

NEWSLETTER The Oracle

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Sustainable Readiness: *Avoiding the Cliff*

Read About It In

The Oracle

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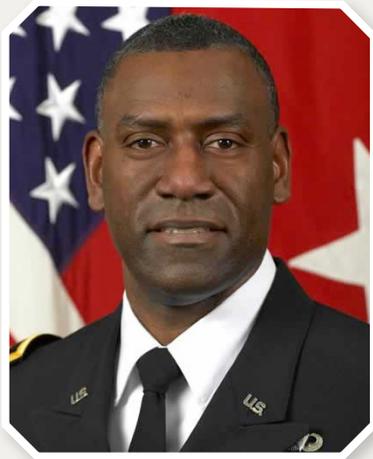
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Introduction to the Sustainable Readiness Process by Lieutenant Colonels Clay Lyle and Dan Green

The Sustainable Readiness Process (SRP) is the post-Army Force Generation (ARFORGEN) concept for force generation. The Army has been engaged in changing its force generation system to adapt to a strategic environment characterized by persistent forward presence, global engagement, contingency demands, and limited resources. The Army operated under the progressive ARFORGEN system of force generation while conducting combat operations across two theaters over an extended period of time. The post-ARFORGEN environment has prompted the Army to review how Readiness is currently generated and sustained. SRP creates a new system of force generation that maximizes the Decisive Action Readiness of the force, while satisfying steady-state and emergent Joint requirements, all subject to resource constraints and limitations.

Sustainable Readiness reduces the "Readiness cliff" by preserving unconsumed Readiness – the residual Readiness that remains within a unit that has recently redeployed or has been on a Prepare-to-

FROM THE EXECUTIVE AGENT: — — — — —



Maj. Gen. Cedric Wins, Director
Director of Force Development
FA50 Executive Agent

Team,

I want to express my gratitude and appreciation for all of the outstanding work done by the FA50 community over the past year. It has been particularly rewarding to witness the immense impact that our team here in the Force Development Directorate (FD) has had on the Army staff since I took over last summer as the Director. As the Executive Agent (EA), I have additionally been exposed to the amazing efforts going on across the Army by our dedicated and skilled FA50 professionals. These efforts are clearly recognized by our senior leaders and the quality of our officers continues to be reflected by strong performances in recent promotion and Senior Service College selections. Keep up the great work.

As the hard work of our FA 50 community continues to be recognized, the expectations and demands placed on force managers throughout our force continues to increase. As a result, we have initiated efforts to target additional educational and broadening opportunities. We want to target specific educational institutions and programs of study that will challenge selected students to maximize their experience and better prepare them for future FA 50 assignments. Additionally, we want to ensure that our partnership with industry and fellowship programs are providing relevant experience to equip our officers to excel in challenging assignments and further our talent management in new critical areas such as cyber and special operations.

Congratulations are in order for the eight LTCs recently selected to fill CSL positions within the Force Management community. Success in these “hard jobs” has shown significant benefit for promotion compared to those who forgo this opportunity. When considering future assignments, I want to encourage you to seek opportunities where you can best impact the Army in a positive manner.

In closing, I would like to say thank you for all the hard work, late hours, and daily sacrifice by everyone in our community. Your support to our Nation and to the Soldiers of our Army is immensely critical. Thank you for all you do.

Major General Cedric T. Wins

MG Cedric Wins

Director of Force Development
Executive Agent for Functional Area 50

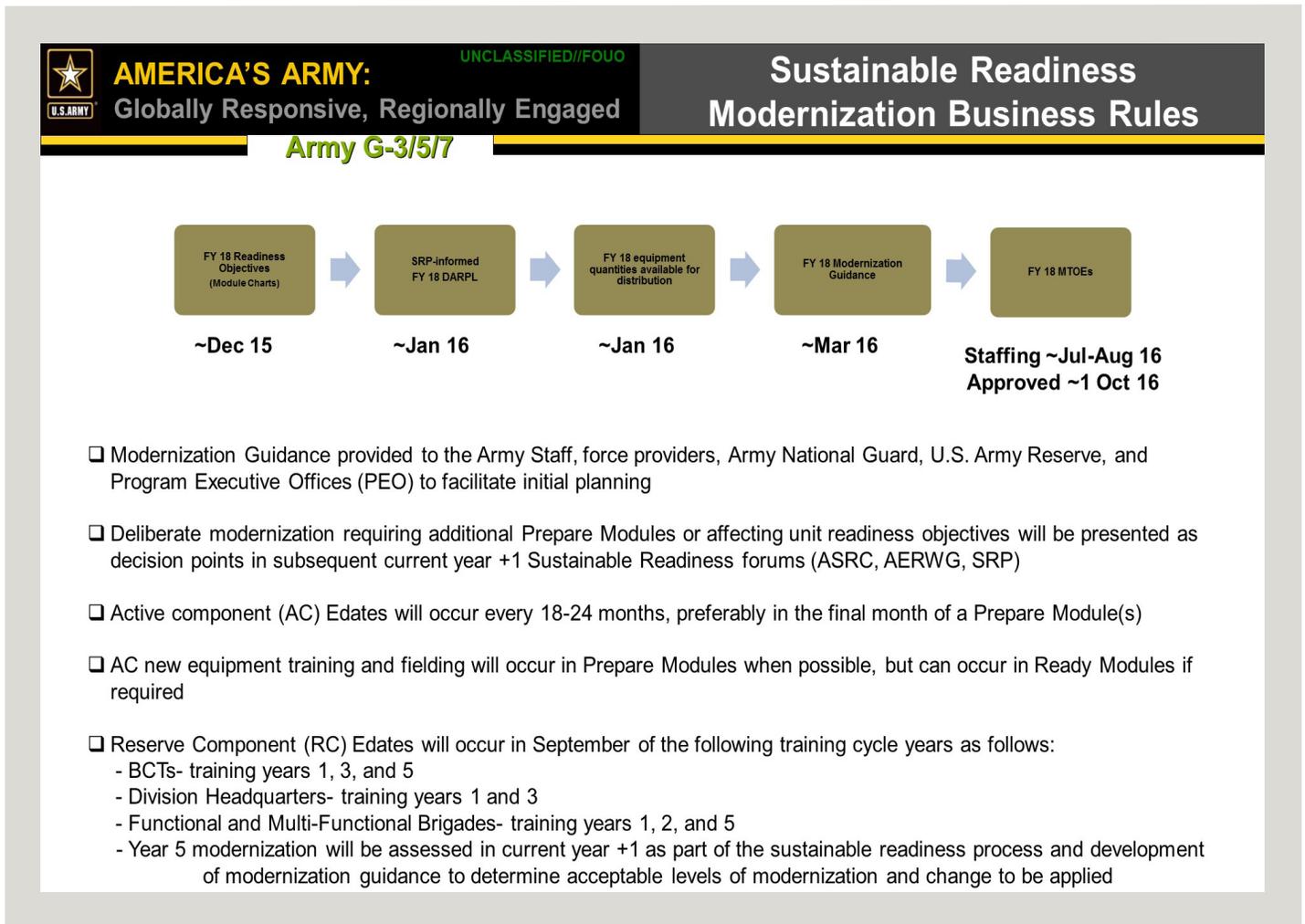
ARMY STRONG!

Sustainable Readiness continued from Cov

Deploy status. During OIF and OEF, unit residual Readiness was reallocated to enable the next deploying unit to fill a rotational demand. The Army intends to no longer take significant chunks of equipment and personnel from a unit upon redeployment unless absolutely necessary. SRP shifts force generation emphasis toward contingencies.

TR) is the staff lead for Sustainable Readiness. The Center for Army Analysis (CAA) has provided analytics to the enterprise.

The major facets of the “process” in SRP include assessing known baseline demand combined with selected contingency demand to produce Readiness Requirements. Readiness Requirements



The SRP relies upon the Army’s Total Force to provide ready forces for planned as well as contingency demand requirements. SRP provides the Army a common Readiness model that generates the most combat power and enabling units possible given available resources. Within HQDA, G-3/5/7, Directorate of Training (DAMO-

are compared with Force Providers’ assessments of their given known demand requirements. Deltas between Readiness requirements (known demand + selected contingency) and Force Provider Assessments result in risk. SRP Risk may be mitigated by applying levers across strategic tenants such as Training, Equipping, Manning

Sustainable Readiness continued from page 3

and Sustaining. Solutions reducing risk are Total Force, compo-agnostic solutions. The end result is Readiness Objectives which are forecasted through the second year of the POM.

The SRP is graphically depicted as a “module chart.” This representation is predicated on discrete types of three-month fiscal quarter Readiness modules that correspond with varying Readiness

requirements. As a basic overview, these three-month chunks are the yellow Prepare module, the green Ready module and the blue Mission module.

Prepare

Units in the Prepare module build Readiness. Units may reorganize and modernize during this module.

Ready

Units that are achieving or sustaining a baseline of decisive action proficiency and contingency responsiveness. A unit’s Readiness phase culminates with a Combat Training Center (CTC) rotation or equivalent validation exercise.

Mission

Units in Mission modules are validated for decisive action and provide a deterrent or quick-response capability. Within this module, units may be positioned in theater, deployed, or allocated to a Mission with a short notice to deploy order.

As the SRP projects Readiness out three years, funding requirements can be identified in advance of budget submission cycles. This will allow the Army to better allocate resources in accordance with operational priorities. The current forum for approval of Readiness Objectives is the Senior Leader Readiness Forum (SLRF). SRP does not fix all resourcing challenges; resource shortfalls must still be managed to meet commanders’ priorities. Approval of Readiness Objectives provides operational priorities two years out, which informs the Command Plan and Global Force Management processes to reduce gaps between resource allocation decisions and operational requirements.

Effective equipping requires alignment between Army priorities with the Command Plan Process. Once Readiness Objectives are approved, the Dynamic Army Resource Priority List (DARPL) is



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informed, in turn impacting the Command Plan process, and therefore the path to documenting modernization. This path begins as HODA G-8 FDP provides quantities of equipment available for distribution to G-3 DAMO-FM. DAMO-FM allocates the available equipment to units by applying basis of issue plans (BOIPs) in accordance with the DARPL and transmits Force Modernization Guidance to USAFMSA. USAFMSA documents equipment in accordance with the Modernization Guidance and staffing MTOEs are slated to be reviewed by DAMO FMF and commands during the summer iteration of the Army Equipping and Reuse Working Group (AERWG).

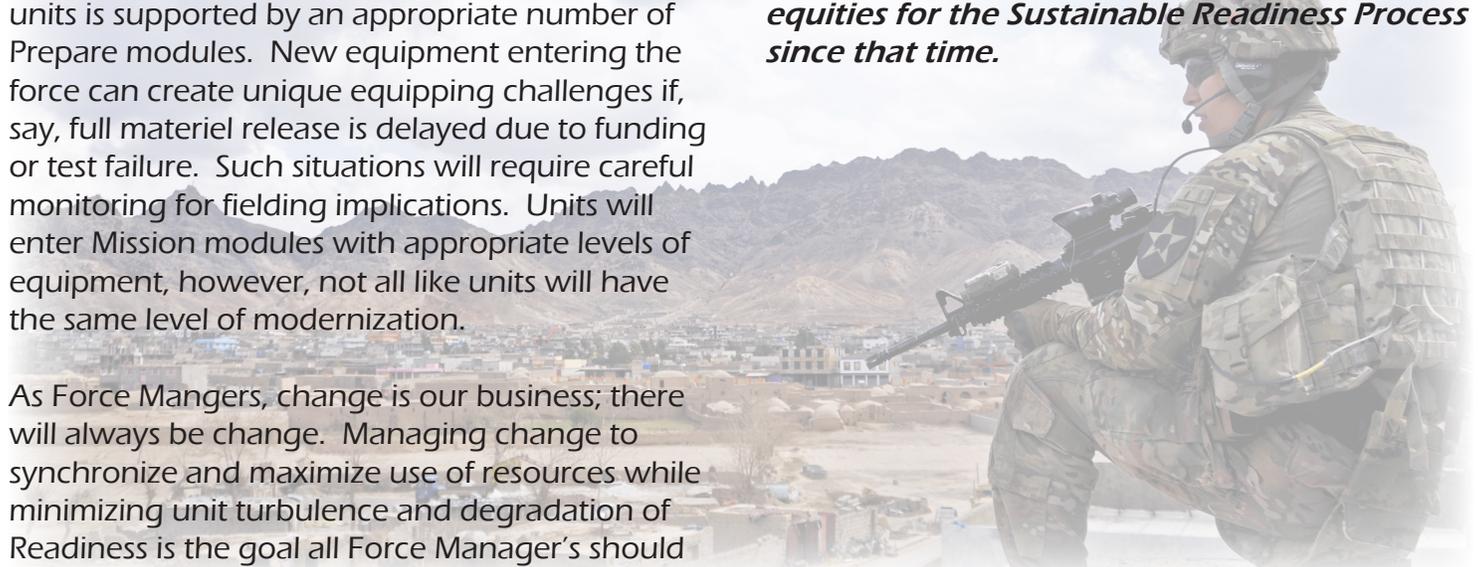
The preferred method for equipment modernization and redistribution is to maximize equipment fieldings during Prepare modules as much as possible. Equipment-related concerns with respect to SRP include identification of equipment fieldings entailing significant New Equipment Training / Fielding (NET/NEF) timelines, impacts to unit training, or robust personnel/MOS requirements on the unit. Such equipment fieldings are scheduled during Prepare modules, require analysis for their impacts to units, and verification that the fielding to modernizing units is supported by an appropriate number of Prepare modules. New equipment entering the force can create unique equipping challenges if, say, full materiel release is delayed due to funding or test failure. Such situations will require careful monitoring for fielding implications. Units will enter Mission modules with appropriate levels of equipment, however, not all like units will have the same level of modernization.

As Force Mangers, change is our business; there will always be change. Managing change to synchronize and maximize use of resources while minimizing unit turbulence and degradation of Readiness is the goal all Force Manager's should

aspire to. Sustainable Readiness will not solve every synchronization challenge or eliminate turbulence completely, but it will significantly enhance the coordination and synchronization of the programming, documentation, modernization, fielding, and training aspects of generating Ready units.

LTC Lyle career field designated as a FA50 in 2006 and has served in FA50 assignments in the Army G3 and G8 and broadening experiences with advanced Civil Schooling, Army Materiel Command, and the Office of the UnderSecretary of the Army. He most recently served as the Chief, Force Integration Branch in G-3/5/7 Force Management and is enroute to Senior Service College at the Eisenhower School.

LTC Green joined FA50 (as a Captain) in 2006 while stationed at Rock Island Arsenal. After filling a FA50 billet at the Army Sustainment Command, LTC Green went to 3rd Army/US Army Central Command for three years. He has been in the Army G-8 FD since summer of 2014 and involved in G-8 equipping equities for the Sustainable Readiness Process since that time.



MESSAGE FROM THE PDO CHIEF



Lt.Col. Edwin Serrano
Chief, FA50 Proponency Office

Teammates;

Let me say thank you to all of you for your outstanding support during the Senior Force Manager Seminar and Force Management Hall of Fame induction ceremony.

The FA50 PDO proudly announces the induction of MG (R) David C. Ralston into the 2016 Force Management Hall of Fame. MG (R) Ralston brings extraordinary distinction to the Hall of Fame and the Force Management Community. During his tenure as Director of Force Management, MG (Ret.) Ralston began the modular transformation at Headquarters, Department of the Army (HQDA) by integrating the various functional areas for the creation of Brigade Combat Teams (BCT). Army Divisions (Active and Army National Guard) were given HQDA orders to create additional BCTs by eliminating the organic Division base. This process began the creation of additional BCTs needed to support wartime operations in the Central Command area of operations.

The Army continues to experience having fewer resources in the near future and we are faced with the tough decision to “roll down” key billets within our major commands as part of the TAA 19-23 Officer Grade Plate Review. Even though FA50s will remain in high demand to support our Army, we are not exempt from running the risk of losing key positions. In order to continue the success in supporting our Army, we must pull together to ensure we maintain a stronger and capable functional area. We will continue to defend our FA50 authorizations across the Army, and expand on those organizations that express interest on gaining force manager officers.

Voluntary Transfer Incentive Program (VTIP)

I want to welcome 16 new FA50 officers as a result of the 3Q FY16 (VTIP) board. As per guidance from the FA50 CoC recommendation VTIP officers will be assigned to “one of few” organizations such as ACOM, ASCC or other where there are several levels of FM civilian and FA50 military leaders to mentor officers

MESSAGE FROM THE PDO CHIEF

while gaining exposure to Title 10 functions. Follow on assignments at HODA will reinforce those learned skill sets.

Pre-Command Course

We continue to work with DAMO-TR to update the regulation and policy to allow FA50 CSL officers to attend the Pre-Command Course before assuming CSL duties. The selected FY17 FA50 officers (3 COL & 6 LTC) would attend PCC starting Winter/Spring cycles.

Ms. Braziel just published the PDO guidance for the FY17 Broadening Opportunities program. Applications must be submitted to HRC not later than 23 September. The Selection panel will convene **NLT 27 Oct 2016**.

I appreciate what you are doing for Functional Area 50 and the Army. The FA50 PDO is standing by to entertain any of your questions or any of your recommendations. As you well know, you officers in the field are not only our greatest source for recruiting; you are also a great source of “intelligence” on what’s going on in the Army and how FA50 can remain relevant.

Again, thanks for all your hard work and dedication!

LTC Edwin Serrano

Ed Serrano

Chief, FA50 Personnel Development Office

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PROCESS OF CENTRALIZED SELECTIONS

Centralized Selection List – Command and Key Billet (CSL-CMD/KB)

The centralized command and key billet selection system encompasses all aspects of the process for selection, slating, and assignment of officers to COL and LTC level commands and key billets. This system is a Chief of Staff, Army (CSA) program that places the best qualified officers in command and key billets who will best serve the Nation, the Army, and its Soldiers. The system is a year-round process. It includes the pre-board, board, pre-slate, slate, and post slate phases. The command/key billet slate is dynamic and changes throughout the year due to changes in unit and officer status (new Centralized Selection List (CSL) units, inactivations, declinations, deferments, extensions and curtailments). Each year, three HQDA selection boards convene to consider eligible Army Competitive Category (ACC) COLs and LTC (P)s for assignment to CSL – command and key billet designated positions. The selection boards convene according to the three officer personnel management functional categories of Maneuver, Fires, and Effects (MFE), Operations Support (OS), and Force Sustainment (FS). Board dates are announced by MILPER message. Officers provide their input by submitting preferences via an Army Knowledge Online (AKO) command/key billet Command Preference Designation (CPD) site. Each board selects officers by subcategories (Operations, Strategic Support, Recruiting and Training, Installation, and Key Billet). The Colonels Management Office slates the officers into specific units within each subcategory (based on CSA slating guidance). **The CSA is the approval authority for all CSL command/key billet slates.**

Declinations

An officer may decline to compete, without prejudice, prior to the convening of the HQDA CSL – Command and Key Billet Board. **Post-board declinations are considered “with prejudice.”**

Formal declination of CSL command/key billet will be submitted to the officer’s Human Resource Manager (HRM) in writing through the officer’s first GO/SES in their chain of command.

Deferments

There are three types of deferments (Operational, Personal, and Administrative). Officers must submit requests for deferment of command/key billet to Colonels Management Office within 60 calendar days of the official slate release date to receive “deferred principal” status if their request is approved, (sample request at link below). The VCSA is the approval authority for all deferments.

Approval authority for COL level CSL extensions/curtailments:

- Commanders, MG and above – up to 30 days
- Commanders, ACOM, ASCC, or DRU – up to 60 days
- Requests for extensions/curtailments greater than 60 days must be approved by the VCSA
- All requests must be coordinated through chain of command and the Colonels Management Office, (sample request at link below).

CSL Constructive Credit – Command/Key Billet Tours

Officer submits request for constructive credit through current chain of command to the Director, SLD. Officer must be listed as a “Primary” or “Alternate” on a current or future valid CSL for commands/key billets. The minimum tour length for an officer to receive constructive credit for a command/key billet tour is completion of one-half of the normal key billet tour in CONUS and long tour areas, or 5/6 of a one year short tour.

ASSIGNMENT CONSIDERATIONS

High School Senior (HSS) Program: The High School Senior (HSS) Program provides assignment consideration to officers with children in high school. It is important for you to communicate the status of your family members to HRC as soon as possible in order to provide the maximum amount of planning time during the assignment process. Requests for high school senior consideration must be received at Senior Leader Development Office (SLD) during the **summer between a child's sophomore and junior school years. While HRC will consider all HSS requests, the needs of the Army may dictate that the officer execute deployment or a short tour assignment in order to stabilize the family members. To apply officers must request enrollment in the high school senior program through their chain of command to the Chief, Senior Leader Development Division.**

Exceptional Family Member Program (EFMP): Soldiers are responsible for keeping their EFMP enrollment current as exceptional family member conditions change or at least every three years, whichever comes first. The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical, and personnel services to families with special needs. Soldiers on active duty enroll in the program when they have a family member with a physical, emotional, developmental, or intellectual disorder requiring specialized services so their needs can be considered in the military personnel assignment process. Deletion from assignment instructions is not granted solely because of a soldier's enrollment in the EFMP. **Ref: AR 608-75, Exceptional Family Member Program**

Married Army Couples Program (MACP): The Married Army Couples Program (MACP) provides regular Army service members married to other regular Army service members the opportunity to establish a joint domicile while fulfilling the Army's mission. CMO will coordinate with the two officers, the appropriate gaining commands and the Human Resources Command (HRC) as appropriate. If joint domicile cannot be accomplished, special instructions in the RFO will state that "a married Army couple assignment was considered but could not be accommodated". Army service members married to a member of the Reserve component or a member of another branch of the U.S. military may not enroll in the program, but may request re-assignment to join their spouse. (If married to a member of the Reserve component, the spouse must have been called to active duty for one year or more for joint-domicile consideration.) Readiness remains the number one priority, but we will strive to accommodate joint domicile assignments whenever possible. **Ref: AR 614-100, Officer Assignments Policies, Details, and Transfers, Paragraph 5-3a**

FA50 PDO & FA50 CAREER MANAGER

The Personnel Development Office assists the FA50 Proponent (the Army G-8) and the Executive Agent (Director, Force Development) to develop and manage the policies and procedures governing the career and professional development of the Army's Force Management officers. We do so using the Personnel Life Cycle Management construct - Structure, Acquire, Training and Education, Develop, Distribute, Sustain, Deploy and Transition - for the benefit of the Army and our Functional Area as a whole. Our goal is to establish a viable, credible, and challenging career path for Army Force Managers.

In a nutshell, the FA50 PDO Office:

1. —works with the Army Force Management School to coordinate and execute the FA50 Qualification Course;
2. —conducts the annual Senior Force Managers Seminar, a new professional development opportunity where our COLs and LTC(P)s receive updates on and discuss the major issues in Force Management with DoD and HQDA SMEs, Army Leaders, and each other;
3. —manages the FA's participation in the Advanced Civil Schooling, Training with Industry and Fellowship programs;
4. —develops the annual update to the FA50 chapter of DA Pam 600-3, Officer Career Management and Professional Development;
5. —advocates for the Functional Area's "equities" in numerous venues including the Army G-3/5/7 (force structure), G-1 and HRC (manpower policy), TRADOC (doctrine) and the OPMS Council of Colonels;
6. —and of course, publishes the Force Management quarterly newsletter, maintains the FA50 public website and our presence on AKO and BCKS, conducts the biannual Force Management Hall of Fame induction, and communicates with 50s across the Army and worldwide.
7. All of these and other tasks are done in close cooperation with OCAR, NGB, the Army Staff, CP26, the AFMS, the Basic Branches and other Functional Areas.
8. The HRC Career Manager/Assignment Officer conducts individual career management of FA50s. His role is to put the right officer in the right slot, at the right time in the officer's career, to support operational readiness, the needs of the Army, and the needs of the Soldier, within the context of ensuring the overall health of the Functional Area.

In a nutshell, the HRC Manager:

9. —determines dates and cuts your orders for ILE, the Q-Course and Permanent Changes of Station (PCS), as well as individual augmentation (WIAS) taskers for Active and USAR AGR officers;
10. —maintains your ORB;
11. —assists with preparing your records for promotion and other selection boards, claiming Joint credit, etc.;
12. —conducts the board, in conjunction with the PDO and EA, to select FA50s for ACS, TWI and Fellowship opportunities; and
13. —provides the EA a courtesy update on who's going where prior to major rotation cycles.

ARMY NATIONAL GUARD FORCE MANAGEMENT REQUIREMENTS BRANCH

by Major Bettye Dufour



In 2014, the Army National Guard Force Management Division reorganized to create the Force Management Requirements Branch (FMR). The Branch began as an Organizational Requirements and Equipping Synchronization Cell (ORESC)

that was assembled in order to orchestrate the management of ARNG staff to analyze organizational changes, options, and to facilitate making recommendations to the Force Validation Council of Colonels (FVC CoC) or the Force Validation Board (FVB) for course of action validation / approval prior to elevating COA recommendations to Senior leaders for example the Director Army National Guard / Deputy Director Army National Guard (DARNG / DDARNG) for approval.

The ORESC was a chartered cell given the DARNG backing to pull staff sections together for integrated and focused staffing on equipping and stationing decisions. The cell would conduct an assessment process by using the OI, SI and DOTMLPF+C to focus on total organization undergoing changes. The ORESC was determined to be an enduring need and FMR was the resulting branch in the FM Division utilizing the initial team from the ORESC and additional personnel to manage BOIP and ERVB processes. FMR adopted the ORESC charter, FVC, and FVB to manage requirements based staffing actions.

FMR is composed of a mix of Compo 1, Compo 2 and DA Civilians. The branch has an embedded ARNG G4 LNO and ARNG G8 RMO LNO to facilitate interaction and coordination. Currently, FMR also has an embedded LNO from the 81st SBCT to coordinate transformation requirements. The intent is to



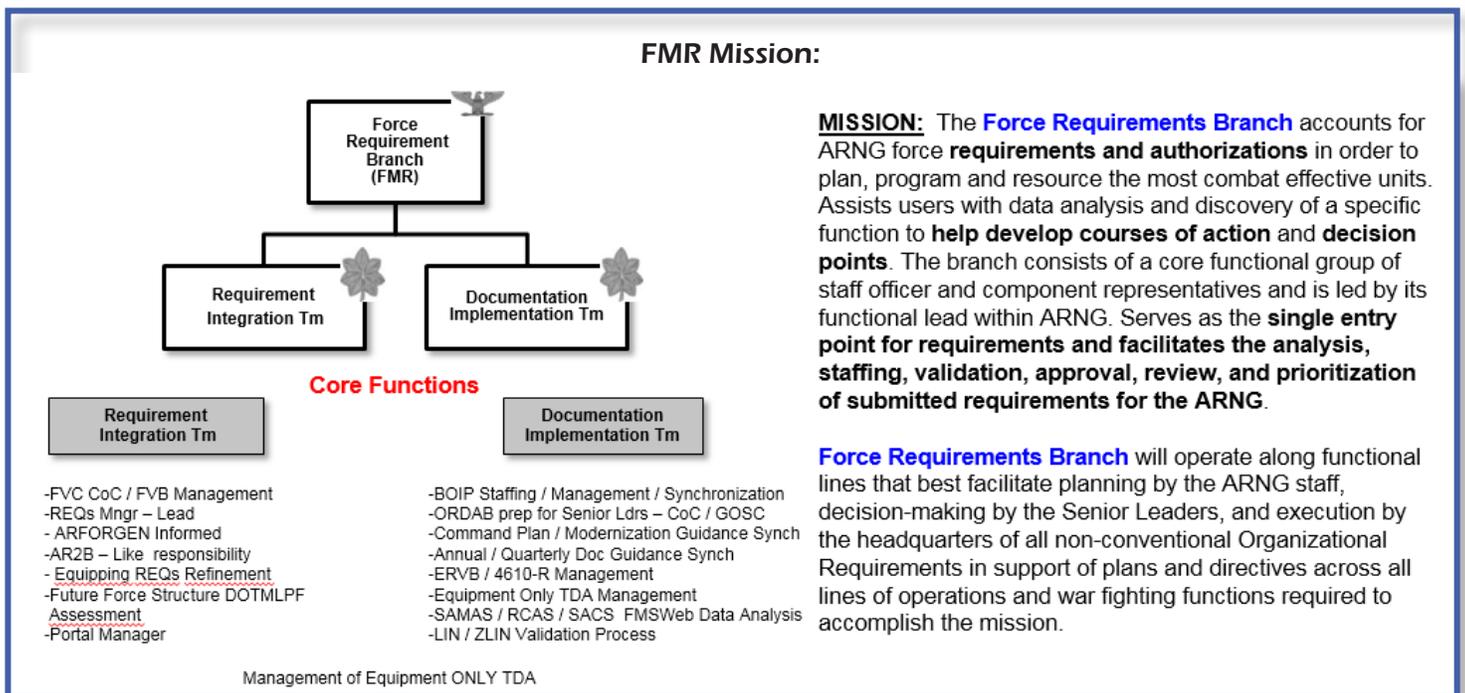
Soldiers from the Wisconsin and Utah Army National Guard and U.S. Army Reserve don the historic "Old Abe" patch during a patching ceremony at 101st Division Headquarters, Fort Campbell, Kentucky (Staff Sgt. Terrance D. Rhodes, 2nd Brigade Combat Team, 101st Airborne Division (AA) Public Affairs)

leverage the experience, relationships and strengths of a multi-compo team that will pull together to ensure maximum participation in the processes required to staff basis of issue plans, fielding decisions when G3 priorities doesn't identify a standout unit, and stationing decisions when the potential political implications require additional staffing. The team has successfully staffed numerous actions in all of the above areas and has additionally been called to work putting G3 Equipping Priorities into a written document, divestment actions, and the Command Plan Impact Staff Estimate for ARNG drawdown.

The FVC CoC reviews all aspects of manning, equipping, funding, training, and stationing to ensure that the organizations attain a readiness category of level C-3 or better upon activation or conversion in order to assist ARNG Senior Leaders in shaping the most cost-effective force, while emphasizing readiness, modernization and capability.

FMR filters recommendations...

1. Based on **ARNG G-3 Priorities**
2. Focus on BCT and /or Maneuver Force Structure (**Requirements**)
3. Informed by **ARFORGEN** cycle — preferably RESET year, but will assumed risk with TR1/TR2 years
4. Prioritized by geographical dispersion— to maximized efficiencies and minimize cost and impact on States
5. Others:
 - a. Readiness (UAT) / G1 Metrics
 - b. Priority ERC A/P Items Only
 - c. Propensity for Natural Disasters
 - d. Aviation specific metrics
 1. Crewmember status
 2. Flying Hour Program execution
 3. Aircraft operational readiness status

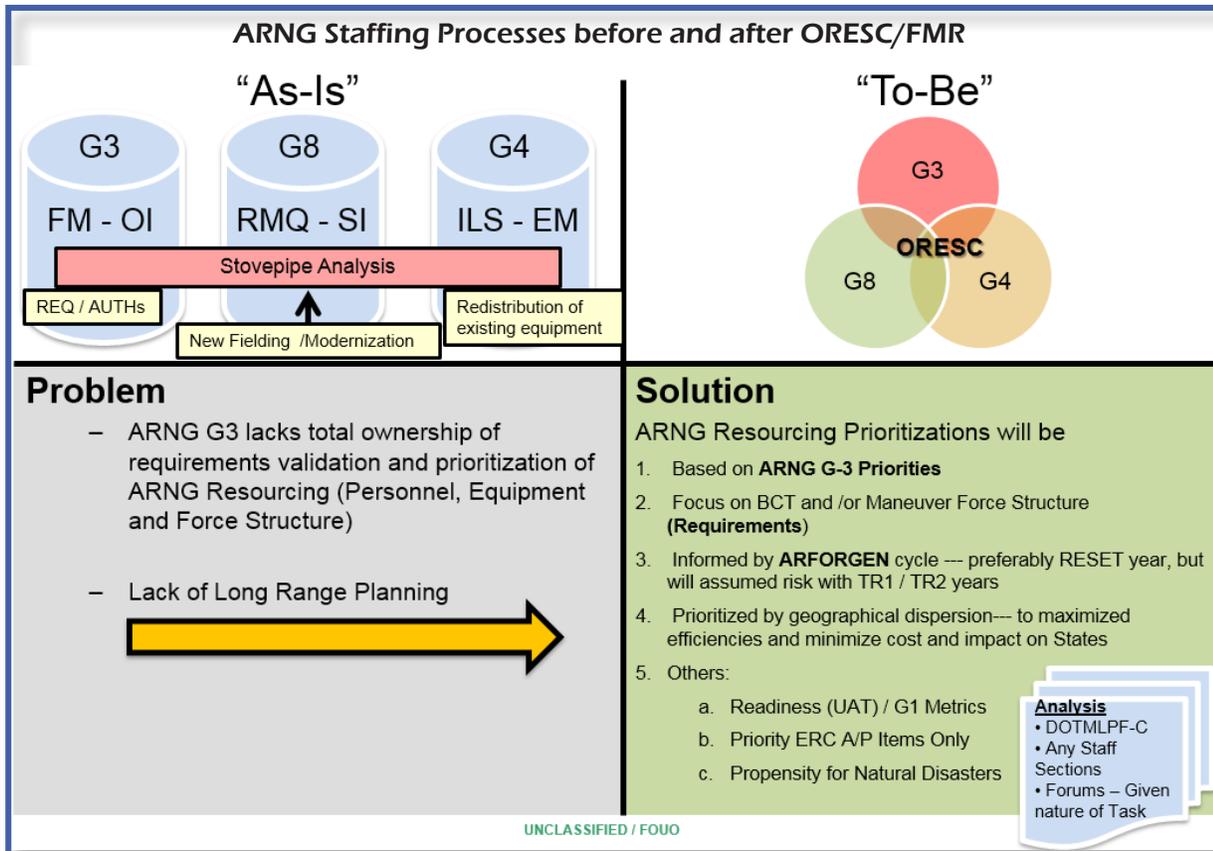


MISSION: The **Force Requirements Branch** accounts for ARNG force **requirements and authorizations** in order to plan, program and resource the most combat effective units. Assists users with data analysis and discovery of a specific function to **help develop courses of action and decision points**. The branch consists of a core functional group of staff officer and component representatives and is led by its functional lead within ARNG. Serves as the **single entry point for requirements and facilitates the analysis, staffing, validation, approval, review, and prioritization of submitted requirements for the ARNG.**

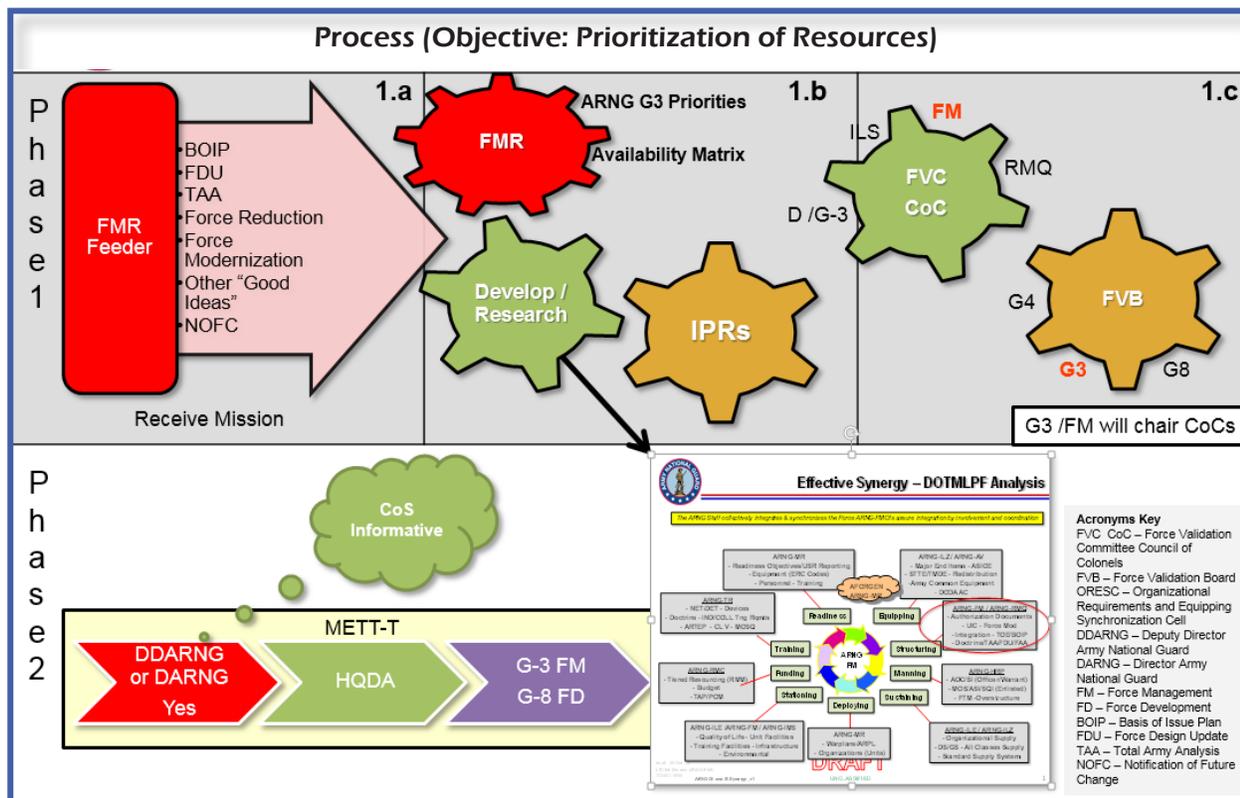
Force Requirements Branch will operate along functional lines that best facilitate planning by the ARNG staff, decision-making by the Senior Leaders, and execution by the headquarters of all non-conventional Organizational Requirements in support of plans and directives across all lines of operations and war fighting functions required to accomplish the mission.

Force Manager Requirements Branch Mission Chart

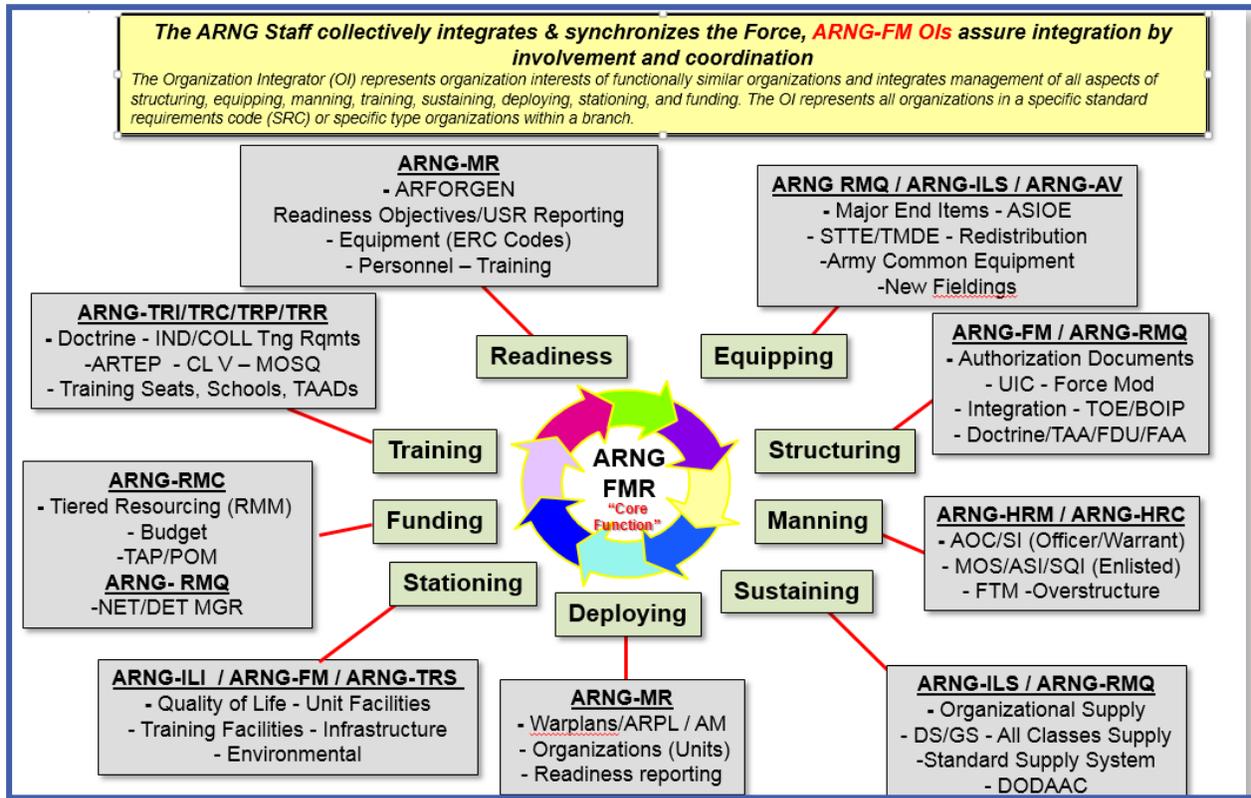
The ORESC / FMR took various stove piped processes that were staffed within each section but without inter staff communication and force communication in order to ultimately streamline the processes into one coordinated effort that would expedite results based, properly informed staffing when equipping and structuring decisions were required.



ARNG Staffing Process before/after ORESC/FMR Chart



Objective: Prioritization of Resources Process Chart



Army National Guard Force Manager Organization Integration and Synchronization Chart

FMR ensures that resources are properly managed and that units are prioritized based on objective data, relevant to generating ready formations for the state and nation's needs. To that end synergizing the staff when making decisions about equipment fieldings and stationing is vital. Creating a reliable and objective process that enables staff communication and predictability allows senior leaders to feel confident that COAs are not biased and can stand up to state or congressional questioning.

FMR Business Rules

Force Validation Committee Council of Colonels
 Monthly Meetings with Chief FM (Chairman), Logistics and Material Program Divisions

The FVC CoC has **approving authority** at the following operational changes thresholds:

1. One-for-one exchange with no personnel or equipment growth in modernization or authorization requirements
2. No personnel increases and/or equipment cost under \$500,000 per system with no issues.
3. Fully funded program and available for fielding or redistribution.

* Validate recommendations as the official ARNG position prior to being routed to HQDA G-3 FM and G-8 FD validation processes. **If the FVC CoC cannot reach consensus or the decision exceed the assigned threshold, the recommended COA will be referred to the FVB for consideration.** The FVC CoC has the option to gain GO Level approval or refer the recommended COA to Force Validation Board for a higher level of approval prior to submission to HQDA.

▼

Force Validation Board
 Quarterly Meeting with ARNG G3 (Chairman) / ARNG G4 / ARNG G8

Review organizational change, recommendations from the FMR in order to validate force structure options, priorities, risks and implementation.

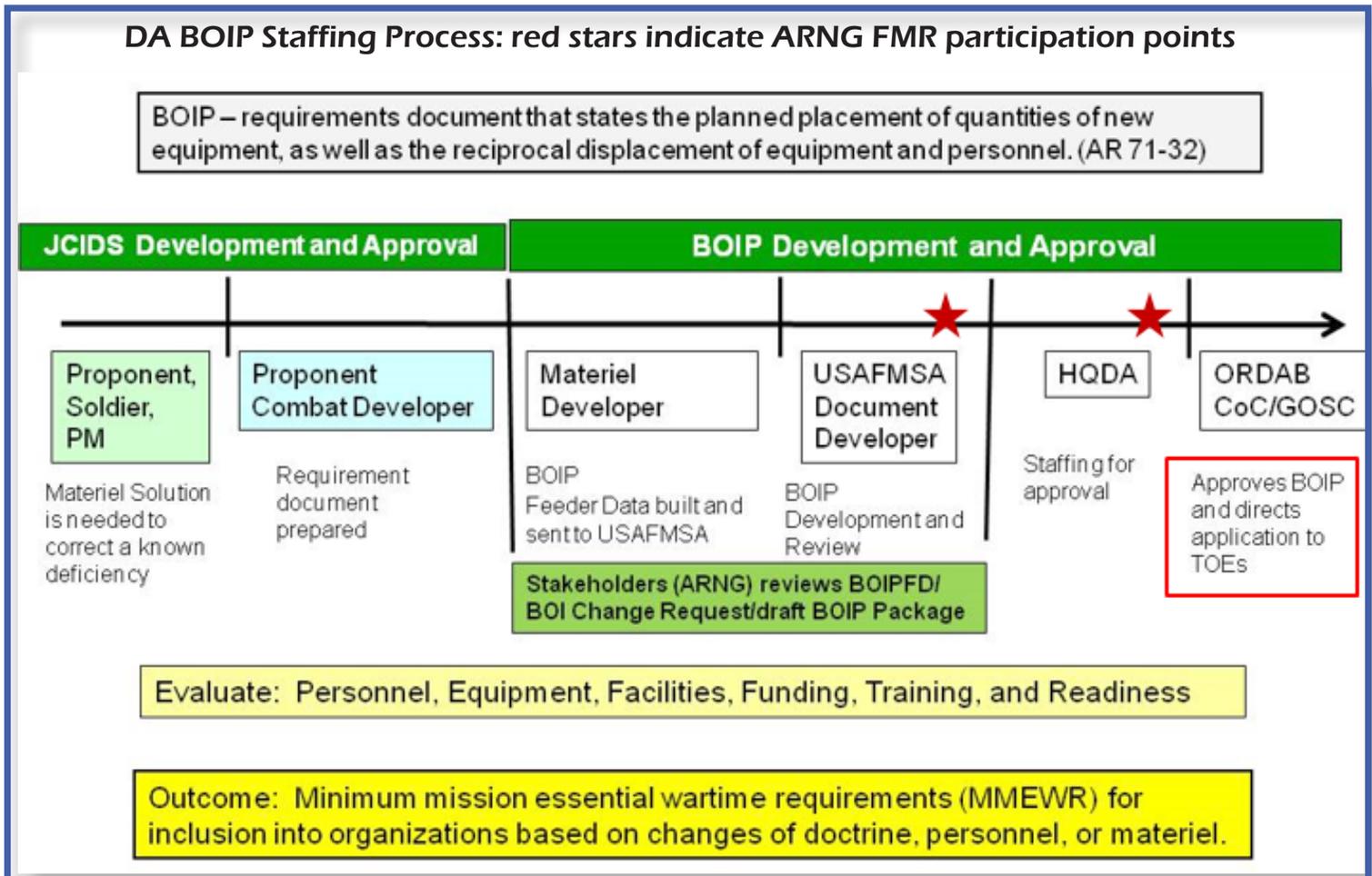
Due to political sensitivity, Stationing actions, Activations and Inactivation of Force Structure will be briefed to the FVC CoC for information only and immediately referred to the FVB for endorsement prior to going to the DDARNG/DARNG for final approval.

As a result, staffing actions with the potential for serious political implications are able to stand up to scrutiny and were not overturned by political pressures. An example of this is the UH60 M Helicopter stationing decision. Because it was staffed through this process it was able to stand up to questioning from both states that were not fielded the system and the congressional inquiry that followed.

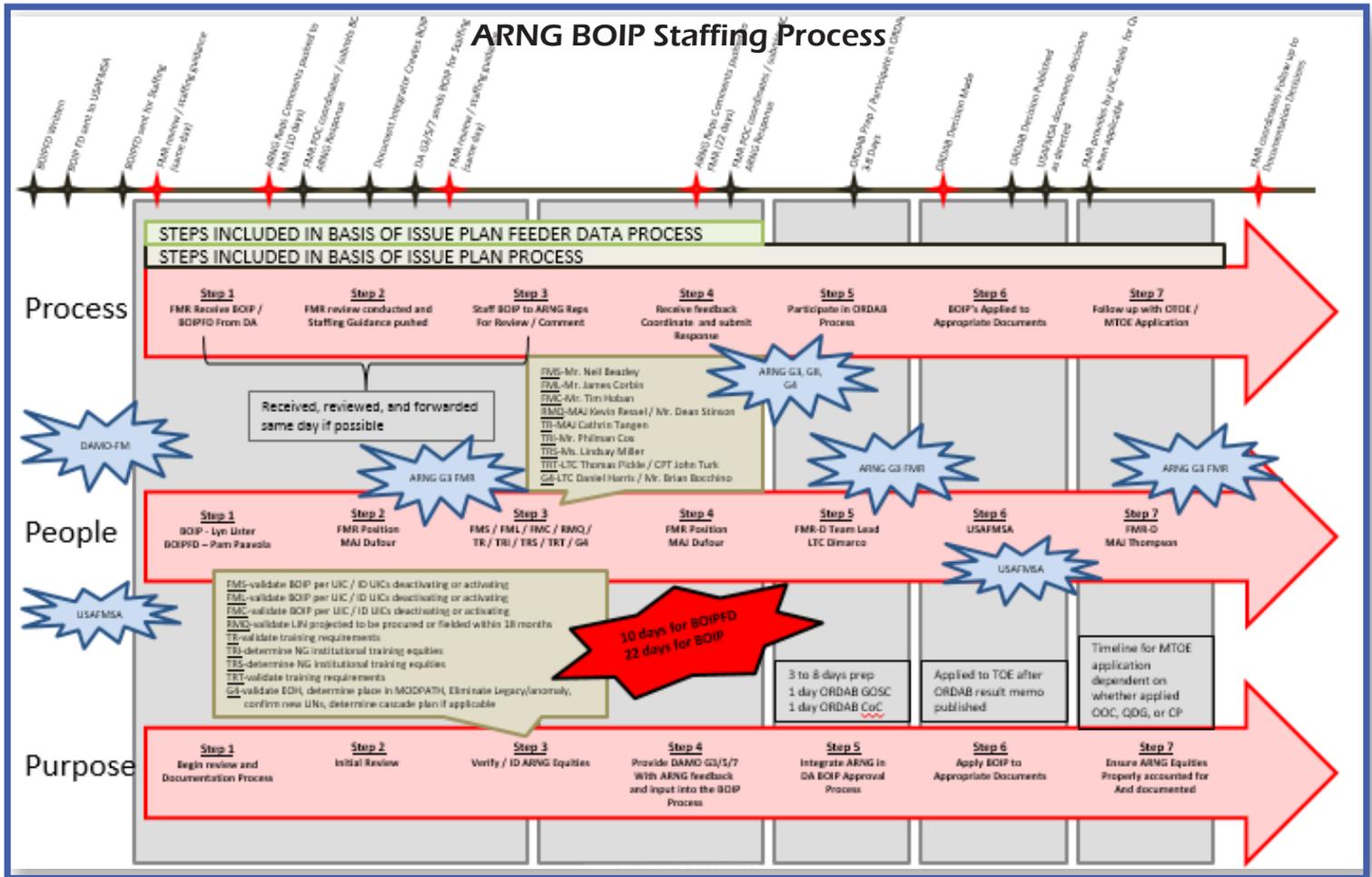
In addition to the internal synchronization that the FMR Requirements Integration Team conducts, the FMR Documentation Implementation Team conducts synchronization both internal to the Army National Guard and with HQDA G3/5/7 and HQDA G8 FD on documentation issues. The FMR Documentation Team works the Army

National Guard protocols that mirror and embed with Department of the Army Basis of Issue Plan (BOIP) staffing actions.

The FMR Documentation Team is involved with the DA BOIP staffing process during both the feeder data phase and the BOIP staffing phase and has a representative at the table for the ORDAB Council of Colonels and provides support to ARNG Leadership during the ORDAB GOSC. In the following two visual aids please note the red stars in the DA BOIP staffing process the highlights FMR participation points and below please note the staffing process that FMR developed to mirror DA staffing and engage participants throughout the ARNG staff.



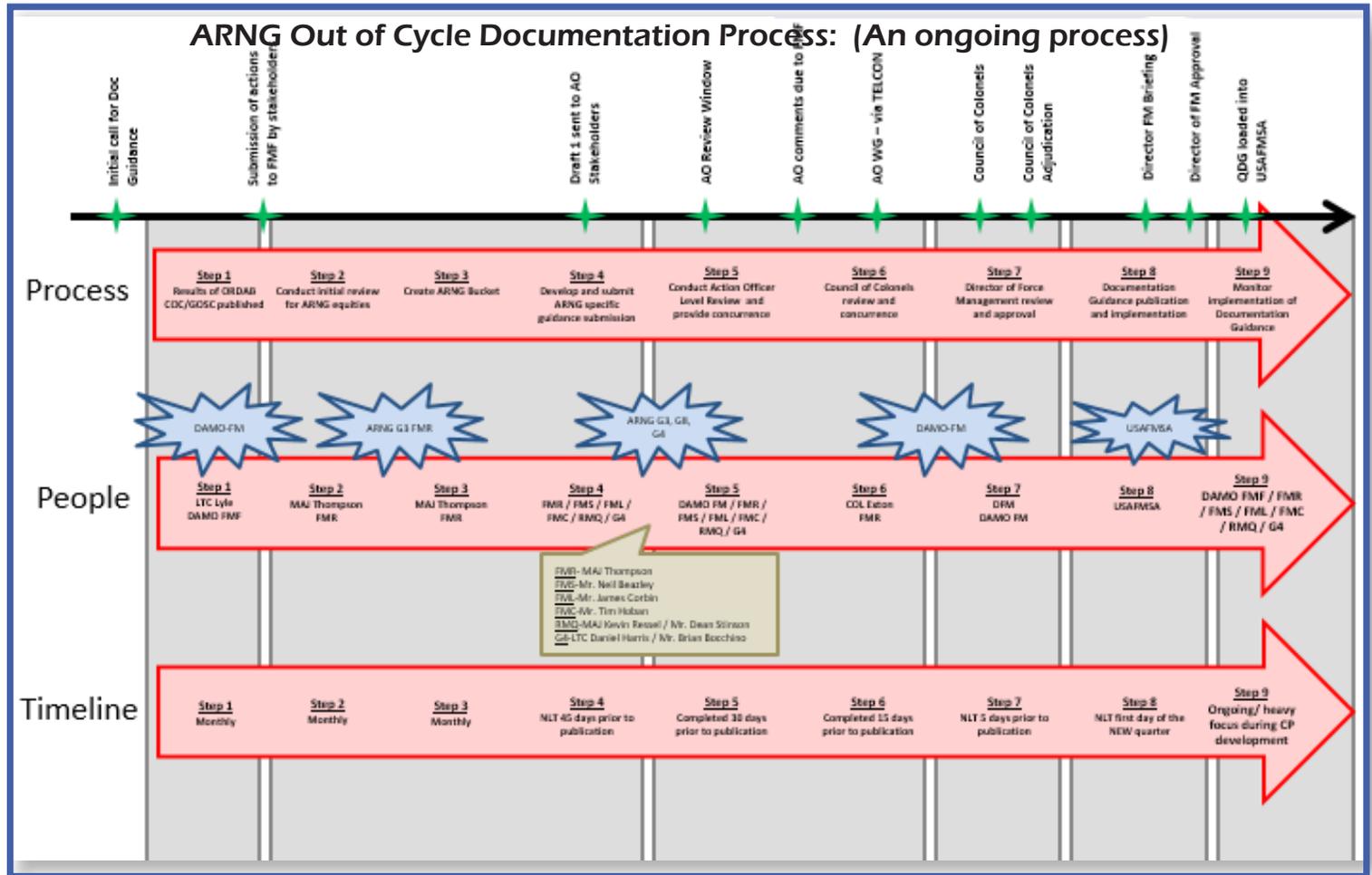
Department of the Army Basis of Issue Plan (BOIP) Process Chart



Army National Guard Basis of Issue Plan (BIOP) Process Chart

After a BOIP is staffed throughout the ARNG. The ARNG position is provided to DA G3/5/7. After the BOIP is approved through the ORDAB CoC or ORDAB GOSC process, the FMR team conducts an analysis to determine if the item should be applied to MTOEs out of cycle or if application to the TOE and requisite application to the MTOE during the next Command Plan will be appropriate and allow for sustainment dollars to be identified for the units affected.

In most cases, assuming BOIP staffing and approval occurs prior to fielding an out of cycle is not necessary. When equipment is fielded prior to BOIP approval and units have 80 to 100 percent of the equipment and associated support items of equipment and personnel (ASIOE) on hand it is appropriate to have the item applied to the MTOE utilizing the out of cycle process generally as part of the Quarterly Documentation Guidance



Army National Guard Force Manager Requirements Annual Documentation Review

ARNG FMR conducts an annual review documentation review. BOIPs that are on hand in UICs but not applied to MTOEs are identified and staffed through the ARNG G3, ARNG G4 and ARNG G8 to determine if the item should be applied out of cycle. This action begins with a non-applied report from USAFMSA. The report is reviewed and compared with on hand values, fielding plans, and ASIOE analysis. A product is then sent to DA 3/5/7 for review prior to being approved for out of cycle application. This is an exhaustive process that provides a checks and balances system to BOIP application and is slowly cleaning up years of equipment issued for mobilization but never documented to MTOEs.

Properly staffing BOIPs and coordinating

throughout the staff takes thoughtful analysis. Timeliness in application is vital to planning for sustainment dollars. The ARNG FMR team ensures that BOIP FDs and BOIPs are carefully staffed and tracked through the process from the point of reviewing Feeder Data to MTOE application which sometimes happens years later due to fielding plans and funding.

ARNG FMR also leads the TDA documentation process for the ARNG. Management Analysts gather state inputs through the 3610-R process in FMS Web, analyze them for accuracy, then when correct forward them the command manager for inclusion in the Equipment Requirements Validation Board (ERVB). Members from FMR represent the ARNG at the ERVB to speak to ARNG

ARNG continued from page 17

issues. Then if approved through the ERVB process the equipment is documented on the appropriate ARNG TDA. This is a continuous process.

ARNG G3 FMR is a small team of Organizational Integrators, a logistics officer, an acquisitions officer, an LNO for SBCT conversion and management analysts who coordinate and synchronize ARNG staffing for sensitive equipping and stationing issues as well as coordinate staffing for equipment documentation in MTOEs and TDAs. The team began as a chartered ORESC cell and developed into a sustained branch in G3 FMR adding value to processes and fostering staff interaction prior to Senior Leader involvement. Processes are developed to mirror HODA processes within the ARNG and then embed in the total HODA process. Creating a process forward team enables the CFM and ARNG Senior Leaders to make and defend decisions on sensitive issues.

For any questions or inquiries, please contact Major Bettye Dufour, FA50, at 703-607-7824, or bettye.a.dufour.mil@mail.mil.

Major Bettye A. Dufour, U.S. Army, Force Manager, AV Force Integrator, is currently assigned at the National Guard Bureau in Arlington, Virginia working as a Force Integrator in the Force Management Requirements Branch. She holds a Bachelor of Arts in English Literature with a minor in Military Science from the University of Arkansas at Little Rock, in Little rock Arkansas. During her career, MAJ Dufour served with 1/114th Aviation Battalion as a Platoon Leader (2002-2003), Company Commander (two separate commands), Sector OIC as part of Operation Jump Start on the Texas Mexico Border, Battalion Task Force S3 during a deployment to Kosovo from 2010-2012. She served in 2-114th ATS as a company Executive Officer during Operation Iraqi Freedom in 2004-2005 and the 777th Aviation Support Battalion as the S2/S3 full time training officer. She also served as part of the State Aviation Officer's staff managing school quotas, Initial Entry Rotary Wing boards, and the State's Aviation Budget from 2011-2014. She is a rated aviator qualified in the LUH 72 Lakota, UH 60 Blackhawk, OH 58 A/C Kiowa, and UH 1 Huey.

FA50 MILESTONES

Congratulations to BG(P) John George on his selection to Director of Force Development, HQDA G-8.

Welcome to COL Kattiría M. Walker, new Deputy Assistance, FD (Mil Dep) for the Director of Force Development.

Congratulations to COL Jeffrey Abel for his assignment as the Chief, Force Management Division, U.S Army Reserve.

Congratulations to LTC(P) Edwin B. Rice for selection for his selection to Chief, Force Management Division ARNG.

Congratulations and well done!



MITRE

My Year at MITRE **by Major Phil Radzikowski, FA50 MITRE Fellow**

The MITRE Corporation (MITRE), among other accolades, has consistently been listed as ‘one of the best places to work’ by FORBES magazine and the Washington Post. After spending a year here as the Army MITRE Fellow, it is easy to see why; MITRE is a solutions oriented organization that values creativity coupled with analytic rigor in solving real problems facing U.S. Government agencies.

MITRE is a not for-profit organization that operates federally funded research and development centers (FFRDCs) sponsored by the federal government. FFRDCs are unique organizations that assist the U.S. Government with scientific research and analysis, development and acquisition, and systems engineering and integration.

FFRDCs are part of the “three-legged stool” that supports government research, technology development, systems acquisition, and policy guidance. The three “legs” are commercial industry, academic and related not-for-profit organizations, and government employees. As Army FA50’s, we normally have direct links to the commercial industry through G8 and G3 assignments that address requirement validation processes and corresponding acquisition management, and we are, of course, government employees. Working with MITRE, provides a necessary, and often obscure glimpse into the FFRDC space.

FFRDCs serve as a trusted-partner for governmental decisions. The work MITRE provides governmental agencies (including DOD) is not unlike services provided by RAND, Johns Hopkins and the Government Accountability Office (GAO). They provide objective, informed, and wide-ranging solutions to complex problems. Unlike their commercial counterparts, FFRDC’s do not sell solutions to problems, rather, they advise the optimal solutions without any proprietary constraints. MITRE is designed as and truly is a trusted partner to solve complex problems.

MITRE continued on page 20



MITRE operates seven FFRDCs:

- National Security Engineering Center (NSEC) sponsored by the Department of Defense
- Center for Advanced Aviation System Development (CAASD) sponsored by the Federal Aviation Administration
- Center for Enterprise Modernization (CEM) co-sponsored by the Department of Treasury and Department of Veterans Affairs
- Homeland Security Systems Engineering and Development Institute (HSEDI) sponsored by the Department of Homeland Security
- Judiciary Engineering and Modernization Center (JEMC) sponsored by the United States Courts
- CMS Alliance to Modernize Healthcare (CAMH) sponsored by the Department of Health and Human Services
- National Cybersecurity FFRDC sponsored by the U.S. Department of Commerce Department/ National Institute of Standards and Technology

The MITRE campus consists of four buildings in McLean, Virginia along with a campus in Bedford, Massachusetts. Additionally, there are MITRE locations throughout the US and globally that support sponsor agencies and activities. The MITRE Fellowship is based out of the McLean campus. However, because most of the projects involve working with the sponsoring government agencies, teams will frequently spend a lot of time off-campus at the sponsor sites (governmental office buildings throughout the Washington DC Area).

History of Fellowship with MITRE

MITRE accepts a small number of Active Duty Officers from each service annually into their “Federal Employee Fellowship Program.” For Army Force Managers, the MITRE fellowship provides a senior leadership development experience focused on Organizational Development and Change Management, spanning a wide spectrum of federal agency environments and programs for the benefit of the FA50 Force Management Career Field.

The Army objectives for the fellowship are to provide a unique educational and developmental experience not obtainable in a comparable Army assignment; an experience that will facilitate a better understanding of national, military, and government policies, operations, systems, and capabilities. In addition, the fellowship demonstrates the work of FA50s to MITRE and brings back a new perspective on analyzing problems, decision making, and solution generation to the Army. MITRE benefits from the program by enhancing a lasting partnership amongst their sponsoring organizations and by leveraging the FA50 officer’s unique set of change management expertise and experiences to macro process development and implementation.

LTG Campbell, as the Army G-3/5/7, formally established the Army Fellowship at the MITRE Corporation as

MITRE

a non-military education level broadening program for Army Force Managers (FA-50) on 2 MAR 2011. The program began with its first fellow during the 2013-2014 academic year.

MG Dyess, the Army G8 FD, signed a formal Memorandum of Understanding between the US Army G8 and the MITRE Corporation formally establishing an Army Fellow Billet within MITRE starting in July 2013. LTC Luis Solano was the first Army FA50 MITRE Army Fellow. LTC Solano worked in the National Security Engineering Center as a Liaison to the Army for the development of the next generation of tactical ratio standards.

Currently, the MITRE Army Fellow is placed in the Center for Connected Government, a technical solution center that provides system engineering expertise across all of MITRE's FFRDCs. From this position, the fellow is exposed to a wide-range of problem sets outside of the contemporary DOD space supporting other governmental agency solutions.

MITRE and Its Work

As the Army MITRE Fellow, I had the unique opportunity to experience working alongside industry leaders in their discipline and across diverse inter-governmental topic areas. MITRE's culture is one of creativity and freedom of thought; it is truly a flat organization. In fact, the Chief Executive Officer (CEO) of the organization, along with the officers of the company, host many functions where initiatives and projects are discussed and solutions are generated. MITRE leadership provides latitude to explore multiple projects simultaneously, as well as the opportunity to move from project to project. The ability to cross governmental organizations enables MITRE to share solutions that have already been proven in government and to provide personal connections across agencies/departments.

MITRE project teams work on a specific problem defined by the sponsor organization. The work teams are comprised of a Project Leader who is given a budget to establish a team of experts in a particular field. The typical MITRE project team is comprised of 4-6 members. Most MITRE employees have extensive professional experience in their field, as well as robust post-graduate education credentials. Generally, project teams are comprised of technical experts from multiple disciplines to bring a diversity of thought to a problem.

During my Fellowship tenure, I had the opportunity to become a member of several project teams that operate outside of the traditional cultural expectations of the Army. This exposed me to alternative ways of solving problems and creating team synergies that may not have been evident before. I was an active member of four unique project teams. To provide an example of the kinds of projects the MITRE Fellow may encounter, here is a succinct list of the projects I had the opportunity to support:

- **Transportation Security Administration's Office of Training and Development (OTD).** TSA contracted with MITRE to improve their acquisition management and contract performance monitoring for the training, development of TSA employees and international and industry partners. The team analyzed best practices from other industry areas, as well as throughout the government to provide the TSA OTD the most effective and efficient procedures and standards that would enable them to improve their acquisition management

MITRE

and contract performance. Additionally, the team worked with OTD to develop requirements for an integrated online portal to track the development of their process and materials.

- **Department of Homeland Security (DHS), Science and Technology Department.** I supported a project for the DHS Science and Technology department, identifying and characterizing a range of options for supporting and implementing the required national screening processes, ensuring they are safe, innovative, affordable, sustainable, and consistent with the DHS mission and law enforcement policies. This included research to inform panel members of airport screening technology, processes, and human performance technology; and facilitating panel meetings and eliciting panel conclusions and recommendations. The final report was presented to the Secretary of DHS.

- **DHS Multi-Component Joint Duty Organization.** Another DHS project I joined was assisting them in establishment of a multi-component joint organization to increase organizational unity of effort and to ensure that DHS candidates for Senior Executive Service have the opportunity to participate in assignments across the Department, thereby enhancing leadership understanding of the DHS broad and deep mission set. This included determining how the department could design and leverage a comprehensive Joint Duty Framework and associated systems to: enhance operations and mission execution through greater cross-department mission understanding; support unity of effort; and enhance leadership and professional development opportunities.

- **Department of Veterans Affairs, Manpower Authorization Management.** The purpose was to establish a set of processes that facilitate manpower authorization management across the VA. Specifically, they wanted to establish a Manpower Authorization Document to document their entire workforce. This project was directly in line with what we do as Force Managers through the Total Army Analysis. The team included subject matter expertise in workforce planning, governance, organizational transition management, and enterprise resource planning. MITRE provided strategic operational and governance development in those areas that require expert technical and specialized services.

Another direct benefit of the MITRE Fellowship is access to the MITRE Institute (MI). The MI is an in-house educational organization that provides a broad range of classes. There is an annual curriculum of courses available to MITRE employees and sponsor organizations. Classes range from half-day seminars to week long courses on everything from “Microsoft Excel for Dummies” to “Lean Six Sigma Certifications.” During my time at MITRE, I was able to obtain my Lean Six Sigma Green Belt Certification and my Project Management Professional Certification. The MI is funded by MITRE and these courses are available to all the sponsor organizations as well as the employees.

The “R” in FFRDC stands for research. In addition to the types of projects described above, MITRE funds research projects that benefit multiple sponsors. There are 18 portfolios in the MITRE Innovation Program (MIP) – each covering a technical area of special interest to MITRE sponsors. For interested Fellows, MIP projects can offer unique opportunities to work on research teams working on cutting edge tools and methods.

MITRE

Working at MITRE over the past year has been an illuminating experience on how to formulate work-solution teams to solve complex problems. Additionally, working with the MITRE staff along with other government agencies has enhanced my own organizational change management knowledge base, as well as helped me develop tactics, techniques and procedures on how to view problems and arrive at solutions faster. I would encourage all FA50's to consider taking a year and broadening their perspectives by working with MITRE or the other training with industry opportunities; you truly don't know what you don't know.

MAJ Phil Radzikowski is the current FA50 MITRE Army Fellow working in MITRE's Mclean, VA campus. He holds a bachelor's degree in psychology from the George Washington University as well as a Master's in Business Administration from the George Mason University. He has served previously in the HQDA G8 FDD and FDJ as well as the US Army Alaska Force Integration Officer.

The author's affiliation with The MITRE Corporation is provided for identification purposes only, and is not intended to convey or imply MITRE's concurrence with, or support for, the positions, opinions or viewpoints expressed by the author.



MAJ Phil Radzikowski pictured with MITRE CEO Al Grasso

CONGRATULATIONS TO THE FOLLOWING SELECTED FA50 OFFICERS

CSL-CMD/KB:

COL Stephon M. Brannon
(FORSCOM)

COL Robert H. Carr
(ARCENT)

COL Eric A. Hoggard
(USARPAC)

LTC Bobby R. Burrus
(USARAF)

LTC Christopher L. Johnson
(USARPAC)

LTC Peter A. Patterson
(USARPAC)

LTC Michael S. Tokar
(ARCENT)

LTC Dennis D. Watters
(TBD)

.....

PROMOTIONS:

MAJ(P) David W. Lowe
HQDA G8

MAJ(P) Latrice K. Clark
ARCENT

MAJ(P) Casey D. Coyle
SOCOM

PROMOTIONS (cont.):

MAJ(P) Robert A. Erickson
HRC

MAJ(P) Jason E. Ison
USAFMSA

MAJ(P) Kevin T. Joyce
Joint Staff

MAJ(P) Randy T. Overstreet
USARAF

MAJ(P) Daniel J. Poole
USARPAC

MAJ(P) Phillip Radzikowski
MITRE Fellowship

MAJ(P) Joel C. Spinney
DIA

MAJ(P) Jennifer D. StClair
HQDA G8

MAJ(P) Andrew S. StLaurent
OBT

MAJ(P) Brendan S. Taylor
SECARMY

FA50 Teammates

Please join me in congratulating Force Manager Officers on their respective selections to the Centralized Selection List – Command and Key Billets (CSL-CMD/KB); and for promotion to Lieutenant Colonel. Well done!

–vr EDWIN SERRANO, LTC, IN (FA50)

FA50 - FY16 Education and Training

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.

How the Army Run Course, FT Belvoir, VA

(Phase I of the FA50 Qualification Crs)

06-16 2-May-16 27-May-16

07-16 27-Jun-16 22-Jul-16

08-16 25-Jul-16 19-Aug-16

09-16 6-Sep-16 30-Sep-16

FA50 Qualification Course, FT Belvoir, VA

(Phase II of the FA50 Qualification Crs)

02-16 31-May-16 5-Aug-16

Intermediate Level Education FY2016 Schedule (Satellite Campus-Common Core)

Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
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
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
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
003	View	30 Aug 2016	31 Aug 2016	16 Dec 2016	64	Resident	REDSTONE ARSENAL CAMPUS	REDSTONE ARSENAL	AL	35898



HEADS UP!



FA50 Broadening Opportunities and Professional Development Selections Coming Up

The FA50 PDO in coordination with the HRC assignment officer conducts annual selection (normally during the 1st quarter of each year) of officers to participate in FA50 specific Academia & Civilian Enterprise opportunities. A message was released by FA50 PDO on 2 May 2016, announcing the timeline and process to compete for these programs. Applications must be submitted to HRC NO LATER THAN 23 Sep 2016, and FA50 Selection Panel will convene 27 Oct 2016.

ADVANCED CIVILIAN SCHOOLING (ACS): If you do not have a master's degree, that's the place to start. Once an officer is functionally qualified (completed FA50 Q-course plus ILE plus at least one successful 50A assignment), they can submit a packet to compete for a fully funded advanced degree. Unlike other career fields, FA50s are not restricted to one conventional degree.

The ultimate objective is to make the FA50 a more agile, adaptable, diverse officer. IAW DA Pam 600-3, FA50 PDO encourages officer to seek Master of Arts (M.A.) or Master of Science (M.S.) program in a field that supports the work of an Army Force Manager such as Business Administration, Systems Management Administration, Industrial Engineering, Organizational Management, Project Management Public Policy Administration, Procurement and Contract Management.

TRAINING WITH INDUSTRY (TWI): This 12-month opportunity to gain insights on the management techniques and technology of a major corporation – FEDEX, Memphis, TN, and Amazon Corporation, Seattle, WA. The objective with a TWI experience is to enhance your managerial skills and develop a greater understanding of how the industry processes can be transferred to Army processes.

FELLOWSHIPS: FA50 has three established 12-month, FA50-specific fellowships.

- I. The Arroyo Center (Rand) Fellowship has two locations (Arlington, VA and Los Angeles, CA). The selected officer can select the location. This provides the opportunity to research and work on policy issues at this Army-Federally funded research and development center.
- II. The MITRE Corporation Fellowship in Mclean, VA is a limited opportunity for military officers.

NOTE: The programs described here are for Active Duty officers. COMPO 2 and 3 officers should contact the Assignment Officer for information.



FA50
Creative Managers of Change

FA50 HRC QUARTERLY UPDATE

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



FM Team,

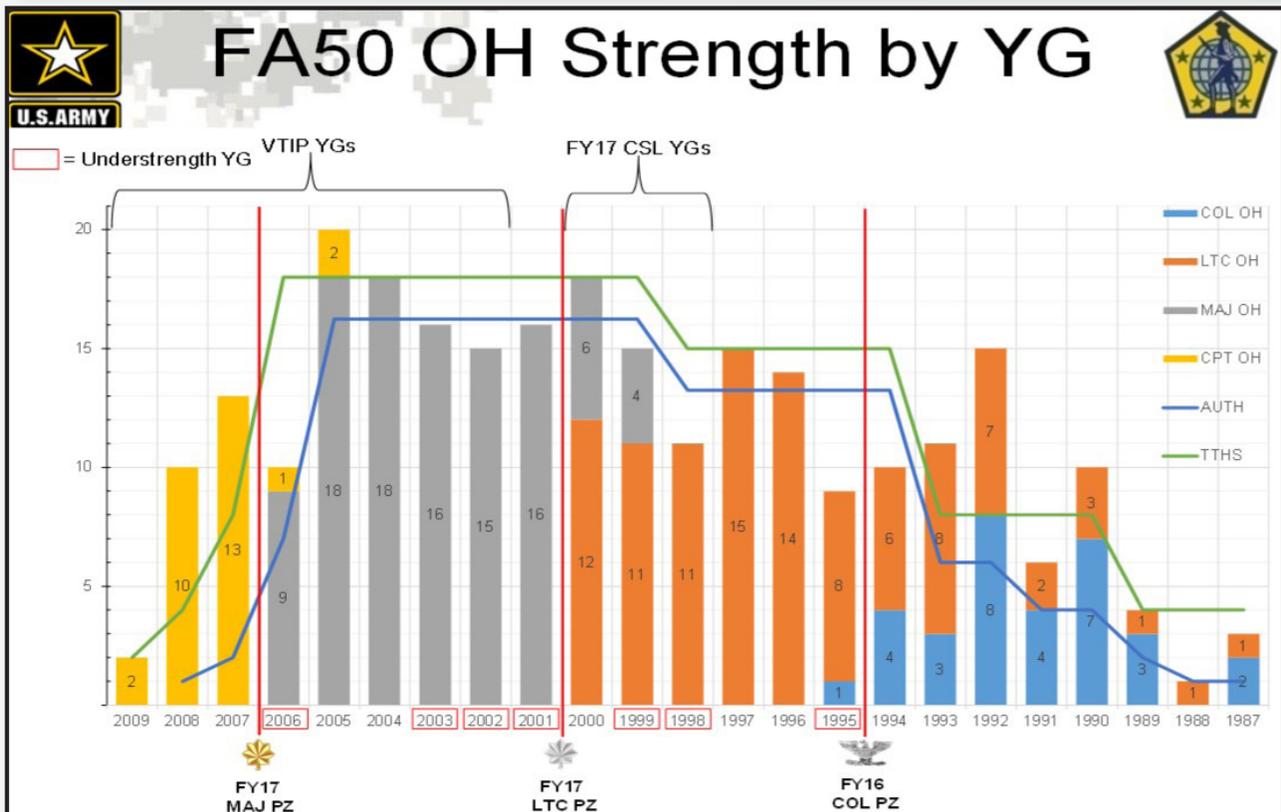
I hope this update finds you well. For this update I wanted to go over some of the topics discussed at the recent Senior Force Management Seminar (SFMS). As always if you have any questions or concerns feel free to email or call.

COMM: 503-613-6681
DSN: 312-983-6681

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

HEALTH OF THE BRANCH

Current Strength				Projected Strength		
Rank	Auth	On-Hand	% On-Hand	Approved RET/SEP	Tentative RET/SEP	PROJ % On-Hand
COL	22	31	140.91 %	1	0	136.36 %
LTC	75	100	133.33 %	6	4	120.00 %
MAJ	108	102	94.44 %	5	9	81.48 %
CPT	10	28	280.00 %	2	1	250.00 %
TOTAL	215	261	121.40 %	14	14	108.37 %



HRC continued on page 28



FA50
Creative Managers of Change

FA50 HRC QUARTERLY UPDATE

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

HEALTH OF THE BRANCH

FA50 End Strength – FA50 has seen a continuing trend of retirements and separations outpacing our ability to VTIP new Officers into our branch. The largest population affected by this is our Majors. By the

Current Strength				Officer Disposition			Assignment Considerations				Medical	
Rank	Auth	On-Hand	% On-Hand	Assigned THS	Assigned Immaterial	Assigned I=AOC	Adverse Action	MACP	EFMP	Non-Deployable	Physical Limitations	PULHES NOT 111111
COL	22	31	140.91 %	6	5	0	1	0	8	2	5	12
LTC	75	100	133.33 %	4	4	2	4	1	23	12	18	42
MAJ	108	102	94.44 %	3	3	4	4	12	21	11	9	30
CPT	10	28	280.00 %	2	5	8	1	4	4	1	4	7
TOTAL	215	261	121.40 %	15	17	14	10	17	56	26	36	91

end of this year we will have 88 Majors to fill 108 authorizations. To mitigate this, FA50 is leveraging our CPTs and LTCs to fill MAJ authorizations as required. This end strength problem is also affecting how we assign officers as a branch. As long as we are short Officer, the needs of the Army and Career development will be the primary drivers for all FA50 MAJs assignments.

CSA Medical Readiness concerns – Another topic discussed at the SFMS by more than one briefer was the CSA’s current focus on medical readiness. Currently we have 40 Officers who are overdue a medical screening to be fully medically qualified. The majority of these officers are overdue something simple (E.g. Dental, Vision, Immunizations, etc...). The CSA, and the FD have both expressed concern with these numbers and would like me to try to assist the field with ensuring that our Officers are medically up to date. If you are a rater or senior rater of FA50s and would like to know the Medical Readiness of your officers, I can provide you with a list of any of your officers that are on the list as overdue medical screening of some sort.

FA50 VTIP – FA50 continues to have great success with VTIP. This year we had over 70 officers apply to become an FA50. This high request rate allows us to only select the best officers to come in to our branch. We are on track to assess 31 new FA50s this year alone. For the next VTIP (1st QTR 17) we will be opening up YG 2010. The year groups that should be open and most needed for this upcoming VTIP are 2007-2010. We could use all of your help to ensure that high quality officers from within these year groups are applying to become an FA50. You are our best recruiters.

FA50 Recruiting – In addition to our normal VTIP cycle we are attempting to specifically target YGs 2003 and 2006 for FA50 VTIP. If you know of a YG 2003 or 2006 Officer who would make a great FA50 please put them in contact with me or the proponent office.

HRC continued on page 29



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	MILPER
FY16					
LTC ARMY (OPS,OS,FS) PSB and MAJ SELCON	Complete	2-Nov-15	24-Nov-15	Complete	15-247 15-298
FY17 LTC (OS) CMD/KEY BILLET	Complete	17-Nov-15	24-Nov-15	Complete	15-249 15-298
FY17 COL (OS) CMD/KEY BILLET	Complete	8-Feb-16	12-Feb-16	Complete	15-348 15-400 15-408
COL ARMY PSB	Complete	23-Feb-16	11-Mar-16	11JUL16(T)	15-382
MAJ ARMY PSB & ACC ILE	14MAY16 - 06JUL16	13-Jul-16	10-Aug-16	10DEC16(T)	16-091 16-095
SENIOR SERVICE COLLEGE ACC	TBD	8-Sep-16	22-Sep-16	22JAN17(T)	
FY17					
FY18 COL (OS) CMD / Key Billet		17-OCT-16	21-OCT-16		
FY18 LTC (OS) CMD / Key Billet		1-NOV-16	8-NOV-16		
LTC Army (OPS, OS, FS) PSB and MAJ SELCON		10-JAN-17	2-FEB-17		
COL Army (OPS, OS, FS) PSB		18-APR-17	5-MAY-17		
MAJ Army PSB / ACC ILE		11-JUL-17	3-AUG-17		
Senior Service College ACC		15-AUG-17	29-AUG-17		
FY 19 LTC (OS) CMD / Key Billet		11-SEP-17	19-SEP-17		

The next Board that will affect FA50s is the FY 16 SSC Board. 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...

SENIOR FORCE MANAGERS SEMINAR

10-12 May 2016

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



Total Army Readiness





Shamika Pollard photos



Marla Hurtado photo

Center. Senior Members of the Force Management community, in the grades of COL, GS-15 and above, attended the seminar. This year's theme was "Total The FA50 PDO and the G-8's Force Development Directorate hosted the 2016 Senior Force Manager Seminar (SFMS) from 10 May until 12 May in the Pentagon Conference Center. Senior Members of the Force Management community, in the grades of COL, GS-15 and above, attended the seminar. This year's theme was "Total Army Readiness – The #1 Priority!" Guest speakers from HQDA and all over the Army included TRADOC, FORSCOM, HRC and SLD. Also in the program was a Council of Colonels and a Senior Leader Panel consisting of four General Officers. The Army G-8, LTG Murray, was the keynote speaker on day 3. All in all, the seminar was a resounding success and many attendees were able to be briefed on ongoing Army Force Management initiatives.



- The #1 Priority!



"Force Management Hall of Fame"

Force Management 2016 Hall of Fame Induction Ceremony in Honor of MG(R) David C. Ralston

by Ms. Ginette Braziel



The FA 50 Proponent Office is proud to present this year's 2016 Force Managers Hall of Fame Honoree, MG (Ret) David C. Ralston. This event was co-hosted by MG Cedric Wins, Army G-8 Director of Force Development and BG John George, Army G3/5/7 Director of Force Management, on 12 May 2016 at the Pentagon Conference Center. An Induction ceremony was held as public recognition of the

outstanding contributions to our Army as a distinguished Force Manager. MG (RET) Ralston was in the profession of Force Management when the Army task was to transform operations during a post 9-11 world, where he made the difference. The national anthem was sung by Ms. Melanie Butler and the invocation followed by Ms. Ginette Braziel. A short video tribute was played on the screen that recounted his career journey. MG (Ret) Ralston biography was read simultaneous with the short video by LTC Bobby Burris. MG Wins and BG George, gave honors and distinguish remarks to the honoree, then unveiled the Hall of Fame display model of his plaque which currently hangs in the E-ring near the G-8's Hallway. This was a very rewarding opportunity to recognize an outstanding retired Force Manager who paved the way for many to do what we do today in this great Army. The singing of the Army song concluded the ceremony and everyone came forth to congratulated the honoree.





Maria Hurtado photos

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Chief, Force Management

LTC(P) Edwin B. Rice

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Manpower and Force Management

Career Program (CP26)

Ms. Beryl Hancock

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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/milpermsgsgs.nof>

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.