



# The Oracle

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## INSTRUMENTS OF CHANGE—A STUDY IN FORCE MANAGEMENT AT FEDEX

by MAJ Michael A. DeCicco

It has been an honor to serve the Force Management community as the Training With Industry representative for 2014-2015. I want to share my perspective on the mechanics of change at FedEx, to reflect how it views transformation and modernization. Organizational change is the bedrock of growth for any industry and I believe the Army, as the largest military, and for that matter, government service, has developed superb processes to enable maturation. FedEx, in my estimation, represents the equivalent nature of change management for the American corporate service. This article will highlight several aspects. First, I will touch upon the impetus for change. Then I will briefly outline the FedEx corporate structure followed by key modernization and transformation efforts happening today. I will conclude with a breakdown of the instruments used in FedEx to facilitate those changes.

**B**usinesses must be capable of remaining competitive and productive in the markets they seek. System, structure, and material modernization functions as a key enabler to those ends. Nevertheless, drivers for increased competitiveness come at a cost. With unlimited resources, any entity can out-produce its rival, though this might not generate desired efficiencies or even quality. The economics of resource scarcity preclude such scenarios. Given the realities facing a more globalized market environment, each step on the competitive ladder requires higher levels of precise production and modernization. Climbing that ladder substantiates expanding capacities vis-à-vis a strategic direction, to systematically generate more revenue, while reducing costs and adding value to company's wealth in forms such as share price. For the outsider peering in from the margins of economic predictability, inputs to change might seem costly. From my perspective, I can attest that it is only a waste if there is no vision. So for the evolution of change to succeed, it requires every bit of leadership

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The Oracle®

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



MG Robert Dyess, Director  
FA50 Executive Agent

### Fellow FA50s,

I hope you are enjoying the summer with your families and are looking forward to the 4th of July Holiday.

The focus of this ORACLE edition is professional development and broadening. As the Army changes and downsizes, the importance of continuous personal development as an Army professional grows. The Army's senior leaders frequently mention the importance of broadening knowledge and skills.

One of my responsibilities is to increase the opportunities for broadening experience and diversification by expanding the location and number of FA50 authorizations. I also take a personal interest in the education and training of our military and civilian force managers. As the Director of the HODA G8 Force Development Directorate, I tasked my team, beginning this year, to give special attention to the formal development of all their staff, both FA50 and CP26. As the FA50 Executive Agent, I am actively involved in the education and training experiences developed by my FA50 Personnel Development Office (PDO); I meet with each class of the FA50 Force Development Qualification Course; and I was intricately involved in the 2014 FA50 Senior Force Managers Seminar (SFMS). The SFMS was highly successful with outstanding speakers and the highest attendance ever. The keynote speaker, Honorable Brad Carson, Under Secretary of the Army, briefed us on the changes that are taking place in our Army. The remaining speakers, all key Army leaders, provided in-depth comments of what to expect as we continue to transition to a smaller force. I want to thank those who made the SFMS a success by their support and participation. Look for the group photograph and summary about the SFMS in this ORACLE.

I want each of you to take advantage of the broadening and professional development opportunities established specifically for FA50. I encourage our senior leaders to discuss these opportunities with the FA50s on their staff and those that they mentor. Every career plan should include at least one specific, formal broadening experience. I expect to see a large number of applications this year.

Finally, we had the privilege of honoring a pioneer and champion within our Force Management community. The induction of Major General (Ret.) Robert B. Rosenkranz into the 2014 Force Management Hall of Fame took place on 29 May 2014. Major General Rosenkranz is our 14th Hall of Fame inductee and it was truly an honor to recognize an outstanding officer and force manager.

This will be a challenging year for our community as well as the rest of the Army. As the force continues to decrease in size we must stay focused on supporting our leaders and Soldiers with our unique talent and skills during this challenging time.

MG Robert M. Dyess

*MG Dyess*

**ARMY STRONG!**

FedEx continued from cover

as much as the buy-in from the work force. For transformational changes to achieved longevity, pursuing organizations must posture themselves in the right conditions to leverage technologies and the human dimension.

The FedEx Corporation, led by Chairman and Chief Executive Officer, Frederick W. Smith, is a family of five operating companies. Altogether, they employ upwards of around 300,000 people with broad strategic portfolios in world-wide transportation, customer service, and technology. The joint, integrated network of companies return annual revenue of about \$44 billion and follow a philosophy of competing collectively and managing collaboratively under the respected FedEx brand. The main network is FedEx Express with its international aviation distribution system capable of delivering more than 4 million shipments each business day to more than 220 countries and territories. FedEx Ground makes up the next segment for North American land-based package delivery services. It has combined forces with the U.S. postal service to reach as many customers as possible. The third entity is FedEx Freight and it provides less-than-truckload (LTL) freight services. The supporting company tying all these efforts together is FedEx Services. This company synergizes the global network of sales, marketing, administrative, and information technology

functions. Undoubtedly FedEx has proven its staying power by generating change within its market niche, but as I learned during TWI, FedEx does not rest on its laurels. Mr. Smith's, agenda for change seeks to increase competitiveness through air and ground fleet modernization, human resource restructuring, and information technology streamlining.

**Aircraft Fleet Modernization.** Here is a glimpse into equipment changes that are at the core of reducing costs while enhancing environment stewardship. Aircraft Fleet modernization has



### **Boeing 777**

been a process of replacing older, less efficient aircraft with higher payload and better fuel economy machines. The goal is to reduce carbon emissions thirty percent by 2020 and converting one third of the fuel supply to alternative energy sources. The pinnacle example of this transformation is the Boeing 777. Capable of flying 6,675 miles and carrying 178,000 pounds, it is world's largest long-range twin-engine aircraft freighter. Another means of improving efficiency is to use like fleets of the Boeing 757 and 767, which can share maintenance tools, spare parts, and training.

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**Savings.** FedEx is also saving through transforming its package containers called Unit Load Devices (ULD). The new ULDs are 150 pounds lighter, meaning more packages can be added for the same amount of weight that the container was reduced, thereby raising revenue opportunities.



**Unit Load Device**

**Delivery Modernization.** The third major equipment transformation has been delivery vehicle



**FedEx Truck**

modernization. The fuel guzzling, boxy trucks seen around the country are slowly being replaced with ergonomic and more environmentally friendly hybrid fuel vehicles. FedEx owns or contracts 90,000 of these and the company seeks to impact carbon emission reduction by taking advantage of technological changes.

On the Human Resources front, FedEx has been rolling out a time-phase manning reduction and organization re-structure. After evaluating the potential impacts from increased global competition, patterns of higher costs to process inputs, and a general tepid outlook towards international economic growth, FedEx projected a need to cut \$1.7 billion in costs by 2016. FedEx implemented an end-strength reduction using a voluntary cash buyout program while recalibrating mission sets in various Services and Express departments. For example, the section I was assigned to Global Planning and Engineer support consisted of engineers and business analysts who developed and deployed software for domestic delivery stations, airport operations, and cargo upload/download ramps. Post re-organization, the workforce became responsible for integrating that same software for all the international locations as well.

**The third major arena of change has been information technology systems.**

In the private sector, firms most leveraged to dominate their competition are those most capable of efficiently maximizing customer satisfaction. After 40 years of working hard to gain brand loyalty, the company has acquired and developed a multitude of information technology management systems to translate the voice of the consumer into products. These systems now weigh down streamlining through maintenance, storage, and training costs, while not improving service quality indicators. FedEx has assembled a five-year plan to convert all these systems into

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FedEx continued from page 4

core IT hubs that will streamline management of the customer service information as well as reduce maintenance costs. A groundbreaking achievement for the company has been to transfer its master database to a principal facility in Colorado Springs.

Two key instruments of change at FedEx driving modernization and transformation are Quality

Driven Management (ODM) and the Everest process. The ODM system is total quality management philosophy of improvement.

**Its six core principles state:**

**1. Customers Define Quality**, where service requirements are based on the consumer's needs.

**3. Be Scientific**, where employees should approach issues of change through discerning eyes by being systematic.

**2. Measure, Measure, Measure**, where individuals must acquire facts of issues by counting successes and failures to determine the extent of the situation that provides improvement opportunities.

**4. Optimize Business Performance**, simply utilizing as many resources as necessary to perform the job.

**5. Quality Involves Teamwork**, regards quality as everyone's responsibility and to that end, assembling groups through talent management to tackle the various issues that arise.

**6. View Failures As Opportunities**, signifies the desire to confront and learn from mistakes. Solving issues that draw quality from end product takes a process called Assess, Build, Launch, Evaluate (ABLE). Quality Action Teams often come together through leadership championing to assess failures, develop the solution, implement it, and determine its success. The motivation of ODM and ABLE is to empower each employee in philosophy of change management.

**Everest**

Everest is the FedEx force management process. It combines the features of project management with concept of the military's Joint Capability



The Oracle is the quarterly newsletter published by the U.S. Army's FA 50 Personnel Development Office (PDO). Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us all informed.

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## MESSAGE FROM THE PDO CHIEF . . .



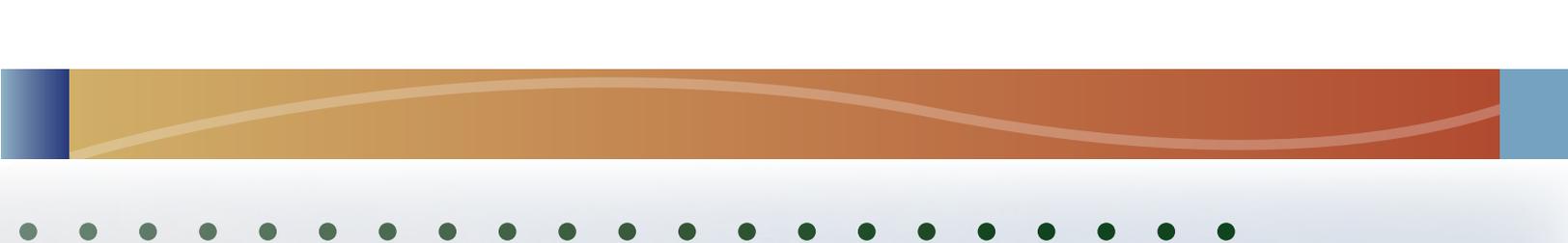
LTC Stephon Brannon  
Chief, FA50 Personnel  
Development Office

### Teammates;

Let me express my thanks and appreciation to all those who made the 2014 Senior Force Managers Seminar and Force Management Hall of Fame Ceremony a success. I would like to give special thanks to the remarkable seminar speakers for taking time out of their busy schedules to speak to the force managers gathered for this event. The keynote speaker, Undersecretary Brad Carson set the tone with comments regarding his observations about the changes that are taking place in our Army. This was followed by key insights by other Army leaders directly involved with the changes. But the celebration can only last for so long and the PDO team is in the process of working on the details for next year's seminar.

Since my last message, we bid farewell to a great FA50 officer and branch manager, LTC Jamie Garcia. For the last two years, LTC Garcia has mentored our young officers in their professional development and worked with the PDO team to continue the success of the FA50 community. We wish him well as he continues supporting the FA50 community in his new assignment at NORTHCOM. However, with farewells usually come hails, and MAJ Jason Ison has arrived to take up the duties of our HRC Assignments Officer. MAJ Ison has served as an FA50 on the Army Staff and in the operational community. He fully understands Force Management and the needs of our FA50 officers. You can be sure that we will continue our success with him on board!

This issue of the Oracle is focused on education and professional development. The quarterly Officer Professional Development (OPD) events are for the entire force management community. As I promised in my first email to FA50 officers, OPDs will provide updates about force management knowledge and skills. The next OPD is scheduled for 15 July 2014 and I encourage everyone in the metro DC area to attend. Mr. McDaniel will distribute more information, to include distant

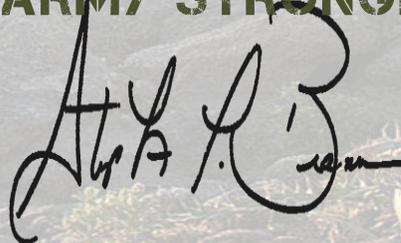


connections for those outside the area. Ms. Campbell will address in her article for this quarter's ORACLE the process of applying for broadening opportunities and professional development, presenting great options open to FA50s. As the Army continues to draw down the FA50 community, like everyone else, will experience that pain. We are seeing that change now and this is the time we must afford our FA50 officers the opportunity for professional and personal growth. The PDO team is here to assist you in getting an advanced degree or attend a fellowship program or serve in the industry partnership program. From time to time, you will also get alerts, as we learn of them, about other professional development options. As you know, education is important in a FA50 officer's career, please take advantage of it.

There are few other initiatives that the PDO team is engaged in to ensure we continue supporting our FA50s and their professional development. One of them is working with the Army Force Management School (AFMS) and their pursuit of TRADOC accreditation. This is a step forward for getting graduate credit for our officers attending the FA50 Qualification Course.

As I mentioned before, this year will be a challenging year. We must stay focused on the important things and continue to strive for success.

**ARMY STRONG!**



Chief, FA50 Personnel Development Office

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Integration and Development System. A function of Everest is the Cross-Functional Develop Process (XFDP). This mechanism drives the company toward creating services, products, and results from drawing board to launch. All major features of FedEx's modernization and transformation efforts originated through Everest.

Altogether, FedEx's reasoning behind organizational change management is not much different than the U.S. Army's purpose. There is always something better to acquire, a new goal to reach, or a system to fix that can save time, money, and resources. FedEx specifically seeks to improve financial and environmental profits through equipment modernization and force management. In the Army's case, modernization has an enduring role to upgrade and maintain strength of U.S. forces. The opportunity to learn about the FedEx's instruments of change will have an enduring impact on how I've come to understand the private sector. The lesson to

learn from my experience is we all have customer requirements to fulfill and we should position ourselves to remain relevant and competitive in meeting their needs.

*MAJ Michael A. DeCicco is originally from Raritan, New Jersey and received his commission through The College of New Jersey ROTC. He holds a bachelor of arts degree in economics and a masters degree in homeland security from American Military University. He served in the Infantry and Ordnance Corps before becoming an FA50 in 2007. Since then he worked in HQDA G8 at the Pentagon and AFRICOM in Germany. Most recently he has been working in the Training With Industry program at FedEx where he became a certified Project Management Professional. He has since been reassigned to FORSCOM G3. MAJ DeCicco is married and has two children. In his off duty time, he enjoys woodworking. 🧩*

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



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

Kudos again to MAJ Dan Rogne, first to call out the past issue's "What'Zit"!

The CATM-4 Tool is one of those rare items that makes you wonder why someone hadn't already invented it. The ability to plug the tail of a M16 Bolt into this tool and get it clean in a few twists is fantastic, and by flipping it over the interior of the Bolt Carrier is quick work as well. Other features include a patch holder for swabbing the inside of the Bolt Carrier, a bit driver mounting point, and a cleaning section for the firing pin. The CATM-4 tool is made of Stainless Steel, is 3.5 inches long, weighs 1.4 ounces, and is available in 5.56 and 7.62 sizes. This tool is not designed to scrub everything 100% perfectly clean, but it knocks off the vast majority of carbon very quickly. A simple and effective cleaning tool, it is recommended for military, law enforcement, or anyone else who actually shoots their M4/ AR15s. It just plain works, and for a tool made in the USA costing under \$30, you can't go wrong with this one.



# THE FIVE RULES OF PFMD: LESSONS LEARNED ADVISING IN AFGHANISTAN

by MAJ Michael E. McInerney

**F**ollowing a recent WIAS deployment, I was prompted by my new boss to spend some time reflecting on lessons learned and thinking about how to adjust to life as a field grade FA50 working in the Pentagon. Initially, I had a tough time linking these experiences. But, while thumbing through my trusty green notebook from the deployment, I came across a list of 'rules' put out by my Division Chief during our initial counseling that provided a useful framework to connect these dots.

## The Five Rules of PFMD

1. Don't get killed.
2. Don't become complacent.
3. Don't be emotionally attached to the work.
4. You only need to be a B- in a C+ world.

5. In Afghanistan, life is a 2 way street...on both sides.

After more than a decade, it is clear that long-term success in Afghanistan will not be found on the battlefield. Instead, the outcome largely hinges on how well coalition-led security,

governance, and economic development activities are transitioned to the Afghan government. Though Afghan forces currently lead front line security operations, they continue to require coalition assistance developing the



LTC Hodson and MAJ McInerney with BG Akbar, the ANP Deputy Director of Force Management

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**AKO:** <https://www.us.army.mil/suite/page/194547>

**AFMS Online:** <http://www.afms1.belvoir.army.mil>

**Smart Quote:**

**For a war to be just, three conditions are necessary -- public authority, just cause, right motive.**

–St. Thomas Aquinas

**The Five Rules** continued from page 9

basic institutional systems and processes necessary to build and sustain effective security forces. As experts in Army institutional processes, FA50 Force Managers in Afghanistan fill critical niche in this effort, using our unique qualifications to develop this institutional capacity within the Afghan National Security Forces (ANSF).



COL Farrior and MAJ McInerney at the Ministry of the Interior

While deployed last year, I served as a branch chief within the Police Force Management Division (PFMD) of the NATO Training Mission – Afghanistan (NTM-A) at Camp Eggers in Kabul. My duties as an FA50 included documenting the Afghan National Police (ANP) force structure, and advising the Afghan Major General who served as the ANP Director of Force Management.

The PFMD team consisted of US and Canadian officers from every branch of service, civilian contractors, and local national interpreters. Our mission was to train and advise the officers of the ANP force management directorate to document the ANP force structure, field and integrate new equipment to ANP units in the field, and develop the systems and policies required to manage a national police force of 157,000 patrolmen and associated equipment.

The contributions of FA50s in Afghanistan were recognized by Afghan and coalition leaders alike. FA50s understand 'How the Army Runs' and that expertise is highly sought after by those seeking to build security

forces from scratch. As an FA50, I found that I had the knowledge to help the Afghans link strategy and resources with requirements to build an affordable and effective fighting force. Additionally, my team completed a database to document the personnel and equipment authorizations for every ANP unit and then trained the Afghans to manage this database on their own.

Finally, we used our experiences gained in units and on the Army Staff to advise the Afghans on establishing processes related to PPBE, acquisition, requirements generation, and equipping. Every day brought new challenges, and the FA50 motto of being 'managers of change' was constantly put to the test.

With PFMD guidance, the ANP Force Management Directorate developed a simplified version of the Army Force Management Process suitable for their needs. Many of these Afghan processes are recognizable to US force managers as 'mini' versions of our own. For example, the

computer database that the ANP uses to document manpower and equipment authorizations known by the Dari word 'Tashkeel' is very similar to our TOEs. Similarly, the annual force structure evaluation known as the Command Plan Review (CPR) is basically a simplified version of the TAA. Though these Afghan systems lack the deep DOTMLPF analysis, resource discipline,



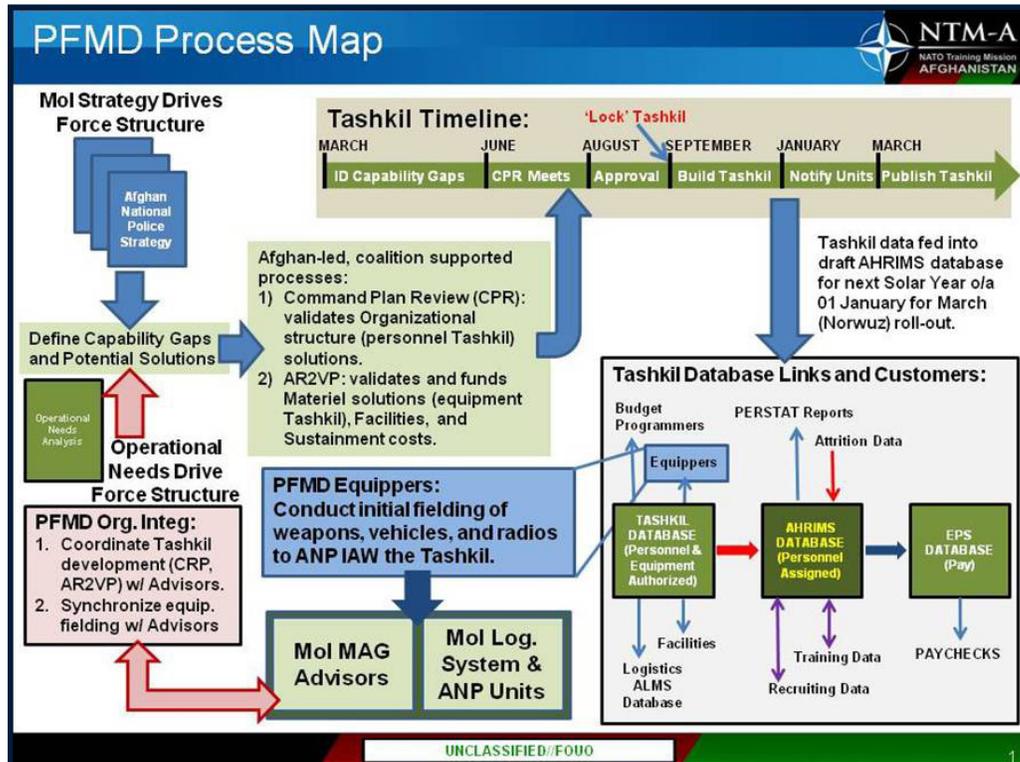
MAJ McInerney and an Afghan Public Protection Force Policeman with his newly fielded AK-47

**The Five Rules** continued on page 12

and checks and balances that characterize US force management processes, the advantage is that these 'good enough' solutions were being executed with coalition oversight only, within the political, cultural, and human capital context of the Afghan system.

jokes recognizable to any soldier. One running gag in the office was the humorous applications of the "Five Rules of PFMD" to any situation we were dealing with. Though used for comic effect, typically the solution to our problem could be found in the rules as well. Upon redeployment,

reflecting upon my experiences and wondering about their relevance to my future as an FA50, I found myself returning to these same "Five Rules" as a useful way to frame my thoughts.



Basic outline of the 'simplified' Force Development Process used to build the Afghan National Police

### The Five Rules

Like many important life lessons, the first rule of PFMD is simple, but profound – "don't get killed." Though advising at the Ministry of the Interior in Kabul wasn't exactly walking point in the Korengal Valley, it could be dangerous. With an upswing in 'green-on-blue' attacks during the previous year and

While the work could be very rewarding at times, advising at the Ministry of the Interior was often frustrating and dangerous. Being responsible for our own planning, transportation, and security meant that PFMD had a great deal of independence and kept a light footprint on missions. While these advantages allowed us to maintain close engagement with our Afghan counterparts, they induced a commensurate level of risk into every operation. The PFMD team developed strong bonds in this environment characterized by the gallows humor and inside

regular bombings and small arms attacks, no one wanted to break rule number one. But, due to our small size, the team's main defense was simply to always look out for each other.

While this rule seemingly has limited application outside combat (besides holding hands and looking both ways before crossing the street) the lesson that I take away from rule one is the importance of being a team player – especially when you lack overwhelming firepower. As a Major in the Pentagon I don't 'own' anything. My ability to direct a particular outcome by virtue

of rank or position is nil. But, if I can build trust, communicate clearly, and develop relationships both horizontally and vertically I should be able to have influence and become involved in decisions.

Rule number two, **“don’t become complacent”** was a corollary to rule number one. As in, “if you don’t want to break rule number one, don’t break rule number two.” Working with the ANSF on a daily basis, it was important to minimize risk and never take anything for granted. The team always briefed each



Vehicles at a storage lot outside Kabul awaiting fielding to the Afghan National Police

movement like it was our first mission and AAR’d every action to seek ways to improve.

The lesson of rule number two is what a mentor has expressed to me as being willing to “take the shot.” Reduce risk by doing the homework and using sound judgment, but when the time comes it is important to use initiative and make a decision. The consequences of complacency here at home may not be sudden death, but ultimately a complacent attitude on the Army Staff harms soldiers and impacts the future of our Army.

The third rule, **“don’t be emotionally attached**

**to the outcome”**, seems easy to apply until you find yourself throwing things across the office following another futile meeting. After the enormous investment of blood and treasure in Afghanistan, the narrow self interest and corruption displayed by some of our local national counterparts is infuriating. In one of those moments, a teammate shouting “remember rule number three!” across the office would relieve the pressure and remind me that “Kabul was not built in a day.”

My take away from this as I advance in my career is that significant progress is only possible over significant time. Unlike my Company Commander days, strategic organizations don’t turn on a dime. The programs I am working on may not even be fielded until long after I retire. Having an effect at this level requires a well developed vision and unrelenting steady progress toward long term goals. One bad (or good) meeting rarely determines the final outcome, and short term thinking is usually counterproductive. Also, a sense of humor and good teammates are priceless.

One of the Division Chief’s favorite expressions, adopted as the fourth rule, was that **“you only have to be a B- in a C+ world.”** We often invoked this maxim when we found ourselves involved in an effort that seemed to be producing diminishing returns. The lesson of rule number four is that the perfect solution isn’t necessary for success in an imperfect system. If it works, you don’t need to hold up the mission looking for a better solution. Other areas rated F’s and D’s need your attention to prevent failure.

The final rule is familiar to anyone who has ever tried to navigate a Toyota Land Cruiser through

**The Five Rules** continued from page 15

the chaotic streets of Kabul. "In Afghanistan, life is a two way street...on both sides." While practical advice from the perspective that an entire family riding a motorcycle against traffic is a normal sight in Afghanistan, the deeper meaning is that the world does not work along the patterns that you are used to. To have lasting influence, you must understand your principal's perspective and make a deliberate effort to build a relationship across the cultural divide.

In a wider context, rule number five reminds me how important it is to deliberately practice critical thinking. It takes a conscious effort to challenge my assumptions, see beyond my parochial point of view, and consider all courses of action. Thinking at the strategic level requires moving beyond my own areas of expertise and applying focused skepticism to new problems. This often comes into focus in my position as an SSO, where my natural inclination to defend my program must be tempered with a view of the bigger picture.

Leaving Afghanistan in December of 2013 allowed me to see the culmination of many years of effort by force managers in Afghanistan. We had developed robust systems for the Afghan Police

to manage their force, and the Afghans were executing those systems with minimal coalition oversight. While I won't venture to predict the future of that country, I can say that we made a difference while we were there and gave them the opportunity to succeed. Ultimately, they must apply the lessons we taught them and make their own future. Perhaps we should have the Five Rules translated into Dari.

*MAJ Michael E. McInerney received his commission as an Armor Officer through The United States Military Academy in 1999. He holds a bachelors degree in economics and a masters in public policy from Duke University. He currently serves on the HQDA G8 FDD Maneuver Team as the Staff Synchronization Officer for Stryker. MAJ McInerney is married and has three children and two dogs. 🧩*



The Police Force Management Team at Camp Eggers, Kabul, Afghanistan

# FA50 2014 HALL OF FAME INDUCTION: MAJ GEN (R) ROBERT B. ROSENKRANZ



Force managers design formations, along with all their equipment, for war and peacetime missions. In the 1980s and '90s, Robert B. Rosenkranz, now a retired Army major general, led that effort and he did it very well, said Maj. Gen. Robert M. Dyess, the current director of Force Development, G-8. Rosenkranz's achievements as a force manager were recognized May 29, when he was inducted into the Force Management Hall of Fame, during a ceremony in the Pentagon.

What's notable about Rosenkranz's work was that it was done during a period of the Army in the 1990s that resembles today. The issues are similar, Dyess said, "decreased resources, synchronization, integration and getting the most combat capability we can for the combatant commanders."

He added that "the wars and the systems might have changed slightly, but the required capabilities are essentially the same. History doesn't just repeat, it echoes." One of the other similarities was the drawdown.

John McLaurin, deputy director, Force Management, G-3/5/7, who delivered the remarks, said the drawdown and funding issues were even worse than today, and it was "potentially the mother of all transformations over these last 25 years." He quickly clarified his remarks: "Of course we'll have to see what the next few years have in store for the Army."

Rosenkranz remarked that the drawdown was so unpopular then, and by default, the work that he was doing, that he wore a special name tag that read, "Bob 'Don't Shoot the Messenger' Rosenkranz." The political climate was nasty too at the time, he added. He recalled Gen. Gordon R. Sullivan, who was the Army chief of staff at the time, being confronted by so-called "Army-free defense strategies."

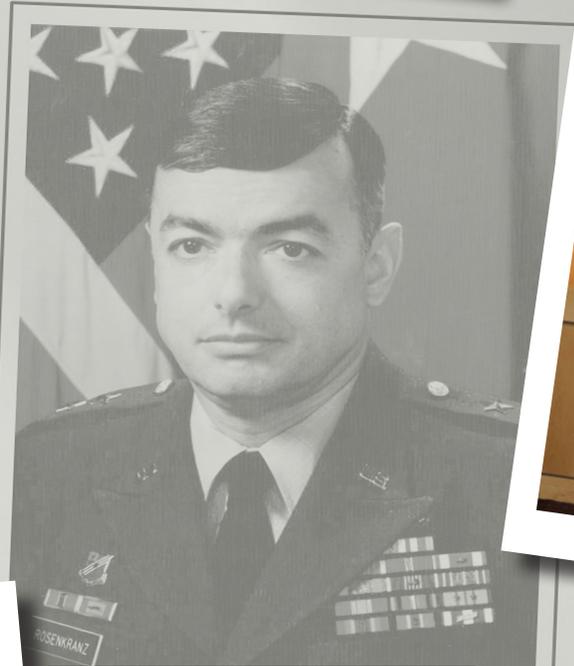
Sullivan would say, "You can't win a war without going in the mud," meaning the nation needed its Soldiers, and in a few years, it would. Besides managing the drawdown, Rosenkranz developed strategies that helped to bring about the end of the Cold War, prepared the Army for Operation Desert Storm, and equipped the force with weapons and capabilities that are still in use today, McLaurin said.

Rosenkranz "made the compelling argument that force management is a strategic factor in the formation of national security policy," McLaurin said. "His planning helped guide and achieve the readiness of the forces in support of combatant commanders. The balance needed between warfighting forces and institutional support was achieved by him at a most critical time."

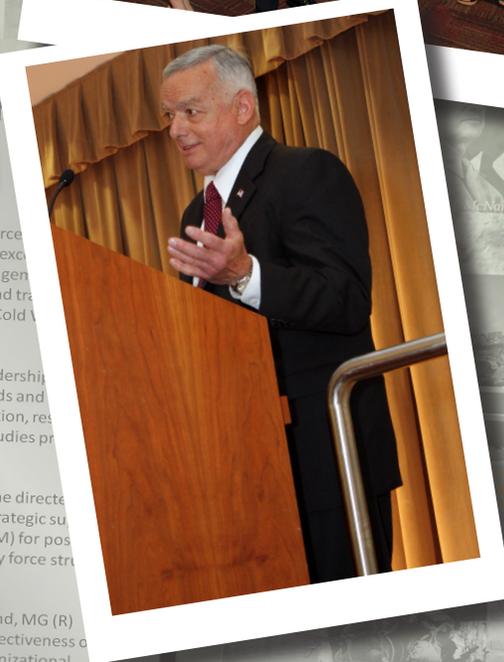
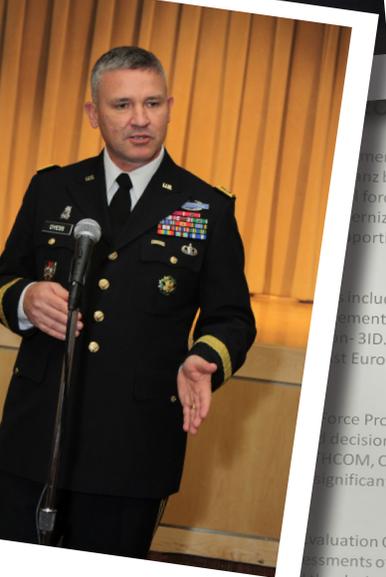
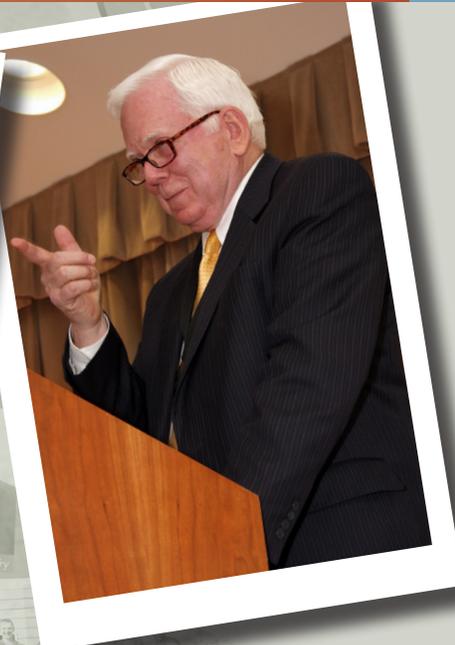
In short, McLaurin said, he helped save lives.

Rosenkranz continues his support for the defense community in his current work at Trax International, a company that provides logistical support to the Army.

"I never expected to be here for this honor," Rosenkranz said. "It's deeply appreciated. The Army is in good hands. The country still loves its veterans and its Soldiers."



FA50 society, family, and friends honor retired Army Force Manager, Major General Rosenkranz, as he is inducted into the Army Force Management Hall of Fame May 29, 2014. The 14th inductee to receive this honor, Maj. Gen. Rosenkranz played a major role in achieving the strategic, readiness and operational objectives of transforming the Army's force structure during his distinguished 34-year career.



LTG Richard G. Trefny

1st Lt. Knox Basic

But in June 1966, Vietnam's United States had over 385,000 troops, a Comms Officer and later 1st Cavalry Division.



### SOLDIER'S CREED

- I am an American Soldier.
- I am a warrior and a member of a team.
- I serve the people of the United States, and live the Army Values.
- I will always place the mission first.
- I will never accept defeat.
- I will never quit.
- I will never leave a fallen comrade.
- I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills.
- I always maintain my arms, my equipment and myself.
- I am an expert and I am a professional.
- I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.
- I am a guardian of freedom and the American way of life.
- I am an American Soldier.



# FA50



## SENIOR FORCE MANAGERS SEMINAR FA50s Prepare for a Ready & Modern Army



Pedro Kennedy photo montage

**Pentagon** 2014  
Conference Center  
28-29 May

The 2014 FA50 Senior Force Managers Seminar was a tremendous success. MG Robert Dyess, FA50 Executive Agent, encouraged the Senior Force Managers gathered for this annual training to “help your commander solve his/her problems. If we are managers

of change we are in a target rich environment.”

The Honorable Brad R. Carson, Under Secretary of the Army, set the tone for the seminar with remarks about the challenges he has observed as the Army continues the transition to a smaller force. He emphasized, “The ability to speak as one is an important step in revamping social issues, readiness issues and structure.”



Marla Hurtado photo

The Honorable Brad R. Carson, newly sworn in Under Secretary of the Army, shares his thoughts on upcoming challenges.

LTG Howard Bromberg, MG William Hix, BG Roger Cloutier, and BG John Ferrari continued with updates about the transition with in-depth remarks about what is happening in each of their areas of responsibility to design and implement the strategic plans for the Army. BG Cloutier stressed the importance that “all leaders must know who FA50s are and what they do” especially now, in this time of significant change in size and design of the Army.

The seminar concluded with presentations by BG William Coats and members of the FORSCOM staff, BG

Senior Force Managers continued on page 19

*We the People* OF THE UNITED STATES, IN ORDER TO FORM A MORE PERFECT UNION, ESTABLISH JUSTICE, INSURE DOMESTIC TRANQUILITY, PROVIDE FOR THE COMMON DEFENSE, PROMOTE THE GENERAL WELFARE, AND SECURE THE BLESSINGS OF LIBERTY TO OURSELVES AND OUR POSTERITY, DO ORDAIN AND ESTABLISH THIS CONSTITUTION FOR THE UNITED STATES OF AMERICA.

PREAMBLE TO THE UNITED STATES CONSTITUTION



Pedro Kennedy photo

Ferdinand Irizarry from USARC and BG Daniel Mitchell with members of his Army Sustainment Command staff. These presentations gave keen insight into how the modernization and reorganization is being addressed regarding mission fulfillment and authorizations as well as equipping.

Seminar photos and releasable presentations for this and previous seminars can be found on the Senior Force Managers Seminar (sfms) website (place the following in your web browser: <http://www.fa50.army.mil/sfms>). 🧩

There were forty-four registered attendees for the 27-29 May event. There were also reports from both the FA50 and CP26 community with a lead-off session by the FA50 Personnel Development office regarding the state of the functional area (FA50) and a final day presentation by Colonel Fred Gellert, FA50 and instructor at the Army War College, about innovations he initiated at the Army War College, Carlisle. The only concern raised by many of the attendees was the need for more time for discussion and interaction with peers.

The 2015 FA50 Senior Force Mangers Seminar is scheduled for the week of 10 May at the Pentagon Conference Center.



Marla Hurtado photo

Major General Robert M. Dyess explains a point on Readiness.

# FA50 CAREER MANAGER UPDATE

by MAJ Jason Ison, Newly Assigned HRC FA50 Career Manager



MAJ Jason Ison  
HRC FA50 Career Manager

First off, let me once again reiterate how honored I am to serve the Force Management Community. While this is a turbulent time to be in the Army, it is a great time to be a Force Manager as the skill sets each of you bring to the table are in high demand. I have been an FA50 for six years and have had the opportunity to work in the Pentagon and in the field. In all occasions, the knowledge and skills I learned, beginning with the qualification course, have been invaluable. I have been, and continue to be, impressed with my fellow FA50s. I promise to use this opportunity as your assignment officer to serve and support you in what I know can be a rewarding career.

I ask for your support and cooperation as together we move forward over the next year. It is important that you keep your records current and correct - use your immediate personnel office with me only as a backup. It is important that you do a long-range plan, for at least 5 years out, of how you want to develop and what assignments you would like to have - make sure you have multiple options because some positions may not be open at the time you are available, and remember you may not be the only one desiring that job. I am always willing to discuss options with you but your first point should be a senior-officer mentor. I am doing my own long-range planning as I review openings and availabilities for 12-18 months out. I will inform you of openings and opportunities when they are ready for publication.

In my first monthly email update, I mentioned that I would continue to produce a quarterly FA 50 Branch Newsletter focusing on a few key topics. I have decided to utilize the Oracle as the venue for this newsletter. For this edition, I will focus on the CPT and MAJ OSB/ESERB. I have received numerous questions on the subject, and hope to provide a resource for both eligible officers and their Chains-of-Command. If you have any additional questions or concerns, feel free to contact me to discuss.

## NOTIFICATION PROCESS

Officers selected by the ESERB/OBB will be notified by the first General Officer in their Chain-of-Command. ACOM CDRs will receive an e-mail indicating when notifications will be released. Notifications will be sent out via an HRC portal to G1s (No list will be published). Once notifications are complete, G1/HRC will issue an "all clear" message. Acknowledgement memorandums will be returned via the servicing G1 to HRC, Leadership Development Division (LDD) within approximately 15-days following notification. HRC, LDD will send a personal notification to any officer who doesn't provide acknowledgement within 30 days. If an ESERB/OSB selected officer is in an overseas location and desires to return to CONUS to retire/separate, they may request to PCS and the Director, OPMD can waive the PCS ADSO.

## TYPES OF RETIREMENT/SEPARATION

- **20-Year Active Federal Service Retirement:** Officers with 20 or more years of qualifying service at MRD established by the board are eligible for a 20-year Active Federal Service Retirement. Officer must have at least 10 years Active Federal Commissioned Services (AFCS) to retire as an officer. This is waivable to eight years with the approval of the HRC Commanding General.

FA50 Career Manager continued on page 21

- **Sanctuary:** Officers with 18 but less than 20-years of Active Federal Service will have the option to remain on Active duty status until qualified for retirement.
- **Temporary Retirement Authority (TERA):** Officers with more than 15 but less than 20-years Active Federal Service are eligible for TERA. The officer must not be flagged for Adverse Action or Elimination. They will receive reduced retirement pay, with full medical benefits. Officer must have at least 10 years AFCS to retire as an officer. This is waivable to eight years with approval of the HRC Commanding General.
- **Separation Pay:** Officers must have greater than 6 yrs continuous Active Federal Service prior to separation. They must enter/attempt to enter into a minimum of a three year agreement with the Reserves. For rough calculation of separation pay: 10% base pay x 12 x #yrs of AFS.
- **Revert to Enlisted Status:** Officers must have no break in services (usually applies to OCS) and have held an MOS not for sole Purpose of going to OCS. The grade will determined by HRC, EMPD while MOS is based on needs of the Army.
- **Discharge:** Officers can elect to separate with no affiliation to the Armed Services and not receive separation pay.

### **PROCESSING TIMELINE**

Officers that are retirement eligible (20-Year AFS or TERA) or are being separated/discharged must separate NLT MRD determined by the Secretary of the Army. Officer should submit a pre-retirement information sheet through their servicing Transition Center or Military Personnel Directorate, IAW AR 600-8-25, Figure 6-2. This will allow the officer to receive orders and take transition leave and Permissive TDY. HRC Will issue involuntary retirement/separation instructions NLT 45 days prior to the officers' MRD if no retirement request is received. Officers that elect Sanctuary will be retained and have their MRD

adjusted to the first day of the month following the month they attain retirement eligibility. Officers in Sanctuary can elect TERA at anytime.

For additional resources, please go to the HRC OSB/ESERB website at:

<https://www.hrc.army.mil/Officer/Officer%20Separation%20and%20Enhance%20Selective%20Early%20Retirement%20Boards>

*MAJ Jason Ison is originally from Kentucky and received his commission from ROTC. He holds a bachelors degree in history from Morehead State University and also holds a masters degree in Business Administration from the University of Kentucky. Originally a Logistics Officer, he became an FA50 in 2008. MAJ Ison is currently assigned to HRC as the FA50 Career Branch Manager. 🎲*

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FA50 online: <https://www.us.army.mil/suite/page/194547>

HRC online: <https://www.hrc.army.mil>

Milper Messages: <https://persomnd04.army.mil/milpermsgs.nof>

# TAKE CONTROL OF YOUR PROFESSIONAL DEVELOPMENT

BY PATSY CAMPBELL



**D**id you know... 62% of FA50 officers have masters degrees with the majority being in areas applicable to force management - organization management, public administration, business administration, organization leadership, strategic leadership - to mention a few. There is a reason for that.

FA50/force management is a diverse specialization. Although these words appear non-congruent to some, anyone who has worked in force management for a while can attest to the multifaceted nature of the work. That is one thing that makes FA50s so capable and requested by informed leaders. An experienced, well trained FA50 thinks "outside-the-box"; is challenged/not stumped by a usual task; relishes the challenge to find a solution to that unsolvable situation.

The multifaceted nature of the work means there is no one academic path for FA50s. Although there is an expected path of force management assignments, FA50, unlike other career programs, does not have a



fixed/one lane only development plan. As a small career field, officers can expect to fill a broad range of jobs. When the CSA says he wants officers to be multi-skilled, ...diverse, ...flexible, he is describing the successful FA50. When considering an academic or broadening experience, an officer should do a personal assessment. What are my strengths and expertise? Where might there be gaps in knowledge or skill development? What can I do to enhance myself not only as a force manager but also as a competent Army leader and supervisor?

The first step in force management development is functional qualification with completion of the FA50 Qualification Course and a couple of 50A assignments. Then, for those without a higher academic degree, the advanced civil schooling

**Take Control** continued from page 21

or degree completion program should be an objective. As a mixture of operational and institutional assignments are completed (including one of one or one of two or three), an FA50 should look for other broadening experiences. Volume 9 of the ORACLE covered this topic in detail. Look in ARCHIVES at the ORACLE tab on the FA50 website for this article.

Do you see a pattern here? Hopefully the answer is “yes.” There are two types of professionals – those who manage their careers and those who are managed by their careers. The latter group are those who “mean to apply” for professional development, but “just don’t have time.” This group gives up their opportunities to those who “manage” their careers and plan long term. This group identifies key points in their careers to make sure they seek employment “outside THE building”; they know when applications are due for FA50 specific developmental options; they watch for MILPER messages announcing broadening opportunities. To that group, more power to you. Officers in the “career-managed” group are encouraged to step forward and to take control.

The announcement requesting applications for the FA50-specific professional development options went out June 10th. The suspense for submission is 26 September.

The announcement outlines three areas for application. FA50 has two fully funded advanced civilian school slots. The FA50 training with industry (TWI) partnership with FedEx is for one officer a year, but the fourth officer will begin that assignment in July. Application for TWI and fellowships are

encouraged after multiple FA50 assignments. A new fellowship option has been added making four FA50-only fellowship options: Rand/Arroyo, MITRE, and Interagency (added) plus the Kellogg (post Mel 1 and not open for application). A panel of FA50 colonels reviews applications for the announced programs and creates an order of merit list for each opportunity.

If you want one of these opportunities, apply – it makes no difference “how many apply” (a too often asked question). If you really want something and believe you can do it, APPLY. If you don’t get selected the first time, apply again. Seek guidance from your military mentor or the FA50 assignment officer or the FA50 Personnel Development Office (PDO) to find out how you can make your application stronger. Some times it can be a major challenge, like improving your tests scores, but sometimes it is simply that you didn’t strongly, if at all, highlight your potential in the cover memo. Or, it could be the selection panel believed you needed more experience as an FA50. Your mentor, assignment officer and PDO staff want you to be successful, don’t hesitate to seek assistance. 🧑‍🚀

**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).

# two books

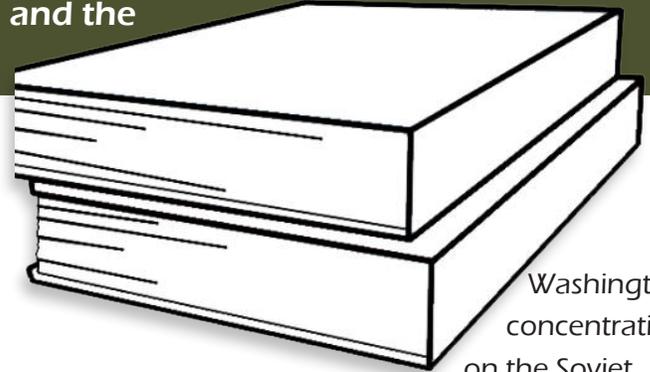
An authoritative and vivid account of Operation Just Cause – a firsthand account of the planning, execution, and aftermath of the U.S. invasion of Panama and the fall of General Noriega.

[Pentagon Library index: E183.8.P2 D66  
1991  
<http://www.whs.mil/library>]

## Operation Just Cause, The Storming of Panama

Authored by Thomas Donnelly, Margaret C. Roth, and Caleb Baker (Lexington Books)

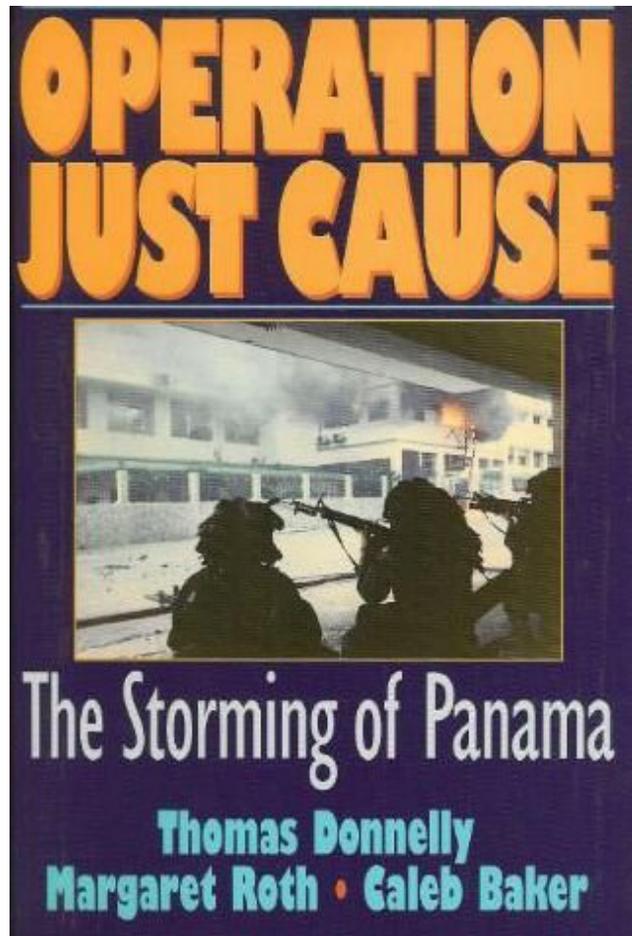
Drawing on hundreds of interviews, the authors describe the invasion of 26,000 U.S. troops against the Panama Defense Forces, and the toppling of Manuel Noriega. In addition to crisp accounts of conventional firefights during the brief campaign—December '89-January '90—the book describes a wide variety of military situations, affording readers a close look at how U.S. troops make war in the post-Vietnam era: Capt. Linda Bray becomes the first female to lead American troops into battle; an American civilian is rescued from the Model Prison by Delta Force commandos; U.S. and Panamanian forces fight hand-to-hand in an airport women's restroom. As the authors make clear, Operation Just Cause marked a significant change from



Washington's concentration on the Soviet

menace. With the

protection of American citizens abroad becoming increasingly important in the face of terrorism and hostage-taking, we can expect the smaller U.S. Army to be oriented toward a different variety of threats, note the authors. The book offers a sharp examination of how the Army went into action on a new kind of front. Donnelly and Roth report for Army Times, Baker for Defense News.



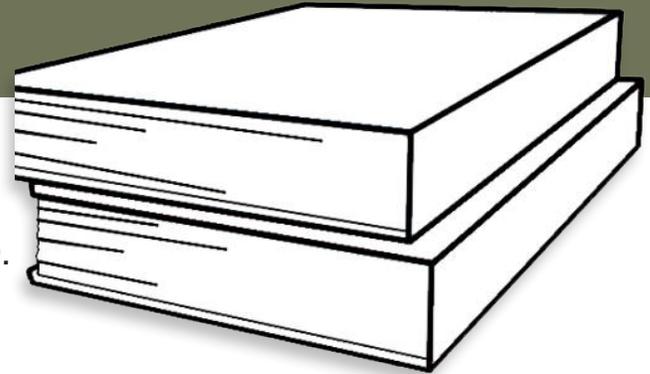
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Publishers Weekly,  
Dec 2, 1991

Two Books continued on page 25

# twobooks

U.S. Army Chief of Staff's Professional Reading List,  
Strategy and The Strategic Environment:  
**Cybersecurity and Cyberwar,  
What Everyone Needs to Know**

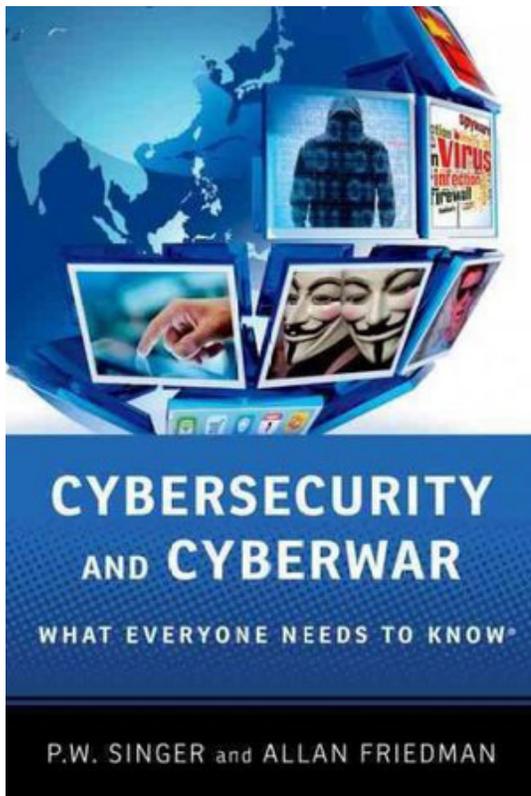
[Pentagon Library index: OA76.9.A25 S562  
2014 Collection Reading List  
<http://www.whs.mil/library>]



## **Cybersecurity and Cyberwar, What Everyone Needs to Know**

Authored by P.W. Singer and Allan Friedman.  
(Oxford University Press - January 3, 2014)

The American military, which has no peer, is almost completely reliant on high-tech computer systems. Given the Internet's potential for full-spectrum surveillance and information



disruption, the marshaling of computer networks represents the next stage of cyberwar. Indeed, it is upon us already. The recent Stuxnet episode, in which Israel fed a malignant computer virus into Iran's nuclear facilities, is one such example. Penetration into U.S. government computer systems by Chinese hackers - presumably sponsored by the Chinese government - is another. Together, they point to a new era in the evolution of human conflict. In **Cybersecurity and Cyberwar: What Everyone Needs to Know**, noted experts Peter W. Singer and Allan Friedman lay out how the revolution in military cybernetics occurred and explain where it is headed. They begin with an explanation of what cyberspace is before moving on to discussions of how it can be exploited and why it is so hard to defend. Throughout, they discuss the latest developments in military and security technology. Singer and Friedman close with a discussion of how people and governments can protect themselves. In sum, Cybersecurity is the definitive account on the subject for the educated layman who wants to know more about the nature of war, conflict, and security in the twenty first century.

-Review pulled by Pentagon Library from Amazon.com