

# The Oracle

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## MAJ. GEN. ROBERT M. DYESS, FA50 EA, SEALS FELLOWSHIP WITH MITRE

by Patsy Campbell, Program Manager, FA50



Maj. Gen. Robert M. Dyess (c) and Lieutenant Colonel Stephon Brannon (l), chief of the FA50 Personnel Development Office, visited MITRE on October 28, 2013, to finalize a fellowship agreement which places, Lieutenant Colonel Luis Solano (r) as the first Army fellow at MITRE.

**W**ow! Attention FA50s, you have an additional broadening opportunity. Maj. Gen. Robert M. Dyess, Jr., FA50 Executive Agent, recently co-signed a Memorandum of Understanding (MOU) with Stephen D. Huffman, MITRE Vice President, Joint & Services Programs, to formalize a fellowship partnership. This is a milestone event as MITRE Corporation accepts only one officer from each Service annually. And FA50 has the Army slot in the MITRE Federal Employee Fellowship Program.

Read About It In  
The Oracle

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FA50 Professional Development applicant, Lt. Col. Solano makes the mark at MITRE;  
FD, FA50 Leadership visit MITRE's fascinating IDEA lab

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## FROM THE EXECUTIVE AGENT: — — — — — . . . . .



Maj. Gen. Robert Dyess, Director  
FA50 Executive Agent

### Force Management Practitioners,

First off, with the holidays fast approaching, I want to wish you and your families a happy and safe holiday season.

I am proud to be the Executive Agent for FA50 and even prouder of the exceptional work you are doing around the Army. As we begin the New Year, I would ask everyone’s support in increasing FA50 coded authorizations. The Army will have fewer resources in the near future and we are faced with the challenge of losing key billets within our major commands as well. Even though FA50s will remain in high demand to support our Army, we too run the risk of losing key positions.

In the past five years, we have experienced some serious changes with our FA50 authorizations. Luckily, overall, we have had a total increase of 19 authorizations. But, LTC positions have received the majority of losses. LTC authorizations have decreased 8 - from 82 authorized positions to 74. We have received a growth in our MAJs (20; from 85 to 105 positions) and CPTs (7; from 1 to 8 positions). The total number of COL positions has remained steady. We can’t expect authorizations to increase the next few years – not without some work.

I would like for the FA50 Community to take a look at your current organizations to determine where we could grow or re-code O1A and O2A authorizations into FA50 positions. Look at those billets that are performing force management functions and that may or may not have FA50s assigned to those particular positions. These would be ideal “targets” to re-code. In today’s resource constrained environment, these “branch immaterial” billets will become the focal point for increasing our authorizations across the Army; making it easier to re-code existing billets than create new positions.

I will also ask that you do some analysis to see where FA50s would be best utilized. Search across the entire organization to determine which of these billets will benefit from experience and seasoned FA50 officers. In addition, look at those billets that are habitually unfilled. These too would be excellent opportunities to harvest authorizations for FA50 positions. Although empty billets may not be in sections that perform force management duties, keep in mind, organizations can move billets much easier than create new ones.

I appreciate what you are doing for Functional Area 50 and the Army. The FA50 PDO is standing by to entertain any of your questions or any of your recommendations. As you well know, you officers in the field are not only our greatest source for recruiting; you are also a great source of “intelligence” on what’s going on in the Army and how FA50 can remain relevant.

Again, thanks for all your hard work and dedication!

**ARMY STRONG!**

*MG Robert Dyess*

MG Robert Dyess, Director  
FA50 Executive Agent



Seated at the table are Maj. Gen. Dyess, Army FA50 Executive Agent, and Mr. Stephen Huffman, MITRE VP. Standing behind them (L-R) MITRE project leaders, Mike Janiga, John Stine, John Pang, William Neal, and FA50s Lt. Col. Luis Solano and Lt. Col. Stephon Brannon.



Maj. Gen. Dyess and Mr. Stephen Huffman, VP, Joint & Services Programs, National Security Engineering Center, sign the MOU to establish an official Army fellowship partnership for FA50 officers.

MITRE is a non-profit organization that operates research and development centers sponsored by the federal government. Congress chartered MITRE to work in the public interest. With no commercial interests, owners or shareholders, the lack of any commercial conflicts of interest forms the basis for independent research. Federally Funded Research and Development centers (FFRDCs) are unique organizations that assist the United States government with scientific research and analysis, development and acquisition, and systems engineering and integration. MITRE also has an independent research program that explores new and expanded uses of technologies such as MITRE's Integration Demonstration and Experimentation for Aeronautics Laboratory (IDEA Lab). The IDEA Lab enables pilots, controllers, airlines, and other key stakeholders to solve problems with simulations.



Maj. Gen. Dyess was given a tour of MITRE's Integration Demonstration and Experimentation for Aeronautics Laboratory (IDEA Lab). The IDEA Lab enables pilots, controllers, airlines, and other key stakeholders to work with and view simulated concepts. Pictured here is a map displaying air traffic flow in the continental U.S. over a 24-hour period.



Maj. Gen. Dyess takes the pilot's seat in the cockpit simulator which offers an out-the-window visualization with a 124 degree field of view. Users can experience all phases of air travel, from take-off, actual flight, to landing.



Maj. Gen. Dyess learns about the tower simulation capability which features surface surveillance displays and surface movement of aircraft. This capability can also be used to look at future airport configurations.



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The MITRE fellowship provides a senior leadership development experience focused on Organizational Development and Change Management, spanning a wide spectrum of federal agency environments and programs for the benefit of the FA50 Force Management career field.

Through the FA50 professional development application process, one officer is selected annually. FA50 officer, Lt. Col. Luis Solano, is the

first to fill the position for the Army's partnership to work at MITRE in McLean, Virginia.

To get the most benefit from this leadership development experience, the selection criteria includes: the potential to lead federal agencies, organizations, and programs; be a self-starter with a predisposition for strategic systems thinking; and, an have an advanced managerial or technical degree.

Participants engage in a mix of project work, research, mentoring, and instruction appropriately tailored to meet mission specific needs. Participants learn through interaction with experienced program managers, system engineers and other specialists. They solve practical problems which exercise their skills in analysis, synthesis and integration of the various disciplines required to shape organizations as complex systems. Through this "hands on" approach under the guidance of mentors experienced in organizational development and change management, the participant develops the ability to think through, lead, and manage the complex process of evolving organizations.

Lt. Col. Luis Solano, the first selectee, is already immersed in projects and facilitating interaction between MITRE and the Army. His mentors praise Lt. Col. Solano as a valuable team member and are excited about the potential of the long-term partnership with FA50. Lt. Col. Solano quickly picked up on the MITRE office procedures and fits right into research project teams. His expertise in the Army equipping process and force management analytical procedures brings a high-level of capability to MITRE. His knowledge of current Army and DoD terminology and operational processes gives him instant credibility establishing him as the "go-to-person" regarding military issues. FA50 looks forward to a long and beneficial association with MITRE. 



**The Oracle is the quarterly newsletter published by the U.S. Army's FA 50 Personnel Development Office. Its purpose is to discuss FA 50 specific issues and exchange ideas on how to enhance the FA50 community.**

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**Stand up. Stand out. Stand Army Strong.**



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



## MESSAGE FROM THE PDO CHIEF



**Lt. Col. Stephon M. Brannon**  
FA50 Chief, Personnel  
Development Office

**T**eammates: Let me say thank you for your support and dedication to our wonderful Nation, Army and FA50 Community. As we approach the new calendar year, I look forward to the many opportunities and challenges that lay ahead. As your new Proponent Chief, one of many goals I am working toward is increasing the authorization of 50A billets across the Army and Joint organizations. As you are aware the Army is currently going through a transformation, a transformation that demands the expertise of seasoned and experienced FA50 officers. I will ask each of you to look within your staff and directorates for O1A and O2A positions, of which are currently performing force management duties. I would like to see if we can recode those positions into 50A billets so we can continue the level of performance that is sought out across the major commands. In order to continue the success in supporting our Army, we must pull together to ensure we maintain a stronger and capable functional area.

For this upcoming year, my team and I are working hard on professional development and force management projects. Two projects in particular are the spring's Senior Force Managers Seminar (SFMS) and the Force Management Hall of Fame induction ceremony. The current plan is to hold the SFMS and Hall of Fame induction ceremony during the first week of May 2014, here at the Pentagon Conference Center (PCC). The SFMS is where our Colonels and GS15 civilian Force Managers have an opportunity to meet and talk with our Army Leadership and other key speakers about our expertise, "how the Army runs." Also, this year we will host the bi-annual Hall of Fame induction ceremony to honor our retired military or civilian leaders who have made a significant, recognizable and lasting contribution to Army Force Management. As we move closer toward the month of May, you will receive more information regarding both the SFMS and Hall of Fame induction ceremony.

I would like to congratulate the following FA50 officers for their selection to participate in the different broadening programs. MAJ Daniel Stanton (ACS); MAJ Humberto Alvarez (ACS); MAJ(P) Sean Zinn (Fellowship); MAJ Jose Rodriguez (Fellowship); and MAJ Peter Patterson (TWI), as highlighted on our "2014 FA50 Selectees for Broadening" page 22.

I encourage all of you to continue to seek out opportunities in order to continue your education and development as Force Managers. There are plenty of professional development programs available for you to hone your skills and craft.

Finally, 2014 is going to be a demanding year, a year that demands FA50 officers. I encourage you to continue striving for success. I ask each of you to stay in contact with MAJ(P) Garcia and myself, keep challenging yourself to do better and take care of you and your families. I wish each of you and your families a wonderful and safe holiday season. Thank you for what you do.

**ARMY STRONG!!!**

Lt. Col. Stephon M. Brannon  
FA50 Chief, Personnel Development Office

## A WORD FROM BRIG. GEN. CLOUTIER



Brig. Gen. Roger L. Cloutier, Jr.  
Director of Force Management  
Dept. of the Army, G-3/5/7

### GREETINGS FROM THE HQDA G-3/5/7 FORCE MANAGEMENT DIRECTORATE!

Upon completion of a thorough transition with Maj. Gen. Mike Murray and the great Force Management Team,

I assumed responsibilities as the Director of Force Management, Headquarters, Department of the Army G-3/5/7 on 19 August 2013. It is absolutely my honor to join your team – a team with a fantastic reputation throughout the Army. I firmly believe that the most rewarding aspect of this job will be my opportunity to work with, and be part of, the entire Force Management community, both military and civilian. Each and every day I am thoroughly impressed by your professionalism, sense of duty and selfless service. As we tackle the challenges facing our Army over the next few years, I have the utmost trust and confidence that together we will overcome each and every challenge by providing innovative and sound solutions. I have the utmost trust and confidence that together, the Active Army, Army National Guard and Army Reserve will work “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 of choice – the best the world has ever seen; lethal, agile, adaptable and responsive to the needs of our great Nation. I want to take this opportunity to offer my thanks for a job well done and congratulations to Maj. Gen. Mike Murray, the former Director of Force Management as he takes on the role of Marne 6 and best of luck to his family and all the Dog Face Soldiers at Fort Stewart. 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.*

Brig. Gen. Roger L. Cloutier, Jr.  
Director of Force Management  
Dept. of the Army, G-3/5/7FA50



# THE COST OF DOING BUSINESS



## The Army in Transition to Resource-Informed Decisions and Business Transformation

**by Capt. Laron C. Somerville**  
United States Army Force Manager  
FMQC Class #02-13

As a Company Commander deployed to Afghanistan, I was selected to serve as the Forward Operating Base (FOB) Mayor and Deputy Garrison Commander for FOB Shank. The FOB consisted of over 7,000 Soldiers, civilians, third-country nationals, and host-nation local nationals. In this capacity, I was charged with the responsibility of maintaining a high standard of living for all residents. I chaired a weekly meeting where I made contract decisions, costs, scheduling, and performance adjustments. On FOB Shank, we had continuous reliability concerns with our internet provider, so I decided to facilitate competition. To that end, I sought out the services of an international internet provider and took the necessary steps to enlist their services on FOB Shank. I discussed with the provider the specifics of this contract in great detail especially with regard to pricing for Soldiers, technical capabilities, facilities needed and logistics of initial set-up. We did not, however, discuss cost. For FOB Shank, the cost was not a concern. It was simply the cost of doing business.

I understood that this contract was already funded at some higher level, but mitigating the cost was

something I could effect. For example, I could decide to use existing facilities instead of building them, or limiting service to specific areas of the FOB or certain personnel categories. My leadership had not suggested I cut costs. I saw this as a result of a resource-enabled culture – a culture of seemingly endless resources.

Cost management has to be inculcated at all levels of the Army in order to enable an effective culture shift. If it never reaches the front lines then financial failure is inevitable. This report seeks to examine how the Army has acknowledged this issue and taken necessary steps, voluntarily and involuntarily, toward a paradigm shift in the culture of our ranks. Of the many avenues of approach the Army has taken in this direction, I will focus on how the Army has promoted resource-informed decision making and business transformation.

Often times the phrase “resource-informed decisions” is used without regard to what it actually means. Webster’s Dictionary defines a resource as, “a source of supply or support”.<sup>1</sup> Additionally, it asserts that the word “informed” means, “based on possession of information”.<sup>2</sup> Together it would seem that a resource-informed decision is a solution that is derived after careful analysis of cost considerations. For the Army, solutions should be analyzed with cost considerations applied against and across all Doctrine,

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Organization, Training, Material, Leadership, Personnel, Facility and Policy (DOTMLPF-P) domains, but I also believe “cost” should be added – DOTMLPF-PC.

“Given DoD’s [Department of Defense] overall fiscal challenges, the Army’s senior leadership has embraced a cost culture. Leaders work to ensure that the Army derives the best possible value from the expenditure of limited funds. The Army, with substantial DoD support, has implemented a broad array of complementary efforts to promote resource-informed decision making. Much work remains to inculcate this cost culture throughout the rest of the force, and this effort will take several years to become ingrained across the institution.”<sup>3</sup>

Fiscal challenges within the Department of the Army (DA) have been widely publicized. The current fiscal uncertainty has been a major forcing function on the Army to institute cost culture reform. In a rather involuntary fashion, the Army will have to make decisions and accept risk with an emphasis toward good resource stewardship. Ironically, the concept of cost management is not new to the Army. In 2009, Under Secretary of the Army (USA) Joseph Westphal, Vice Chief of Staff of the Army (VCSA) Gen. Peter Chiarelli, and Secretary of Defense Robert Gates, mandated that all major initiatives would be accompanied by a Cost Benefit Analysis (CBA).<sup>4</sup> The aim of this mandate was to begin to shift the mindset of our leaders toward preserving precious resources and making

resource-informed decisions. Since this mandate, “the Army has reviewed over 300 CBA cases to validate \$80 billion dollars in funding requests”.<sup>5</sup> Many would argue that the CBA process is laborious and time consuming; however, this arduous process is great for the Army if it reaches the company commander on the ground. CBA drives home the importance of cost management and makes all leaders at all levels examine the decisions they make. If a culture shift is to inculcate the masses, it must reach company commanders. CBA, albeit slow, aids in this dissemination.

According to the 2013 Annual Report on Army Business Transformation, 90% of all Army organizations now use CBA to support resource-informed decision making.<sup>6</sup> In order to further instill this concept of cost-culture; the Army has trained over 100 leaders at the Cost Management Certificate Course. This is a four-week course that, “teaches

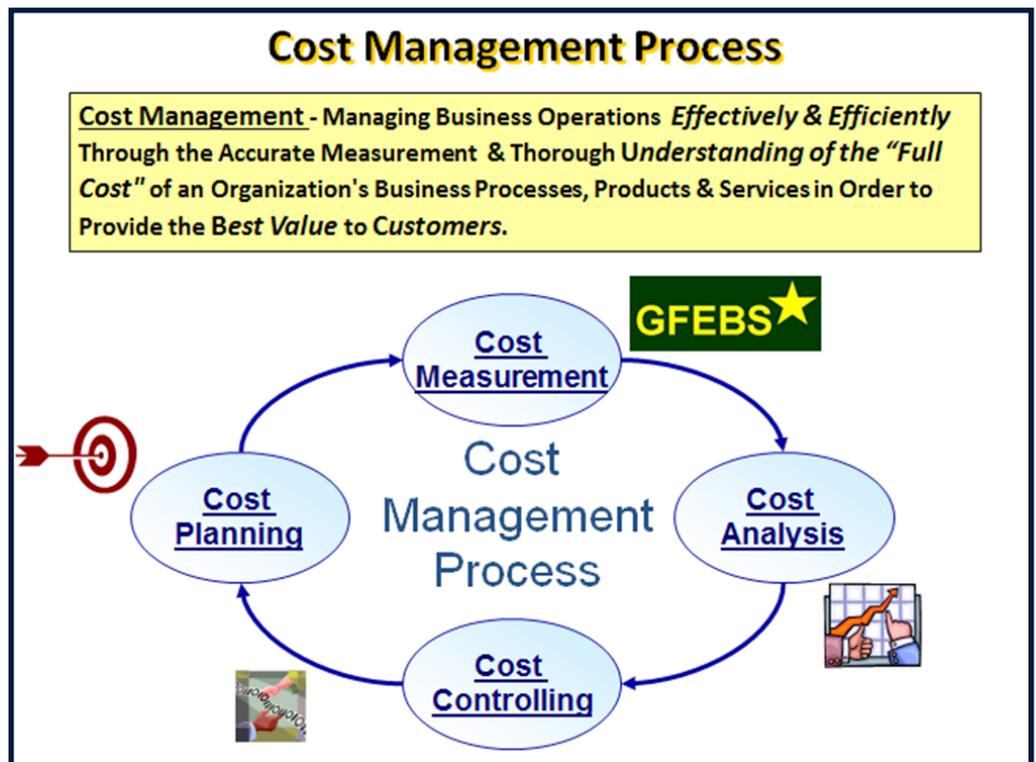


Figure 1. Cost Management Process

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students to manage Army business operations efficiently and effectively through accurate measurement and thorough understanding of the full cost of business processes, products, and services”.<sup>7</sup> Graduates are equipped to help decision makers with tough choices regarding cost management. See Figure 1 for a detailed portrayal of the cost management process taught by the new Army course.

Evolving into a culture that promotes resource-informed decision making and cost management requires participation at all levels, starting from the top. In order for this to happen, clear and concise strategy from senior leaders must occur. Strategic communication, both vertically and horizontally, will aid in a cost-culture proliferation throughout the ranks of the Army. Dr. Dale Geiger, an author that has provided corporate management experience to the problem of improved performance in government, indicates that transformational change for an organization the size of the Army requires “one highly visible individual” championing the initiative.<sup>8</sup> In the more recent years, the Army has had several leaders take the reins of the cost management effort, to include Gen. Chiarelli, Hon. Robert Gates, and Under Secretary of the Army, Joseph W. Westphal. However, the missing piece was the strategic level documents that would support the effort. In 2012, the Secretary of the Army (SA) and CSA placed significant emphasis on cost management in the Army Campaign Plan (ACP).

On 30 May 2012, the ACP sought to further express the need to transform. Secretary of the Army John McHugh and Army Chief of Staff Gen. Raymond Odierno placed responsibility on the Assistant Secretary of the Army for Financial Management and Comptroller (ASA FM&C) to “review and approve cost benefit analyses (CBA) for each unfunded requirement and new or expanded program proposal submitted to the SecArmy, CSA, USA and/or VCSA”.<sup>9</sup>

Accordingly, this ACP Major Objective was nested under the Campaign Objective, “Sustaining and Enhancing Business Operations.” Along with the goal of transforming from a resource-enabled culture to a resource-informed cost- culture was the important mission of adjusting business practices. This same Campaign Objective was used to house that mission, clearly intertwining cost management and enhanced business operations.

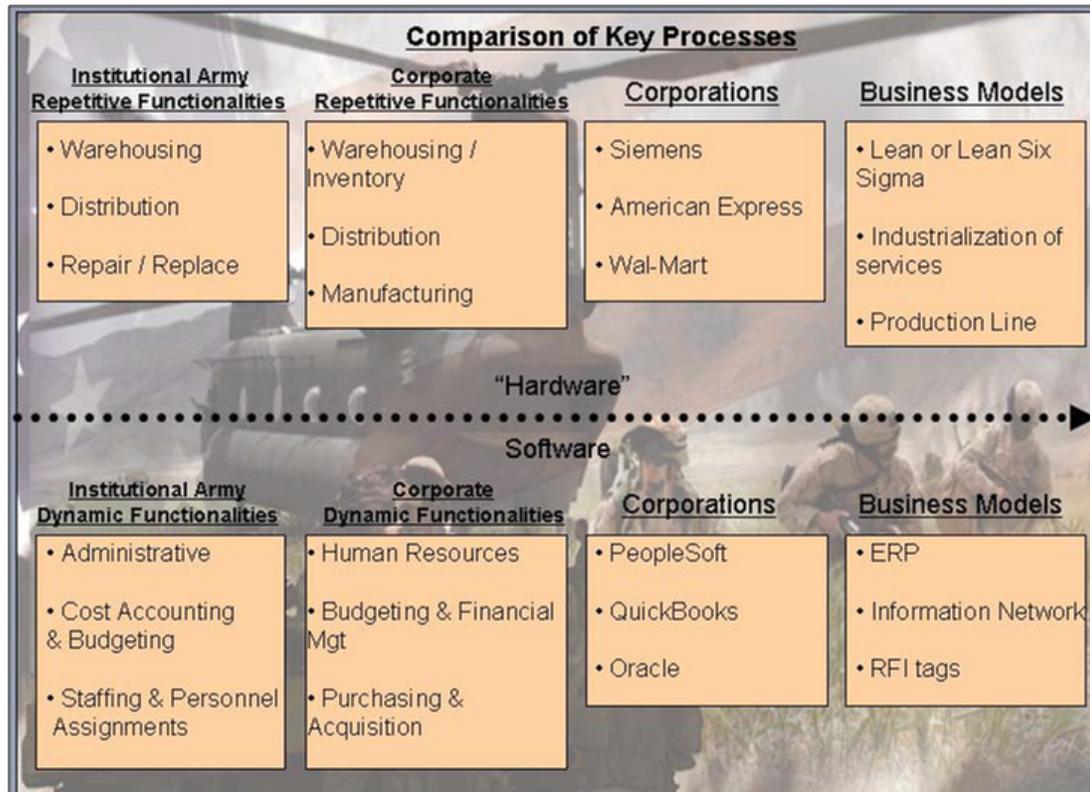
Business transformation is an integral part of changing the way the Army does business and combining this effort with cost management is the future cost of doing business. It is this combined effort that is needed within the ranks of the Army to indoctrinate resource-informed decision making.

“I spent 11 years in corporate America with Enron Corporation, an energy company [...]. It is very, very clear to me that there is enormous potential to improve the basic business practices of this Department. Corporate entity aligns better with the Joint Staff on its side of the table and the Office of the Secretary of Defense staff on its side of the table.”<sup>10</sup>

Business transformation for the Army focuses on enhancing business operations in a manner that rivals that of a Fortune 500 company. To accomplish this transformation, the Army must compare our process to those that closely resemble corporate industry and glean from industry a path toward enhancement. Additionally, the Army will want to keep only those processes that reach transformation goals of efficiency. When an organization the size of the Army moves in this direction, it inherently saves money. Figure 2, below, from the Thesis for U.S. Army Command and General Staff College by Maj. John J. Bailer, Jr. illustrates the comparison of those key processes.<sup>11</sup>

The Army applied Lean Six Sigma/Continuous Process Improvement (LSS/CPI) to existing business

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**Figure 2. Comparison of Key Processes**

processes in an effort to enhance business operations. This process provided the framework that now serves as the primary facilitator toward achieving better association between the generating and operating forces. "Benefitting from one of the largest and most successful LSS/CPI deployments in the world, the Army realized \$ 1.6 billion in reduced costs and \$3.6 billion in cost avoidance in 2011."<sup>12</sup> This type of effort, within Army business transformation, provides validity and fuel to continue with future efforts. LSS/CPI also underscores the importance of making the shift toward enhanced business practices and how that shift will manifest in cost savings.

The ACP charged the Director of the Office of Business Transformation (OBT) as the staff coordinator for Campaign Objective 9-0, "Sustain and Enhance Business Operations", as well as lead of several business enhancement major objectives therein. Additionally, Hon. Westphal directed OBT to focus on five priorities

aimed at transforming the Army's business practices to more closely resemble those of industry. These priorities will lead to improved execution of Army business operations and better business practices by accomplishing the following; defining and reengineering critical end-to-end business processes; managing the Army's business systems information technology investments; improving force management; strengthening the Army's Financial Management; and implementing an integrated management system.<sup>13</sup>

In February 2011, aligning with these priorities, the Army invested in Enterprise Resource Planning (ERP) systems and other Business Systems Information Technology Management (BSIT) systems. It is partially through these systems that the Army has been able to transform business practices and provide better cost management. "From a business perspective, the Army's ERPs eliminate more than 250 legacy systems; provide full financial management and reporting for Army general funds; and better align business processes and associated investments to output – trained and ready forces for combatant commanders."<sup>14</sup>

As the Army executes its goals toward resource-informed decisions and enhanced business practices, a clear understanding of available resources is paramount. The Army must account for available



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resources in a consistent and efficient manner. To do this, the Army unveiled General Fund Enterprise Business Systems (GFEBS) in 2012. This system gave the Army web-based assets and accounting management across the Active Army, Reserves, and National Guard. Implementing an integrated management system, one of the five priorities of OBT, the Army now uses a Commercial Off-the-Shelf (COTS) ERP solution to enhance leader decision making. "This is a significant step in transforming how the Army does business – moving the Army from a spending to a cost management culture."<sup>15</sup> Also, "the primary goal of GFEBS is to capture transactions and provide reliable data to better enable Army leadership to make decisions in support of the Warfighting capability".<sup>16</sup> Another ERP solution for the Army in 2013 is Global Combat Support System – Army (GCSS-Army), a system designed to provide tactical logistics requirements in a single database. Both GFEBS and GCSS-Army operate on the same enterprise applications software provider that is used by Fortune 500 corporate businesses, such as Coca-Cola, Microsoft, ExxonMobil and Pfizer.

The 2012 Army Posture Statement Addendum I states, "the Army is committed to transforming and improving its business operations to better recruit, train, equip and retain physically fit, mentally tough, high-quality Soldiers. By transforming, sustaining and enhancing our business operations, the Army will continue to effectively and efficiently produce trained and ready forces at the best possible value".<sup>17</sup> This is partially the responsibility of the Army's Force Manager. Force Managers execute missions to support Combatant Commanders. All the while, never forgetting the end user of these efforts, the Soldiers that stand ready to support and defend this great Nation. The Army must embrace making resource-informed decisions through the use of enhanced business operations because in these times of fiscal challenges and uncertainty, it is our duty.

In conclusion, a FOB Mayor in the Army today wrestling with the same issues that I had in Afghanistan would not have similar experiences. That FOB Mayor would be required by the leadership to practice resourced-informed decision making. A CBA would be conducted and all associated costs and potential cost savings would be scrutinized in order to ensure best value. Business transformation would also require that all spending is visible in GFEBS to ensure proper resource accountability. The FOB Mayor would understand the cost-culture shift and the need for better business practices as an important facet of decision making derived from top-down leadership influences. The shift in focus would be clear both vertically and horizontally which would provide a FOB Mayor with all the resources, structure and support needed to make astute choices. Ultimately, promoting resource-informed decisions and business transformation is essential to the Army and must be promulgated to best support our leaders, from a FOB Mayor in Afghanistan to the President of the United States of America. This is the new cost of doing business. 🎲

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## Endnotes

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## Smart Quote:

**“I am sure that there are young men who can be filled with enthusiasm for serving in the cavalry if one describes the splendor of a cavalryman’s life”**

— Xenophon, Greek historian (c. 430-355 BC)





# ☆☆ ENHANCING MILITARY POLICE ☆☆ READINESS

by Lt. Col. Jason S. Liggett

**T**In the spring of 2012, the Provost Marshal's Office, U.S. Army Forces Command (FORSCOM) set out to design a comprehensive report on the readiness status of military police forces across all FORSCOM installations and on their visibility across the Military Police Regiment. This initiative began when the FORSCOM Provost Marshal recognized the need to collect more readiness information and to disseminate that information to the field. The additional information enabled commanders to leverage all available resources for readiness within FORSCOM.

Because the readiness of enablers, such as military police, is sometimes overshadowed by that of brigade combat teams, the military police-focused report was designed to provide a comprehensive picture of

information on emerging reports, venues, and tools available to commanders. It was expanded to provide updates on current and projected FORSCOM Headquarters and Protection Directorate actions. The initial readiness report was generated nine months ago and, based on feedback from the field, has been updated and published on a monthly basis ever since. The report has received accolades from commanders and senior leaders, who have described it as an invaluable tool in assisting and enabling them to improve the readiness of their respective units. The topic of the readiness report was chosen for presentation at the February 2013 Military Police Warfighter Forum Senior Leader Symposium. This article addresses how the readiness report established the foundation for a proactive readiness approach that

Military Police continued on page 16

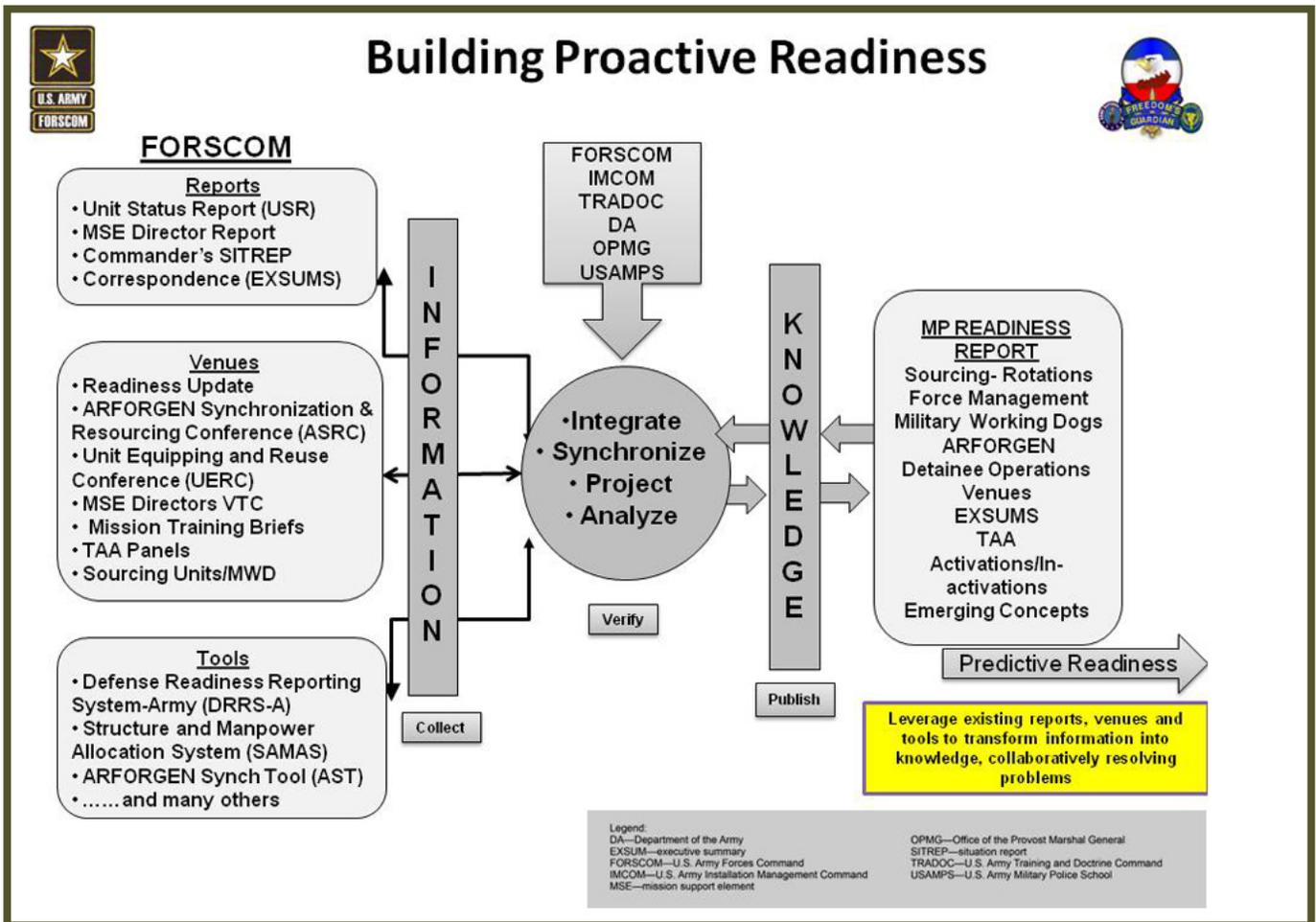


**Military Police** continued from page 15

allows military police the ability to move toward a predictive readiness posture. The ability to be predictive will likely grow in importance as we continue in our current roles and approach the challenges of expanding mission sets and resource-constrained environments.

Figure 1 illustrates the construct and methodology of the readiness report. Beginning on the left side of the diagram (with the items under the FORSCOM heading), arrows flow toward the right and back, signifying that this is a cyclic process involving the integration of feedback from the field

to address various FORSCOM concerns. The more detail received from the field, the greater the FORSCOM Headquarters staff ability to quickly perform an action—and the greater the ability to identify trends or themes that may affect entities across the Military Police Corps. For any issues that arise, working groups can be established to recommend changes in manning, equipping, or training—or the issues can be elevated. For FORSCOM reports, feedback is assimilated into the readiness report as part of the basis for current Army Force Generation (ARFORGEN) issues. The unit status report is of particular note, as it is critical to the ability of the FORSCOM staff to target



**Figure 1. Readiness Report - Construct and Methodology**

Military Police continued on page 17



**Military Police** continued from page 16

commanders' top concerns. For FORSCOM venues, the ARFORGEN Synchronization and Resourcing Conference, which is held quarterly, focuses on deployments, redeployments, Combat Training Center rotations, exercise scheduling, and Army test requirements and also includes special-topic and enabler-focused working groups. The Military Police Corps must ensure that division staff and Mission Support Element (MSE) personnel are aware of military police resource requirements.

The Unit Equipping and Reuse Conference is another important FORSCOM venue. This conference, which is attended by FORSCOM staff elements, division staff, MSE staff, and the U.S. Army Materiel Command, is an important first step in the RESET and reintegration of units. For example, the 42d Military Police Brigade conducted a Unit Equipping and Reuse Conference upon redeployment in January 2013. FORSCOM tools and the FORSCOM portal represent a wealth of knowledge regarding the status or needs of units. Commanders should tap into installation assets that make use of these databases, and their staffs should acquire a working knowledge of these readiness-specific systems.

Once the reports, venues, and tools information is encapsulated into the readiness report format, verification takes place among the stakeholders. In addition to FORSCOM, the integration, synchronization, projection, and analysis efforts include—but are not limited to—the U.S. Army Installation Management Command (IMCOM), the U.S. Army Training and Doctrine Command (TRADOC), the Department of the Army (DA), the Office of the Provost Marshal General (OMPG), and the U.S. Army

Military Police School (USAMPS). The knowledge is then published in the report.

The “Military Police Readiness Report” section on the right side of Figure 1 contains a list of items typically included in a readiness report. The list is subject to the addition or deletion of topics based on assessments of current field requirements or on feedback from commanders regarding specific requirements.

The establishment of the readiness report is a proactive measure used to build a readiness knowledge base. Commanders are positioned to move into predictive readiness, as depicted by the arrow in the bottom right portion of Figure 1. The Military Police Corps can now leverage existing reports, venues, and tools to identify future potential readiness issues. The ability to conduct trend analysis has been enhanced, and that ability can be used in future problem-solving models.

Resources that are often underutilized in this process are the MSEs on FORSCOM installations. These elements work with senior commanders' staffs—not to replicate functions, but to provide assistance and continuity. The MSEs are FORSCOM entities with direct ties to FORSCOM Headquarters staff during the ARFORGEN process. They are integral parts of the ARFORGEN Synchronization and Resourcing Conferences and the Unit Equipping and Reuse Conferences. Through their counterparts within the ARFORGEN Integration Branch, FORSCOM Readiness Division, MSEs can quickly obtain action on requests from senior commanders.

This article describes an approach to proactive readiness and a means to move

**Military Police** continued on page 18



toward predictive readiness. Once a unit has developed a readiness problem statement, this methodology can serve as a template to be used to find plausible courses of action within existing reports, venues, and tools. Once courses of action are developed, the unit can capitalize on stakeholder experience for the verification process. Through a combined effort, a course of action can then be chosen in a unified approach. The knowledge gained can be included in the readiness report and distributed to the field. The sharing of knowledge is the cornerstone to predictive readiness posture, collaboratively encompassing lessons learned to identify and source readiness.

*Lt. Col. Liggett is the military police organizational integrator, Force Management Division, FORSCOM, Fort Bragg, North Carolina. He holds a bachelor's degree in history from Northern Arizona University and a master's degree in business and organizational security management from Webster University.* 🧩



### WHAT IS THIS ISSUE'S "WHAT'Z'IT?"

(if you know, please contact Sean Tuomey at [michael.s.tuomey.civ@mail.mil](mailto:michael.s.tuomey.civ@mail.mil))



### LAST ISSUE'S "WHAT'Z'IT"...

No one seemed to respond to last issue's "What'Z'it." From the PEO Soldier website, "The Squad Power Manager (SPM) is a lightweight portable power management system that can provide device power or battery charging for up to four devices, including tactical radios, DAGRs, laptop computers, and USB powered equipment. It can use power from solar sources, AC, military disposable batteries, NATO vehicle standard interface as well as civilian vehicles."



CONGRATULATIONS TO THE  
FOLLOWING FA50 2014 SELECTEES FOR  
PROFESSIONAL BROADENING



**Maj. Daniel Stanton (ACS\*)**

**Maj. Humberto Alvarez (ACS)**

**Maj. Sean Zinn (Fellowship)**

**Maj. Jose Rodriguez (Fellowship)**

**Maj. Peter Patterson (TWI\*\*)**



**Broadening experiences are highly desirable for Army officers. Application for FA50-specific opportunities are solicited annually through an announcement distributed typically at the beginning of the summer. Applications are reviewed by a panel of FA50 colonels to establish an OML for each opportunity. Officers are encouraged to include them in their career development plan for personal as well as professional reasons.**

\*ACS (Advanced Civil Training)

\*\*TWI (Training With Industry)



## FA50–Message Board

### Featuring the Force Management Hall of Fame

**Force Management Hall of Fame:** The FA50 PDO is soliciting nominations for personnel to be inducted into the Force Management Hall of Fame. The US Army Force Managers Hall of Fame (FM HoF) is an official activity of the Office of the Deputy Chief of Staff, G-8, US Army, Pentagon.

The Chief, Functional Area 50 Personnel Development Office, acts as a non-voting executive director, recording secretary, Hall of Fame historian, and curator of the US Army Force Managers Hall of Fame.

Established by the G-8 in 2004, the Force Managers Hall of Fame recognizes military and civilian personnel who have made significant and lasting contributions to the Army as leaders and practitioners of the art and science of Force Management.

In the fall of 2004, the Army G-8 asked the Director of Force Development to develop the G-8 hallway display including the Army Force Management historical murals (1900 to the present) and the accompanying Force Managers Hall of Fame.

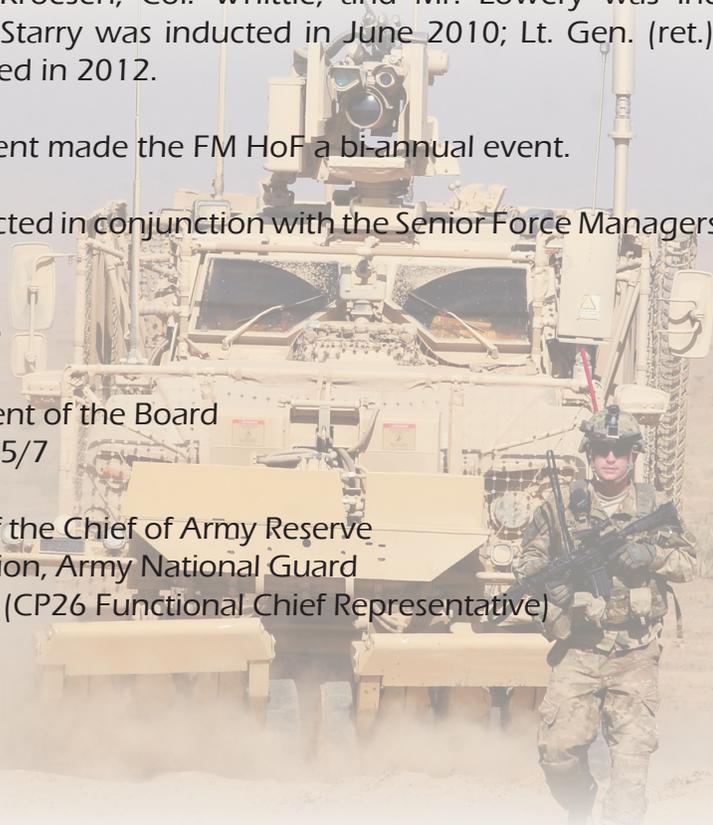
In 2005, the DA G-8 unveiled the murals along with the initial HoF honorees. In May 2008, the second FM HoF class, Gen. (ret.) Kroesen, Col. Whittle, and Mr. Lowery was inducted in a ceremony hosted by G-8. Gen. (ret.) Starry was inducted in June 2010; Lt. Gen. (ret.) Speakes, Mr. Croall and Col. (ret.) Vilcoq were added in 2012.

In 2009, the Director of Force Development made the FM HoF a bi-annual event.

The next FM HoF Induction will be conducted in conjunction with the Senior Force Managers Seminar, May 2014.

#### The board of directors for the HoF are:

- Deputy Chief of Staff, G-8 – President of the Board
- Director, Force Management, G-3/5/7
- Director, Force Development, G-8
- Director, Force Programs, Office of the Chief of Army Reserve
- Director, Force Management Division, Army National Guard
- Director, Plans and Resources, G-1 (CP26 Functional Chief Representative)
- Serving FA50 General Officers





## FA50–Message Board (cont.)

### **Nomination Criteria for the FM HoF, is as follows:**

- **Military or civilian, living or otherwise, who has made a significant, recognizable and lasting contribution to Army Force Management.**
- **After 2012, nominees must have been out of federal service (military and/or civilian) for at least two years.**
- **Timeframe is from approximately 1900 to the present, i.e., the timeframe covered by the historical murals.**
- **A “significant contribution” is characterized by actions above and beyond expected duty performance that materially enhance the practice of Army Force Management or benefit the force management Community. It may take the form of a single significant act or, more likely, it can be the result of a career of dedicated service.**

### **In mid December, the FA50 PDO will send out more details by email directly the Force Management community including:**

- HODA G-3/5/7 FM
- HODA G-1 CP26 Functional Chief Representative (FCR)
- OCAR Chief Force Programs
- ARNG Chief Force Management Division
- HODA G-8 FD



In addition, the request for nominations will be published on the FA50 websites. Nominations are submitted as a memo with a detailed justification NLT 31 JAN to the FA50 PDO, Attn: Chief PDO. The PDO will recommend a slate of honorees to an FA50 Council of Colonels (CoC). With the CoC concurrence, the PDO will package a recommendation for simultaneous 2-star endorsement by the G-8 FD, G-3/5/7 Director FM and G-1 Director PR/Functional Chief Representative (Mr Wallace). Final approval will be requested from the G-8. 🎲





## HRC CAREER MANAGER'S SPOT

Colonel's promotion board. My goal continues to guide each year group to prepare officers to assume senior leadership. The branch simultaneously develops year groups from 2006 to 1992. All stationing and developmental decisions seek to enhance each year group as a well-balanced class.

grows in a virtuous cycle of performance yielding enhanced opportunity. The most important and governing fundamental is file strength (number of ACOM reports) with continued success which opens opportunities for broadening as a critical enabler for future success.

### The FA 50 Development Model

The development for FA50 officers follow a developmental path for captains and majors to multiple tiers of broadening for LTCs. For all officers the fundamentals for promotion are file strength, developmental billets, and broadening assignments. My experience indicates that career potential

Majors start their functional area development in a "depth" billet. The depth billet provides mentorship and development over two to three years. After this initial assignment, a Major likely moves to a "one of" billet, where the officer is the sole functional area member to the command. This constitutes the critical billet for development. As the command's sole force

manager, the officer conducts all aspects of force management. After utilization in the "one of" assignment, the officer then competes for broadening opportunities such as graduate schooling, fellowships, or a preferred force management discipline. The sequence of broadening or critical assignment is less important than the need for a major to

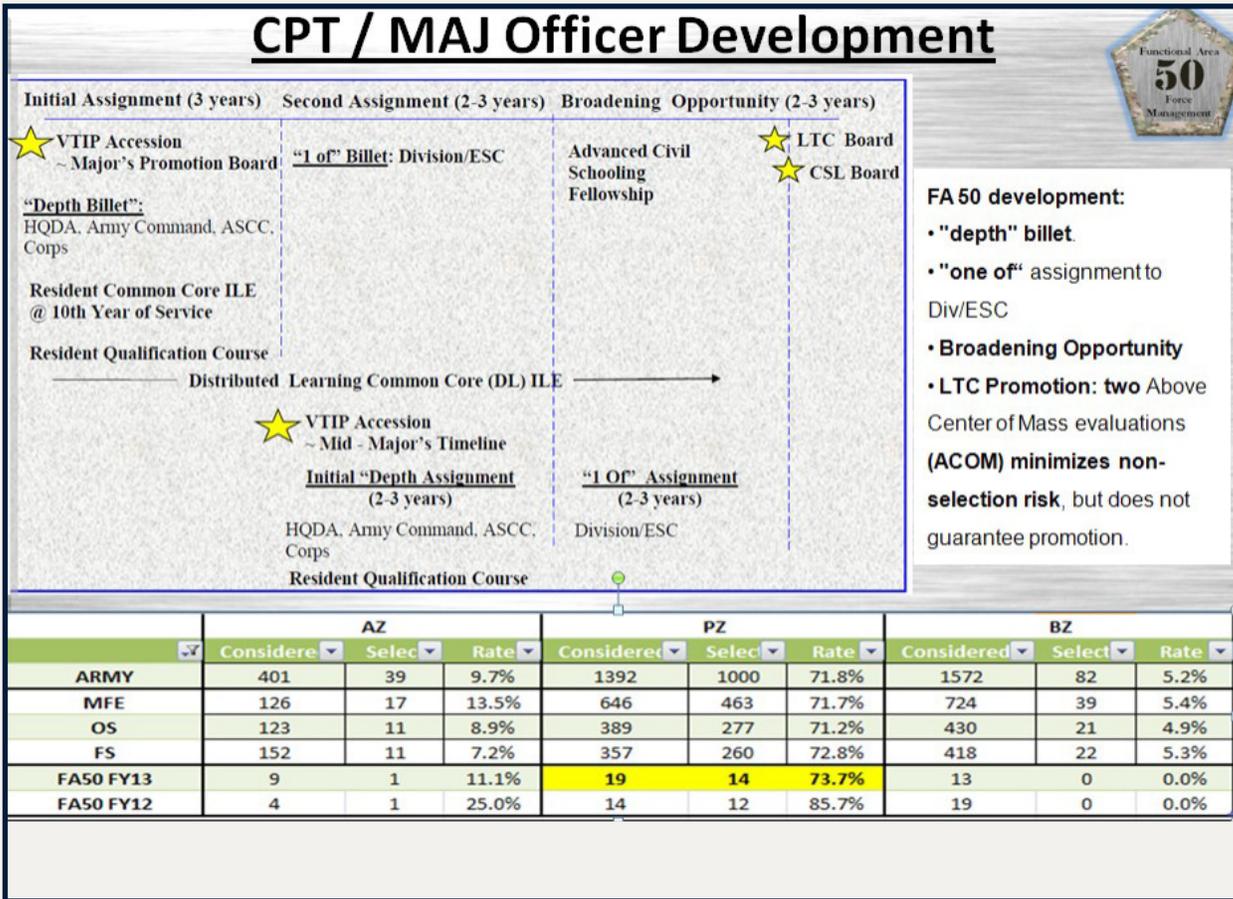


Figure 2. CPT/MAJ Officer Development



## HRC CAREER MANAGER'S SPOT

accomplish both prior to promotion to Lieutenant Colonel. For a LTC, the critical assignment is a central select or other nominative assignment. LTCs have three CSL board opportunities starting as a promotable major. The CSL billets, located at Corps and the ASCCs, provide leadership development away from branch centers of gravity at ARSTAFF or Army level commands. This is the first opportunity for policy setting independence. Obtaining a CSL or nominative billet requires previous file strength as career success provides a positive feedback loop. For a LTC, broadening largely constitutes selection for senior service college. The SSC traditionally serves as a strong discriminator for promotion to Colonel. In the near future, HRC expects the promotion rates to

Colonel increasing to near 50%. This is a marked change from the FY13 19% promotion rates. While the promotion rates likely will increase, the LTC developmental path remains relevant. Critical items such as strength of file and quality of assignments inform future potential. Below, you will see two charts; the FA50 career timeline and the FY14 authorizations:

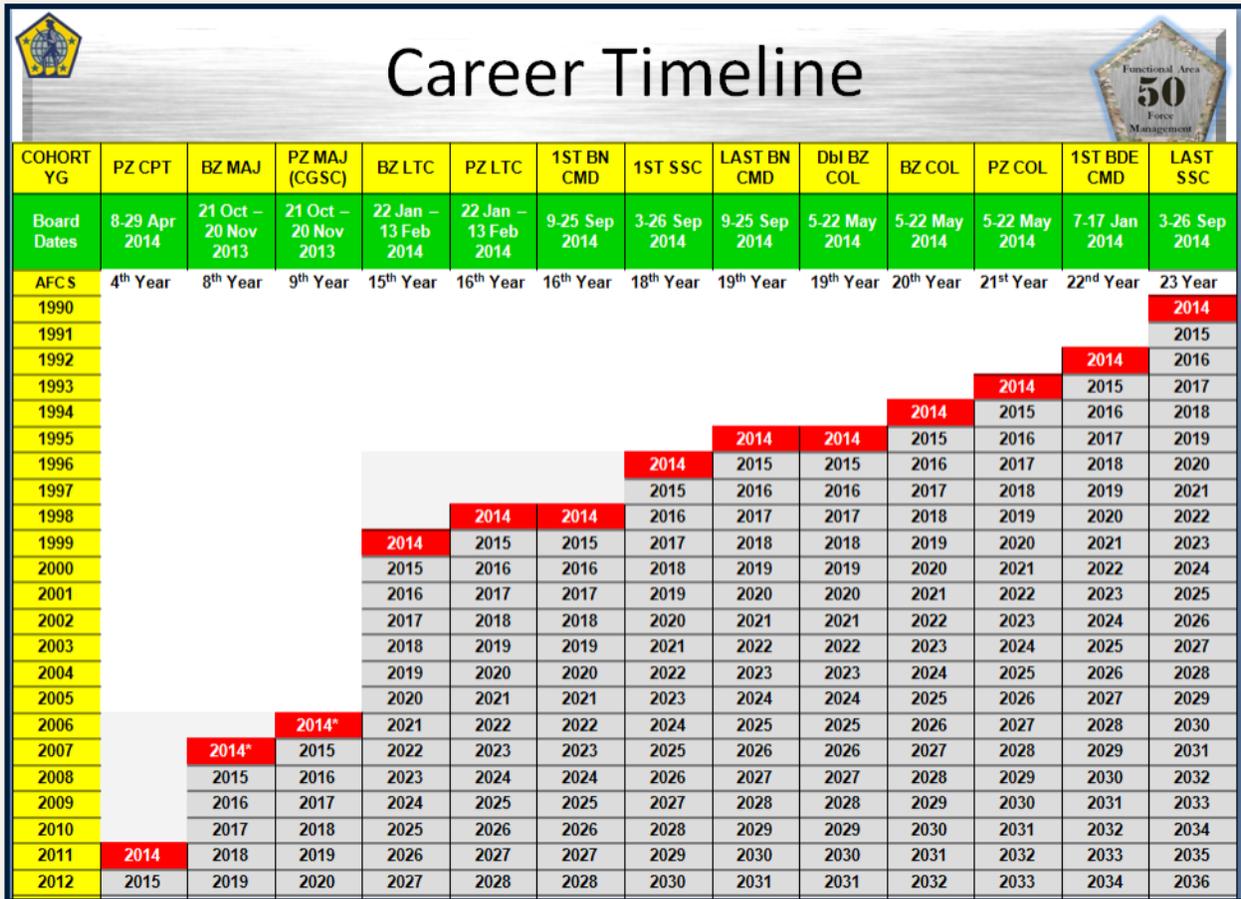


Figure 3. Career Timeline

## HRC CAREER MANAGER'S SPOT

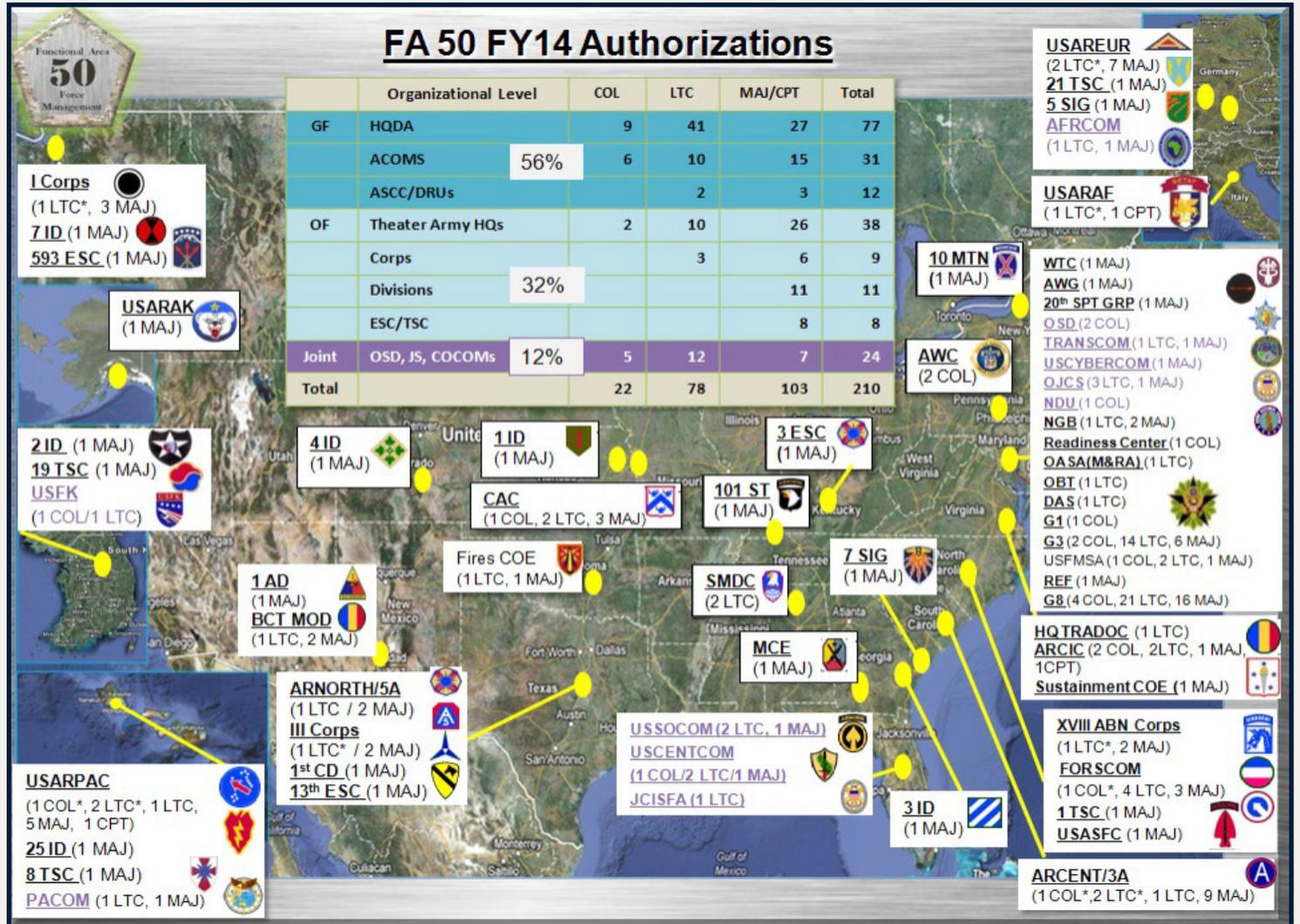


Figure 4. FA50 FY14 Authorizations

For announcements on HRC's FA50 page please see: (<https://www.hrc.army.mil/site/protect/branches/officer/os/forcemngt/index.htm>) and on the PDO's pages.

If you have any concerns please con-tact me at [jamie.garcia.mil@mail.mil](mailto:jamie.garcia.mil@mail.mil) or (502) 613-6681. Have a great Holiday Season. 🎁



# two books

**“Never shall I fail my comrades. . . I will shoulder more than my share of the task, whatever it may be, one hundred percent and then some.”**  
—from the Ranger Creed

[Pentagon Library index: E897.4.M38 A3  
2013 Collection New Books Date 2013]

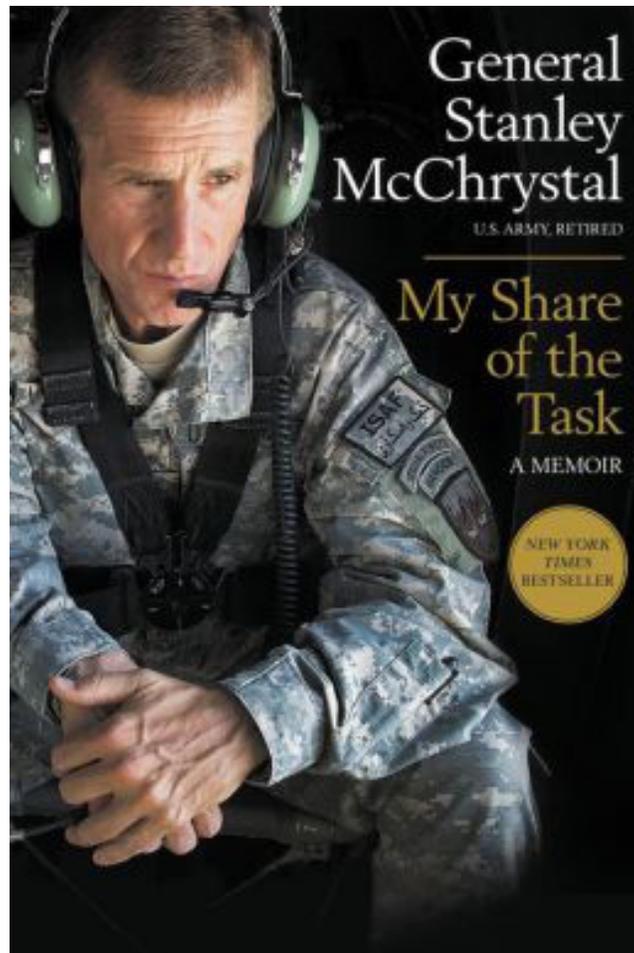
## **My Share of the Task: A Memoir**

Authored by General Stanley McChrystal  
U.S. Army, Retired  
(Penguin Group, Inc.)



narrative  
balances a  
vast amount of  
information and  
detailed explanation,

Retired four-star general McChrystal provides a candid look back across his nearly four decade-long career, musing on leadership and immersing the reader in wartime missions. Raised in an Army family, he began as a West Point cadet, followed that with Ranger school, and, after ascending the Army ranks, was deployed for Pentagon postings in Iraq and Afghanistan. McChrystal describes his experiences and senior-level leadership challenges (he was Joint Special Operations Command counterterrorism task force commander in Iraq and NATO commander in Afghanistan), offers thoughtful, historical context and objectives for Iraq and Afghanistan, and details his relationship with Afghan President Hamid Karzai. Aided by maps and photographs, his clear, intelligent



as in his firsthand, seat-of-the-pants account of tracking, surveilling, and eliminating Abu Musab al-Zarqawi, leader of Al Qaeda in Iraq. There were personal and military failings: he discusses his "antics" at West Point; the Pat Tillman friendly fire controversy; Abu Ghraib and abuse of Iraqi detainees ("There were lapses in discipline, but they were never tolerated. Never a wink and a nod."); media leaks; and the Rolling Stone article that led to his resignation. Engaging and humble throughout, McChrystal raises the bar for his peers.

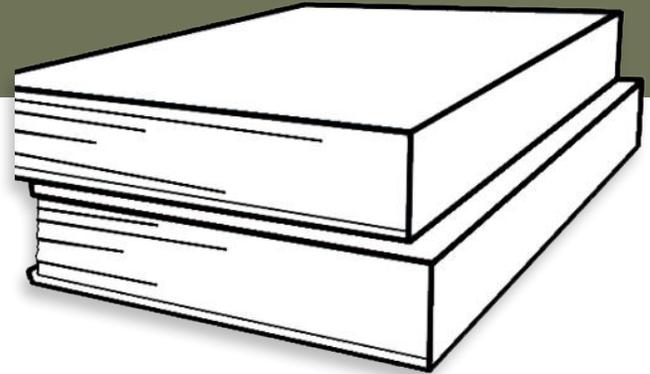
Publishers Weekly,  
Feb. 18, 2013

Two Books continued on page 27

# twobooks

Selected for Army Chief of Staff's Professional Reading List  
Grey Eminence won a Silver Medal from  
the Military Writers Society of America

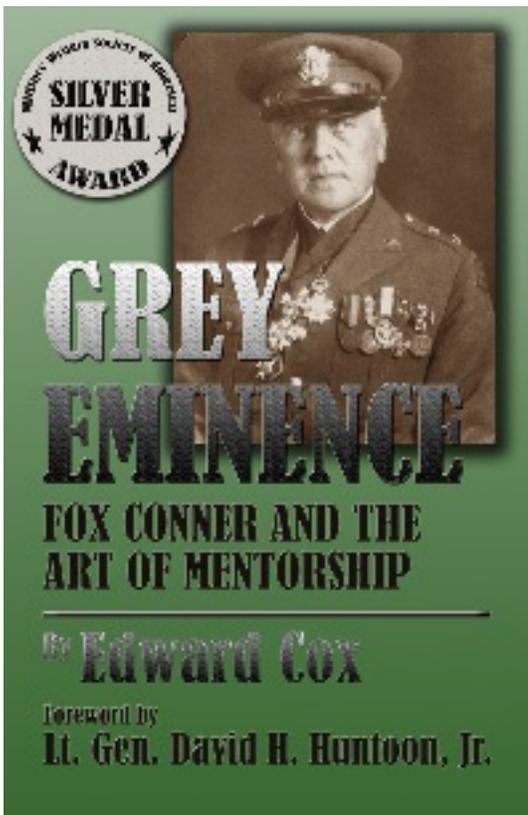
[Pentagon Library index: U53 .C568 C69  
2011 Collection Reading List Date c2011]



## **Grey Eminence: Fox Conner and the Art of Mentorship**

Authored by Edward Cox,  
foreword by David H. Huntoon, Jr.  
(New Forums Press)

**Grey Eminence** does a great job describing Fox Connor's mentorship of Generals Marshall, Patton, and Eisenhower. Ed Cox lays out several key interactions that were instrumental in moving the careers of these men forward.



What is truly great about the book is its unbiased look at a brand of mentorship that could be construed as nepotism. Arguably, it was Marshall's, Patton's and Eisenhower's competence that brought them to Conner's attention but Conner cut bureaucratic corners to ensure his men were taken care of.

Our Army today is a meritocracy based on an egalitarian model. It is certainly not perfect but in most cases, everyone gets a chance to succeed. Is that the right course? Do Conner's actions fit within that model? If they do not, then what of the outstanding success of Marshall, Patton and Eisenhower? I think this book begins an important debate about mentorship and success in a business where failure is at the cost of lives.

–Amazon review by Christopher L'Heureux, May 7, 2011



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**FA50 on Facebook:** [https://  
www.facebook.com/Army.FA50](https://www.facebook.com/Army.FA50)

**AKO:** [https://www.us.army.mil/  
suite/page/194547](https://www.us.army.mil/suite/page/194547)

**AFMS Online:** [http://www.afms1.  
belvoir.army.mil](http://www.afms1.belvoir.army.mil)

**Where can I find information about FA50?** You can find information about FA50 in DA PAM 600-3 Chapter 31 and at <http://www.fa50.army.mil/>. If you have an AKO account, you can also check out <https://www.us.army.mil/suite/page/194547>, You can also email questions to [FA50PP@conus.army.mil](mailto:FA50PP@conus.army.mil).