

The Oracle

Volume 12 • 1st Quarter FY16 Newsletter

FA50 Newsletter

SEE INSIDE:

FA50 Education: Training & Broadening Calendar
The Amazon Way—Leadership in Industry
FA50 Force Managers' Quarterly, "Health of the Branch"
Professional Development Selections

Fielding the Force by Mr. Cecil More, USAREUR FMD

A term often used to ensure our Soldiers receive the capabilities they need to meet operational requirements and sustain mission readiness. It is also defined by Mr. Cecil Moore, Operational Needs Statement Manager and Fielding Integrator of Headquarters Army Europe, Force Management Division to describe how the American people provide our Soldiers the tools they need to defend our sovereignty and way of life.

During the Revolutionary War a broad variety of weapons were used to make extensive gains against a well-organized and experienced army. While some inventions were well-established from previous wars, others were more experimental in nature and did not gain prominence until much later in history. Defensive tools such as the musket, canon, swords, and flintlock pistol were common weapons used. In providing these tools our great Nation was not only able to gain its Independence but also to become one of the most modernized and technically advanced today.

"Fielding the Force" cont. on page 4

PLUS: In The Pentagon Library 10-12 May 2016
Senior Force Manager Seminar
Force Managers Hall of Fame



The Oracle is the quarterly newsletter published by the U.S. Army's FA50 Personnel Development Office (PDO). Its purpose is to discuss FA50 specific issues, exchange ideas on how to better the community and keep us all informed.

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MESSAGE FROM THE PDO CHIEF



LTC Edwin Serrano
FA50 Chief
Personnel Development Office

Teammates;

I hope you and your families enjoyed the well-deserved holiday season. As the Chief PDO, I feel privileged to serve with such a great group of professionals. The work our FA50s are doing across the Force is absolutely phenomenal. This issue of the Oracle is focused on education and professional development.

Mr. Cecil Moore's lead article provides us feedback on equipping experiences that could benefit our FA50s. You'll also find article by one of our colleagues,

LTC(P) Mike Fairclouth about his 'Training with Industries' experiences at Amazon. Also, I would like to welcome Ms. Ginette Braziel who comes to the PDO from G-8 FDC; more later in this issue.

There are several ways we can link this message:

- **Through you and your teammates.** You are our greatest recruiting tool; it is through your hard work and the fora in which you participate that the Army realizes your value in making it better and stronger. Ask the hard questions and press for the solution that is right and best for the Army;
- **By staying current on emerging Functional Area (FA) 50 thinking and linked to the Proponency Office.** We are working on an action plan that addresses appropriate FA50 structure at all levels and provides for inclusive, cross-component education at key points along officer and civilian career development timelines. Get involved, ask PDO what's new, and provide input. It's through your feedback that we make the functional area more relevant; and,
- **By participating on selection boards.** Each of us may be called to sit on various boards; it is in all our best interests that we all understand the current thinking in Chapter 30 of DA PAM 600-3 to educate your fellow board members about the core attributes of the Force Management Officer. This reinforces the need to stay linked to the Proponency Office.

We currently have 11 members of the Active Component Force Management Team deployed in support of Overseas Contingency Operations. We have an FA50 in

PDO Chief continued on page3

MESSAGE FROM THE PDO CHIEF (CONT.)

each Division HQs, each Corps HQs, as well as 3 Worldwide Individual Augmentee System (WIAS) positions in the AOR. The great work that all our FA50s are doing are placing Force Managers in great demand. The rest of the force is really recognizing the skill set we bring to the fight and utilizing every FA50 they can get in their organizations. The work you are doing now is having a great impact on our Army and greatly advancing the reputation of the branch.

The proper development of our FA50 force is essential to the future of the branch. Sending new FA50s to school (both ILE and the FA50 Qualification course) and developing them at the ASCC, HQDA, or ACOM level is ensuring that we develop our new FA50s properly. Assigning new FA50s to positions in the Pentagon to learn the Force Management skill, then getting them back out to the Operational Force is paying huge dividends; we will continue to enforce these principal. Feedback from unit Commanders and results of promotion boards are verifying our career path decisions.

This is our Functional Area. Your contributions are vitally important to the impact we have today, tomorrow, and for years to come.

LTC Edwin Serrano

Ed Serrano

Chief, FA50 Personnel Development Office

ARMY STRONG!!!



“Fielding the Force” continued from cover

Our Army defines modernization as the development and fielding of improved operational capabilities through a combination of organizational restructuring into modular formations, the insertion of new technologies into existing systems and the procurement of new systems with improved capabilities. These measures must be complemented by effective Soldier/Leader training and education in order to reach their full potential. To meet current objectives our Army has dramatically increased the pace of fielding and training. Providing our Soldiers with the best possible equipment is our highest priority. The changed conditions of warfare necessitate that we can no longer accept risk in how we equip all of our Soldiers. We must also provide them with every means available to protect them and to minimize the risks to which they are exposed.

In order to better prepare Our Soldiers for contingencies around the globe new technologies are constantly in production, tested and evaluated ensuring safety requirements are met. Introducing these new technologies began with the New Material Introductory Brief for systems provided by the Program Manager. The NMIB provides advanced information on New Equipment Training capabilities, fielding procedures, support requirements and scheduling of training dates. Training spanned from classroom instruction to live fire and operation of systems to developing Soldiers competency in maintaining and employing their equipment. New Equipment enables Soldiers to do their jobs better, said Moore. “We must maintain the technical and combative edge”. During the height of past conflicts including the Korean and Vietnam conflicts our Army procured large quantities of new equipment and distributed it quickly. This effort resulted in Soldiers undertaking deployments better equipped, faster and most importantly much safer. Another fielding agency whom has supported the fielding initiative is the Rapid Fielding Initiative (RFI) which was born in 2002. RFI is designed to fill Soldier equipment shortfalls by quickly fielding commercial off-the-shelf technology rather than waiting for standard acquisition programs to address these shortages. RFI has increased Soldier capabilities at an unprecedented pace. As Soldiers supporting both Operation Iraqi and Enduring Freedom pressed for improved equipment to fight the Global War on Terrorism the need was identified for better survivability equipment, lighter gear, and more efficient ways to carry large supplies of ammunition and water. The RFI Team quickly answered the call and continue to provide our Soldiers the tools they require. The NMIB provides advanced information on New Equipment Training capabilities, fielding procedures, support requirements and scheduling of training dates. Training spanned from classroom instruction to live fire and operation of systems to developing Soldiers competency in maintaining and employing their equipment. New Equipment enables Soldiers to do their jobs better, said Moore. “We must maintain the technical and combative edge”. During the height of past conflicts including the Korean and Vietnam conflicts our Army procured large quantities of new equipment and distributed it quickly. This effort resulted in Soldiers undertaking deployments better equipped, faster and most importantly much safer. Another fielding agency whom has supported the fielding initiative is the Rapid Fielding Initiative (RFI) which was born in 2002. RFI is designed to fill Soldier equipment shortfalls by quickly fielding commercial off-

Senior Force Management Seminar News

The Senior Force Manager Seminar is scheduled for May 10-12, 2016 at the Pentagon Library and Conference Center. This seminar takes place in 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 the FA50 PDO Chief, LTC Edwin Serrano at 703-545-1807 or email: edwin.s.serrano.mil@mail.mil

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“Fielding the Force” continued from page 4

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Another key program, in which we restore battle losses and repair worn equipment, is the Army Reset program. During “reset,” we restore Soldier and unit capability by repairing or replacing key items of their equipment, or issuing whole new types of equipment to them. We also provide training on new equipment that our Soldiers are issued.

FA50 Officers around the globe understand the importance of investing in superior technologies and equipment that enable our most important asset- the Soldier- to remain dominant against adversaries who continually adapt their methods, tactics, and tools of warfare. Change is required as technology and warfare demand greater versatility. No matter how much the tools of warfare improve, it is the Soldier who must exploit these tools to accomplish his mission. The Soldier will remain the ultimate combination of sensor and shooter.

The Army prepares every Soldier to the maximum degree possible, the stark realities of combat to condition Soldiers to react instinctively. We have changed our training systems to reflect the realities of war and to better prepare our Soldiers.

Soldiers have confidence in their equipment and their fellow Soldiers.

The biggest change is in our initial military training for new Soldiers. Initial-entry Soldiers are now being prepared to operate in an environment that knows no boundaries. They are receiving substantially more marksmanship training, hand-to-hand combat

instruction, an increased emphasis on physical fitness, live-fire convoy training, and skills Soldiers need to survive in combat. Our Soldiers rely on and deserve the very best protection and equipment we can provide. To equip them for the challenges they face, a few of the most critical issues we are addressing is protection and intelligence.

FA50 Officers recognize the

importance of training and fielding our Soldiers the best capabilities available.

The “Fielding the Force” initiative is ensuring our Soldiers meet the equipping readiness, training, and operational requirements around the world.

“Army Strong”



Mr. Moore currently serves as Fielding Integrator and ONS Manager at US-AREUR G3 Force Management Division. He is pictured above with former Army Chief of Staff GEN George Casey at Multi-National CORPS Baghdad. Iraq 2006.

Intermediate Level Education FY2016 ~ Satellite Campus–Common Core

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. 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 schedule below)

Intermediate Level Education FY2016 Schedule

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
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
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
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



amazon

The Amazon Way - Leadership in Industry
by LTC(P) William "Mike" Fairclough, TWI Fellow, Amazon

As a participant in the Training with Industry (TWI) program, currently I am nearing the five-month mark as the inaugural member of the FA50 community here at Amazon. As the first FA50 to perform duties at Amazon, placement within the organization was a concern, but after consultation with several key leaders, primarily the Director of Cultural Affairs, Mr. Dave Niekerk, (a circa 1975 US Army Force Management Officer), it was determined I would settle into the Worldwide Human Resources (HR) Operations (OPS) Directorate as a Project Manager. The primary intent of working in this capacity was threefold; ensure direct interaction with two of the largest entities of the company, (HR and OPS), gain a solid understanding of key facets of the organization, and lay the groundwork for future FA50 TWI Amazon participants. ACS is a program for graduate degrees (M.A., M.S., etc.).

Although the active duty military presence at Amazon's Corporate Headquarters (located in Seattle, WA) is small and consists of only six personnel, (two Army, one Air Force, and three Navy Officers), and the TWI program is still in its infancy at Amazon, organizational leadership was very hospitable to my arrival. The reason for this is simple; Amazon has hired veterans since its inception as it values military experience and the unique capabilities veterans bring to the table. In fact, veterans hold numerous key leadership positions throughout the organization, to include Directors, General Managers, and Senior Operation Managers.

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Organizationally, the corporate structure in Seattle is enormous and consists of approximately 10,000 personnel operating in dozens of directorates in over 30 buildings. Indeed, the Amazon campus (as it is alluded to) is almost a city within a city, though most people wouldn't recognize Amazon's presence in the area as it does not placard its buildings with the Amazon logo (unlike every other company in corporate America). Worldwide the company conducts operations in almost 30 countries and employs over 100,000 full-time personnel in North America alone, (this number doubles during peak season that runs from November to late December). In regards to financial matters, Wells Fargo analyst Matt Nemer estimates that, "Amazon's North American gross merchandise volume has captured 36% of all retail growth this year through September, excluding vehicles, fuel and food/beverages. That's up from 29% in Q4, 2014.¹ Additionally, in the latest earnings report published 22 OCT 15, Amazon crushed every possible measure of profitability and revenue hit \$25.4 billion versus estimates of \$24.9 billion.

Amazon's Mission: We seek to be Earth's most customer-centric company for four primary customer sets: consumers, sellers, enterprises, and content creators.

- Earn trust with our customers by making precise, high-bar promises and then keeping them.
- Willing to make long-term investments - sometimes at the expense of short-term gains.
- Share the good and the bad to help customers make informed decisions.
- Work to avoid the bland personality that customers typically associate with the big homogeneous, corporate Borg.
- Take credit for (i.e., brag about) the impressive things we do in a way that is subtle and sophisticated.
- Endeavor to speak to our customers in a tone that is neither boastful nor boring.
- Use specificity when possible and sensible.
- Prefer to title features factually with a degree of precision.
- Don't make content look like an ad.
- Stay away from creating new icons.

Leadership at Amazon. Imbedded in the fabric of Amazon culture and critical to the tremendous success of the company are its 14 leadership principles. These tenets are not merely an afterthought

¹ Nemer, M. (2015, October 23). Amazon.com Soars to Record High on Strong Q3. Retrieved December 16, 2015, from <http://news.investors.com/technology/102315-777295-amazon-q3-earnings-beat-sends-stock-to-high.htm#ixzz3uVyskAXc>



during planning and execution of everyday operations, but the foundation to their efforts. During Operations Leader Orientation (OLO), a mandatory one-week training session for all new management, training facilitators place constant emphasis on leadership principles and each principle is reinforced continuously during scenario based training events. For leaders, strict adherence to Amazon leadership tenets is an expectation.

Listed below is a description of the 14 Amazon leadership principles and discussion of their relevancy to effective military leadership.

- 1. Customer Obsession:** Leaders start with the customer and work backwards. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers. Although the military is not obsessed with a “customer” per se, Soldier welfare is arguably a leader obsession.
- 2. Ownership.** Leaders are owners. They think long term and don’t sacrifice long-term value for short-term results. They never say “that’s not my job”. Leaders understand that they own missions and specified/implied tasks.
- 3. Invent and Simplify.** Leaders expect and require innovation and invention from their teams and always find ways to simplify. As we do new things, we accept that we may be misunderstood for long periods of time. Innovation is a key component to maintaining a competitive advantage and gaining efficiencies in the military.
- 4. Are Right a Lot.** Leaders are right a lot. They have strong judgment and good instincts. This correlates to numerous facets of military leadership, in particular tactical and technical prowess.
- 5. Learn and Be Curious.** Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.
- 6. Hire and Develop the Best.** Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching and mentoring others.
- 7. Insist on the Highest Standards.** Leaders have relentlessly high standards - many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high quality products, services and processes. Commitment to high standards is what make the US military the most formidable and revered military in the world.
- 8. Think Big.** Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results.



9. Biased for Action. Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking. Speed is the basis for success in business as well as warfare.

10. Frugality. Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. Enactment of the Budget Control Act of 2011, (i.e. sequestration), continues to cause budget uncertainty and the necessity for leaders to successfully operate in a resourced constrained environment.

11. Earn Trust. Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Trust in subordinates enables their confidence and competence.

12. Dive Deep. Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath leaders. Leaders plan diligently and understand the details of operations.

13. Have Backbone, Disagree and Commit. Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious.

14. Deliver Results. Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle. The military is a results oriented profession and leaders garner results.

Although Amazon's 14 leadership tenets are aptly oriented to the business world and have guided and shaped their decisions, distinct entrepreneurial spirit, and Darwinian culture since launch of the company in 1995, as portrayed above each correlate directly or indirectly to military leadership at the tactical, operational, or strategic level of war. In fact, as the CEO and founder of Amazon, Jeff Bezos alludes, "These principles look very familiar to men and women who have served our country in the armed forces, and we find that their experience leading people is invaluable in our fast-paced work environment." The question is, which one of the above principles do you find most relevant as a Force Manager and why, and what is your plan to implement relevant Amazon leadership principles into your organization?



FA50
Creative Managers of Change

FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT **FA50** FORCE MANAGEMENT



FM Team,

2015 was a pretty good year for the FA50 branch and I hope it has been a good year for you as well. Once again we have seen higher promotion rates and greater interest in our career field than most other branches. I look forward to 2016 and working to make your career and our branch even better. As always, if you ever need anything, do not hesitate to call or email me. I stand by to assist you as best I can. Lastly, I hope you've had a great holiday season.

— MAJ Robert "Andy" Erickson
Robert.a.erickson16.mil@mail.mil

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HEALTH OF THE BRANCH



FA 50 Force Management (DEC 15)



Strength Management

As of: 4 DEC 15

Health by Year Group

Active Component

	Army REQ	INV O/H	Strength	Assigned vs Auth	INV not in FA50 Billet	RR	RR%
COL	22	36	164%	22	14	4	11%
LTC	76	93	122%	83	10	4	4%
MAJ	109	114	104%	101	13	6	5%
CPT	10	14	140%	9	5	0	0%
Total	217	257	121%	215	42	14	5%

Distribution

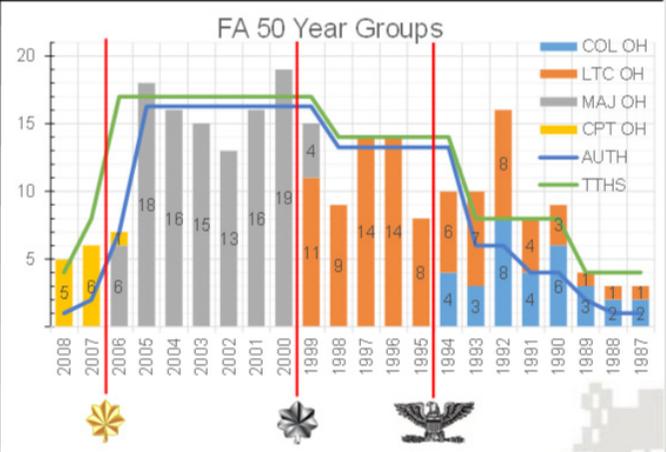
	INV O/H	IN FA Billet	FA % Fill	INV Not in FA50 Billet	O1A	Other	TTHS
COL	36	22	100%	14	4	4	6
LTC	93	83	111%	10	3	4	3
MAJ	114	101	95%	13	2	5	6
CPT	14	9	90%	5	1	3	1
Total	257	215	101%	42	10	16	16

Breakout

	TTHS	TTHS %	SSC	GRAD SCH	TVM/Fellow	WTU	Serving in BB
COL	6	17%	6	0	1	0	0
LTC	3	3%	1	1	1	0	1
MAJ	6	5%	0	3	3	0	0
CPT	7	50%	0	1	0	0	6
Total	16	19%	7	5	5	0	7

Notes:

- Numbers account for misaligned Officers. Unit does have AUTH but Officer assigned erroneously.
- FA50 is Understrength 21 Officers to cover TTHS REQs.
- FA50 Retirements have increased this year.
- 10 FA50s serving O1A compounds available pool of Officer problem.



Functional Area Concerns

- HRC CSL Review
- FA50 Retirements / Separations
- Upcoming SERB Boards (2 X NS LTC)



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FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT **FA50** FORCE MANAGEMENT

HEALTH OF THE BRANCH

FA50 End Strength – Currently FA50 has enough officers to cover all of our authorizations. However, as we continue to see retirements and separations occur we are getting close to that not being reality. We have 217 Authorizations and 257 Officers on hand. Twenty-four Officers are part of TTHS (ACS, TWI/Fellowship, and VTIP) and 10 officers are serving in 01A billets. We additionally have 14 pending retirements. After all of this is factored we only have 209 Available Officers to fill the 217 FA50 requirements. VTIP continues to be our “stop-gap” to maintain our health. FA50 is pending 6 Officers from previous VTIP and we anticipate 18 additional Officers from the 1st QTR FY16 VTIP. These numbers will help us cover our requirements but we do need to recruit. You can help us out by recruiting highly talented Officers in certain year groups. Specifically we need YGs 98, 02, 03, 07, 08, and 09. Unless we have good recruiting from these year groups we will eventually be forced to short commands FA50’s and reduce or eliminate broadening opportunities.

FA50 Promotion Rates – FA50 continues to be among the top branches for promotion rates across the Army. As the chart below depicts We continue to be extremely competitive as a branch.

FY 15 Promotion Rates									
Grade	COL			LTC			MAJ		
Zone	AZ	PZ	BZ	AZ	PZ	BZ	AZ	PZ	BZ
Army Promotion Rate	5.6%	39.9%	1.2%	11.6%	61.4%	2.3%	20.0%	69.7%	2.8%
OPS Promotion Rate	5.5%	40.7%	1.2%	13.5%	60.2%	2.9%	20.6%	70.4%	2.8%
OS Promotion Rate	6.8%	37.8%	1.2%	17.6%	59.4%	3.5%	20.6%	69.0%	3.0%
FS Promotion Rate	4.6%	41.2%	1.1%	3.7%	64.6%	2.8%	18.7%	69.7%	2.6%
FA 50 Prom. Rate	3.1%	41.7%	0.0%	20.0%	61.4%	0.0%	33.3%	80.0%	0.0%

FA50 VTIP – As part of the 1st QTR FY16 VTIP process, FA50 had 39 Officers that requested to be accepted into the FA50 community. This application rate allowed FA50 to once again be highly selective with Officers who transfer into out branch. We ultimately asked for 18 officers from this pool. I anticipate that all 18 will sign their contracts to branch transfer into our branch. Notes on the 18 selected VTIP Officers:

1. 33% of accepted Officers already have a Masters Degree.
2. 50% of accepted Officers have all “Most Qualified” OERs.
3. 16% of accepted Officers have previous FA50 work experience.

Ultimately this VTIP class is extremely qualified and will add to the already exemplary strength of our branch.

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FA50
Creative Managers of Change

FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT **FA50** FORCE MANAGEMENT

FA50 BOARD TRACKER

Board Name	My Board Dates	Start	End	Anticipated Release	Announcement	Release
FY15						
LTC ARMY (OPS,OS,FS) PSB and MAJ SELCON	22NOV14-15JAN15	21-Jan-15	12-Feb-15	Complete	14-276	15-238
MAJ ARMY (OPS,OS,FS) PSB	30JAN15-24MAR15	30-Mar-15	1-May-15	Complete	14-352	15-363
COL ARMY (OPS,OS,FS) PSB	20FEB15-14APR15	22-Apr-15	8-May-15	SEP - 15	15-015	15-254
SENIOR SERVICE COLLEGE ACC	20JUN15-14AUG15	19-Aug-15	2-Sep-15	DEC - 15	15-145	-
FY16						
LTC ARMY (OPS,OS,FS) PSB and MAJ SELCON	3SEP-22OCT15	2-Nov-15	24-Nov-15	APR - 16	15-247	-
FY17 LTC (OS) CMD/KEY BILLET	17SEP-9NOV15	17-Nov-15	24-Nov-15	JAN - 15	15-249	-
FY17 COL (OS) CMD/KEY BILLET		8-Feb-16	12-Feb-16			
COL ARMY PSB	25DEC15-16JAN16	23-Feb-16	11-Mar-16	AUG - 16	15-382	
MAJ ARMY PSB & ACC ILE		13-Jul-16	10-Aug-16			
SENIOR SERVICE COLLEGE ACC		8-Sep-16	22-Sep-16			

The next Board that will affect FA50s is the FY 16 COL Promotion and CSL Boards.

Board Prep To Do List:

1. Check your OMPF early. Anything that is missing get with your local S1 / G1 to get documents in now.
2. Check your ORB. Coordinate with your local S1/G1 to fix any errors.
3. Go to this link to check your Iraq / AFG campaign stars. The regulation has recently changed. <https://www.hrc.army.mil/tagd/afghanistan%20campaign%20medal%20or%20iraq%20campaign%20medal>
4. Update your photo. The Regulation says 5 years but 2 is the better. Less than 2 years if anything significant has changed. New awards, weight, rank, etc...



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FA50 HRC QUARTERLY UPDATE

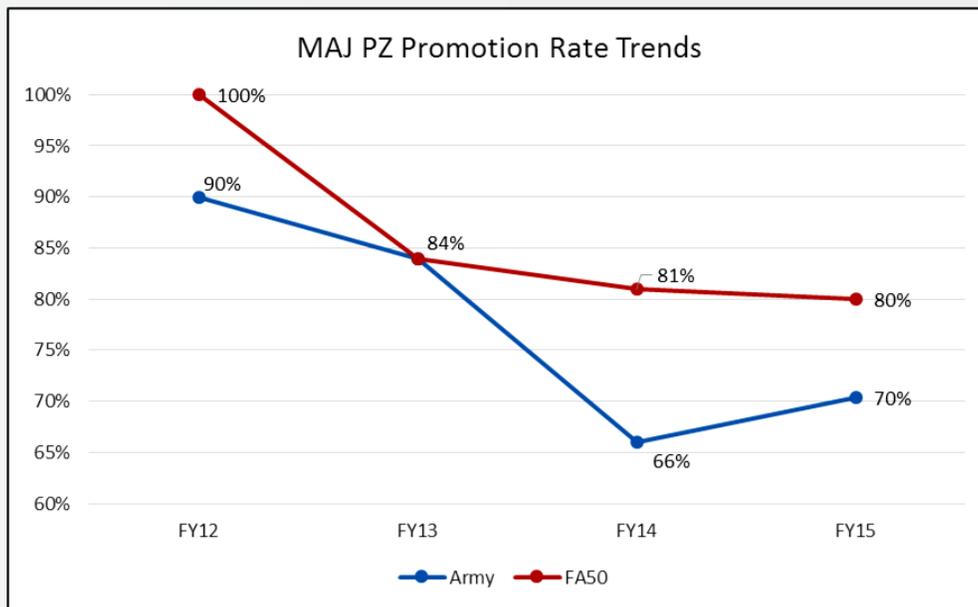
FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT **FA50** FORCE MANAGEMENT

FY15 MAJOR BOARD PROMOTION ANALYSIS

Analysis by Zone of consideration:

- **Above Zone (AZ):** (YG 2005) The FA50 MAJ AZ Selection rate was 33.3% with 1 of 3 selected. The Army AZ selection rate was 20.6%.
- **Primary Zone (PZ):** (YG 2006) The FA50 MAJ PZ selection rate was 80% with 4 of 5 selected. The Army PZ selection rate was 70.4%. There was one VTIP FA50 selected as a 90A and not included in FA50 numbers.
- **Below Zone (BZ):** (YG 2007) The FA50 MAJ BZ selection rate was 0% with 0 of 6 selected. The Army BZ selection rate was 2.8%.
- **Defense Officer Personnel Management Act (DOPMA) rate:** DOPMA rate (overall promotion rate) is established by Congress and is currently set with a target of 80% promotion rate for Active Army MAJs. HQDA FY15 DOPMA Rate is 80%. FA50 DOPMA Rate is considerably higher at 100%.

Overall FA50 MAJ Promotion Analysis: The FA50 MAJ PZ promotion rate dropped 1% from last year. This is due to Army downsizing efforts. As the Army continues to move toward a 450K force, this rate will likely continue to decrease until end strength goals are achieved. Previous performance continues to be the principal discriminator for promotion. All selectees had at least two MQ reports (one KD and one additional) with 4 of the selectees having 3 or more MQ reports.





FA50
Creative Managers of Change

FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50 FORCE MANAGEMENT

FA50 ASSIGNMENTS UPDATE

I have begun to work RFOs for the Summer 2016 move cycle. I am anticipating being complete with most RFOs for next summer before the new year. Nominative assignments and other assignments with difficult orders will be complete by the middle of January 2016. After that I will begin to work next years broadening assignments. For those selected for ACS, TWI, and Fellowships I will be reaching out to ensure that your submission packets are finalized. Beginning February 2016 I will begin work on the Fall of 16 (OCT15—MAR16) slate. I plan to send emails to all identified FA50 movers the second week of February and have preference sheets out by early March.

I will not know what billets will be available for the Fall movers until all preference sheets go out. Too many variables can change between now and then for me to give you an accurate list of all jobs so bear with me as I build the available list through March.

16-02 Assignments Timing

The diagram shows a timeline from September to February. Key events are: Preference sheet published (15 Sep), Preference sheet due (15 Oct), Prof Development Panel, Initial slate complete, Brief slate to EA, Orders complete, and Slate finalized: begin orders.

Summer Cycle (Apr – Sep):

Assignments Process

- August - September: Contact officers projected as FY16 movers to discuss personal preferences and confirm availability.
- NTL 15 September: Assignment preference sheets published.
- NLT 15 October: Assignment preference sheets complete.
- Mid November: Brief the FY 16 Spring and Summer assignments slate to FA 50 EA for final submission to the CG, HRC.
- Late December: Notify the moving officers of their intended assignment.
- Mid DEC: Begin Releasing RFOs
- Mid JAN: RFOs Complete.

Considerations

- Time on Station
- Retirements/Separations (Approved or Planned)
- Requested Extensions (WIAS or Short Tours)
- ACS, TWI, Fellowship
- SSC & CSL
- SEM
- By name Requests

Constraints

- EFMP, MACP, Non-Deployable, Personal Issues

9

CONGRATULATIONS TO THE FOLLOWING SELECTED FA50 OFFICERS

PROMOTIONS:

CPT(P) Stephanie Flowers
(USAMMA)

CPT(P) John P. Hartrich
(CAC-RDD)

CPT(P) Terry M. Horner
(21 TSC)

CPT(P) Anita M. Scattonefrady
(ARCIC)

CPT(P) Alicemary Trivette
(Student Det.)

CPT(P) Timmy Barcus
(G-8 FD)

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SENIOR SERVICE COLLEGE SELECTEES

LTC(P) William M. Fairlough
TWI (Amazon)

LTC William Wilson Horn
HQDA G-8 FD

LTC(P) Langdon John Lucas
FDD Maneuver Branch Chief
HQDA G-8

LTC Clay H. Lyle
FIB Force Integration
Branch Chief, HQDA G-3

LTC(P) Robb Clayton Mitchell
FDO Readiness Branch Chief
HQDA G-8

BROADENING OPPORTUNITIES:

2016 Professional Development
Selection Results

Advanced Civilian Schooling

MAJ Dat Nguyen

MAJ Steven Hershfeldt

MAJ Glenn Carr

MAJ Terrence Bruno

MAJ Elvin Rivera Cruz

Training with Industry~Amazon

MAJ Daniel Pool

Training with Industry~FEDEX

MAJ Michael Roe

Fellowships~RAND

LTC Matthew Olson

Fellowships~MITRE

MAJ Andrew St. Laurent

FA50 Teammates

Please join me in congratulating Force Manager Officers on their respective FY16 selections for promotion, Senior Service College selection, as well as those selected for Professional Development. Well done!

~vr EDWIN SERRANO, LTC, IN (FA50)

FA50 Council of Colonels

On 27 October 2015, the FA50 Council of Colonels (CoC) convened to review critical issues for the Force Management community. Participating in the CoC were the FA50 Colonels representing different organizations from the ARSTAFF, TRADOC, FORSCOM and ASCCs. Some of the major topics discussed were:

1. Training - Pre-Command Course: The FA50 CoC requested endorsement from the FD to request an Exception to Policy (ETP) from TRADOC and HRC to allow FA50s (LTC / COL) to attend the PCC at FT Leavenworth. The COC recommended the development of a “Pre-Command Course” perhaps taught at the AFMS or somewhere in the NCR.

2. Development - VTIP program management / initial assignment: With an increasing numbers of officers requesting VTIP to FA50, discussion supported assigning new FA50 officers to organizations like the ASCC, where there are several levels of FM civilian and military leaders to mentor officers while gaining exposure to Title 10 functions. Follow on assignments at HQDA will reinforce those learned skill sets. The CoC recommended that new VTIP officers be assigned to ASCC or other “one of few” organizations where they further enhance their professional development under the umbrella of senior Force Mangers.

3. Development – Documentation of the Annual FA50 Broadening Opportunities Selection Panel Process: The FA50 Personnel Development Office (PDO), in conjunction with the FA50 Human Resource Command (HRC) Career Manager, manages the Broadening Opportunity Programs. Applications for Advanced Civilian Schooling, Training with Industry (FEDEX and Amazon Corporations), and Army Fellowship programs (RAND and MITRE) are accepted annually. Guidance and selection procedures are formalized to assure objectivity and equal opportunity. Officer’s files are reviewed by a panel of FA50 Colonels with order of merit recommendations made to the FA50 PDO then submitted to the FA50 Executive Agent (EA) for final approval. Officers are notified of selection by FA50 PDO and begin the admission process with gaining agencies (.i.e. MITRE, RAND, FEDEX or Amazon). Officer’s final ACS package is given to HRC ACS office for final coordination. The HRC Career Manager then issues assignment orders to the selected officer.

4. Development - FA50 Centralized Selection Listing Positions: An HRC panel unanimously recommends removing all FA50 functional area officer key billets from the Centralized Selection List. Reviewing the history of the functional areas, current promotion rates to Colonel, and the strength of functional area populations, the panel recommends that functional area officers should be selected for critical billets through the nominative assignment process and that the Key Billet Category be removed.

FA50 Council of Colonels

The FA50 CoC predominantly non-concurred with HRC's recommendation. The CoC recommended HRC should allow 2-3 more years of CSL boards to allow enough data to be compiled and make an informed decision by 2, 3 and 4 Star Commanders. A review of the number of CSL billets is warranted and should be based on Commander's input. Talent management should be centralized and CSL should be a pre-requisite to attain jobs through the nominative process. Opting out of a CSL board should have consequences. It was pointed out that incentives should be considered to compete for CSL. CSL assignment should be weighted higher on other boards (Promotion, SSC, etc). CSL should be considered one of the "primary paths" for promotion to Colonel and selection to SSC.



Left to right - MAJ Andy Erickson, HRC Career manger, COL Horst - Divisions Chief, Plans, Strategy and Policy, COL Notgrass, Commandant Army Force management School, COL Abel, Assistant Deputy (MIL) Director Force Development, MG Wins, Director of Force Development / Executive Agent for FA50, COL Wilson - Division Chief, Joint Requirement and Assessment, COL Musso Division Chief, Force Management and Integration, COL Bienlien - Div Chief, Operational Integration and LTC Serrano, Chief FA50 Personnel Development Office.

2016 HALL OF FAME NOMINATIONS

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

In 2005, the Army G-8 dedicated a series of historical panels in the Pentagon's G-8 hallway depicting highlights of Army Force Management from 1900 to the present. In conjunction with these murals, a "Hall of Fame" (HoF) was inaugurated to recognize outstanding contributions by Army personnel—military and civilian—to highlight the growth and technological evolution of the U.S. Army—basically what today we consider "Army Force Management." The HoF was established with the initial six honorees at the same time. Initial honorees were Secretary of War Elihu Root, LTG Lesley J. McNair, BG John McAuley Palmer, GEN William E. DuPuy, COL Mary A. Hallaren, and LTG (ret.) Richard G. Trefry.

In May of 2008, the second FM HoF class was inducted. The 2008 inductees were GEN(R) Kroesen, COL(R) Whittle and Mr. Lowery. GEN(R) Starry was inducted in June 2010. LTG(R) Speakes, Mr Croall and COL(R) Vilcoq were added in 2012. And, in June 2014, MG(R) Rosenkranz was inducted.

We would like to open up the nomination process to Force Managers in the field.

Generally, the nomination criteria for the induction into the FM HoF is purposefully rather broad and inclusive. As previously approved by the G-8, the selection criteria is:

1. Any military or civilian person, living or otherwise, who has made a significant, recognizable and lasting contribution(s) to Army Force Management.
2. After 2012, nominees must have been out of federal service military and/or civilian for at least two years.
3. The timeframe is from approximately 1900 to the present, i.e. the timeframe covered by the historical murals in the E-Ring hallway in the G-8 area.
4. A "significant contribution" is characterized by actions above and beyond expected duty performance that materially enhance the practice of Army Force Management or benefit the FM community. It may take the form of a single significant act or more likely, it can be the results of a career of dedicated service. (Attainment of high rank does not itself constitute a significant contribution).
5. Nominations from individuals or organizations may be forwarded not later than COB Friday, 19 February to Director FD, Attn: FA50 PDO. Preferred format is a simple memo naming your nominee with a few sentences detailing why the nominee warrants induction into the permanent Force Managers Hall of Fame, accompanied by an enclosure with more detailed justification and a summary of his or her service to the Army Force Management community (example packets will be provided upon request)
6. The FA50 PDO will consolidate and review the nominations and make a recommendation to the FA50 Council of Colonels by NLT 3 Mar 2016. We will then coordinate with the submitters for draft citations and suitable photographs, and staff the Colonels' recommendation for approval to MG Wins (FD), BG George (FM), and Mr. Wallace (G-1).
7. Final approval will be requested from LTG Murray about late-March.

FORCE MANAGEMENT FUNCTIONAL AREA 50

Fact Sheet

WHY HAVE A FUNCTIONAL AREA 50 (FA50) OFFICER? FA50 officers—Army Force Managers—know *“how the Army runs.”* Force Management officers integrate and implement changes to the force across the full spectrum of organizing, manning, training and equipping the Army. This includes requirements determination, organizational design/change, Total Army Analysis (TAA), manpower and equipment allocations, POM development and the Operational Needs Statements (ONS) process. They translate strategy into structure, and advise Army leaders on the second- and third-order effects of force structure, organizational and equipment changes. FA50s are problem solvers.

WHAT TO LOOK FOR IN OUR OFFICERS: FA50s should be evaluated on their performance in **Force Management positions**. Well-rounded FA50 officers should possess a blend of **Generating** and **Operating Force** experience. **Deployment experience** indicates the officer can apply FM processes in a combat environment. FA50 officers should complete the appropriate Army educational requirements, i.e., Intermediate Level Education (**ILE**) and the **Force Management Qualification Course**. Key developmental assignments include **Force Modernization Officer** at Division level, **Requirements/Systems Synchronization Officer** on the HQDA staff and **Force Developer** or **Force Integrator** at all levels. LTC/COL FA50s should have **Branch Chief** or **Team Chief** experience. **Joint** experience is valuable, but not required. FA50 has 16 COL and LTC **Centralized Selection List (CSL)** positions - the **Chief Force Management Division** billets at Corps, Army Service Component Command (ASCC) and Army Command (ACOM) - these are our Battalion and Brigade Command counterparts. Seventeen Post-CSL billets, across HQDA, Joint Staff and ARNG are considered **post-CSL**, our equivalent of Former Battalion and Brigade Commander (FBC) positions. Majors should have at least one successful FA50 assignment, and LTCs should have three or more successful FA50 assignments. FA50 officers compete for professional development opportunities in three areas: Advanced Civil Schooling, Training with Industry and Fellowship programs.

WHERE ARE FA50 OFFICERS? FA50 officers are found primarily at Headquarters Department of the Army G-3/5/7 and G-8, ACOM and ASCC headquarters, Corps and Division headquarters as well as OSD, the Joint Staff and eight Joint Command headquarters.

UNIQUE KNOWLEDGE, SKILLS & CHARACTERISTICS:

- Army Force Managers approach Force Management as an art and a science.
- Army Force Managers execute and synchronize the complex processes that **define the force** (force development) to reshape our Army, and **build the force** (force integration) in support of the Warfighter.
- FA50s have expertise in: Requirements, Documentation and Equipping.

OFFICER DEVELOPMENT/CAREER PROGRESSION Initial assignment at HQDA/ACOM level, when possible, provides officers a solid grounding in Department of the Army force management policy and processes, enhancing future utility for “1-of-1” assignments in the operational Army.

<p>CPT</p>	<ul style="list-style-type: none"> • Branch Qualified, has acquired basic technical and tactical skills • Working knowledge of military operations and Army doctrine • Assessed into FA50 via the Voluntary Transfer Incentive Program (VTIP) • Normally promoted to Major within 2 years of accession
<p>MAJ</p>	<ul style="list-style-type: none"> • Complete ILE Core and the 14-week FA50 Qualification Course • Key developmental positions at Army G-3/5/7 and G-8 • At least one Force Management Division level, ASCC or ACOM assignment • Qualified Majors and LTCs eligible for ACS, TWI or Fellowship consideration
<p>LTC / COL</p>	<ul style="list-style-type: none"> • Senior Army Force Managers • Have successfully completed FM leadership jobs in a deployed environment • 16 CSL positions (FA50 counterparts of Bn and Bde Command) • Army and Joint Staff; FM Branch and Division Chiefs in the Operational Force • Officers should have about three FA50 assignments by this time



Personnel Changes in the PDO

With this issue of the Oracle we extend our biggest biggest welcome to our new team member, Ms. Ginette Braziel, who has recently joined the FA50 PDO. She will be responsible for the day-to-day operation of the office serving in the capacity as the Program Manager for the Broadening Opportunities programs. Immediately prior to joining the FA50 PDO, Ms. Braziel was assigned to Director of Materiel Directorate, Mission Command (FDC) division where she was the operations officer and SSO for JCSE (Joint Communications Support Element) and The Army Spectrum Management Office.

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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/milpermsgsf>

FA50s' 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 30 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 usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnelproponent@mail.mil.