

The Oracle

Volume 11 • 4th Quarter FY15 Newsletter

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FA50 News-Letter

FA50 Education, Training & Broadening Opportunities Calendar Dates for FY16

A majority of highly successful FA50 officers have masters degrees in areas applicable to force management, organization management, public administration, business administration, organization leadership, strategic leadership – to mention a few. There is a reason for that.

When the CSA says he wants officers to be multi-skilled, diverse, flexible, he is describing the successful FA50. Look at the following FA50 Personnel Development Calendar engagements and see where there might be fillable gaps.

FA50 Ed cont. on page 4

SFMS News:

The Senior Force Manager Seminar is tentatively scheduled for May 10-12, 2016 at the Pentagon Library and Conference Center. This seminar is in

SFMS cont. on page 4



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

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www.fa50.army.mil

MESSAGE FROM THE PDO CHIEF

Teammates; talk to me...



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

Let me say thank you for your support and dedication to our wonderful Nation, Army and FA50 Community. As we approach the end of the Fiscal Year, I look forward to the many opportunities and challenges that lay ahead. As your Proponent Chief, one of many goals I am working toward is increasing the authorization of 50A billets across the Army and Joint organizations. As you are aware the Army is currently going through a transformation, a transformation that demands the expertise of seasoned and experienced FA50 officers. I will ask each of you to look within your staff

and directorates for O1A and O2A positions which are currently performing force management duties. I would like to see if we can recode those positions into 50A billets so we can continue the level of performance that is sought out across the major commands. In order to continue the success in supporting our Army, we must pull together to ensure we maintain a stronger and capable functional area.

As 2015 draws to a close, we have lots of positive news in the proponency/career development business. First, I want to welcome seven new FA50 officers as a result of the most recent Voluntary Transfer Incentive Program (VTIP) board. We also graduated a new FA50 Qualification Course class of 19 officers and DA civilian force managers in July; we are on our way to selecting officers for Advanced Civil Schooling, TWI and Fellowships in FY16; and learned the results of the LTC and COL selection boards, where Functional Area 50 Compo 1 (Active Component) officers were tapped for well-deserved promotions. More details are later in this issue of the Oracle.

In addition, we've sent our officers to Training with Industry (TWI) at FEDEX and for the first time to Amazon Corporation.

The PDO is working the final details for the upcoming Council of Colonels here in the Pentagon scheduled for October 27, 2015. This event will allow the Director of Force Development and the Director of Force Management to gather senior FA50s and work through some challenges and help develop better opportunities for our functional area.

MESSAGE FROM THE PDO CHIEF

I am glad to report that we are building our FA50 presence within the Special Forces Command and the Defense Intelligence Agency. I fully expect we will receive requests for even more “Architects of Change” when these officers demonstrate the value added that comes from having a cadre of Force Management professionals on hand.

For this upcoming year, my office is working hard on professional development and force management projects. Two projects in particular are the spring’s Senior Force Manager Seminar (SFMS) and the Force Management Hall of Fame induction ceremony. The current plan is to hold the SFMS and Hall of Fame induction ceremony during the first week of May 2016, at the Pentagon Conference Center (PCC). The SFMS is where our Colonels and GS15 civilian Force Managers have an opportunity to meet and talk with our Army Leadership and other key speakers about our expertise, “how the Army runs.” Also, this year we will host the bi-annual Hall of Fame induction ceremony to honor our retired military or civilian leaders who have made a significant, recognizable and lasting contribution to Army Force Management. As we move closer toward the month of May, you will receive more information regarding both the SFMS and Hall of Fame induction ceremony.

In 2016, our challenges will be to qualify officers and put them where they’ll show the Army just what Force Management is all about. Stay tuned for information on Officer Leader development through broadening assignments, promotion boards and DA PAM 600-3 revisions. Our websites will soon have a new look, and as always I invite all of you to share your experiences and photos with your FM colleagues, though the Oracle or on Facebook.

Lt.Col. Edwin Serrano

Ed Serrano

Chief, FA50 Personnel Development Office

ARMY STRONG!!!

**FA50 Education, Training & Broadening Opportunities
Calendar Dates for FY16 continued...**

**How How the Army Runs Course, Fort Belvoir, VA
(Phase I of the FA50 Qualification Course)**

Start Date	End Date
01-16 October 13, 2015	November 6, 2015
02-16 November 23, 2015	December 18, 2015
03-16 January 11, 2016	February 5, 2016
04-16 February 22, 2016	March 18, 2016
05-16 April 4, 2016	April 29, 2016
06-16 May 2, 2016	May 27, 2016
07-16 June 27, 2016	July 22, 2016
08-16 July 25, 2016	August 19, 2016
09-16 September 6, 2016	September 30, 2016

**FA50 Qualification Course, Fort Belvoir, VA
(Phase II of the Qualification Course)**

Start Date	End Date
01-16 October 5, 2015	December 11, 2015
02-16 May 31, 2016	August 5, 2016

Intermediate Level Education FY2016

The purpose of the Army's Intermediate Level Education (ILE) program is to provide all mid-grade officers a basic foundation of professional military education and leader development training to be after leaders. It develops leaders prepared to execute full spectrum operations; trains and educates leaders in the practice and values of the profession of arms; and prepares leaders to operate in joint, multi-national and interagency environments. ILE prepares officers for duty as field grade commanders and staff officers throughout the Army, primarily at brigade and higher echelons.

Updated 17 April 2015: Based on manner of performance, branch and functional area requirements and language requirements at foreign schools, the FY16 ILE Selection Board will select best-qualified officers to attend either a 10-month resident course, a 14-week satellite campus course or to complete ILE by distance learning (DL).

Basic branch officers and selected functional area specialties approved to attend the 10-month resident course by HQDA G-3/5/7 (FA24, FA30, FA46, FA47, FA49, FA51, FA52, FA53, FA57, FA59) are considered for all three venues.

Functional area officers not authorized to attend the 10-month resident course will be considered for the 14-week satellite campus and DL opportunities. (see FY16 Intermediate Level Schedule next page)

SFMS News cont.

conjunction with the Force Management Hall of Fame selection for 2016.

For additional information about the Senior Force Manager Seminar or the Force Management Hall of Fame please contact Lt. Col. Serrano at edwin.s.serrano.mil@mail.mil or (703) 545-1807.

FY16 Intermediate Level Schedule

Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
001	View	06 Jan 2016	07 Jan 2016	21 Apr 2016	128	Resident	FORT BELVOIR SATELLITE CAMPUS	FORT BELVOIR	VA	22060
002	View	04 May 2016	05 May 2016	18 Aug 2016	128	Resident	FORT BELVOIR SATELLITE CAMPUS	FORT BELVOIR	VA	22060
003	View	29 Aug 2016	30 Aug 2016	15 Dec 2016	128	Resident	FORT BELVOIR SATELLITE CAMPUS	FORT BELVOIR	VA	22060

Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
001	View	02 Nov 2015	03 Nov 2015	03 Mar 2016	64	Resident	FORT GORDON SATELLITE CAMPUS	FORT GORDON	GA	30905
002	View	10 Mar 2016	11 Mar 2016	23 Jun 2016	64	Resident	FORT GORDON SATELLITE CAMPUS	FORT GORDON	GA	30905
003	View	06 Jul 2016	07 Jul 2016	20 Oct 2016	64	Resident	FORT GORDON SATELLITE CAMPUS	FORT GORDON	GA	30905

Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
001	View	05 Jan 2016	06 Jan 2016	20 Apr 2016	64	Resident	FORT LEE SATELLITE CAMPUS	FORT LEE	VA	23801
002	View	03 May 2016	04 May 2016	17 Aug 2016	64	Resident	FORT LEE SATELLITE CAMPUS	FORT LEE	VA	23801
003	View	28 Aug 2016	29 Aug 2016	14 Dec 2016	64	Resident	FORT LEE SATELLITE CAMPUS	FORT LEE	VA	23801

Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
001	View	07 Jan 2016	08 Jan 2016	22 Apr 2016	64	Resident	REDSTONE ARSENAL CAMPUS	REDSTONE ARSENAL	AL	35898
002	View	05 May 2016	06 May 2016	19 Aug 2016	64	Resident	REDSTONE ARSENAL CAMPUS	REDSTONE ARSENAL	AL	35898
003	View	30 Aug 2016	31 Aug 2016	16 Dec 2016	64	Resident	REDSTONE ARSENAL CAMPUS	REDSTONE ARSENAL	AL	35898



Cyber Corner

"How Current Generation Warfare Doctrine supports Fifth Generation Cyber Warfare"

By Lt. Col. Luis Solano



A series of required cyber capabilities is essential. Thankfully, the art of warfare does not apply to one type of warfare. If one examines current U.S. military doctrine, a number of Third or Fourth Generation Warfare doctrine is equally applicable to cyber warfare. A discussion and analysis of a few selected doctrinal tenants illustrates how closely the U.S. is prepared to engage in Fifth Generation Warfare. It also brings to light possible avenues to explore to meet the demands of Fifth Generation Warfare. The following are key Department of Defense requirements to win in today's complex world:

MITIGATE STRATEGIC SURPRISE

In order to meet this requirement the military must have dedicated cyber intelligence professionals and access to other partners that can supply needed information. All of the services have this ability to a varying extent and are seeking to increase and professionalize their force structure. In addition,

US Cyber Command is co-located and works closely with the Nation Security Administration and other Intelligence Community agencies. Partnerships with other countries such as India are being developed to gain beneficial cyber knowledge. While surprise is always possible, steps in the right direction are being made to mitigate the cyber threat. The military has a capability in place that appears to be steadily improving.

Being able to quickly procure and field the latest cyber intelligence equipment also decreases the possibility of surprise. However, this solution has its own issues.

OVERCOME DOD ACQUISITION SYSTEM BARRIERS TO DEVELOP AND FIELD NEW EQUIPMENT

The DoD acquisition system is too slow and is not responsive to meet the needs of cyber warfighters. Cyber warfighters have a constant need for new equipment in order to keep pace with advances in technology and technics. During the past few years, DoD has put into place faster acquisition policies for

Current Generation Warfare continued on next page

CYBER CORNER

information systems. However, these efforts still fall short of the cyber community's requirements. A series of acquisition initiatives are being planned to correct this issue and will likely lead to faster acquisition of cyber requirements in the future.

DESIGN UNITS CAPABLE OF DEPLOYING RAPIDLY AND OPERATING TO ACHIEVE MISSIONS ACROSS THE RANGE OF MILITARY OPERATIONS

The U.S. has been feverishly working for the past five years to develop dedicated cyber forces in the military. New facilities and personnel are being constantly sought. However, only about half of the cyber mission teams envisioned by the DoD are currently manned and operational.

Another issue that persists is: can cyber forces support the commander on the ground? Cyber protection units can fill the security requirement, however, cyber offensive teams seem to be a closely held asset. How the military will employ offensive cyber capabilities is a closely held secret. However, given the ability for leaders to reach-back for assistance quickly, it would be easy to have leaders make remote requests for offensive cyber capabilities. Offensive cyber assets need not be co-located with the units they serve. Given today's communication technology, cyber forces are likely able to support warfighters through a range of military operations remotely. However, given the limited amount to cyber units, the U.S. does not have a cyber-structure to even remotely support every deployable force.

DEVELOP AND SUSTAIN A HIGH DEGREE OF SITUATIONAL UNDERSTANDING WHILE OPERATING IN COMPLEX ENVIRONMENTS AGAINST DETERMINED, ADAPTIVE ENEMY ORGANIZATIONS

To attain this capability the military needs to develop a system which allows cyber warriors to visualize their operations. At the present time this type of system does not exist. However, DARPA is working to provide leaders with a system that allows them use and access cyber effects in much the same fashion as conventional kinetic weapons. The project is called Plan X. It would let leaders sense their cyber environs and provide information needed to deploy cyber capabilities most efficiently. Given this capability is not presently available, cyber operations are not widely understood by the military tacticians and leaders. This tends to hamper the greater use of cyber capabilities by military commanders.

CONCLUSION

When one considers just some of the doctrinal requirements needed to fight and win, it can be seen how cyber operations can contribute to the fight. However, cyber forces are not currently mature enough to be used to their fullest ability by all commanders in the field. In order to meet the cyber challenges ahead, the cyber force will require force developer expertise. FA50s will be the managers of cyber change.

Lt. Col. 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. Lt. Col. Solano is currently assigned to the Mission Command Center of Excellence as a Project Officer. 🎮

FA50 CAREER MANAGER CORNER



Team, I'm Major Robert (Andy) Erickson, your FA50 Assignments Officer and branch manager at the Human Resources Command (HRC). I'm excited to be here, and look forward to assisting each of you to achieve the professional development/career opportunities you seek. 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. E-mail me at robert.a.erickson16.mil@mail.mil and please check out our contact information page in the back of this newsletter for any additional concerns.

AE



FA 50 Force Management

(OCT 15)



Strength Management

As of: 21 OCT 15

Health by Year Group

Active Component

	Army REQ	INV O/H	Strength	Assigned vs Auth	INV not in FA Billet	RR	RR%
COL	22	38	173%	25	13	6	16%
LTC	74	97	131%	88	9	9	9%
MAJ	110	111	101%	102	9	6	5%
CPT	10	21	210%	12	9	0	0%
Total	216	267	154%	227	40	21	8%

Distribution

	INV O/H	IN FA Billet	FA % Fill	INV Not in FA Billet	O1A	Other	TTHS
COL	38	25	114%	13	5	2	6
LTC	97	88	119%	9	4	2	3
MAJ	111	102	93%	9	1	3	5
CPT	21	12	120%	9	2	5	2
Total	267	227	111%	40	12	12	16

Breakout

	TTHS	TTHS %	SSC	GRAD SCH	TWI/Fellow	WTU	Serving in BB
COL	6	16%	6	0	0	0	0
LTC	3	3%	1	0	2	0	0
MAJ	5	5%	0	4	0	1	0
CPT	7	33%	0	1	0	0	6
Total	16	14%	7	5	2	1	6

Notes:

- Numbers account for misaligned Officers. Unit does have AUTH but Officer assigned erroneously.
- FA50 is Understrength 26 Officers to cover TTHS REQs.
- FA50 Retirements have increased this year.
- 7 FA50s serving O1A compounds available pool of Officer problem.

FA 50 Year Groups

Functional Area Concerns

- HRC CSL Review
- CSL OPT In Rate (Currently 9 / 39% for 6 Billets)
- FY15 MAJ Promotion Results Release
- FA50 Retirements / Separations (21 / 8%)
- Upcoming SERB Boards (LTC?)
 - May include COAD
- Potential VTIP Accessions (~20)

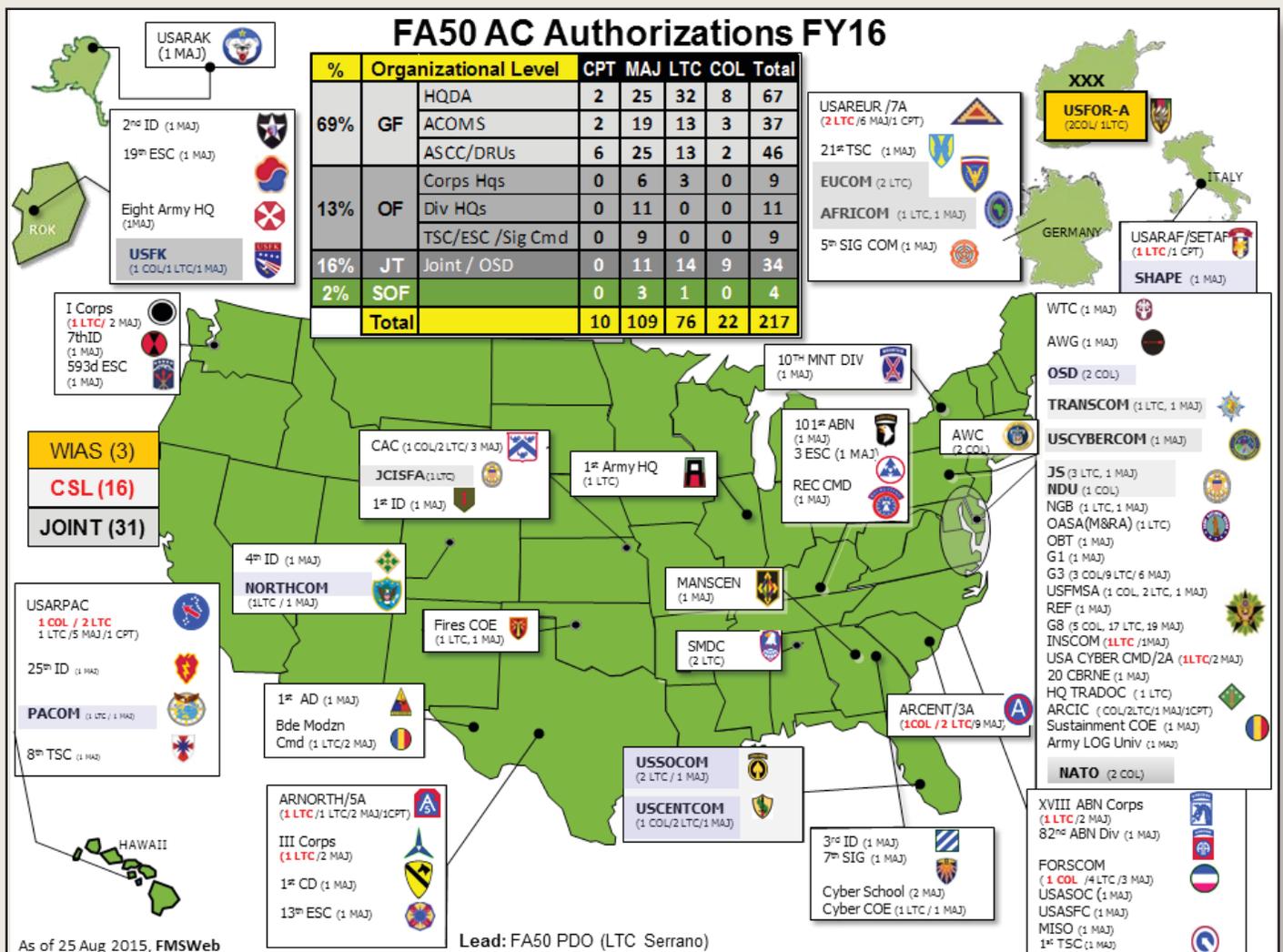


ARMY STRONG.™

Study this tri-chart on Strength Management, Health by year group, and Functional Area concerns. Understand overall FA50 force strength and gaps, requirements for FA50 capabilities and misalignments, and use it as an aid for planning potential career path trajectories.

FA50 AC Authorizations FY16

Check out this FA50 Active Component (AC) authorizations map for FY16 and see the many commands which already incorporate FA50 officers in the U.S. and all over the world.





CONGRATULATIONS TO THE FOLLOWING FA50 OFFICERS ARE IN ORDER:



For Selection to Promotion to Lt. Col:

Maj. (P) Augustus Tutu
Maj. (P) John H. Dabolt
Maj. (P) Chad W. Furne
Maj. (P) Daniel S. Green
Maj. (P) Christopher Johnson
Maj. (P) Michael Mcinerney
Maj. (P) Louis A. Morris
Maj. (P) Peter A. Patterson
Maj. (P) Bradley S. Rudder
Maj. (P) Lloyd D. Scott
Maj. (P) Daniel Stanton
Maj. (P) Dennis Watters

For Selection to Promotion to Col.:

Lt. Col. (P) Scott A. Crump
Lt. Col. (P) Stephon M. Brannon
Lt. Col. (P) William M. Fairclough
Lt. Col. (P) John L. Langdon
Lt. Col. (P) Robb C. Mitchell
Lt. Col. (P) Jeffery D. Robertson



As FA50 officers, you are being promoted at a crucial time in the history of our nation and the Army. Never before has the Army needed the knowledge, skills and abilities FA50s have to offer. We are now more relevant than ever. We salute you and we are certain you will find your increased responsibilities challenging and rewarding.



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



HEADS UP!



FA50 Broadening Opportunities and Professional Development Selections!

FA50 Majors and Lieutenant Colonels (years of service requirements vary with each program) are highly encouraged to participate in the Advanced Civilian Schooling (ACS) program, Army Fellowship Program, and Training with Industry (TWI) 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, Tennessee) or AMAZON (Seattle, Washington).

HODA G-8 Force Development Directorate, FA50 Personnel Development Office (PDO), has scheduled a selection panel for October 27, 2015. Application packets will need to be submitted approximately 30 days before convening the selection panel. Selected Officers will be notified by mid-December.

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

Q Q Q Q Frequently Asked Questions Q Q Q Q

What kinds of things do FA50s do? FA50 Force Management Officers consider themselves to be the “Architects of the Army.” We ensure Army forces are organized and equipped to support the missions of the Combatant Commanders. FA50s design new organizations and build force structure in the Total Army Analysis process; allocate Army manpower and equipment (Plans, Programming, and Budget Execution); coordinate unit activations, inactivations, and reorganizations; build Army-level investment strategies through the POM process; and most visibly, manage equipment distribution and new equipment training (NET) throughout the Army. FA50s at Joint Staff or COCOM levels are the commanders’ experts on Army force structure, capabilities and readiness.



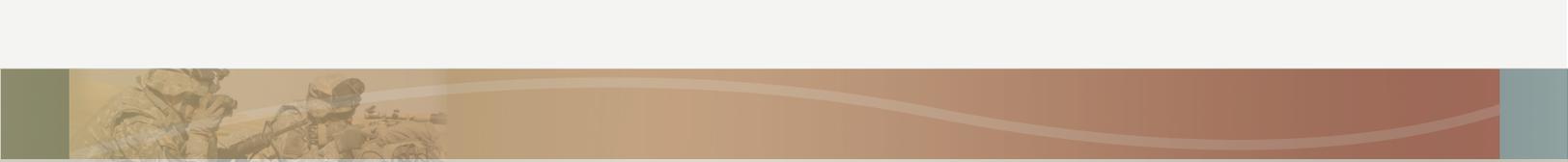
Are there any specific qualification requirements to be designated FA50? The only fixed requirement is that officers must be at or beyond the seventh year of service and basic branch qualified. Officers with the technical aptitude to grasp complex, abstract ideas and understand key leadership actions that must be taken to adapt the Army as change occurs will find the most success as an FA50. Undergraduate degrees in business, finance, project management, organization management, and human resources are highly encouraged.

What will influence my selection for FA50? Officers in the rank of captain must have completed their basic branch Key Development(KD) requirements to include CCC. Experience of at least 24 months in KD positions in a Brigade, Division or Corps Headquarters are preferred. If you have or are filling a Force Management-related position, or have staff experience at brigade level or higher, you’ll want to include that information. Any education or training that you have received or experience related to equipment fielding, capabilities development or budgeting, is also useful information to include on your VTIP application.

What if I have not completed CCC or had a Company Command? FA50 requires officers to be branch qualified before beginning their Force Management careers. The FA50 HRC career manager will work with you and your branch career managers regarding the branch requirements if you are in the process of completion when you submit for VTIP.

Where is FA50 training conducted, and is it considered a PCS? All newly accessed Active Duty FA50 officers attend the 14 week FA50 Qualification Course (including the 4

FAQs continued on next page



FAQs continued from previous page

week prerequisite, the How the Army Runs Course), currently taught at the Army Force Management School, Fort Belvoir, Va. Officers typically attend in conjunction with the first FA50 PCS assignment which most often is in the metro D.C. area. Officers attending enroute to assignment outside the DC area will have notation in their orders with specific instructions.

Where are FA50s assigned? Do they deploy? FA50 Force Management Officers are assigned throughout the Army at Division and Corps headquarters; at Theater Army and Army Service Component Command HQs such as ARCENT/3A, USAREUR/7A, USARPAC, Eighth Army and Army Space and Missile Defense Command; at Combatant Command HQs such as CENTCOM, PACOM, AFRICOM and US Forces Korea. Almost half of the Active Component FA50s and most Title 10 AGR FA50s are here in the Pentagon, either in the Army G-8, G-357, OSD or the Joint Staff. Besides normal unit deployments, we also have several FA50 officers tasked to support Worldwide Individual Augmentee System (WIAS) requirements in Kuwait, Iraq and Afghanistan. These requirements change constantly so contact you HRC Career Manager for updates.

Do FA50's get the opportunity to go to graduate school? Advanced Civil Schooling (ACS) is a Human Resources Command (HRC) Program. FA50 is currently allocated 4 slots per year for officers to attend ACS. A board of senior FA50 officers selects ACS candidates from applications submitted annually. Selected officers may attend any program for which they can be accepted as long as it is first approved by the Proponent. Degrees in Organization Development, Public Administration, Business Administration or Human Resource Management are preferred. In the ACS program, you will be in a fully funded status for the duration of your studies (usually 18 months), attending in resident status and receiving all pay and allowances for that location while earning a Masters degree. For more information check out: <https://www.hrcapps.army.mil/SITE/protect/branches/officer/LeaderDev/CivSchool/index.htm>.

Where and when do FA50s attend ILE? Currently, Operations Support Career Field officers, including FA50s, attend resident ILE at one of the satellite locations – Fort Belvoir or Fort Lee, Virginia; Fort Gordon, Georgia; or the Redstone Arsenal, Alabama. The curriculum is identical to ILE at Leavenworth. If you are being assigned to the NCR, we will normally try to get you into ILE at Belvoir during your assignment there. Technically, "ILE" completion, which results in the officer being awarded Military Education Level (MEL) 4, includes the "core" course which awards Joint Professional Military Education (JPME) I, and the appropriate functional area qualification course. Either course may be done first, but both parts must be completed by the end of your 15th year of service.

Contact Info and phone numbers for the PDO staff:

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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>

FA50 on DVIDS: <https://www.dvidshub.net/unit/FA-50>

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.