

THE BATTLE OF QUEENSTON HEIGHTS – WAR OF 1812

Read About It In
The Oracle

COVER STORY

"The Battle of Queenston Heights- War of 1812"

by Michael Sean Tuomey
Editor in Chief

INSIDE THIS ISSUE

Army Needs FA50 Officers
from the Executive Agent

Billets Requiring an FA50 Officer
from the FA50 PDO Chief

Letters to the Editor

Cyber Corner
Crowdsourcing
by Lt. Col. Luis D. Solano

Military Equipment History
Photos by Thom Atkinson

Experiences in Kosovo
by Zenon Oleh "Al" Kulynych

Two Books
Reviews by Col. Steven Stebbins
& Lt. Col. Kevin M. Klopocic

FA50 Career Branch Manager Update
by Maj. Jason Ison

Joint Opportunities in Global Force Management
by Lt. Col. Momo Tawake

Farewell to Patsy Campbell

Parting Thoughts
by Col. Steven Stebbins

Unintended Consequences

by Michael Sean Tuomey

The War of 1812 in America may have been an unintended consequence of Britain's prodigious effort against France during the Napoleonic Wars. Both sides misread their opponent's willingness to go to war. The causes were varied. Americans focused on the rights of neutrals and the issue of impressment of American sailors. Many on both sides of the Atlantic faced economic ruin with the ongoing restraint of trade.

With Britain locked in a protracted conflict with a Napoleonic France, few military resources remained to reinforce North America. The Royal Navy faced a daunting task. Already strained, a blockade of American waters against a foe was far more demanding than controlling neutrals. Wellington's campaigns consumed considerable

Embargo by Express.

New-Bedford, April 4, 9 o'clock A.M.

THE following information, received this morning by Express, we doubt not is the precursor of WAR !!

BOSTON, FRIDAY EVENING, APRIL 3, 1812...6 o'clock.

The following Letter is this moment handed me by Express.

HARRISON G. OTIS.

"Mr. CALHOUN, of South-Carolina, a Member of the Committee of Foreign Relations, has this moment informed Mr. QUINCY, that the Committee of Foreign Relations have decided to lay a proposition for an EMBARGO on the table of the House of Representatives to-morrow.— This information may be depended on from the respectability of the source from whence it is derived, and the measure to be recommended, it is understood, meets the approbation of the Executive.

JAMES LLOYD,
JOSIAH QUINCY,
JAMES EMOTT.

WASHINGTON, Tuesday,
March 31, 1812, 2 o'clock, P. M. }
The Honorable H. G. OTIS, Boston.

"Believing war to be only days away, President Madison declared an embargo on April 4, 1812, in an effort to keep American ships in port and out of the hands of the British. This Massachusetts broadside announces the unpopular legislation." Lilly Library / Indiana University.

assets, not just to sustain his army, but sustaining Britain's other European allies as well. Domestic issues also took many British politicians' attention. Initially, the Canadian Front dominated local strategy. Ably-conducted defenses defeated several American incursions. Neither side could amass sufficient resources to strike a decisive blow. Fighting ebbed and flowed from the Atlantic coast to the American western wilderness.

Napoleon's defeat at Leipzig in October 1813 and subsequent abdication in March 1814 prompted a British strategic reassessment. The time had come to prioritize operations in North America, greatly reinforced by veteran troops released from Europe. A concerted effort in 1814 would posture Britain to possibly negotiate a settlement from a position of strength. The plan was to launch multiple offensives in New York, New England (Maine), the Chesapeake Bay and the Gulf of Mexico. The plan started to unravel in Baltimore in September 1814. Seeing that the naval bombardment of Baltimore had failed to subdue Fort McHenry and that the British were heavily outnumbered by the American regulars and militia in Maryland, the British withdrew from their positions, and returned to the fleet which would set sail for New Orleans, the site of the final battle of the War of 1812.

For the Americans, the main reason for going to war was the impressment (forced recruitment) of United States seamen into the Royal Navy. There were also a series of trade restrictions introduced by Britain to impede American trade with France, a country with which Britain was at war. And finally, the Americans did not like the British military support for American Indians who were offering armed resistance to the expansion of the American frontier.

On the other hand, the British believed they had made "some concessions" on trade. The British also believed they had the right to "reclaim" deserted sailors. And, the British supported a large "neutral" Indian state in (what is now) Ohio, Michigan and Indiana.

There were other reasons as well. Both nations raided each others' shipping. The British supported Indian raids – maybe not trying to provoke war but definitely wanting to preserve

and increase their share of the fur trade. At a minimum, Britain's initial and primary goal was the defeat of France. Even after victory over France, the British political leadership and population were split on American trade policy. The British also had weak and slow diplomats in Washington.



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.

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

Please submit all material for publication and comment to Editor in Chief, Sean Tuomey at 703-692-4462 or email michael.s.tuomey.civ@mail.mil

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www.fa50.army.mil

An unstated but powerful motivation for the Americans was the need to uphold national respect in the face of British insults such as the Chesapeake-Leopard Affair, when an American frigate was attacked and boarded by the Royal Navy. American Sovereignty! National Honor! And we had the "War Hawks!" The war hawks were Republican congressmen who demanded that the U.S. go to war against Great Britain, invade British Canada and expel the Spanish from Florida. Some historians say Americans wanted to expand into Canada. The Americans wanted to perhaps annex all of Canada or a major part of Canada. Thomas Jefferson was quoted as saying that this could be, "the final expulsion of England from the American continent!"



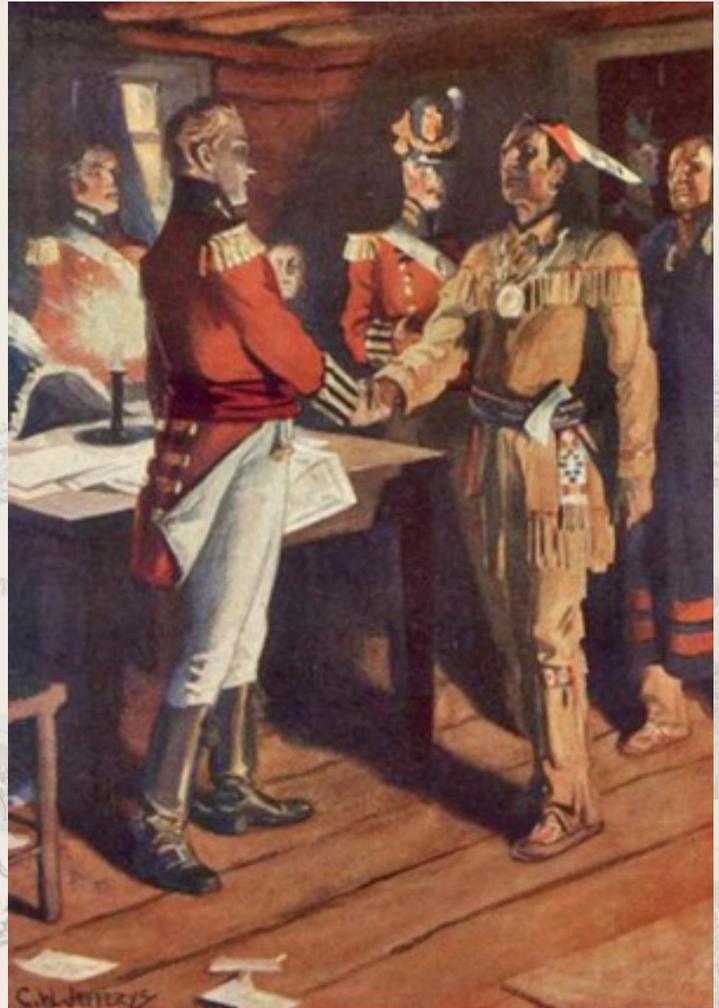
Battle of Queenston Heights - October 13th, 1812
by John David Kelly
Library Archives Canada

The first battle of this war was in Canada, near Queenston, in the present day province of Ontario. The Americans were U.S. regulars and New York militia. The British were also regulars aided by Mohawk Indians. (The Americans lived in total fear of the "tactics" used by the Native Americans.) The Americans were commanded by Major General Stephen Van Rensselaer. Maj. Gen. Van Rensselaer was an inexperienced militia officer whose main goal was a political career. The British

were commanded by Major General Isaac Brock, and later commanded by Major General Roger Hale Sheaffe. Maj. Gen. Brock was not only the administrator for Upper Canada; he was also a skilled officer and competent leader. Maj. Gen. Sheaffe was no Brock and had to live in Brock's shadow for most of his early career. Although somewhat intelligent and competent, Maj. Gen. Sheaffe did not have a favorable reputation. Maj. Gen. Brock is still considered a hero in Canada today.

The Americans wanted to establish a foothold on the Canada side of the Niagara River. The U.S. had 25 Infantry regiments in 1812. Each U.S. regiment had 10 companies with 102 Soldiers. There were only 12,000 soldiers in the U.S. Army at the time, with 5,000 of them being very new recruits. The Americans also had a highly centralized supply system. That system was inefficient and poorly supported troops in the field. The Secretary of War had to approve purchases over \$50.

William Duane, a journalist and author, was the U.S. Army's Adjutant General at the time. He advocated for a militia since he believed military training is mostly common sense. Another inept officer and politician, Alexander Smyth, published doctrine based on the French system. The politically influential Duane did not like Smyth's system and called the organization of the army "haphazard." Duane was author of the "Handbook for Riflemen." This book contained the first principles of military discipline for the U.S. Army. It focused more on combat drills rather than parade type drills. There was a great deal of disagreement at the highest levels as to what the U.S. Army's doctrine should be. As I said, Maj. Gen. Van Rensselaer was a supporter of the militia. He mistakenly believed the militia's drill and discipline to be superior to the regular forces. The reality in militias was that "Muster Days" had



The Meeting of Brock and Tecumseh, 1812

C.W. Jefferys

Library & Archives Canada

very little training and most militia Soldiers were unfamiliar with drill procedures. There was additional in-fighting, especially between Smyth and Van Rensselaer. Smyth was later a colonel and brigade commander under Van Rensselaer. Smyth refused to obey orders regarding his brigade, in supporting the attack on Queenston. Smyth and many other regulars did not like the idea of serving under a militia officer.

There was a failed attempt to cross the river on the 11th of October, 1812. And there was a prisoner exchange planned for the 12th, but the Americans said it could not take place

MESSAGE FROM THE PDO CHIEF



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

Teammates,

Before I go into my message, I would like to take the opportunity to say I hope each of you and your families had a wonderful and safe holiday season.

This past year has been an exciting one, filled with both positive and challenging changes. Unfortunately, as we go into the New Year I am sad to say we will lose two of our key family members. Ms. Patsy Campbell and Mr. Mike McDaniel are retiring at the end of January 2015. Their quest to pursue the best career enhancement for Force Managers across the Army is an indication how hard they have dedicated their time and effort. Ms. Campbell and Mr. McDaniel have set extraordinarily high standards during their tenure. Because of their actions, the FA50 community is moving in the right direction. I will ask our FA50 family to stop by, if you are in the National Capital Region (NCR), or give them a call to congratulate them on their accomplishments. We wish them nothing but happiness and a successful future. Ms. Campbell and Mr. McDaniel, thank you for all you have done for the remarkable FA50 officers, you will be greatly missed.

The PDO office is working on a couple of new things for this upcoming year. For starters, we are currently developing an additional Training with Industry (TWI) partnership. This new addition to the TWI program will provide FA50 officers another support tool to enhance their professional development. Also, we are reviewing the process by which an FA50 officer will participate in the Army Advanced Civil Schooling program. The objective is to establish a means by which all FA50 officers who desire and qualify, by HRC established criteria, to gain a graduate degree (possibly through the routine assignment process). FA50 officers must continue to meet all eligibility criteria published by HRC and the FA50 PDO.

As the Army continues to change and face many challenges, FA50s are steadily making a positive impact with senior leaders. But we know in order to continue

this success all Army Commands must have the right FA50 in the right position. I ask that you make this your challenge for 2015 and continue to search for those billets that require a FA50 officer. We must help our leaders understand the importance of our profession.

And finally, I ask that the FA50 Community join me in congratulating the following FA50 officers on their selection for Senior Service College.

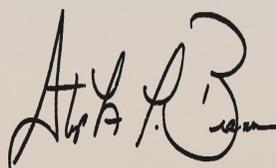
Col. Steven E. Brewer

Lt. Col.(P) Theodore M. Thomas

Lt. Col. James E. Jenkins

This is a great accomplishment and it is an opportunity for our officers to continue their success by promoting the expertise and experience of what an FA50 can provide to the leadership. Great Job!

ARMY STRONG!



Chief, FA50 Personnel Development Office

Letters to the



Please submit letters, comments to Sean Tuomey, Editor in Chief, at: michael.s.tuomey.civ@mail.mil



Being from New Jersey, I can testify to the history of that year [1776] with all the memorials and parks, especially the crossing at Trenton. What I always find amazing is how Washington was able to hold up his forces when paying them was even hard to do. You can imagine the Continental Congress watching these defeats and covering their eyes. One significant lesson from the Battle of Long Island is every major army (in this case Great Britain) can quickly be deceived by how swift victory will come. Resolve is a tremendous combat multiplier and I hope we remember that as we battle ISIS. We can outgun them, outman them, and overload them with our technology, but do we have the national resolve to outlast them? Anything less and they will declare victory.

So, since the last Oracle, I've read America's First Battles. I recognized an attitude where the spirit of Independence thrived throughout the Army. For example our commitment to win at Cantigny in World War I was supported by General Pershing to where he was ready to subordinate his forces under the Allied Command. While Germans were nearly at the beginning of their demise, the U.S. forces met them head on their first major offensive thrust which could have easily overwhelmed U.S. forces, considering their lack of familiarity with trench warfare.

World War II battles came at a time when U.S. forces were so eager to re-establish their strength after Pearl Harbor that we trained to the point of exhaustion, particularly our Marines who performed countless beach landing exercises. Then you have Task Force Smith and Ia Drang Valley. The ends of these battles were really beginnings. The U.S. faced determined enemies. And I mean enemies. These were forces who were not only threats to peace, but literally would exterminate whole populations if they could.

Major Mike DeCicco, FA 50 currently assigned to FORSCOM G-3, sent this letter in response to the article in the last Oracle, on The Battle of Long Island. 🎲



until the 14th. This, and spotting some boats hidden under brush on the shore, gave Brock the idea that an attack was in the making. He was correct in his assumption. The Americans started crossing the Niagara River at 0300 hours on the 13th of October. Maj. Gen. Brock had been preparing for months. The Americans had no idea what they were getting in to.

The American forces consisted of 900 regulars and 2,650 militia. As I mentioned to earlier, most of the regulars were raw recruits. The British had 1,600 regulars and 300 militia. The American plan called for a river crossing where the river was about 250 yards wide. The American plan also called for 30 boats, but only 12 or 13 were available. The assault forces were led by Colonel Solomon Van Rensselaer, brother of Maj. Gen. Van Rensselaer. Canadian sentries discovered the crossing and 300 men engaged the landing party. As the sun came up, the British became more accurate with their cannon and small arms fire. The assault became more disorganized with only about 200 crossing at first. Col. Van Rensselaer was hit by a musket ball as soon as he stepped out of his boat on the Canadian shore. As he tried to form up his troops, he was promptly hit five more times. Although he survived, Col. Van Rensselaer spent most of the battle out of action, weak from loss of blood. Captain John E. Wool of the 13th U.S. Infantry took over and fought to retain the American foothold in Queenston. Some boats were sunk, others turned back.

Maj. Gen. Brock arrived and began to issue orders. The wounded Col. Van Rensselaer ordered Capt. Wool and Captain Ogilvie to take a detachment upstream "and ascend the heights by the point of the rock, and storm the battery." The detachment found a narrow path up the bluffs and took a portion of the key high ground over Queenston. Maj. Gen. Brock led the charge to take the high ground back from

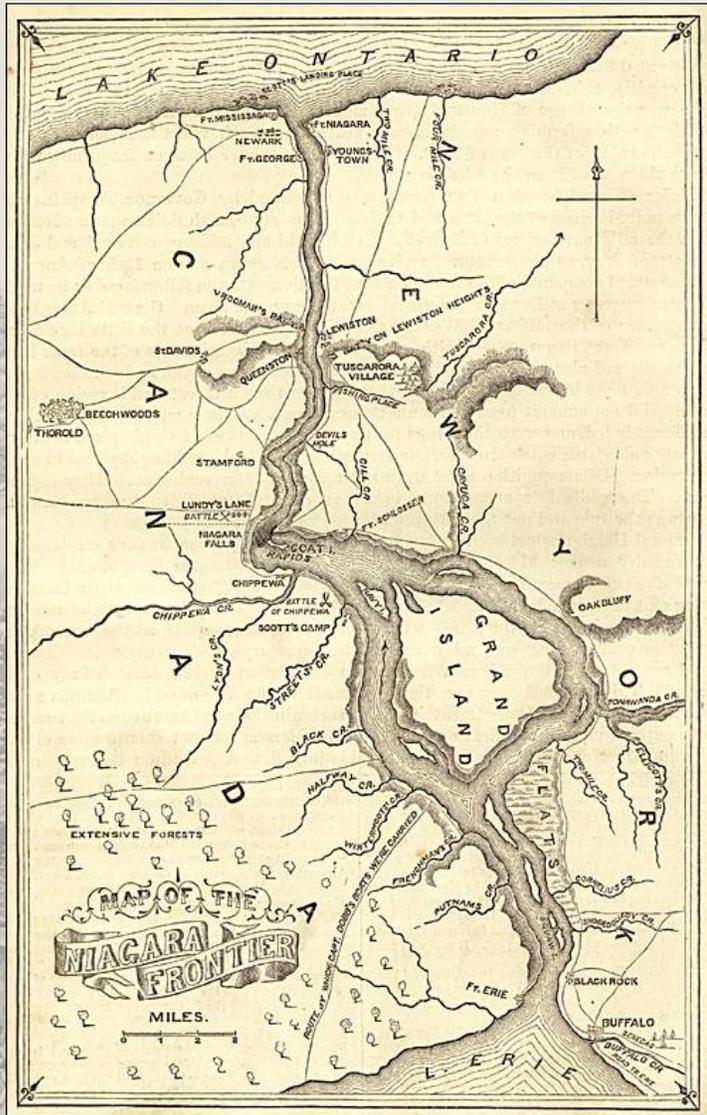
the Americans. He was initially hit in the wrist of his sword hand but continued the charge. Then, an American Soldier stepped out of a thicket and shot him in the chest at a range of 50 yards, killing him almost instantly. Maj. Gen. Brock was carried from the battlefield.

By 1000hrs, it seemed that the Americans were in fairly good shape. They held some of the high ground; they attempted to fortify their position before some additional troops began to arrive. But, the Americans failed to consolidate on their objective and failed to exploit their advantage. Maj. Gen. Sheaffe arrived at 1400hrs and counter attacked at 1600hrs. Sheaffe skillfully positioned his forces for counterattack. He then swept them wide, out of artillery range, as he counterattacked.

For the Americans, it was all over. No complete units ever made it to the Canadian side of the river. Accurate British counter battery-fire on U.S. artillery on the U.S. side of the river took a toll and rendered the U.S. artillery almost useless. The crossing site was disorganized. Some U.S. units were delayed because of problems issuing ammunition. Some U.S. Soldiers refused orders to cross when they saw the wounded returning. It is said that some U.S. Soldiers would not cross because they were busy doing their laundry – or, that was their excuse. Once the Americans heard the Indian war-cries and saw red-coated reinforcements arriving, the remaining U.S. Soldiers either surrendered or retreated en masse.

The casualty count tells the tale. British casualties were 16 killed, 83 wounded and 21 captured, with a further 5 killed, 2 wounded and 1 captured among the Native American contingent. American casualties were 60 to 100 killed, 80 wounded, 90 wounded prisoners and 835 other prisoners. The number of U.S. forces killed was not known exactly because many U.S. troops went into hiding or ran off at a high rate

of speed, never to be seen again. The War of 1812 has been called the "Second War of Independence," because it forged national character and demonstrated that Americans



Stretching thirty-seven miles and connecting Lake Erie to Lake Ontario, the challenging Niagara River is a combination of falls, swirling rapids and steep embankments.

would unite not only to win liberty, but to retain it. Tactically, this action was a resounding British victory but the Americans ultimately won the war. For the U.S. Army, this battle and this war brought about an increased focus on officer professionalism. There were efforts to exclude

political influence in the selection of officers. The U.S. Army also abandoned an increased reliance on militia. In January, 1813, Congress enlarged the regular U.S. Army to 45 regiments. The general staff was reorganized and the appointment of a quartermaster general made purchasing more efficient.

But, what about force management in this case? There weren't too many changes in DOTMLPF since the American Revolution. It had been less than 40 years. I think there are several lines that can be drawn from this battle as an FA50, or at least a couple threads can be pulled as a field grade U.S. Army officer.

The first thing that jumps out at me is doctrine. Doctrine is not only a way to codify how we operate; it also provides a common language, a common lexicon. Doctrine must be universally agreed upon, decided, written down, taught and trained. Differences of opinion with regard to doctrine need to be ironed out long before the first Soldier sets foot on the battlefield. What is our doctrine as FA50s? Sixteen years ago we had FM100-11, Force Integration. That's long gone. What about now? Is "How the Army Runs" (HTAR) our only doctrine?

I think it goes without saying the American forces across the river from Queenston Heights had no doctrine, much less training, for river crossing operations. The last time I saw anything in the U.S. Army about river crossing doctrine was in 1992 (FM90-13). Is river crossing something that our current maneuver units do regularly? Guess there's no need for that in your METL in the Mesopotamian desert.

Some of you former maneuver officers may have also thought of this. The fact that Col. Van Rensselaer was shot 6 times as soon as he landed should give you an idea of how effectively the fire could be laid down from the top of the



Major-General Sir Isaac Brock fell at the Battle of Queenston Heights where American forces attempt to cross the Niagara River from Lewiston while under fire from the Canadian militia and British regulars. Sketch by James Dennis (1796-1855), an officer of the 49th Regiment of Foot

bluff. Perhaps a river crossing to the base of a bluff 300 feet high, which was occupied by the enemy, was poor site selection.

Poor planning goes hand in hand with all this. There is poor planning on the part of the Americans throughout the study of this battle. They had less than half of the boats they needed is one such example.

What about the role of militia – or as we could refer to it today – what is the role of the Army Reserve National Guard (ARNG) and U.S. Army Reserves (USAR)? Don't we still have that discussion from time to time? Should those forces be used solely at home or should they be used for overseas contingencies? Read up on the Laird-Abrams Doctrine and other total force policies. And, as FA50s know all too well, where should the militia/ARNG (and USAR) sit in the pecking order for equipping? Equipping the ARNG and USAR has its own unique challenges. Does this illustrate implications for implementing the current Army Total Force Policy?

We also saw in this historic event that the constraint for purchasing supplies over \$50 required authorization from the Secretary of War. Obviously, that is a bad thing. Our job is to get the best stuff we can get in the hands of our Soldiers, and do it in a timely manner. But, are we just as constrained today? Are our requirements generation and other acquisition activities just as inhibited? Anything that makes it tough to get gear in the hands of Soldiers is unacceptable. Right?

I'd like to see your thoughts on the force management implications from this chapter in American history. It doesn't have to be a dissertation. If you approve, I'd like to publish your response in the next Oracle.

Next time, I'll be looking at the first battles of the Mexican American War; the battles on the Rio Grande (Palo Alto and Resaca de la Palma). 🎲

Retired Colonel Michael Sean Tuomey was born in Washington, D.C. and raised in Potomac, Maryland. Upon graduating from The Citadel in Charleston, S.C., he was commissioned a Second Lieutenant in the active Army Field Artillery. He has served as a brigade commander twice and as a battalion commander with more than 17 years of command time overall. He has served as a faculty instructor at The U.S. Army War College and he also served as adjunct faculty at The National Defense University. He holds a Master of Public Administration/Public Policy from Illinois Institute of Technology and a Master of Strategic Studies from The U.S. Army War College. Sean currently works as a strategic communications program manager in the FA50 Professional Development Office. Sean is married to the former Kimberly Anne O'Connor of Manalapan, New Jersey. Sean and Kim reside in Alexandria, Virginia.

Cyber Corner

Cyber Insights by Lieutenant Colonel Luis D. Solano *Challenge.Gov: A Crowd Sourcing and Rewarding Approach to Solve Capability Gaps*

Given the increasing importance of cyber in Army operations, cyber knowledge is essential. Therefore, in the next few editions of the Oracle, cybe-savvy FA50s and me will present cyber related material of interest to FA50s. Each article will present emerging cyber doctrine, organizational changes, threats, or other information of interest to the FA50 community. Challenge.Gov is a government website that takes capability gaps from government agencies and offers an award to the person, group, or entity that best answers the challenge. This method is known as "Crowd Sourcing". "Crowd Sourcing" is a big departure from the traditional way government

solicits its capability requirements. "Crowd Sourcing" seeks answers from anyone willing to devote time and effort to solving a capability gap. The enticements for participation are normally a cash prize, recognition, or the promise of a contract if the solution is selected.

Currently the Army is not taking full advantage of "Crowd Sourcing's" benefits. However, the DoD, government agencies and other foreign military organizations such as the Royal Navy are starting to reap the benefits. The power of a world-wide think tank is enormous. Russian, Chinese, and others citizens are providing valuable knowledge to solve U.S. capability gaps.

Crowdsourcing continued on page 13

Given that FA50s are the architects for change and the internet is the greatest tool for change, Challenge.Gov can synergize your talents with the power of the internet. If there is a cause that deeply interests you, consider entering a competition on Challenge.Gov.

To illustrate an example: the Combating Terrorism Technical Support Office (a program office under the Assistant Secretary of Defense for Special Operations/Low-Intensity Conflict) sought a non-invasive approach to accurately identify when an individual is primed to commit a hostile insider attack. Having personally known an insider attacker, this perplexing question has sparked my imagination for many years. Within a few hours of learning of the challenge I created a plan and submitted an entry. Two months later, my proposal was awarded a prize.

Challenge.Gov offers an opportunity for the Army to solve capability requirements and for you to exercise and capitalize on a passion outside of your current duties. Be sure to regularly visit the site and note the numerous challenges requiring resolution. You might find an interesting issue to tackle and gain recognition in the field you are passionate about. "Crowd Sourcing" is an up and coming capability gap resolver, so be a part of the capability solution revolution. 

Lieutenant Colonel Luis D. Solano was born and raised in New York City. After graduating from Hofstra University on Long Island, he was commissioned a Second Lieutenant in Corps of Engineers. He has served 28 years in either a Reserve or Active Duty status and has been a FA50 since 2009. His duties have included various Engineer positions and has had three tours at USCENTCOM. He holds a Bachelor degree in Engineering and a Masters in Computer Science from Hofstra University. In addition, he has a Master of Science in Strategic Intelligence from National Intelligence University, and will complete his Cyber Security Master degree at National Defense University this spring. Currently he is a Senior Mission Command Project Officer at the Mission Command Center of Excellence in Fort Leavenworth, Kansas.

Snippets of Military Equipping History

Editor's Note: In this section of The Oracle, I will share with you some photographs and information regarding the history of military equipping, mostly focusing on individual equipment. The pictures are reproduced from the works of the internationally acclaimed photographer, Englishman Thom Atkinson. I have received special permission from Mr. Atkinson to use these photographs. Mr. Atkinson told me he may want to do a series on historic American Soldier equipment. The pictures are Mr. Atkinson's. (www.thomatkinson.com) The descriptions are mine.



Thom Atkinson photograph

Equip Pic 1 Huscarl, Battle of Hastings, 1066

Atkinson continued on page 15

The battle occurred on Friday, 25 October 1415 (Saint Crispin's Day), near modern-day Azincourt, in northern France. Henry V's victory at Agincourt, against a numerically superior French army, crippled France and started a new period in the war during which Henry married the French king's daughter and then Henry's son, Henry VI, was made heir to the throne of France. Henry V led his troops into battle and participated in hand-to-hand fighting. The French king of the time, Charles VI, did not command the French army himself as he suffered from severe, repeating illnesses and moderate mental incapacitation. Instead, the French were commanded by Constable Charles d'Albret and various prominent French noblemen of the Armagnac party. The battle is notable for the use of the English longbow, which Henry used in very large numbers, with English and Welsh archers forming most of his army. The battle is also the centerpiece of the play *Henry V*, by William Shakespeare. The equipment pictured (left) is the standard issue for an archer in this battle. Knights wore steel plate armor of greater thickness and sophistication than at Crécy 70 years earlier.

This armor would also have a helmet with a visor. Two-handed swords were coming into vogue as the battle weapon of the gentry. Otherwise, many weapons remained the same; lance, shield, sword, various forms of the mace or club and dagger. Each knight wore his coat of arms on his coat and shield. English and Welsh archers carried a more powerful bow than their fathers and grandfathers under Edward III and the Black Prince. Armor piercing arrow heads made this weapon more deadly than its predecessor. Stocks of thousands of arrows were made in the Tower of London in preparation for this war. For hand-to-hand combat the archers carried swords, daggers, hatchets and war hammers. They wore jackets and loose hose; although many were rendered bare foot by the time of the battle from the long harrowing march from Harfleur. The archers' headgear was a skull cap either of boiled leather or wickerwork ribbed with a steel frame.





My Experiences in Kosovo

by

Zenon Oleh "Al" Kulynych

The Ministry of Defense Advisors (MoDA) program was established in 2009 under the Defense Cooperation Security Agency (DCSA) providing DoD Subject Matter Experts (SMEs) to the NATO Training Mission in Afghanistan mostly supporting the Ministry of Defense in building core competencies in Doctrine Development, Strategic Policy and Planning, Personnel Readiness, and Budget Programming and Execution.

In the FY12 National Defense Authorization Act (NDAA), MoDA was granted global authority to deploy SMEs as DoD Civilian Ministerial Advisors based on requests from our partner countries throughout the world.

In 2013, the Minister for the Kosovo Security Force (MKSF) Agim Çeku, requested technical assistance from the U.S. Government through the MoDA Program under DCSA, to seek a SME that could provide assistance and training in Force Development.

The Focus Areas were:

- 1) Assist the MKSF in implementing force development decisions across the entire Kosovo Security Force (KSF).
- 2) Transforming the MKSF and KSF based on the recommendations of the Kosovo Strategic Sector Review (SSSR), which included restructuring, manning, training and equipping.
- 3) Provide holistic guidance, training and development based on MKSF leadership in conjunction with international stakeholders on the future force development of the Kosovo Ministry of Defense and the Kosovo Armed Forces (KAF) based on a Light Infantry force of 8500 positions.

In April 2013, a mass email was sent from CP-26 on a Career Opportunity, which DCSA was recruiting for a Force Management Expert to serve as a Ministerial Advisor in Kosovo. After a

Kosovo continued on page 19

Kosovo continued from page 18



Central Balkan Region

string of interviews, and a challenging vetting process, meeting my cohorts at the Ministry in Pristina, Kosovo, I was nominated as the First Global MoDA.

The length of my tour in Kosovo was 12 months in addition to a three-month training period. I was officially released from the U.S. Army Force Management Agency on May 6, 2013. This was a commitment for me, my spouse, my branch and my agency.

My training focused on the role of an advisor, understanding the history and culture of Kosovo and the Albanian language, and living in a U.S. State Department environment. In preparation, I was trained at the Institute of Peace, the Foreign Service Institute at the George Shultz National

Foreign Affairs Training Center in Arlington, Virginia.

I arrived in Kosovo on August 27, 2013, in processed with the U.S. Embassy in Pristina, met with the Chief of Mission, Ambassador Tracey Ann Jacobson, and received a variety of briefings. I was credentialed and provided diplomatic access. The U.S. Defense Attaché to Kosovo, Air Force Colonel Jim Kott, was my primary supervisor.

The Ministry of Defense is located in downtown Pristina, the capital of Kosovo. The MoDA office is collocated with the minister of MKSF, KSF command, and the Secretary General. As the Ministry of Defense advisor for Kosovo, I was determined to exceed the scope of the mission, but with a difficult and full broad-spectrum assignment. Being imbedded with the MKSF would prove to be a very sporadic and at times difficult environment.

I took on the role of the “Këshilltar” advisor, the go-to person-counselor with wide-ranging experiences. The MoDA role was not only as an advisor, but as a trusted counselor who provides an objective view. The MoDA office open-door policy is utilized by most of the staff of the MKSF, to include Coalition staff.

My executive assistant, Ms. Agime Gashaj, and the MoDA team were a tremendous help in navigating me through the roles and customs that are expected of the MoDA “Këshilltar” position in the MKSF/KSF staff. The MoDA provides training in the field, discusses and briefs visiting defense dignitaries on Force Management, advises and provides moral direction to the minister and guidance to the Secretary General on a variety of manpower and equipment issues.

Kosovo continued on page 20

Kosovo continued from page 19

I established the first Global MoDA office, and as directed by the minister of the MKSF, designed the structure of Kosovo's future Ministry of Defense. I also completed a total requirement analysis of manpower and organization structure, showing equipment reports for the MKSF/KSF, which included a review of MKSF/KSF policies and procedures to revise legislation pertaining to the military. The MoDA team collaborated with NATO advisory teams on structure and design concepts of the MoD.

In coordination with KSF Land Forces, I trained the team and guided the Manning and Equipment documents based on the SSSR for the future Kosovo Armed Forces. I collaborated with the Defense Institution Reform Initiative (DIRI) on assessments and studies on the operational capability gaps in the KSF. The DIRI, established in 2010, is the DoD's primary security cooperation tool for supporting partnership efforts to develop accountable, effective, and efficient defense governance institutions. Throughout this period the MoDA office supported DIRI in its mission.

As part of the plan in analyzing the operational force, the MoDA office led the review of all KSF installations to assess their personnel and equipment needs, conducted onsite surveys, collected photographic documentation, and reported the overall analysis and findings to the local commander and MKSF/KSF senior staff.

These surveys included training on Force Management concepts and conducting equipment surveys, which led to addressing the improvement in inventory control, thus assessing capabilities which would lead to enhanced mission readiness. These assistance

visits were invaluable, and were well received by all units and commanders.

Minister Çeku always praised my work, "AI, you are doing great work for us," and the Secretary General would often state on his regular weekly meetings, "The MoDA has provided extraordinary contributions to the MKSF/KSF."

As the first Global MoDA, I was very satisfied with their view of the MoDA and the program itself.

The MoDA's contribution to the U.S. DoD-DoS partnership mission task with Kosovo's MKSF was deemed highly successful based on



Myself with Minister Çeku and Gen. Rama at a soccer match of the KSF vs the Albanian Military

Kosovo continued on page 21



KSF commander Gen. Kastrati, and President Jahjaga during review on Kosovo Independence Day

comments from the chief of mission, the defense attaché to Kosovo and the minister of the MKSF.

An additional highlight was being awarded a high-level national award, the "Kosovo Medal of Merit."

It is so special to receive such recognition, but being an "International," which all Kosovars called us Americans, Swedes, Brits and Germans etc., has a special meaning. We were there to support a new country, a Kosovar government, which was established on February 17, 2008 after a brutal war.



Myself, U.S. Ambassador Jacobson, Prime Minister Thaci, and my U.S. defense attaché, Col. Kott, on Memorial Day



Equipment review, deficiencies –I deadlined this vehicle in 3rd Battalion.

We were there to train and establish Kosovo as a Partnership for Peace (PfP) contributor for the future of the Balkans, Europe and America. The mission of training and advising cannot just stop.

There are wartime ruins in Kosovo, but reconstruction is on the move. You can see the intended environmental, physical and psychological damage left by the war in Kosovo.



In brief with U.S. Office of Defense Corporation CSM Dahl and Commanding Staff of 1st Battalion

All infrastructure plans, utilities, etc., have been destroyed or moved. There are war monuments throughout the country of where killings of soldiers and massacres of civilians occurred. There are also markers of the missing that have never been located.

Today's Kosovo is evolving into a modern European country as it rebuilds and educates its youth. I had the privilege of being involved with school-age children in an English language course, and it was amazing to see



During S3 review of 3rd Battalion in Mitrovica, with my assistant/interpreter Ms. Gashaj

how well they spoke English although they did not sound like Americans. It was so gratifying!

People in Kosovo do suffer, as there are water and electrical shortages, poor health care, and a meager postal system. As an "International," you are provided your own back-up distilled water supplies, generators, and the like.

Kosovars are optimistic. They always asked me, "How are we doing? Do you think it is improving?" My answer is always yes, because it



Ongoing training at 1st Battalion

is getting better, better than the month before; you can see it. I kept a very good accounting of my experiences in Kosovo with my photography of the country and its people.

Zenon Oleh "Al" Kulynych was born in Adelaide, Australia in 1958 to Ukrainian parents and in 1961 immigrated to America and settled in New York. He was naturalized in 1971 in New York City and granted scholarships to St. John's University and Manhattan College and became a seminarian at the

Vatican in Rome in 1977. With a vision of becoming a Catholic priest becoming unclear, he traveled throughout Europe and ended up in Heidelberg, Germany where he joined the U.S. Army which turned into a career. Al married Minnie Collins (also a Soldier) in 1980 at McGraw Kaserne, Munich, Germany and has two sons, Julian and Adrian. Al enjoys traveling, teaching, history, numismatics, ocean diving, fishing, and barbequing. 🧩





Global Force Management ***Joint Opportunities for the FA50 on a*** ***Theater Combat Command Staff***

by
Lieutenant Colonel Momo Tawake

Global Force Management (GFM) is a growth industry. Within the Department of Defense (DoD), GFM is the process by which the Joint Staff, the Services and the various Combatant Commanders (COCOMs) allocate a finite number of forces against the ever expanding list of operational requirements. At the end of every annual GFM cycle, the Secretary of Defense (SECDEF) signs the Global Force Management Allocation Plan (GFMAP) which deploys forces in support of those COCOM operational requirements deemed worthy enough of support. This stroke of the pen initiates all operational deployments; it is the reason Army Force Generation (ARFORGEN) exists. Within the realm of GFM, opportunities exist for FA50s to gain valuable experience at various levels throughout the joint enterprise in a relevant and expanding field. By working within the GFM community, FA50s can come to better understand how the Army fits into that field and into the larger DoD machine. Finally, they can leverage the existing rules and regulations in our continuing efforts to ensure the Army remains a viable and relevant organization as we move into the future

It is impossible to overstate the importance of FA50s gaining joint experience at senior level headquarters as GFM planners outside the conventional lanes of Force Integration / Force Development. Beginning with the Budget Control Act of 2011, service budgets across the board have seen severe reductions in funding for Overseas Contingency Operations (OCO). As a result, emergent requests for forces have been drastically reduced; in layman's terms,

if there is no extra money, there can be no impulse spending. Emergent requirements or requests for forces (RFFs) are subjected to increasing scrutiny with each passing year. COCOM requirements represent a significant portion of the Service Program Objective Memorandum (POM) cycle. COCOM requirements frame and define what the services are required to provide Combatant Commanders (CCDRs) as they accomplish those respective COCOM global/theater Guidance for Employment of the Force (GEF) end states. Requests that are deliberately staffed and planned have a much greater chance of receiving some level of force sourcing, precisely because they are now a budget consideration within the POM cycle. By teeing the requirement up as an agenda item for the Headquarters Department of the Army (HQDA) POM planning cycle, a COCOM GFM planner has eased the burden of funding and sourcing unplanned requirements that resource coordinators at HQDA and FORSCOM experience. Defining and building those requirements is the essential function of a GFM planner on a COCOM staff. That task has been made more important with the evaporation of the robust OCO budgets of the pre-2010 era; now there is simply less room for error.

GFM planners on a COCOM staff should be joined at the hip to the COCOM J-3 (a 2-star General Officer/Flag Officer (GO/FO)). Weekly interaction with the J3 or the Deputy J3 is required to keep up with the constant fluctuation of GFMAP modifications (think FRAGOs to an OPORD – the GFMAP is the Base order and

Global continued on page 25

each weekly modification frags that BASEORD). Some modifications are relatively minor (minor deployment or re-deployment date changes, small fluctuations in force size, while some are significant events which occur due to the realities of a dynamic and dangerous global threat environment (deployment of a Brigade Combat Team (BCT), Carrier Strike Group (CSG), or 5th Generation Fighter Attack squadron). GFM planners accomplish the daily grunt-work, gathering facts and figures to support or contest these proposed deployments. This research becomes the treasure trove of information which is constantly fed to the COCOM J-3 via briefings, emails and conversations for his endorsement or response regarding what should be the overall COCOM position for each proposed deployment. Following each issue-point discussion, the historical cataloging of the information presented provides for ease of reference for future discussions. Unresolved issues are elevated for 3-star and eventually, 4-star discussion/decisions. In this process, the detailed history of each discussion becomes more and more important as senior leaders spend equity and involve themselves in the debate. In most cases, the GFM planner is the lead action officer (AO) at each level; he is responsible for aligning GO/FO scheduling, framing the discussion for the lead GO/FO representative, and coordinating with the Joint Staff, other Combatant Commands and the Services to ensure that the most current information is available to everyone prior to the GO/FO event. By being involved at every level, an AO is afforded the opportunity to see the senior leader decision making process first-hand and to understand better how national policy affects and influences those decisions. Many of the Army policy flow charts that cite both Army and Chairman of the Joint Chiefs of Staff (CJCS) regulations have been designed to support these DoD decision-making forums. After participating in a typical annual GFM planning cycle (12 months), an AO will develop a much clearer understanding of the relationship between operational and strategic-level planning, the authorities which allow such planning, as well as where and how Army policy supports this relationship.

By necessity, COCOM GFM planners are familiar with all service equities within the command. They should be equally adept at “Navy math” in discussing Cruiser / Destroyer (CRUDES) presence numbers as they are with talking Rotational Lift in support of Special Operations deployments or Theater Intelligence, Surveillance and Reconnaissance (ISR) mission requirements. However, as an FA50, a COCOM GFM planner should always have an eye toward Army equities and where they fall within the larger theater plan and how they support the theater GEF end states. Regular interaction with counterparts at the Army Service Component Command (ASCC) level is a necessity for FA50s to build relationships, develop or improve staffing systems and techniques, and inform leaders at the ASCC level the direction the COCOM or Joint Staff is leaning. Equally important for FA50s, is developing relationships, and building rapport and trust with FORSCOM and HQDA. Building such relationships with the Joint Force Provider (FORSCOM) at the AO level can pay big dividends during quick-turn negotiations at the 2-star and above-level. By necessity, senior decision-makers will always have limited access and limited time. Coordination between GFM AOs at the 4-star command-level can help to manage senior leader time by transmitting and receiving command positions between the COCOM and a Joint Force Provider; often, two AOs can find an acceptable middle ground over the course of a telephone conversation. However, an AOs familiarity with exactly what the command position is remains integral to this process. Necessarily, the GFM cycle mandates that an AO be closely involved in the CCDR’s strategic policies since GFM is the tool by which a CCDR expresses his operational requirements to the SECDEF / CJCS, which are then sourced by the service Force Providers (in the case of the Army, FORSCOM). Being informed and staying current with both CCDR and CJCS/SECDEF decisions and communications is a professional necessity by which a Global Force Manager remains a force multiplier for his command.

Army Force Management remains a viable and exciting field of professional opportunity for Army officers. As a Global Force Manager within the Joint

Community, an FA50 officer has the chance to assist and positively influence strategic and national-level military policy. By being selected for service on a COCOM staff, an officer is afforded an excellent broadening opportunity that is singularly unique in its level of access, with direct and regular interaction with senior leaders. This opportunity, in its breadth of experience, with the daily coordination with Service component commands, Joint Staff and varying levels of Army Staff; and finally, in its professional development opportunities is very unique. The benefits also include working with highly competent and professional peers, leaders from sister services, partner nations and various civilian and governmental agencies. Force Management officers are required to be agile and adaptive leaders with broad experience across the spectrum of conflict. In working as a Global Force Manager on a COCOM staff, an FA50 will find him or herself involved in graduate-level operational force planning that is both challenging and rewarding. 🎉

Lieutenant Colonel Momo Tawake is originally from the Fiji Islands. He was commissioned an infantry officer from the USMA ('97) and became an FA50 in 2007 following company command with 1-27 IN, 25th ID, Schofield Barracks, HI. He has served as an FA50 at the ASCC (USARPAC) and HQDA (Army G8, QDR) levels of command. Following completion of graduate school at the University of Hawaii, he was selected for a Joint assignment at HQ U.S. Pacific Command (PACOM) and in January 2015 will complete his third year there as the Deputy, Global Force Management Section, J332. This past summer, in part due to his extensive experience in the PACOM AOR, the Australian Defence Force requested Lt. Col. Tawake by name to participate in the Army Military Personnel Exchange Program (MPEP). His follow on, 2-year assignment will be at Deployed Joint Forces Headquarters, Brisbane, Queensland, Australia.

Two Books

Prodigal Soldiers: How the Generation of Officers Born of Vietnam Revolutionized the American Style of War.

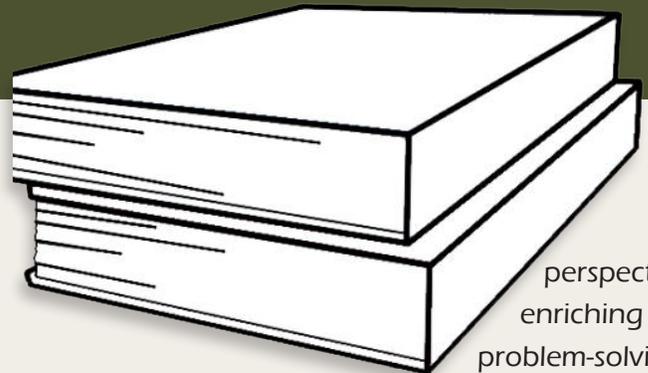
[Pentagon Library index: UA23 .K524 1995
<http://www.whs.mil/library>]

Authored by James Kitfield
NY: Simon & Schuster, 1995

Book Review by Col. Steven A. Stebbins

Prodigal Soldiers tells the story of the American military's journey through Vietnam and the subsequent rebuilding period to become the force that won Desert Storm. Author James Kitfield is a long-time national defense correspondent who is currently a Senior Fellow at the Center for the Study of the Presidency & Congress. His 1995 story of military transformation remains relevant today. Describing the evolution of our joint force through the careers of a few key leaders, Kitfield focuses much of his narrative on the Army.

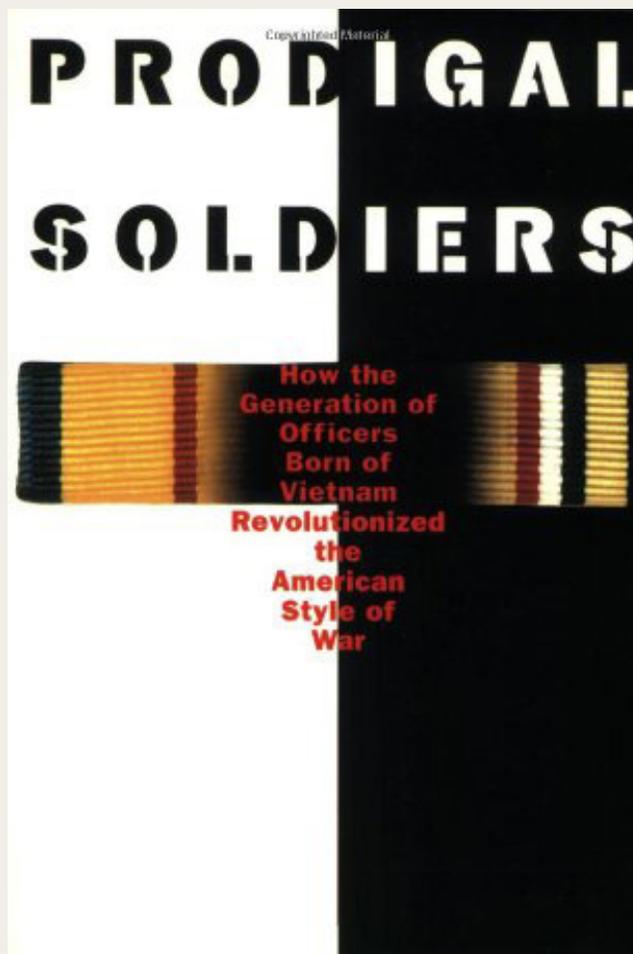
Our Army has been transforming for 239 years, since Henry Knox dragged cannon from Fort Ticonderoga to Boston. As the Army's creative managers of change, Force Managers focus on where the Army is going - but we also need to understand where the Army has been. This provides context that helps us see today's challenges with a deeper



perspective, enriching our problem-solving

and decision-

making. That is one reason why we read History.



Today's Army continues to reflect the visionary work done across the DOTMLPF-P spectrum from the late 1970s through the 1980s. The All-Volunteer Force, Joint doctrine, the National Training Center and the Army's "Big 5" systems are only a few examples of this work. As we enter another period of reduced funding and intense debates over future force structure, Force Managers would do well to reflect on how our predecessors laid the foundation for the tremendous Army we have today.

Two Books continued on page 28

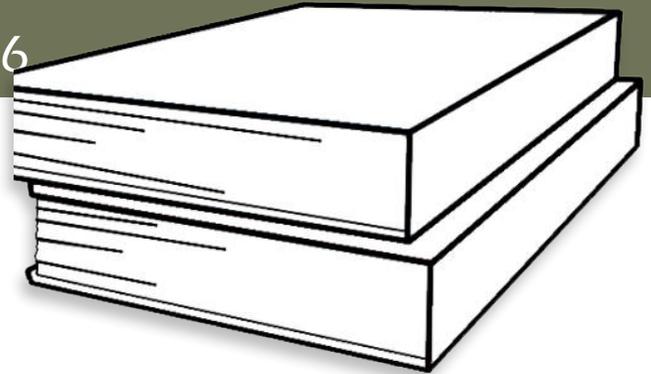
twobooks

1776

by David McCullough

New York: Simon & Schuster, 2006

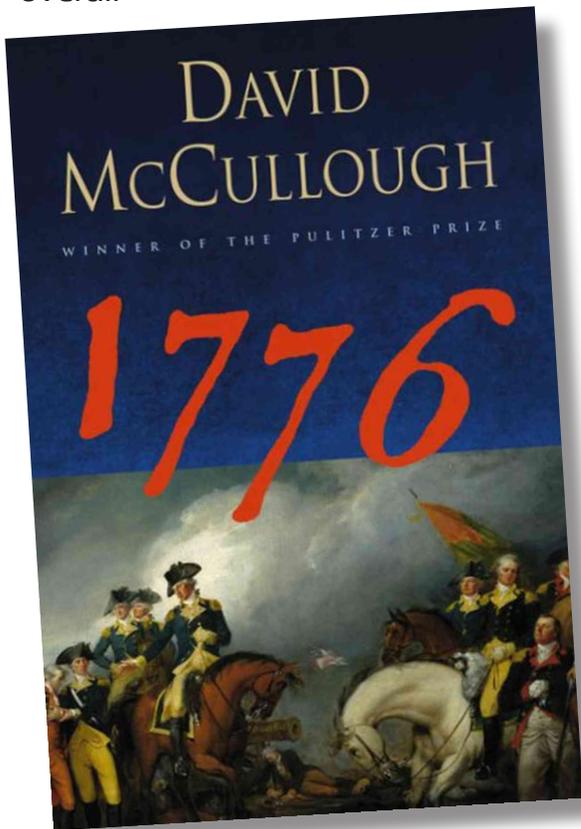
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Book Review by Lt. Col. Kevin Klopac

Last month, Sean Tuomey wrote about the battle of New York utilizing America's First Battles. I decided to delve further into the Revolutionary War by reading *1776* by David McCullough.

McCullough has written numerous bestselling history books known for their accuracy and their overall readability – this book reads like a story, not a history book. *1776* is no exception.



The book actually starts in 1775 with actions taking place in England that lead to the War in the U.S. McCullough's narrative consists of the words, thoughts, and actions of the people involved in the making of America. He writes about both the British and the Americans, the politicians and the Soldiers. He also writes of the siege of Boston and how the newly formed Continental Army got the best of the British at the beginning of 1776. He then writes about the movement to New York – one George Washington struggled with because he was unsure of where the British were headed when they left Boston. McCullough goes into great detail on the defeat suffered by the Americans in New York and their withdrawal from the city. The book ends with Washington's crossing of the Delaware and the American victory at Trenton.

two books

Most people know the outcome of the battles fought during 1776, however, this book provides much more than that. It clearly illustrates the true spirit of the American Soldier. McCullough writes of men and boys who travelled great distances to fight for independence such as John Greenwood, a 16 year-old fifer, who upon hearing of Lexington and Concord travelled 150 miles from Maine to Boston to enlist in the Army. He also writes that the Continental Army “was the first American army and an army of everyone, men of every shape and size and makeup, different colors, different nationalities, different ways of talking, and all degrees of physical condition.”

This book talks about many of the issues leaders had to deal with throughout the war – many of which senior leaders still have to deal with today. For example, Washington wrote Congress asking for supplies, equipment, and money to pay his Soldiers. In Boston, Washington was worried about gunpowder. There was only enough gunpowder for each Soldier to have nine rounds of ammunition.

Washington also relied on his staff officers and fellow generals to help inform his decisions. As FA-50s we provide solutions to senior leaders in situations such as these, using processes such as the Operational Needs Statement (ONS). We are also advisors to our leaders – the problem solvers. This book illustrates the impact those advisors had on leaders such as Washington.

This book is recommended to all Army Officers – it shows many of the issues, trials, and successes the Continental Army faced as America became a nation.

Lieutenant Colonel Kevin Kloplic was commissioned a Lieutenant of Air Defense Artillery from the United States Military Academy in 1992. He holds a B.S. degree in Mechanical Engineering and a M.A. in Counseling and Leader Development from Long Island University. He became an FA50 in 2012. Lt. Col. Kloplic also has two deployments to Iraq. He currently serves as a Special Assistant to The Director of the Army Staff in the Office of the Chief of Staff of the Army, Executive Communications and Control (ECC). Lt. Col. Kevin Kloplic is married and has two children.

FA50 CAREER MANAGER UPDATE

by Major Jason Ison, HRC FA50 Career Manager



Maj. Jason Ison
HRC FA50 Career Manager

I hope that everyone had an enjoyable holiday break with family and friends. I know I enjoyed the opportunity to take a break from cranking out Request for Orders (RFOs) and reviewing board files! For this month's ORACLE, I will hit on a few key topics. Feel free to follow up with any questions or concerns.

order to set the stage for Integrated Personnel and Pay System-Army (IPPS-A). As such, HRC assignment officers have been directed to stop updating officer records via TOPMIS. However, there are still a few things that can only be updated by TOPMIS (Civilian Education and ASIs are couple key ones) and I will still provide support for those. In addition, I will assist officers that are assigned in areas lacking necessary administrative support. For all other officers, I encourage you to start working record updates through your local S1/G1s. If you know you have a board pending, the earlier you start the better. If you run into any problem, feel free to contact me and I will provide assistance where I can.

FY15-02 (SPRING/SUMMER) MOVEMENT CYCLE CLOSE OUT

The FA 50 Executive Agent approved the FY 15 (Spring/Summer) slate on December 12, 2014. I am currently working with officers in the movement cycle to determine preferred report dates and schooling requirements. With this information in hand, I will begin pushing out RFOs with the goal of releasing all by the middle of January. Release of RFOs will be prioritized by report dates, so officers scheduled to move earlier in the movement cycle can expect to receive their RFOs first. If you are moving in the cycle and have yet to talk with me about report dates and schooling requirements, please contact me at your earliest opportunity. As a reminder, all travel and funding issues will be handled by your local transportation office. Feel free to give me a call if you have any questions or concerns.

UPDATING OFFICER RECORDS

Just a reminder that the Army is moving to eMILPO as the primary source for updating officer records in

HEALTH OF THE FUNCTIONAL AREA

Overall, FA 50 is very healthy as a functional area. We recently added nine CPTs to our ranks through the VTIP process. This happens every quarter; watch for the announcements. We will continue to target YGs 2006, 2007, 2008 in the

Overall FA 50 Strength			
	Auth	OH	%
Overall	219	278	127%
06	24	39	163%
05	72	91	126%
04	113	131	116%
03	10	17	170%

Overall FA50 Strength

next VTIP panel scheduled for March 16, 2015. I encourage all FA 50s to be recruiters. You are the best spokesperson for the career; help inform young officers about our Functional Area. These will be your co-workers, your subordinates. The success of the FA50 mission depends on those performing the duties. FA 50 is looking for talented officers who have performed well in their basic branches. They must be Captain's Career Course Complete and have successfully completed their basic branch KD requirements. FA50, unlike any other career field, allows officers personal involvement and diversity in graduate-degree choices. And, if everything goes as planned, will offer every officer who desires a degree and meets HRC criteria, the opportunity for a fully-funded, full-time graduate school experience. And, don't forget, the Professional Development Office (PDO) is always looking for opportunities to grow FA 50 authorizations across the Army. If you have any positions in your organization that make sense to be recoded FA 50, please contact the PDO.

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>

Major Jason Ison is originally from Kentucky and received his commission from ROTC. He holds a B.A. in history from Morehead State University and also holds a M.A. degree in Business Administration from the University of Kentucky. Originally a Logistics Officer, he became an FA50 in 2008. Major Ison is currently assigned to HRC as the FA50 Career Branch Manager. 🇺🇸

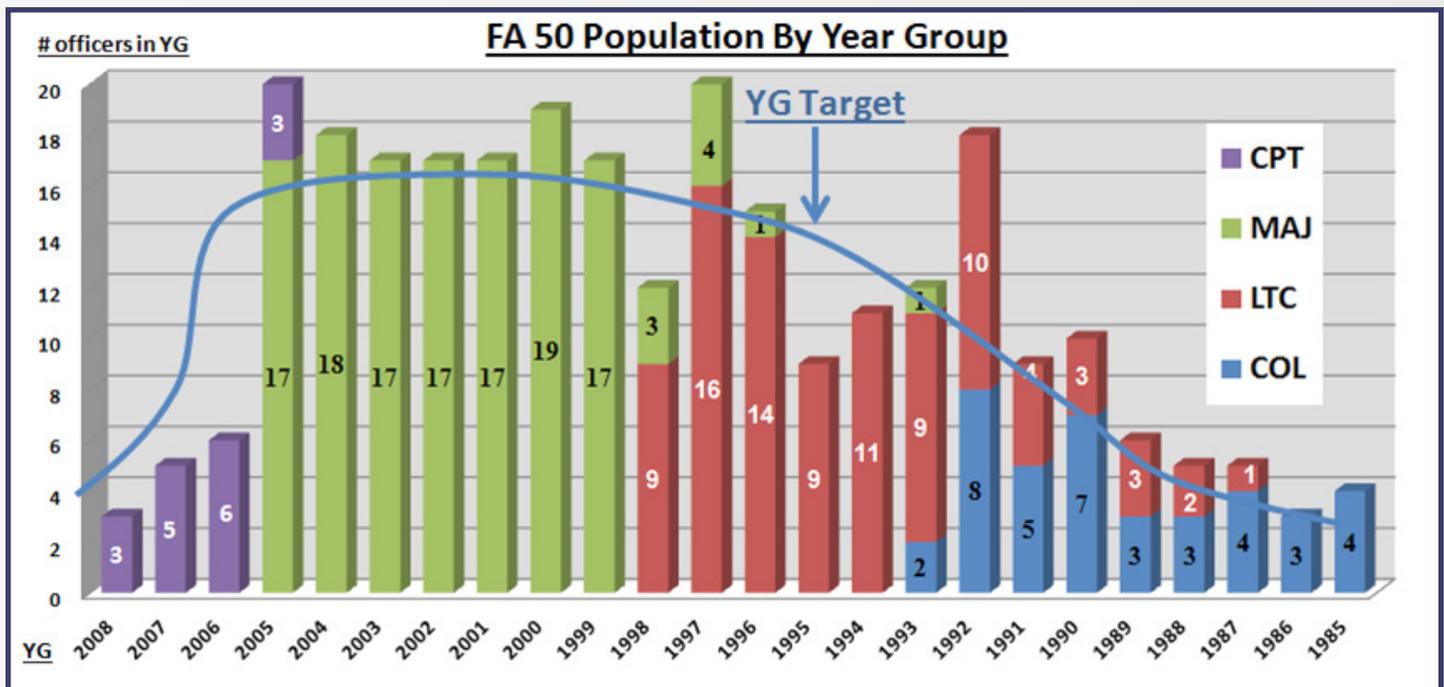
Contact:

Maj. Jason Ison, HRC FA50 Career Manager
 Human Resources Command
 ATT: AHRC-OPB-E, Dept 220
 Fort Knox, KY 40122-5200
 (502)-613-6681
 DSN (312)-983-6681
 E-Mail: jason.e.ison.mil@mail.mil

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>



FA50 Population by Year Group

"Farewell to Patsy Campbell, much loved by FA50s"



At the end of December, we say good bye to an icon in the FA50 community - Ms. Patsy Campbell. Patsy is retiring after more than 26 years of government service. On the 19th of December, Patsy was recognized with the Superior Civilian Service Award for her time while serving as a Program Analyst of in the Functional Area 50 Personnel Development Office, Force Development Directorate, Office of the Deputy Chief of Staff G8, Headquarters, Department of the Army. Patsy's flawless contributions, tireless efforts, and professionalism have contributed significantly to the development, success and growth of the FA50 community and reflect great credit upon herself, the United States Army, and the Department of Defense.

During her tour, Patsy dedicated her time and efforts to improve the quality of the FA50 Functional Area by providing good sound analysis in all aspects of the Force Management Programs. Her quest to pursue the best career enhancement for Force Managers across the Army is a testimony of her efforts to increased professional development opportunities for the FA50 officer corps. Her dynamic and motivating style directly resulted in the establishment of a new fellowship with the MITRE Corporation. She executed the planning and implementation of the FA50 selection panels for all the FA50 advance civil school, training with industry and fellowship nominees; then ensured that those selected officers were

Patsy Campbell continued on page 33



Shameka Pollard photos

guided through the acceptance processes. Her selfless actions not establishing additional broadening programs, but her superb interaction with major commands was the cornerstone for creating six additional FA50 authorizations across the Army.

Patsy has also set extraordinary high standards during her tenure as a Program Analyst. For the last few years, she spearheaded the annual Senior Force Management Seminar for the Force Development Directorate, which resulted in her receiving accolades from senior Army officers and civilians, to include the Under Secretary of the Army. In every aspect, Ms. Campbell excelled in her duties. She fostered a sense of pride in her daily activities and demonstrated remarkable initiative and skills in improving methods and procedures. Those efforts resulted in an excellent structure analysis to retain key FA50 positions as the Army faces reduction challenges.

Patsy is, without question, one of the most professional and effective members of the G-8 Force Directorate team. Her attention to detail and her willingness to go above and beyond the scope of her responsibilities is unparalleled and makes her truly deserving of the Superior Civilian Service Award.

We wish her the best of luck!

PARTING THOUGHTS...

by
Colonel Steven A. Stebbins

As I head out the door after 10 years as a Force Manager, with almost all my time spent at HQDA G-37/FM and USAFMSA, here are two observations and six suggestions that newer Force Managers may find useful.

- **Force Management is a team sport.** Force Managers succeed through strong professional relationships. We are cross-functional leaders, integrating Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF-P) to manage Army organizational change, and leadership is all about relationships. Build good ones. When you have to call a Council of Colonels at 1600 on a Friday, you'd like folks to show up.

- **Force Managers think in time.** Force Managers understand the physics of managing Army organizational change over time. We are uniquely trained to navigate (Planning Programming Budgeting and Execution System) PPBES and Army processes for designing, documenting, manning, equipping, stationing, training, sustaining and deploying the force. Thinking across the budget and program years, Force Managers enable commanders, who may not fully appreciate these processes, to achieve their intent for organizational change – through both long-term programmed actions and creative short-term bridging strategies between today's force and the programmed future force.

- **Get the requirements right.** Whether it's a new organizational design, acquisition program or IT system, invest time up front to define requirements clearly. Through training and experience, Force Managers develop habits of mind necessary to bring clarity to requirements, thinking both conceptually and in detail. Requirements that are inadequately defined or inconsistently understood cause delays and added costs. Time invested early to clarify requirements is always well spent.

- **Be precise in thought and language.** Precise thinking and communication is critical to Force Management success. Organizational change in our Army has lots of moving parts: Unit Identification Code (UIC), Standard Requirements Code (SRC), paragraph, line, grade, Military Occupational Specialty (MOS), Line Item Number (LIN), you get the idea. There are lots of opportunities to get something wrong. Force Managers must discipline themselves to a high standard of precision in order to effectively manage change over time across the DOTMLPF-P spectrum.

- **Reduce Friction.** Clausewitzian friction is as much a condition of Force Management as it is of warfare. Interwoven processes understood by a relative few, constant personnel turnover, high OPTEMPO, process indiscipline, immediate operational and senior leader demands... many factors

PARTING THOUGHTS, Continues...

contribute to friction in our business. Friction is inevitable; managing it is where we spend much of our time. Accept this, work friendly, and strive to learn, educate and otherwise do what you can to reduce friction.

- **Understand 2nd and 3rd order effects.** Force Managers understand the relationships between the Army's institutional processes. We understand the impacts of fielding equipment without an approved and documented Basis of Issue Plan (BOIP), or converting an Infantry Brigade Combat Team (IBCT) to a Heavy Infantry Brigade Combat Team (HBCT). Always take time to think through second and third order effects of any proposed action, and reach out to your experts across the Force Integration Functional Area (FIFA) for their thoughts.

- **The process works if you work the process.** Our institutional processes evolved, and continue to evolve, over time. They work more often than not, and disciplined process execution usually achieves the quickest and least costly results. Force Managers should always start any action with the established process – that's not being a bureaucrat, it's being a professional. If a work-around or process changes is truly necessary, and then do it deliberately and with a thorough understanding of second and third order effects. Disciplined application of our processes maintains their integrity and enables our Army to generate forces ready to meet a broad range of mission requirements.

- **Be a Soldier first and always.** Stay fit and proficient in your basic Soldier skills. Long ago, as a Battalion Fire Support Officer, I learned that earning trust and credibility with my Infantry brothers began with the basics: jump my own radio, be first to the assembly point and to establish communications, and be unfailingly reliable. Then we could talk fire support. The same principle applies to Force Managers today. And above all, never forget that everything we do affects Soldiers!

None of us joined the Army to be Force Managers. That said, without the work we do would there would be no Army. Serving as a Force Manager is a uniquely satisfying privilege, and in a world of ever-accelerating change it is FA 50s who will keep our Army rolling along.

Colonel Steve Stebbins, a native of Burlington, Vermont, was commissioned a Second Lieutenant of Field Artillery in 1983. He has been a Force Manager for 10 years and led the U.S. Army Force Management Support Agency from June 2010 to June 2014. As an artilleryman he served in the 1st Armored, 2nd and 3rd Infantry, and 82nd Airborne Divisions. He earned a BA in History from the University of Vermont, an MA in History from the University of North Carolina at Chapel Hill, and an MS in National Resource Strategy from the Industrial College of the Armed Forces. 🧩

Recent FA50 Qualification Course Graduates



*Class 01-15 FA50 Qualification Course Graduates (Left to Right):
Row 1: Mr. York, Maj.Fryrear, Col. (p) Komar, Ms Blake, Mr. Naylor Row 2: Mr. Murray, Maj.Robinson,
Ms Ross, Ms Boucicaut Row 3: Mr. Korcz, Maj.Green, Ms Rorie Row 4: Maj.Ressel, Maj.Rasor, Maj.Malagisi,
Mr. Martell, Maj.Overstreet Row 5: Capt.Hudson, Capt.Rojas, Capt.Halpern, Capt.Swinford,
Lt. Col. Parker (Photo Credit: Marla Hurtado)*

Contact Info: Please note the new numbers for the PDO staff!

FA50 Personnel Development Office

Chief

Lt. Col. Stephon Brannon

703-545-1807

stephon.m.brannon.mil@mail.mil

Program Manager

Mike McDaniel

703-545-1665

michael.r.mcdaniel10.civ@mail.mil

Program Manager

Sean Tuomey

703-692-4462

michael.s.tuomey.civ@mail.mil

HRC FA50 Career Manager

Maj. Jason Ison

502-613-6681

jason.e.ison.mil@mail.mil

Army Reserve Officers

OCAR, Chief, Force Programs

Col. Doug Cherry

703-806-7394

douglas.a.cherry.mil@mail.mil

National Guard Officers

Chief, Force Management

Col. Mark Berglund

703-607-7801

mark.j.berglund.mil@mail.mil

Manpower and Force Management

Career Program (CP26)

Ms. Beryl Hancock

703-695-5380

beryl.a.hancock.civ@mail.mil

FA50 Website:

www.fa50.army.mil

FA50 on Facebook: <https://www.facebook.com/Army.FA50>

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

AFMS Online: <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.