

THE BATTLE OF BULL RUN "FIRST MANASSAS"

Read About It In
The Oracle

COVER STORY

**The Battle of Bull Run ~
"First Manassas"**
by Michael Sean Tuomey

INSIDE THIS ISSUE

Outgoing Maj. Gen. Robert M. Dyess, Jr./Incoming Maj. Gen. Cedric T. Wins
from the Executive Agent Office

FA50 Chiefs ---Hails/Farewells
Lt. Col. Stephon Brannon/
Lt. Col. Edwin Serrano

Military Equipping History
Photos by Thom Atkinson

Message from the G-3/5/7 FM
Brig. Gen. Randy George

Cyber Corner:
The Internet of Army Things
by Lt. Col. Luis Solano

HRC Career Manager's Update
Outgoing Maj. Jason Ison/
Incoming Maj. Robert Erickson

Senior Force Managers Seminar

FA50s' Broadening Opportunities
by Calvin Bryant, Jr., Force
Protection Deputy Branch Chief

Two Books
Reviews by Lt. Col. Kevin Kloplic

by Michael Sean Tuomey

The Battle of Bull Run was the first battle of the American Civil War. Where I went to college, we call it "First Manassas". I won't get into the name of the war which is "The War of Northern Aggression". But, seriously, comments such as those relate the ongoing importance of this conflict, as it still resides in the forefront of the American consciousness. This was the first major land battle of the Confederate and Union armies which took place in Virginia on July 16, 1861. There was a second battle on the same terrain in August 1862.

FROM THE OUTGOING EXECUTIVE AGENT:



Maj. Gen. Robert Dyess, Director
FA50 Executive Agent

Team,

I would like to let you know what an honor it has been to be your Functional Area (FA) 50 Executive Agent (EA). In my three years as the EA, I have been continuously impressed by your professionalism and dedication. You are an exceptional group of talented officers and civilians. You truly are the Architects of Change! Your contributions to the Army's transition are the best I've seen and I challenge you to continue the success. As more of our officers and civilians gain experience, our commanders at all levels understand and recognize the professional expertise that you bring to the table. They understand the challenges and what it takes to be a Force Manager. They also understand that the hard work

and dedication of Force Managers is unparalleled.

In early July I will turn my Executive Agent duties over to Major General Cedric Wins, the new Director, Force Development (FD). Maj. Gen. Wins will come to us from the Army Capabilities Integration Center (ARCIC) as the Director of Requirements Integration. He is no stranger to the Pentagon and I know he will be a great FD and EA. As your senior FA50 officer, I will continue to be involved in the role of our FA50 officers and the future of our Functional Area.

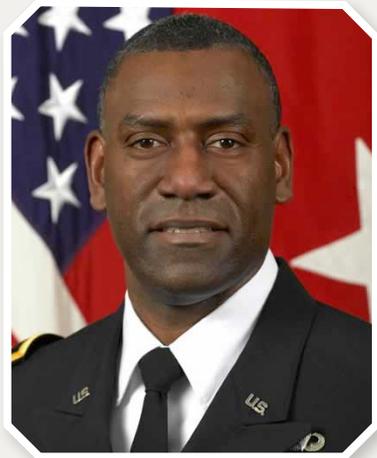
In closing, I would like to say thank you for your support to our Nation and to the Soldiers who are serving in this great Army. Thank you!

Respectfully,

Maj. Gen. Robert M. Dyess, Jr.

MG Robert Dyess

FROM THE INCOMING EXECUTIVE AGENT: — — — — —



Maj. Gen. Cedric Wins, Director
FA50 Executive Agent

Teamates,

First, I would like to thank Major General Dyess for his contributions to the Force Management Functional Area (FA) during his tenure as the FA50 Executive Agent. Through personal leadership and persistent focus, he realized his vision for expanding professional development opportunities and growing FA50 positions in the right places to have a positive impact on the future of our Army. As a result, Force Managers have seen increased allocations for Advanced Civil Schooling, Fellowships, and Training-with-Industry; as well as new major command billets, and expanded Centralized Select List (CSL) positions. Accomplishing this growth during a period of

declining force structure is truly impressive. As he assumes his new responsibilities at the ARCIC (Army Capabilities Integration Center), I join the entire Force Management community in wishing him well.

I am honored to take over the reins as the Director of Force Development and Executive Agent for the FA50 Proponency. Commanders at all levels recognize the great work being done every day by our uniformed and civilian Force Managers. As Director of Force Development, I look forward to working with you all in the coming months.

Your contribution to our Nation's security is not measured by your proximity to the battlefield, but by your daily commitment to providing our Soldiers with the best equipment in the world. Whether at the Pentagon, or serving out in the force, your support to the Soldier is absolutely critical. Thanks for all you do.

Maj. Gen. Cedric T. Wins

MG Cedric Wins

Director of Force Development
Executive Agent for Functional Area 50

ARMY STRONG!

Popular fervor led President Abraham Lincoln to push a cautious Brigadier General Irvin McDowell, Commander of the Union Army in Northern Virginia, to attack the Confederate Army of the Potomac commanded by Brigadier General P.G.T. Beauregard, which held a relatively strong position along Bull Run, northeast of Manassas Junction. The Union Army goal was to make

quick work of the bulk of the Confederate army, open the way to Richmond, the Confederate capital, and end the war.

In the first battle, the untested Union army under Brig. Gen. McDowell marched from Washington to face the equally inexperienced Confederate army, commanded by Brig. Gen. Beauregard. On July 21st, 1861, McDowell crossed at Sudley Springs

Ford and attacked the Confederate left flank on Matthews Hill. Fighting raged throughout the day as Confederate forces were driven back to Henry Hill. Late in the afternoon, Confederate reinforcements extended and broke the Union right flank. By July 22nd, the shattered Union army reached the safety of Washington. McDowell's Army of Northeastern Virginia consisted of five Divisions and 11 infantry brigades with artillery and cavalry and an overall strength of approximately 39,000 soldiers. Beauregard's Confederate forces included seven infantry brigades, also with artillery and cavalry, and about 21,000 soldiers. The South also had Brigadier General Joseph E. Johnston's Army of the Shenandoah which had five brigades and 11,000 soldiers, for a total of approximately 32,000 soldiers. (N.B. After First Bull Run, Union armies were named after rivers; Confederate armies were named after geographical regions.) McDowell's attack took the Federals around



Portrait of Maj. Gen. Irvin McDowell, officer of the Federal Army. (Brady National Photographic Art Gallery, Washington, D.C.)



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

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



www.fa50.army.mil

the Confederate left to distract the Southerners; McDowell ordered a diversionary attack where the Warrenton Turnpike crossed Bull Run at the Stone Bridge. At 5:30 a.m. the deep-throated roar of a 30-pounder Parrott rifle shattered the morning calm, and signaled the start of the battle.



Pierre Gustave Toutant-Beauregard was a Southern military officer, politician, inventor, writer, civil servant, and the first prominent general of the Confederate States Army during the American Civil War. (National Archives)

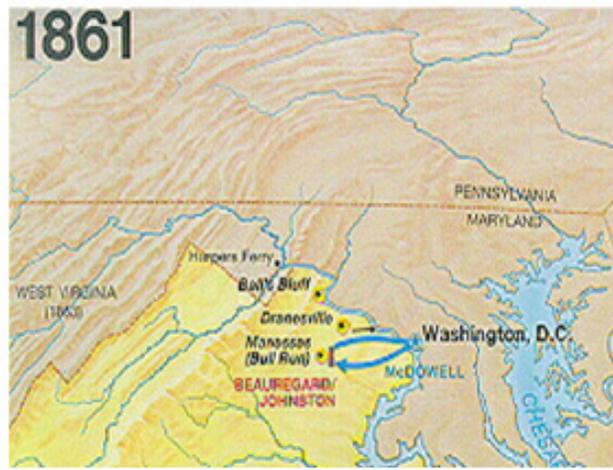
McDowell's plan depended on speed and surprise, both capabilities are difficult to execute with inexperienced

commanding at the Stone Bridge, soon realized that the attack on his front was only a diversion. Leaving a small force to hold the bridge, Evans rushed the remainder of his command to Matthews Hill in time to check McDowell's lead unit.

But Evans' force was too small to hold back the Federals for long. Soon brigades under Brigadier General Barnard Bee and Colonel Francis Bartow marched to Evans' assistance. But even with these reinforcements, the lean gray line collapsed and Southerners fled in disarray toward Henry Hill. Attempting to rally his men, Brig. Gen. Bee used Gen. Thomas J. Jackson's newly arrived brigade as an anchor. Pointing to Jackson, Bee shouted, "There stands Jackson like a stone wall! Rally behind the Virginians!" Generals Johnston and Beauregard then arrived on Henry Hill, where they assisted in rallying shattered brigades and redeploying fresh units that were marching to the point of vulnerability. This is where Thomas J. Jackson earned the *nom de guerre* "Stonewall."



Anaconda Plan



Eastern Theater

troops. Valuable time was lost as the men stumbled through the darkness along narrow roads. Confederate Colonel Nathan Evans,

About noon, the Federals stopped their advance to reorganize for a new assault. The pause lasted for about an hour, giving the

MESSAGE FROM THE OUTGOING PDO CHIEF



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

Teammates;

It has been an honor and privilege to be part of a great team and family. For the past two years as the Functional Area (FA) 50 Personnel Development Office PDO Chief, you have provided my staff and me with the greatest support. And for that, I would like to say thank you for your dedication and contributions to the FA50 Community. But as you know with farewells, there are usually hails, and Lieutenant Colonel Edwin Serrano will take over as your new FA50 PDO Chief. Lt. Col. Serrano is coming to us from the Army National Guard

Bureau where he was assigned as the Chief for the Force Integration Branch. Lt. Col. Serrano has a lot of experience in the Force Management arena and I know he will continue to move the FA 50 Community in the right direction. Welcome aboard Lt. Col. Serrano!

As I depart, I will ask that you continue to strive for success. Take the opportunity that is given to you and make the most of it. Our Functional Area is a small one, but just like a family we must stick together. We are the cornerstone of our Army. And as the Army continues to change we, as Force Managers, must be ready to support our leaders in making the hard decisions. Each one of you has an important role in the transition of our Army. And as you know, the Army will always need FA50s!

In closing, I wish each of you my best wishes and God speed! I know our paths will cross again and I look forward to working with each of you. My team, my family!

Stephon

A handwritten signature in black ink, appearing to read 'Stephon Brannon', written over a faded background image of a military tank in a desert environment.

ARMY STRONG!!!

MESSAGE FROM THE INCOMING PDO CHIEF



Lt.Col. Edwin Serrano
FA50 Chief, Personnel
Development Office

Teammates;

After a very thorough transition with Lieutenant Colonel Brannon and the Personnel Development Office (PDO) Team here in the Pentagon, it is absolutely my honor to join your team – a team with a fantastic reputation throughout our Army.

I very much look forward to working with you to ensure that our great Army stands ready for the next fight. It is through our combined efforts that our Army will remain the dominant land force of choice—the best the world has ever seen; lethal, agile, adaptable and responsive to the needs of our great Nation.

The dust is starting to settle in the Proponency Office. Mr Bryant is on board as our new civilian Program Manager. As such he will manage the Broadening Opportunities Program. As a reminder, the PDO is located in Room 2D337, adjacent to Army G3/5/7 (DAMO SSA) Strategic Studies and Analysis.

Stop by and see us anytime.

As you know by now, we have a new Career Manager at the Human Resources Command (HRC)—Major Robert “Andy” Erickson has hit the ground running. Captains, Majors and Lieutenant Colonels, Maj. Erickson is your principal point of contact for career and assignment matters.

And for Colonels and Lieutenant Colonels, Erick Brown is the new Assignment Officer at the Senior Leadership Division.

Lt.Col. Edwin Serrano

Ed Serrano

Chief, FA50 Personnel Development Office

Feel free to contact us via the FA50 PDO inbox:

usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnel-proponent@mail.mil

ARMY STRONG!!!



**First Battle of Bull Run, chromolithograph by Kurz & Allison
July 21, 1861, Fairfax County and Prince William County, Virginia**

Confederates enough time to re-form their lines. Then the fighting resumed, each side trying to force the other off Henry Hill. The battle continued until just after 4 p.m., when fresh Southern units crashed into the Union right flank on Chinn Ridge, causing McDowell's exhausted and discouraged soldiers to withdraw.

At first, the withdrawal was orderly. Screened by the regulars, the three-month volunteers retired across Bull Run, where they found the road to Washington jammed with the carriages of congressmen and others who had driven out to Centreville to watch the battle. Panic now seized many of the soldiers and the retreat became a

roul. The Confederates, bolstered by the arrival of President of the Confederate States of America Jefferson Davis on the field just as the battle was ending, were too disorganized to follow up on and exploit their success. Daybreak on July 22nd found the defeated Union army back behind the bristling defenses of Washington.

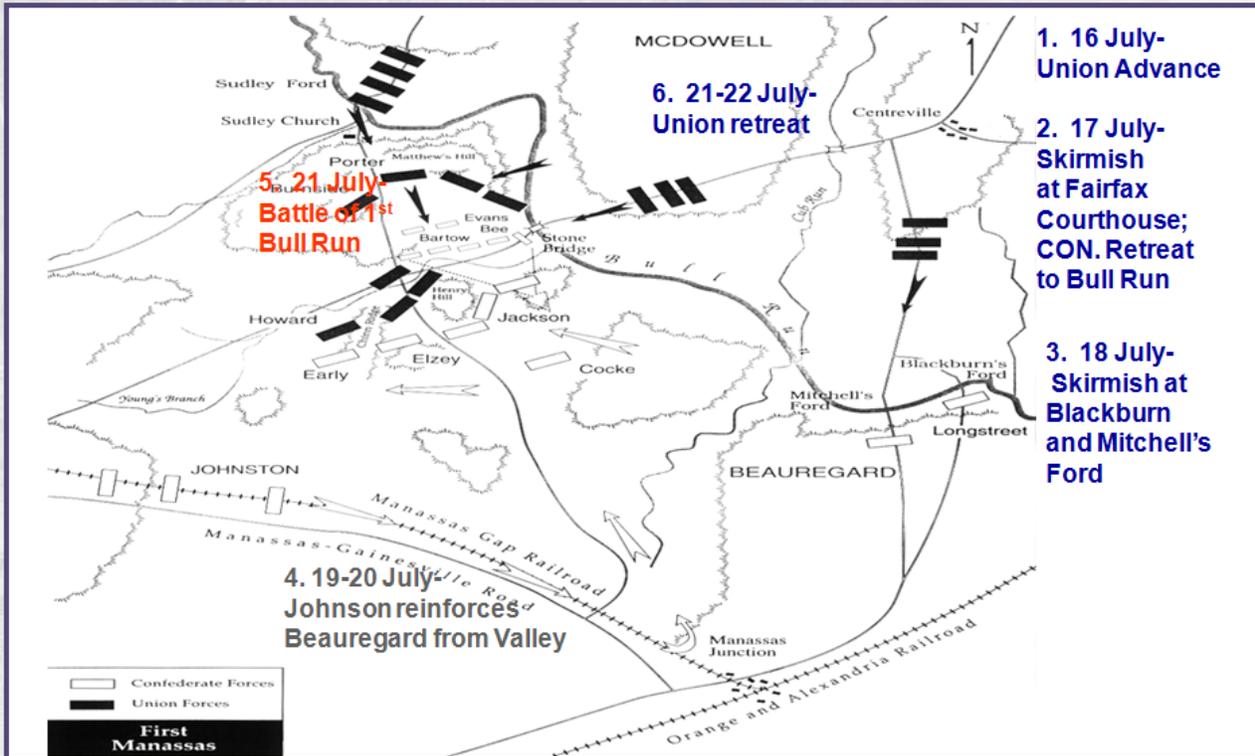
The Union had several aspects to their strategy. They wanted to: 1. Preserve the Union, 2. End the rebellion quickly, 3. Find a plan that would allow for control of the sea lanes and the Mississippi River (The Anaconda Plan) and 4. Keep Europe from openly supporting the Confederacy. The Confederacy had a few aspects to their strategy

Bull Run continued on page 9

Bull Run continued from page 8

as well. They wanted to: 1. Enforce states rights, 2. Preserve their new found independence in order to maintain its "way of life", 3. Use a defensive strategy against the Union and 4.

survived first major battle were considered veterans. Units (Regiments) routinely took 20% to 40% casualties when heavily engaged in battle. Most of the recruits on both sides were green,



Battle Analysis ~ 1st Bull Run

Establish formal diplomatic relations with France and Great Britain, in spite of slave state status.

Why was this region so important? Manassas was a major railroad center, supply route and vital control point for both armies to conduct operations in the region. Confederate forces could unite quickly, if needed, at Manassas Junction when the armies faced each other.

Tactics were based on classic Napoleonic tactics and strategy. Changes in weaponry (rifles and cannons) had made the tactics obsolete. But most commanders still used old tactics and maneuver to move and deploy troops in and around the battlefield. It took about three months to train the average line soldier in drill, movements and efficient firing of the weapon. Training was rudimentary at best. Soldiers who

inexperienced troops without proper training.

A key ingredient in this battle for today's Force Managers is how doctrine had not yet caught up with the changes in weaponry. Most rifles were muzzle loading. The confederates had 15 types of weapons; the union had 51 types of weapons (musket, rifle and breech loaders). The average musket range was 100 yards to enter maximum effective range; for rifled muskets, 200-500 yards to enter maximum effective range. The average musket firing rate was two to three rounds per minute; for rifle, three rounds per minute; breechloader, eight to nine rounds a minute.

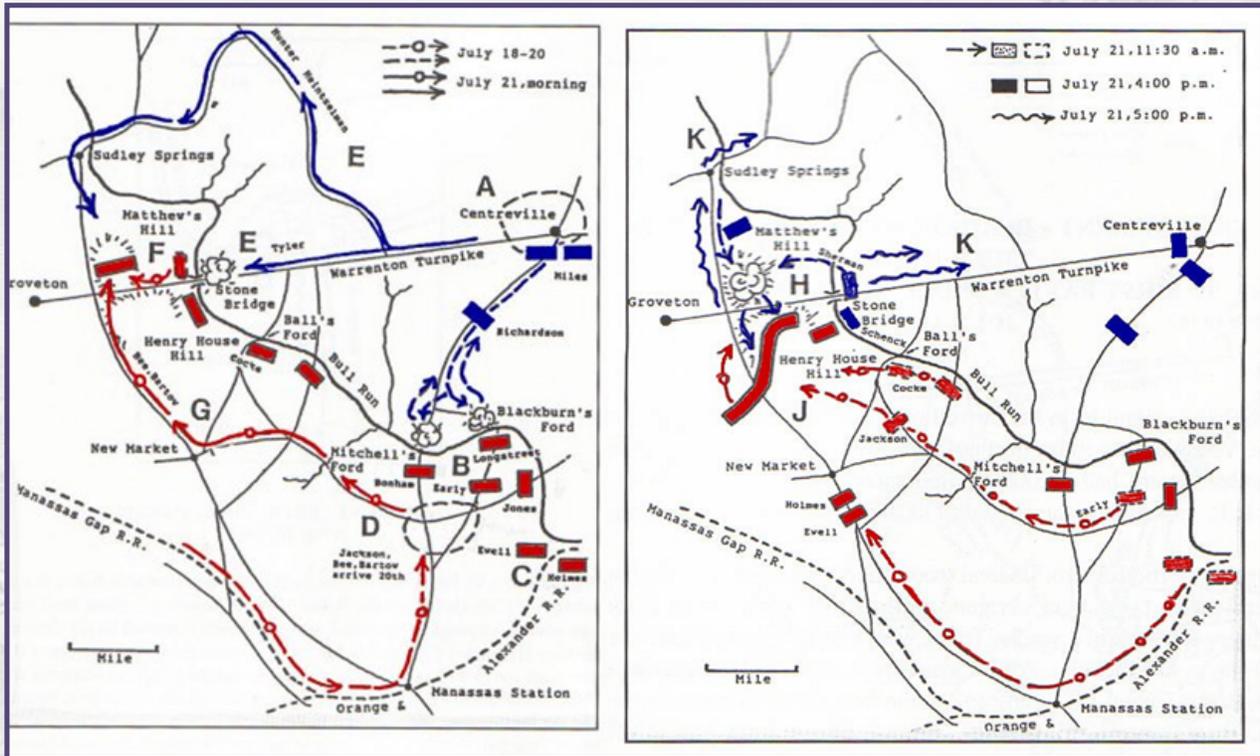
Cannons were both smoothbore and rifled. Shot (or bolt; cast iron, used against cavalry and troop columns) was used. Shell (hollow shell with a powder-filled cavity) was also used. There was

Bull Run continued on page 10

Bull Run continued from page 9

also “spherical case” munitions, (hollow shell with powder and 60-100 musket balls; designed by British arms designer Henry Shrapnel), Canister (like a giant shotgun shell) and

be the required number of troops and for how long should we keep them? Enlistments and the length of those enlistments were a major concern. Initially, in March 1861, Jefferson



Battle Analysis (cont.) ~ 1st Bull Run

grapeshot. There were usually 17-25 men per gun; 120-150 men per battery, and the average battery size was four guns.

Most of the senior leaders on both sides were West Point graduates and political appointees. West Pointers spoke the same “jargon” – a critical reason for a common, agreed upon doctrine. Commanders knew each other from before the war, when they fought together in the Mexican War and Indian Wars. Those who were professional soldiers were trained in use of the same tactics and weapons, but most of the leaders had never commanded above the company level.

Generally speaking, today’s Force Managers could tell there were some (of what we call now) “Title 10” issues facing both armies. What would

Davis called for 100,000 volunteers for one year and one month later; Abraham Lincoln called for 75,000 volunteers for 90 days. After first Manassas, both sides realized it would be a long and bloody war. Later in 1861, Davis called for 500,000 volunteers for three years and Lincoln called for 500,000 volunteers for three years. Arming and supplying these troops presented a big challenge. Neither side had much experience sustaining large organizations in the field.

After the war, the Union army created better unit training and discipline and created the brigade/division organizational structure we are somewhat familiar with today. The Union also created a board to vet officer qualifications (more applied to junior to mid-level officers, not as much to senior level officers).

Bull Run continued on page 11

Bull Run continued from page 10

In the final analysis, why did the North win this war? I would like to share with you some data I collected while at the Army War College. The North won because it had more resources and mobilized those resources better than the South:

- The North had more than double the railroad mileage than the South
- The North also understood the importance of railroads.
- The North had a navy and many times the commercial ships and shipyards than the South
- The North had double the South's population
- The North had mobilized 110% more soldiers than the Confederacy
- The North mobilized black soldiers, the South refused
- The North had 110,000 factories, the South had 18,000
- The North far exceeded the South's iron production
- Lincoln exploited his powers, Davis' powers were constrained because of the form of government
- The North manufactured everything it needed for the war, the South bought abroad (with declining dollars)
- The North had better tax and budgeting policies which controlled inflation
- The Northern troops were better fed, better clothed
- The North better controlled railroads and telegraphs

Mass is a principle of war and the North was able to mass everything, specially people, the most important resource.

The culture of a nation gives clues to the capacity for mobilizing people and the nature of a government also gives clues to the capacity for mobilizing people. Racism and intolerance are costly.

Are there any other Force Management implications regarding this battle or this war? Please feel free to contact me with your comments. I would be more than happy to publish your comments in the next edition of *The Oracle*. In the next edition, I will also be writing about the first battle(s) of the Spanish – American War; San Juan Hill and El Caney, the first and second of July in 1898. 🇺🇸

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.

Snippets of Military Equipping History

by Michael Sean Tuomey
with photographs by Thom Atkinson

Editor's Note: In this section of The Oracle, I will share with you a 3rd publication of photographs and information regarding the history of military equipping, again focusing on individual equipment. The pictures are reproduced from the works of the internationally acclaimed photographer, Englishman Thom Atkinson (www.thomatkinson.com). 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.

Battle of Malplaquet

The Battle of Malplaquet, fought on September 11, 1709, was one of the main battles of the War of the Spanish Succession, which opposed the Bourbons of France and Spain against an alliance whose major members were the Habsburg Monarchy, Great Britain, the United Provinces and the Kingdom of Prussia. The Battle of Malplaquet was the bloodiest encounter in the 18th century, and was the climax of the campaign of 1709 during the War of the Spanish Succession. The commanding generals were The Duke of Marlborough and Prince Eugene of Savoy against Marshal Villars and Marshal Boufflers.

The two armies were about the same size, around 100,000 men. In time of war, the British Department of Ordinance provided companies of artillery which were drawn by the horses of civilian contractors. These types of formations were largely standard throughout Europe. In addition the Austrian Empire possessed numbers

of irregular light troops; Hussars from Hungary and Bosniak and Pandour troops from the Balkans.

During the 18th Century the use of irregulars spread to other armies until every European force had hussar regiments and light infantry for scouting duties. Horse cavalry and dragoons carried swords and short flintlock muskets. Dragoons had largely completed their transition from mounted infantry to cavalry and were formed into troops rather than companies as had been the practice in the past. However they still used drums rather than trumpets for field signals. Infantry regiments fought in line, armed with flintlock muskets and bayonets, with field orders indicated by the beat of a drum. The field unit for infantry was the battalion; comprising ten companies each commanded by a captain, the senior company were grenadiers. Drill was rudimentary and once the battle began formations quickly broke up. The practice of marching in step was still in the distant future.

Military Equipping continued on page 12

The paramount military force of the period was the French Army of Louis XIV, the Sun King. France was at the apex of her power, with high taxes for the disparate groupings of European countries that struggled to keep the Bourbons on the western bank of the Rhine and north of

the Pyrenees. For the infantry a cross belt carried the cartridge case hanging on the right hip. A second cross belt carried the bayonet and hanger sword. Ammunition, carried in the cartridge case, comprised of cartridges of paper wrap containing the ball and gunpowder for the discharge.



Thom Atkinson photograph

Private Sentinel, Battle of Malplaquet, 1709

Battle of Waterloo

The 200th anniversary of this battle is coming up soon. The infantry has always been the basis for any army. At the time of Waterloo, this was certainly the case. Unlike cavalry troopers or artillerymen, an infantry soldier could be drafted with very little training. Soldiers who distinguished themselves as being of higher than average quality, in terms of accuracy of

shot or fitness were generally picked out to join the elite units; grenadiers or light infantry. After a sufficient period of service, a soldier may be given the honor of joining a guard unit. In Napoleon's army, a soldier had to have 12 years of service to be eligible to join the "Old Guard".

The Infantry were armed with a long, smoothbore musket, fired by a lump of flint

striking against a serrated steel face. This was accompanied by a socket bayonet which would be attached to the muzzle for close combat. Guidelines varied between the armies but there were up to 20 separate steps involved in loading and firing a musket. In the heat of battle, an

a charge with bayonets. An attacking infantry unit would very rarely fire at all. Around this time, cavalry were armed with an assortment of sabers, pistols, carbines and lances. Of the firearms, pistols were intended for use in a melee and carbines were better employed at a



Thom Atkinson photograph

Private Soldier, Battle of Waterloo, 1815

average infantryman could reasonably be expected to fire one or two shots per minute. Since the effective range was about 60 yards and anything further than 100 yards was completely safe from harm, this did not afford a great deal of opportunity for the extended fire fights so popular in films.

More reasonably, an infantry unit would fire at most two volleys and then prepare to accept

standstill or from a dismounted position. In most of the armies, heavy cavalry tended to wear some sort of body armor to protect against pistol shot and attack by sword and bayonet. Artillery was Napoleon's forte. He had come through the ranks as an artillery officer and knew more than most about the deployment and effectiveness of the big guns.

It is surprising, then, that he did not make better

use of his artillery at Waterloo. Effective use of artillery involved massed fire intended to neutralize whole areas of the enemy position rather than to pick off individual targets. Grand batteries would be used to soften up the enemy line prior to an attack by infantry or cavalry. This was the intention at Waterloo but, since Wellington had perfected the art of deploying behind a reverse slope, the effect of the French artillery was not what it could have been.

Guns came in huge variety of shapes and sizes, ranging from four pound horse guns up to 24 pound siege guns. The most common type of ammunition used was round shot. This was a solid iron ball, useful for smashing through

walls and other defensive structures. It was also particularly deadly against massed formations of infantry or cavalry. On dry days, the normal range of 700-900 yards would be greatly increased by bouncing the round shot along the ground. Obviously, the shot would not stop when it hit the first man or horse. Canister was also particularly deadly against massed formations; cylindrical cases filled with small iron balls and fired from a range of 200-600 yards with predictable consequences. Common shell was used by howitzers. This was a hollow sphere packed with gunpowder and fused, so as to explode on impact. Common shell was useful for setting fire to targets and firing over obstacles.

Battle of the Alma

The Battle of Alma was the first major land engagement fought during the Crimean War in September 1854. The combatants were British, French and Turkish troops against the Imperial Russian Army. The British Army comprised 26,000 infantry, 1,000 cavalry (the Light Brigade; the Heavy Brigade did not land in the Crimea in time for the battle) and 60 guns. The French Army comprised 28,000 infantry, no cavalry and 72 guns. The Turkish contingent comprised 7,000 infantry, no cavalry and an unknown number of guns. The Russian Army was made up of 33,000 infantry, 3,400 cavalry and 120 guns.

The war saw the first military use of many innovations, such as: armored warships, intercontinental electric telegraph, submarine mines, and war photography. As far as artillery was concerned, there was a wide range of it; from the small to large caliber, from short to long tubes, from fixed coastal or fortress to self-motorized

weapons and from horse-driven to railway mounted. The belligerents deployed all sorts of big guns. The main weapon used by British soldiers in the trenches was the bolt-action rifle. Fifteen rounds could be fired in a minute and a person 1,400 meters away could be killed. In 1849 the Minié was developed, this new conical bullet with a hollow base which expanded to grip the rifling twists. The French quickly developed a new rifle to utilize the new projectile; the Pattern Minié 1851 was in widespread use with French troops during the war.

Similarly the British Army during the early 1850s was embarking on an ambitious update of their service long arm. With the introduction of the percussion cap smoothbore musket in 1842, some were re-barreled with rifling, and the heavy Pattern 1851 Minié rifle was also issued. By 1854, the majority of British troops were armed with the Enfield Pattern Model 1853. This meant 3 of

MESSAGE FROM THE G-3/5/7 FORCE MANAGER



Randy A. George
Brigadier General, U.S. Army
HQDA G-3/5/7 Force Manager

U.S. Army Force Managers:

The Directorate of Force Management and all Force Managers Army-wide have an outstanding reputation and I am honored to join this team.

As a group, we are helping the Army deal with Budget Control Act cuts estimated at about \$95 billion over 10 years. By the end of Fiscal Year (FY) 2017, the Army must reduce its Active Component end-strength from a war-time peak of 570,000 to 450,000. Reductions in the Army National Guard (ANG) and Army Reserves (AR) will be 15,000 and 10,000 respectively. These are extremely tough cuts and will impact almost all of our major installations over the next two years. Unless current law budget caps are changed, our end-strength would be further reduced by FY 2019.

Our job is to provide our senior leaders the best information and analysis available to help them make these tough decisions. Reductions, however, are only one of many challenging issues that Force Management and Force Managers across the Army face day in and day out. I look forward to working with you all on these important issues.

I would like to take this occasion to extend my appreciation to Brigadier General (promotable) Cloutier, for his expert leadership and direction to the Force Management team over the past two years. During his tenure, Brig. Gen. Cloutier faced the difficult task of helping our senior leaders re-shape the Army in an era of fiscal ambiguity and significantly reduced resources in an increasingly volatile world. He did an extraordinary job and the entire Force Management team is better because of his leadership.

Again, I am very proud to join your ranks and appreciate everything you do on a daily basis to support our great Army.

Randy A. George
Brigadier General, U.S. Army
HQDA G-3/5/7 Force Manager

ARMY STRONG!!

Cyber Corner

"The Internet of Army Things"

By Lt. Col. Luis Solano

US Army Cyberspace Command



The Internet of Things is anything that can be connected to the World Wide Web. This includes cell phones, tablets, thermostats, and even some new cars. Allowing these devices and other equipment to access the Internet has started to instill fear in some people. Their perception is that these devices will become infected and fail to work or will cause financial harm.

Regretfully, this perception is a reality, to some extent. However, we should not feel safe just because the weapon systems we manage and develop in the Army are not connected to the Internet.

"Every acquisition program does need to worry about cyber security," according to Mr. Richard Hale, Deputy Chief Information Officer for Cyber Security at the Department of Defense.

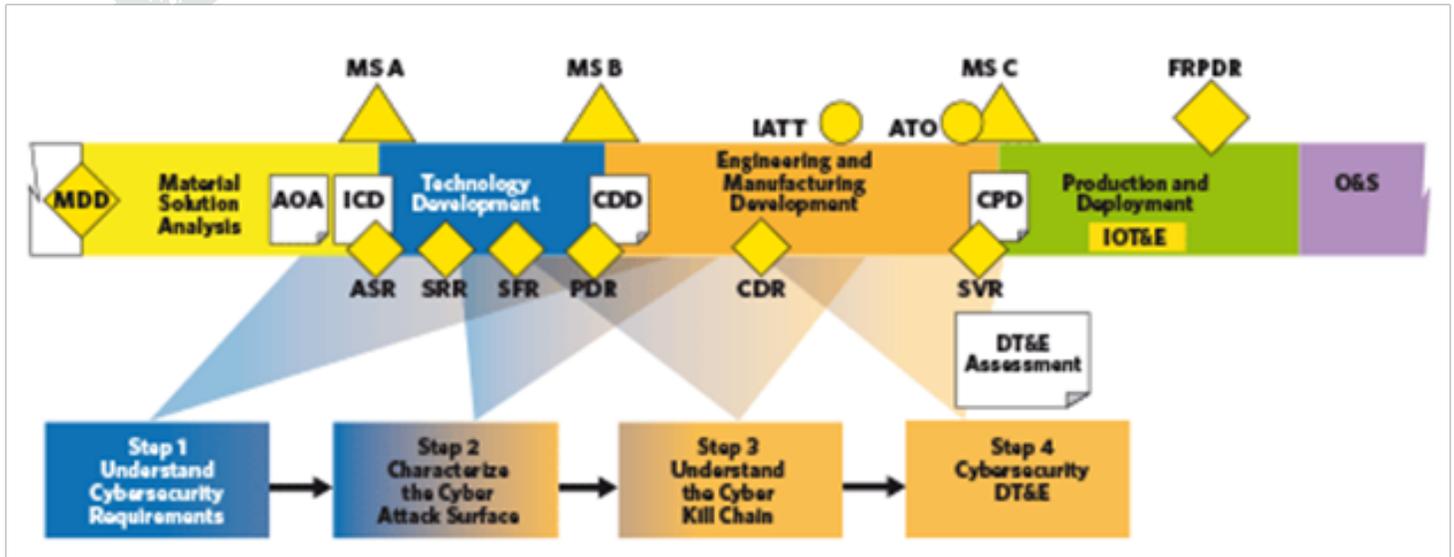
During the past year DoD's Operations Test and

Evaluation Directorate tested over 40 military weapons systems and found that almost all had a significant cybersecurity weakness. Any equipment that has the ability to be programmed (whether we know it or not) can have malware injected into its system. The simple process of maintaining the system or simply receiving a radio signal can allow malware to be introduced.

To help preclude these cyber-attacks the Joint Staff recently introduced a requirement that mandates all capability requirement documents contain cybersecurity as a portion of the survivability key performance parameter. Rather than considering cyber security as an afterthought, the hope is that cyber security can be built into the system from the start. While this just one layer of defense, when coupled with other external defenses, it can vastly improve the possibility our systems can survive attempts to disrupt them.

Internet of Things continued on page 19

CYBER CORNER



The Office of the Deputy Assistant Secretary of Defense for Developmental Test and Evaluation has also introduced measures to improve cybersecurity. Their goal is to identify design issues early on. To help mitigate cybersecurity issues, they have instituted a process that integrates cybersecurity into the Developmental Tests & Evaluations process (see illustration above).

The preceding actions along with other changes in the capability development process are slowly mitigating the emerging cyber threat. Everyone involved with the process must ensure they provide the best possible support. However, Capability Developers are at the forefront of the cybersecurity effort. They lead the cybersecurity effort through their development and stewardship of capability requirement documents.

For more information follow these references/ links:

- <http://dau.dodlive.mil/2013/11/10/cybersecurity-defending-the-new-battlefield/>
- <http://thediplomat.com/2015/01/cybersecurity-is-top-priority-in-pentagons-future-acquisitions/>

Lieutenant Colonel Luis Solano is originally from New York and received his commission from Hofstra University's ROTC program in 1987. He is currently completing his Cyber Security MS program at National Defense University. Originally an Engineer Officer, he became an FA50 in 2008. LTC Solano is currently assigned to the Mission Command Center of Excellence as a Project Officer. 🇺🇸

FA50 CAREER MANAGER CORNER

Farewell to Outgoing MAJ Jason Ison, HRC FA50 Career Manager



Maj. Jason Ison
HRC FA50 Career Manager

Team,

It's hard to believe I'm saying farewell. It seems like only yesterday that I introduced myself as the newly appointed Functional Area FA50 Assignment Officer.

It's been a very enjoyable year for me, serving the FA50 population; I guess that's why the time passed so quickly.

As I leave the Human Resources Command (HRC), there are two things that will stay with me. First, FA50 has great people. I've had the opportunity to talk with almost everyone our functional area and from top to bottom, they really have great people working here. Second, HRC is an organization also filled with high quality and talented people who want to do the right things for our Soldiers.

As I move on to my next job, I want to thank all of you for the great support I received during my year on the desk. It's been an incredible experience, due in large part to the high quality officers in our functional area. I wish you all the very best and if you are ever on Ft. Belvoir, please feel free to look me up. Take care.

Very Respectfully,

A handwritten signature in black ink, appearing to read 'Jason E. Ison'. The signature is stylized and fluid, with a long horizontal stroke at the end.

Major Jason E. Ison

HRC Branch Manager, FA50

FA50 CAREER MANAGER CORNER

Hail to MAJ Robert Erickson, Incoming HRC FA50 Career Manager



Maj. Robert "Andy" Erickson
HRC FA50 Career Manager

Team,

I'd like to introduce myself to those of you, I haven't met. I'm Major Robert (Andy) Erickson, the new FA50 Assignments Officer at the Human Resources Command (HRC).

Here is some background information on my past assignments. I have been an FA50 since 2009 and completed multiple deployments, including working as a Force Integration Officer in Army Central (ARCENT), as a Force Management Branch Chief "One of One" in the 8th Theatre Sustainment Command and as a Force Structure Officer / Force Management Division Executive Officer at U.S. Army, Pacific (USARPAC).

I'm excited to be here, and look forward to working with you to help our branch while assisting each of you to achieve the professional development/career opportunities you seek. In the next month, I'll send out an e-mail to the entire FA50 community with important information regarding all the upcoming events that will affect us this year.

Lastly, as I work to fill the boots of Major Ison, please send me your comments, concerns, or ideas on how we can improve the FA50 assignments process. I want to do the best job possible to support you. Again, I am glad to be here and look forward to working with all of you!

CONTACT:

Major Robert A. Erickson, HRC FA50 Career Branch Manager
Human Resources Command
ATT: AHRC-OPB-E, Dept 220
Fort Knox, KY 40122-5200
(502)-613-6681
DSN (312)-983-6681
E-Mail: robert.a.erickson16.mil@mail.mil
FA50 online: <https://www.us.army.mil/suite/page/194547>
HRC on-line: <https://www.hrc.army.mil>
Milper Messages: <https://persomnd04.army.mil/milpermsgs.nof>

Very Respectfully,

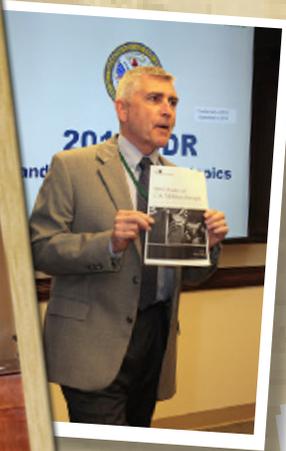
A handwritten signature in black ink that reads "AE". The letters are bold and stylized, with the 'A' and 'E' being the primary focus.

Major Robert "Andy" Erickson
HRC Branch Manager, FA50

SENIOR FORCE MANAGERS SEMINAR

May 20 & 21, 2015

The Army Pentagon
and Our Nation's Capitol in
Washington, D.C.



The Total Army



Senior Force Managers from across the Army attended the annual Functional Area (FA) 50 Senior Force Manager Seminar 19-21 May 2015 in the



Pentagon and on Capitol Hill. The theme was "The Total Army; Balanced, Ready & Capable."

Mr. John J. Daniels, SES, Deputy Director, Force Development and Director of Resources.

The Seminar began with an FA 50 Council of Colonels where key topics such as: How do we increase authorizations for FA50s? Branch Recruiting and Accession; The Placement of FA50's; The Use of the Command Selection List (CSL) and a discussion on talent management.

The seminar wrapped up with a session on Capitol Hill, with the FA50 group meeting with Professional Staff Members from the U.S. House of Representatives, Armed Services Committee (HASC) and Military Legislative Assistants who work for HASC Members. In addition, the group met with U.S. Representative Jeff Duncan (R-SC) who serves on the House Committees for Foreign Affairs and Homeland Security. The day on The Hill was completed with a tour of the U.S. Capitol.



On the second day, the group heard from key speakers, seminar events including Lieutenant General Anthony R. Ierardi, the HQDA



Deputy Chief of Staff G-8, Major General Robert M. "Bo" Dyess, Jr., Director, Force Development, G-8, HQDA and

Balanced, Ready & Capable



Farewell to LTC Stephon Brannon

Mr. John J. Daniels, Acting Director of Force Development, HQDA G-8, hosted an award ceremony for Lieutenant Colonel Stephon M. Brannon, outgoing Chief of the FA50 Personnel Development Office on June 17, 2015 where he received the Meritorious Service Medal. Lt. Col. Brannon will attend the Air War College at Maxwell AFB, AL.



Marla Hurtado photos

LTC Brannon, you will be surely missed!
Thanks for all you've done for our FA50 Community!!



Deputy Branch Chief
Force Protection
Calvin Bryant, Jr.
"Cal"



HEADS UP!



**FA50 Broadening Opportunities
and Professional Development Selections Coming Up this Fall!**

FA50 Majors and Lieutenant Colonels are highly encouraged to participate in the Advanced Civilian Schooling (ACS) program, Army Fellowship Program, and Training with Industry (TWI) Program (years of service requirements vary with each program). These programs will provide selected FA50 officers with additional skills, knowledge, tools and attributes to successfully articulate, manage and lead change at higher levels in the Force Management community.

ACS is a program for graduate degrees (M.A., M.S., etc.).

The Army Fellowship Program is a 12-month program with The RAND Corporation, The MITRE Corporation, or an Interagency Program with Federal agencies and organizations both inside and outside the Department of Defense.

TWI is a 12-month program with either FEDEX (Memphis, TN) or AMAZON (Seattle, WA).

HODA G-8 Force Development Directorate, FA50 Personnel Development Office (PDO), will schedule a selection panel in mid to late October 2015. Application packets will need to be submitted approximately 30 days before convening the selection panel. More detailed information to follow.

POC: Mr. Calvin Bryant, (703) 545-1838,
calvin.bryant1.civ@mail.mil.

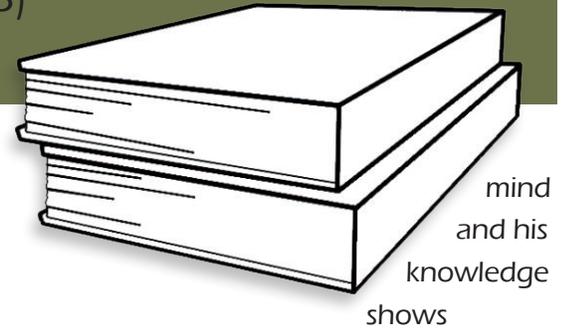
two books

Focus: The Hidden Driver of

Excellence by Daniel Goleman (Harper Collins, 2013)

Review by Lieutenant Colonel Kevin Klopchic

[Pentagon Library–New Books Collection: BF321.G57 2013
<http://www.whs.mil/library>]



Psychologist and journalist Daniel Goleman continues to explore the human mind in his latest book, *Focus*. In this book, Goleman writes about how a person pays attention and focuses on a task. He talks about how there are two different ways the mind works.

First there is the bottom-up method where a person just reacts and the top-down method where one thinks through how they are going to do something. Everyone in the military has experienced both of these. The bottom-up is what we often train our Soldiers to do. While serving as a Stinger Platoon Leader, we would have our teams conduct crew drills over and over until it was 'second nature' with the intent being that when an enemy aircraft was inbound, Soldiers would do the crew drill and engage the enemy. The top-down method is on display every time we conducted a mission analysis.

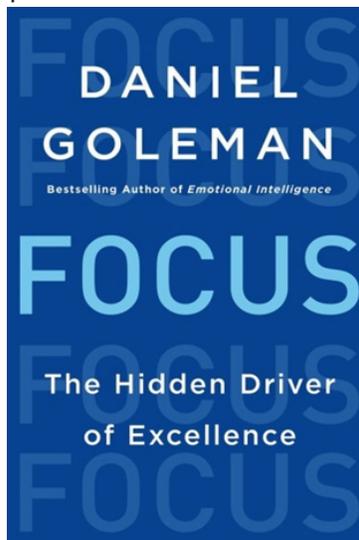
He also analyzes the three different attention focuses: inner, other, and outer focus and how each one impact what we do. Inner focus attunes us to our intuitions, values, and better decisions. Other focus is how we deal with the people in our lives, and outer focus is with regards to the world around us. As leaders, we need to be aware of all three in order to effectively lead in any organization.

Goleman is one of the leading experts in the field of the

throughout the book. He explains all his points and ideas so it can be read by anyone, not just others who are trained in this field. Additionally, he provides numerous real world examples to illustrate his points.

There are two issues with the book. The first is that Goleman spends a large portion of the book discussing global warming/climate change. If one questions the theories of climate change (some of which are being questioned by scientists) they might have an issue with this or lose the message of the book. I'd have preferred to not read the author's opinions on this topic. The second issue I have with the book is I was expecting more of a 'how to' guide. When I read the book, I was expecting tips on how to increase my focus and further develop myself as a person.

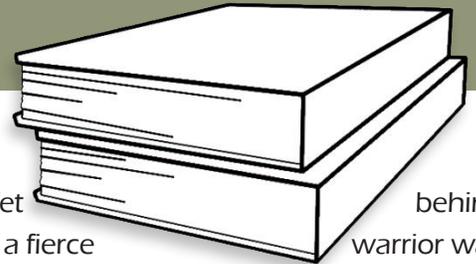
Other than the two issues above, this is a well written and researched book. It flows well and the real world examples help in understanding the topic. I recommend this book to all who want to learn more about how the mind works and how that affects the world we work and live in.



twobooks, cont.

American General: The Life and Times of William Tecumseh Sherman by John S. D. Eisenhower
(New York: NAL Caliber, 2014)
Review by Lieutenant Colonel Kevin Klopccic

[Pentagon Library–New Book Collection:
E467.1.S55 E37 2014
<http://www.whs.mil/library>]



One hundred and fifty years are the end of the Civil War, people continue to write about the figures that impacted our nation. One such figure is General William Tecumseh Sherman – the General quoted as saying “war is hell” and responsible for bringing destruction on the South at the end of the War.

John S. D. Eisenhower, a retired general and son of the 34th President, attempts to show readers a more personal side of General Sherman. While he gives it a valiant effort, he falls short, mainly because of errors in the writing. One example is with regards to operations in the West and the importance of Cairo, Illinois. He writes “Cairo and Paducah, Kentucky, were about a hundred miles apart along the roaring Ohio River. It was at Cairo that the Ohio joined the Mississippi. From there the Mississippi rolled down to St. Louis, where another gigantic tributary, the Missouri, joined it.” Those familiar with the Midwest know that St. Louis is north of Cairo and the Mississippi flow south from St. Louis toward Cairo. This combined with other factual errors, results in readers questioning other facts stated in the book. I would read a passage and question the accuracy of what was written.

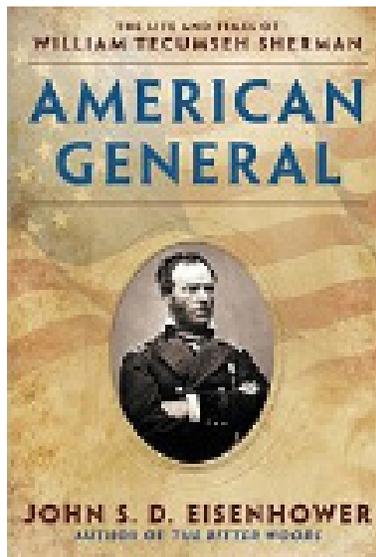
Even if one gets past the errors, the book does not seem to flow as smoothly as one would hope. There are short side bar stories that don’t always contribute to the theme of the book, other than learning something new about

Sherman. The introduction to the book says, “Yet his reputation as a fierce

behind warrior was a sympathetic man of complex character,” which leads one to expect examples of his complex character throughout the book; however, it seemed to be lacking. The author writes of how Sherman would attempt to visit those he knew in the South, however doesn’t expand on the sympathy for the Southerners he claims Sherman possessed. Does it mean Sherman didn’t have sympathy—no, just that it wasn’t explained.

My criticisms of the book could be the result of John S. D. Eisenhower passing away between the completion of the book and its publication; however, one would expect the editors to catch these errors of fact. Additionally, I would have preferred more maps to better depict the battles described in the book. General Sherman has been the subject of numerous books, to include his memoir, which maybe better suited to learn about the impact this man had on Modern Warfare, our Army, and our Country.

Lieutenant Colonel Kevin Klopccic 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).



Contact Info and phone numbers for the PDO staff:

FA50 Personnel Development Office

Chief

LTC Edwin Serrano

703-545-1807

edwin.s.serrano.mil@mail.mil

usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnel-proponent@mail.mil

Program Manager

Sean Tuomey

703-692-4462

michael.s.tuomey.civ@mail.mil

HRC FA50 Career Branch Manager

MAJ. Robert A. (Andy) Erickson

Human Resources Command

ATT: AHRC-OPB-E, Dept 220

Fort Knox, KY 40122-5200

502-613-6681

DSN (312)-983-6681

robert.a.erickson16.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>

HRC on-line: <https://www.hrc.army.mil>

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

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.