commander.
- **Deployment Expeditionary Force (DEF):** Task-organized units designed to execute planned operational requirements and those currently executing deployed missions including Homeland Defense.
- **Ready Expeditionary Forces (REF):** Task-organized units in the Ready Pool designed to train and prepare for potential future operational requirements or task organized to best execute full spectrum training.
- **Contingency Expeditionary Force (CEF):** Remaining (not in a DEF) Available Force Pool units, task organized to meet operational plans and contingency requirements.

## FROM THE CAREER MANAGER

### LTC Board Convenes, RAND Fellowships, New Force Managers Named

by LTC Dan Monsivais

The LTC promotion board for YG'90 convened 28 February. Look for results in about four months from this date, approximately early July. In the meantime, utilize these "lessons learned" from the board for next year's and other upcoming boards.

- Review your file. Do not wait until told that you have 60 days to have a complete file.
- Logon to "My Board" as soon as you get the secretariat's message. Verify that all OERs, military education, and awards are present.
- Confirm awards on your uniform are reflected on your ORB and OMPF. Badges require actual orders; awards such as MSMs require only the certificate.
- Contact your local records manager to update your OMPF, then email the record to the correct address, below. Be sure to include your full name, rank, SSN and Army component.
  - Active Duty officers - [offrcds@hoffman.army.mil](mailto:offrcds@hoffman.army.mil)
  - Active Duty enlisted - [custsupt@erec.army.mil](mailto:custsupt@erec.army.mil)
  - National Guard officers - [ngb\\_perms@ngb.army.mil](mailto:ngb_perms@ngb.army.mil)
  - Army Reserve soldiers - [perms.records@arpstl.army.mil](mailto:perms.records@arpstl.army.mil)
  - National Guard soldiers should contact their MILPO for assistance.
- Lastly, suggest that you log into your OMPF and download all your data to a CD and treat it like you do your will—keep it in a safe place in case of disaster. I have seen files where all data are missing. The burden of updating your file will rest on you.

With regard to OERs, remember:

- Counseling, if it's not happening, you have to take the initiative at getting counseled. Officers are being surprised at the last minute. I'm told "they did not see it coming."

- A center-of-mass is not all bad, but you need to be quantified. Where do you stand with regard to the officers currently being senior rated? If it comes down to board members needing to distinguish, your senior rater comments have to set you apart.

Did you know that, since the last Board, there have been some notable changes? Physical dates on the ORB were at one time able to be adjusted by HRC or your local PSB. The dates are now being done by your medical support personnel at the location where you take your physical.

**Upcoming Boards.** SSC will convene 4-28 April. COL will convene 25 July–18 August.

**RAND Fellowships.** Congratulations to the following majors who will be attending ACS and the RAND Fellowship in August/September 2006: David Bernard, William Fitzhugh, H. Clay Lyle, James Barnett.

**New Force Managers.** Welcome the following YG'96 officers—all promotable captains—who have been designated Force Managers: Edward Alvarado, Terri Andreoni, Joel Arellano, Michael Bentley, Martin Griffith, James Halloran, Gerald Himes, William Horn, James Jenkins, David Kirkland, Pearlle Lloyd, H. Clay Lyle, Grant Martin, Joshua McCullough, Rick Montandon, Matthew Olson, Robert Rouleau, and Bret Tecklenburg.

**Retirements.** All retirements must be submitted nine months from the day you plan on starting transition leave. Understand that if your organization requires an immediate backfill, it may impact your retirement date.

**Keep in touch.** I can be reached at [dan.monsivais@hoffman.army.mil](mailto:dan.monsivais@hoffman.army.mil). Phone 703-325-8647. Fax 703-325-8111. ◉

  
*For your convenience, keep the flyer located on the back cover page handy to refer to for your upcoming boards.* 

## TREF'S CORNER

### *The Mother of All Charts (MOAC)*



Above: LTG (ret.) Richard G. Trefry.  
Right: Trefry explaining The Mother of All Charts to viewers.



On the hallway walls of the Army Force Management School are charts relative to the history of transformation of Army Force Management that cover topics such as geopolitical; threats; terrorism; military actions and campaigns; Joint and combined endeavors; science and technology; Army culture; re-

organizations; selective service; military exercises; security assistance programs; PPBE; the National Security and Military strategies; resources, doctrine, organization, and training development; leadership and education; materiel systems; people/personnel; facilities and base realignment and closures; and the various branches of the Army.

Also represented are our leaders—the President and key advisors; Congressional; combatant commanders; staffs

from OSD, the Army Secretariat, and Office of the Chief of Staff; and MACOM, corps, division, separate brigade, and armored cavalry regiments.

Information is also recorded in a database for easy research and may be accessed thru the AFMS website homepage <http://www.afms1.belvoir.army.mil> by clicking on a link identified as “The Mother of All Charts.” ◉

*LTG (ret.) Richard G. Trefry serves as MPRI's program manager to manage and operate the Army Force Management School. LTG Trefry comes to the FM School after retiring from 33 years of distinguished military service that saw combat assignments in Korea and Vietnam, a number of command and staff positions in the U.S. and OCONUS, six years as the Army's Inspector General, and director of Management, Office of the Chief of Staff of the Army. Since his retirement, he has served as Military Assistant to the President, and Director of the White House Military Office. The ORACLE will regularly make this space available for LTG Trefry's discussion of issues of interest to the Army Force Management community.*

## Phone Numbers

Chief, FA 50 Proponency Office	LTC Patrick Kirk	703.602.3267/DSN 332
FA 50 Assignments Officer (HRC)	LTC Dan Monsivais	703.325.8647/DSN 221
Program Manager	Ms. Donna Wood	703.602.7623/DSN 332
Strategic Comms and Sustainment	Mr. Bob Fleitz	703.602.3270/DSN 332
Structure and Acquisition	Mr. Al Eggerton	703.602.3305/DSN 332
Joint Integration and Education	Mr. Spurgeon Moore	703.602.3277/DSN 332
Doctrine	Mr. Sean Tuomey	703.602.7625/DSN 332
Education, Training & Professional Development	Mr. Ronnie Griffin	703.602.3268/DSN 332
FAX		703.602.3240/7661/DSN 332

[www.fa50.army.mil](http://www.fa50.army.mil)

## FA 50 AND THE NATURE OF CHANGE

by LTC Patrick J Kirk

Chief, FA 50 Proponency Office

The nature of change is that much of what we'd like to accomplish doesn't happen as fast as we'd like it to. This is the case here in the Proponency Office, where try as we do to affect the continuum of change, many of the initiatives we are working take a while to bear fruit.

In time the way we train, educate, and develop our community and where we focus our cadre will change. Commanders are increasingly aware of the value the FA 50 professional brings to the warfighting team. The message from the field is clear: we need more FA 50s working at division and corps levels.

The 30 November SAG validated our direction. The Proponent Office briefing reinforced that Army FM is a system of interacting and interdependent Active and Reserve component (AC/RC) functional-area officers, Career Program civilians, and individual contractors that function as a system across organizational levels. The group agreed that changes affecting components of this system must be considered in light of their effects on the entire system. SAG members concurred with Proponent conclusions that FA 50 structure must increase from present levels, and be better distributed at the operational level (ASCC, corps, division) to properly support FM processes across all components.

There was agreement that career education for FM professionals must expand to provide timely and focused training for assignment-specific skills, and must better support the Army Reserve, as well as the unique needs of USC Title 32 Army National Guard officers. Additionally, members agreed that a career path for AC FA 50 officers should begin at the Army Staff (ARSTAF) level to provide solid grounding in corporate Army FM processes prior to utilization at operational unit levels. In contrast, the group determined RC FA 50 officers will be better developed when their careers begin at state- or regional-headquarters and progress to ARSTAF levels.

Pending resolution at ARSTAF level of decisions on conversion actions, MACOM structure, TAA structure resourcing, and OPMS re-design, the Proponent Office will:

- Draft and publish a memorandum of agreement outlining criteria to consider RC officers for FA 50 designation

*Nature of Change continued on page 14*

*GMU continued from page 4*

undergraduate GPA and GMAT scores. (RC officers should check with their career managers for similar opportunities.) The GMAT requirement, in particular, has caused anxiety for some applicants. However, preparing for and taking the GMAT is an excellent opportunity to reacquaint the officer to an academic setting. Further, maintenance of strong entry standards is essential for the credibility and rigor of the program. The program is valuable to both the officer and the profession. Aside from the obvious value of the degree itself, full-time graduate education has several other advantages.

- An officer in the program has the opportunity to reciprocate and broaden the perspective of the faculty and students who otherwise might rely largely on non-DoD sources for their opinions on the military.
- The program affords an officer more time than a part-time program to delve deeper into the academic concepts, without needing to juggle the demands of 50-60 hour work week.
- Most importantly, the Army and the FA 50 career field benefit from providing a graduate education for its FA 50 officers. The education enhances the capability of the staff officer intellectually and broadens his perspective. Although the vocabulary sometimes differs, the concepts used by businesses to synchronize diverse functions and value-chain activities throughout time and space are applicable to a force manager's efforts to synchronize the integration of requirements and material solutions across DOTML-PF.

In short, the FA 50 MBA program is valuable and worthwhile to the Army. It provides excellent professional development to officers while enhancing the FA 50 career field. ◉

*MAJ(P) James Chapple was commissioned in 1989. He became an FA 50 in 2000. MAJ(P) Chapple has served as a Force Integrator for Hqds., U.S. Army Europe, and as a Force Structure Analyst for Program Analysis and Evaluation (PA&E), Hqds., Dept. of the Army. He now is an Equipment Integrator in the Plans Division (FDP) of the Army G-8. Learn more at [www.fa50.army.mil](http://www.fa50.army.mil).*

*FA 50S Help continued from page 2*

The second phase of the plan was to administratively and physically secure the documents. USAFMSA provided excellent support by organizing a seminar in Heidelberg, Germany, that was attended by three ANA Force Structure members, to include the FMD's brigadier general. The seminar was an outstanding experience for the ANA representatives, not only for professional development, but to observe a different culture as well. It also provided an opportunity to learn about standardization of documents through the use of WEBTAADS tools. The initial meeting with USAFMSA was only the first of several, as the quest for standardizing and safeguarding documents was the key to establishing an effective FM program in Afghanistan.

*Excel, and overcoming Access...* The greatest hurdle of the standardization process was introducing MS Access and Excel. As I mentioned earlier, the challenge of overcoming the limited computer literacy skills and hardware in the ANA, while not a show stopper, was still a hindrance. It will take some time before the ANA representatives achieve some proficiency with the Excel and Access programs. (When I departed in July, the leadership was attending computer classes and starting to receive hardware.)

*The mission of OSC-A Force Design Branch is to ensure that the ANA FM leadership adopts a sound FM practice that gives them a fiscally responsible force structure.*

However, the ultimate goal is for the ANA FMD to manage their own force with approved methods while the FA 50s assume the role of advisors. Therefore, the third phase of the plan is the transfer of FM functions to the ANA FMD. Upon achieving an adequate level of accuracy and standardization of the documents, OSC-A will do a battle hand-off of the database to



**Left:** An Afghan soldier in front of the Ministry of Defense. **Below:** Two Afghan soldiers from the Central Command in Kabul in front of the Ministry of Defense. A Dutch soldier from a Provincial Reconstruction Team stands by a T-62 tank by a demilitarized AMMO guard site in a northeast Afghan province.



the ANA. The role of the Force Design branch will then be training and advising. Phase Three will require the longest time to complete due largely to automation challenges.

The mission of OSC-A Force Design Branch is to ensure that the ANA FM leadership adopts a sound FM practice that gives them a fiscally responsible force structure. The ANA FM leadership is making progress by leaps and bounds as they see the practices established are starting to pay dividends.

The opportunity to assist the ANA was rewarding for me as an FA 50A who had to continually go back to the basics by blowing the dust off *How the Army Runs: A Senior Leader Reference Handbook*, but the cultural experience as a military professional was extremely valuable. ◉

*LTC Eddie Rosado is Chief, Force Programs Division, U.S. Army Reserve Command. Email him at Eddie.Rosado@usar.army.mil.*

*Nature of Change continued from page 12*

based on constructive credit and prior job experience. In this way, we can immediately recognize as FA50s those RC officers who have demonstrated abilities through previous assignments and education, and start utilizing these officers to support the significant need for force managers in the RC. We have provided the first straw man of this memo to the ARNG for comment.

- Revise and staff Chapter 35 (FA 50) of DA PAM 600-3 to better define the core role of the FA 50 in the larger FM system, and to provide guidance to officers on the desired AC career path beginning at ARSTAF level and progressing through division, corps, MACOM, and Joint levels. The RC career path will begin at state or regional level and progress in accordance with USAR- and ARNG-unique constraints.
- Outline a strategy for distributing authorized structure across operational organizations, and develop initial Force Design Update (FDU) submissions to initiate these changes over the next year.
- Develop statements of work (SOWs) for three career education enhancements:
  - o Revision and improved support of the ARNG two-week FM course,
  - o Initiation of design work for the mid-career education envisioned as the “Azimuth Course” for FA 50 LTCs, and

- o Assignment-oriented training modules focused on specific skill sets, and continue to write, in conjunction with TRADOC, a new FM manual to provide doctrinal basis for evolving utilization of force managers in the modular Army with its joint and expeditionary characteristics.

- Continue to pursue and document bonafide FA 50 authorizations/assignments at Joint and DoD levels.

What’s missing here is you! As you can see from this issue, The Oracle has changed—aesthetically and philosophically. We want you to use this forum to express what you are encouraged about, as well as your concerns. This is your journal; it is what we make it. Your TTPs from the field are invaluable; your views on how the Army corporately managing the FM application, and how you would solve the complex challenging FM challenges are essential for us to learn from. In upcoming issues, look for book reviews, editorials, and a broad range of FM topics. Help us make this publication the voice of our functional area. Let’s begin to leverage the value that comes from that single voice.

Change starts with communication. In the near future you will have the opportunity to provide feedback on the job we are doing here in the Proponency Office; we need your honesty and candor to chart the strategic direction of the Proponent Office and Functional Area so that we can better serve you.

Our legacy starts now...Our passion is the Soldier—his success is truly our hallmark! ○

**FA 50 ON THE WEB**

Download this and past issues of The **ORACLE** as well as get updates on career management, fellowships, documents, tools, and references.

.....  
[www/fa50.army.mil](http://www/fa50.army.mil)  
.....

**CAN'T GET ENOUGH OF ARFORGEN?**  
Visit [www.fa50.army.mil](http://www.fa50.army.mil) (search **ARFORGEN**) for an informative presentation on **CTC** and **The Way Ahead**.

# BOARD PREPARATION CHECKLIST / "A WAY"

## Determine Board Convene Date & Eligibility

- Know when your board is supposed to meet. The entire board schedule for the FY can be viewed by going to AKO or HRC online.
- Look for MILPER messages, which are normally published 120 days prior to board convene dates.
- Know the OER cut-off date posted in the MILPER message. Ensure your latest OER is received at HRC "ERROR FREE" on or before the OER cut-off date.

## DA Photo (AR 640-30)

- Current within 5 years. If you are concerned about your selection, we recommend you have a photo taken within a year of your board or earlier to account for significant changes (awards, badges, etc.).
- Deploying? Get one taken before you leave.
- Redeployed? You should have one taken within 90 days after reassignment to an area where facilities are available.
- The Army standard is Class A. BDUs/DCUs/ACUs will not be accepted.
- Ensure your uniform and authorized permanent accessories, decorations and insignia are properly worn (AR 670-1).
- Have someone inspect you BEFORE you take your photo.
- Take someone with you to your photo appointment (peer, NCO, superior) to ensure that you are not awkwardly positioned and that all of your accoutrements are properly aligned.
- Have someone in your chain of command review your photo before submission.

## ORB

- Current duty title incorrect: "Incoming/Excess Personnel," "Known Loss" - not acceptable.
- Assignment history is incorrect.
- Height/Weight significantly inconsistent with your last evaluation (integrity issue?).
- Current Component (*i.e.*, USAR or RA) is incorrect.
- Awards and decorations missing (specifically awards for Valor or higher than Bronze Star).
- Date of last OER outdated (thru-date greater than 15 months before board's convene date).
- Military education level is incorrect.
- Overseas duty assignment(s) (if applicable) not accurate.
- Board ORB not signed (not a requirement, but recommended).
- Security Clearance out of date.
- Physical out of date.

## OERs

- Lateness. Your board file should have your latest evaluation report (OER/AER) current within 15 months of the board's convene date (annual requirement +90 days processing). After a certain point in the board's process, late evaluations will not be accepted. See MILPER message for specific guidance.
- Duty title not accurate (limit the use of acronyms).
- Ensure you sign it (if at all possible)

## Letters to Board President

- ❑ Officers eligible for consideration may write to the board to provide documents and information calling attention to any matter they consider important for their consideration.
- ❑ Written memorandums sent to a promotion selection board will be considered if received not later than the date the board convenes.
- ❑ Do not criticize or reflect on the character, conduct, or motives of any officer under consideration by the board unless otherwise authorized by AR 600-8-29.
- ❑ Do not forward correspondence directly to the board by other parties on behalf of any officer except when provided as an enclosure to a memorandum from the officer being considered.
- ❑ Memorandums should be addressed to President (appropriate promotion board), AHRC, ATTN: AHRC-MSB, 200 Stovall Street, Alexandria, VA 22332-0441.
- ❑ Use your best judgment when deciding whether or not to write a letter to the board. A letter can highlight and make an issue of something in your file which you are trying to explain, resulting in the opposite effect of what your original intent was for writing the letter.
- ❑ When preparing your file for a board, remember that board members represent different branches, backgrounds and specialties. Acronyms familiar to you or your branch may not be understood by other members of the board.

---

## FA 50 Career Manager - LTC Dan Monsivais

**Email:** [dan.monsivais@hoffman.army.mil](mailto:dan.monsivais@hoffman.army.mil)

**Phone:** DSN 221.8647 or 703.325.8647

**Fax:** DSN 221.8111 or 703.325.8111

---

## FA 50 BRANCH MANAGER

Commander, U.S. Army Human Resources Command

Functional Area Division

AHRC-OPF-B (FA50 – LTC Monsivais)

Personnel Command Suite 7S51

200 Stovall Street

Alexandria, VA 22332-0411

---

## IMPORTANT WEBSITE

**FA50 Website:** [https://www.hrc.army.mil/site/active/opfamis/50/fa50\\_new.htm](https://www.hrc.army.mil/site/active/opfamis/50/fa50_new.htm)

**CFD:** <https://www.hrc.army.mil/site/active/opfamdd/CFD.htm>

**CFD Transfer:** <https://www.hrc.army.mil/site/active/opfamdd/transfers.htm>

**FA:** <https://www.hrc.army.mil/site/active/opfamdd/FAD.htm>

**CSC/SSC:** <https://www.hrc.army.mil/site/active/OPfamacs/MSP21.htm>

**ACS:** <https://www.hrc.army.mil/site/active/opfamacs/ACS00.htm>