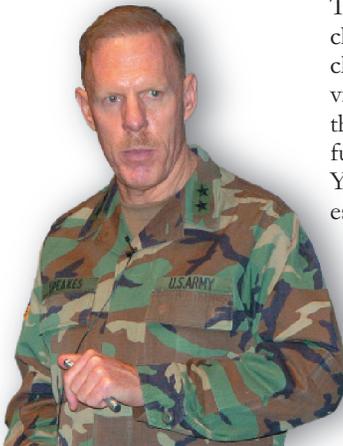


FA 50

Visionary Leaders of Change

From the Office of the Executive Agent



MG Stephen Speakes
Director, Force Development
Army GB

The face of the Army is clearly a changing landscape. As we move closer to realizing the Army's vision we see how valuable the men and women of this functional area are to its success. You and your teammates are essential to this effort. Force management requires us to think beyond traditional approaches and solutions to:

- **manage change** and possess the competence and knowledge of the processes by which change is instituted and coordinate,
- **articulate change** and explain why change is needed, and the processes, actions and means to

ensure that the desired end state is achieved,

- **lead change** by professional development and competence to provide the required direction, persuasion and expertise to seniors and subordinates so that change is understood, and,
- **command change** by possessing and understanding the authority necessary to ensure that change is executed.

As a part of our role in the Army's Transformation we have to move beyond our traditional approaches to our jobs. Here are some examples of new ideas we ought to consider:

- **Do we have the skills we need to do our jobs?** A few years ago we led a POPM centered investment and change strategy. Now we exist in an Army that receives new inputs and guidance daily. That means we resource the Army differently. New processes require new skills. Do you have them?

- **Are we organized for success?** The Army has redefined its operational force structure. As supporters we need to see if our MTOE and TDA organizations have changed with the times. Our workload should be equally distributed across our force.

- **Are we developing procedures that facilitate success?** Doctrine is adapting. Our procedures should be supportive and labor saving.

These are a few illustrative examples of the sensitivity to change we need to institutionalize. We are fighting an adaptive enemy and need to be just as flexible.

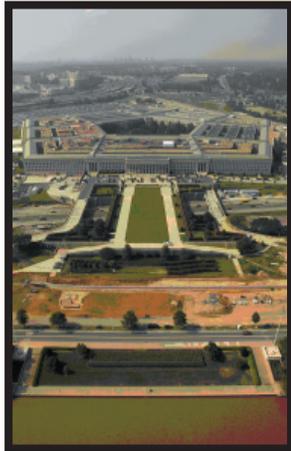
Your work never goes unnoticed, nor does your passion for the Soldier. Thank you for all your efforts and your professional commitment to excellence. See you soon!

— MG Stephen Speakes
Director, Force Development
United States Army



From the Proponent Chief

A great deal has happened over the past quarter that we in the Proponency Office think will have some major impacts on the future of our FA50 officers and the larger Force Management community. The FA50 Senior Advisory Group met on June 28 in the Pentagon. We provided a brief to the panel, which was tri-chaired by the Army G-8 LTG Melcher, the Director of Force Development MG Speakes, and LTG (Ret.) Richard Trefry, Director of the Army Force Management School. The



SAG members agreed that an assessment of the FA should be conducted to recommend solutions to a number of issues, such as how many Force Managers the Army needs, how many of those should be professionally trained and educated as FA50s, and where should they be in our new organizations? This is particularly important as the UEx and UEy TOEs near final approval. We also need to work with the Joint community to identify where they need Army Force Managers, and what special skills those officers should have to operate on the

Joint Staff or at a Combatant Command headquarters. The review will also look at ways for broadening educational opportunities for all FA50s, and strengthening the doctrinal basis for Force Management in this era of Transformation and Modularity. The SAG told us to come back to them in October — so we have some major work ahead of us!

We are working some very pressing issues as part of an action plan that, as we develop our storyboard, will help make our Army better and stronger by institutionalizing the capital investment in our functional area. We are exploring:

- What our FA50 authorizations truly need to be in order to provide competent coverage of the Force Management mission area across the Army at all levels?
- How to build a career path that maximizes personal development and contribution to the Army?

- What our critical role is within the evolving Force Management Joint Functional Concept, and how we shape those roles for our officers?

- How do we expand educational opportunities to accommodate career progression from CPT to COL in all three components, correctly address joint-specific education needs, and link the lifecycle models of uniformed Force Managers and our civilian CP26 counterparts?

We believe that a solid case can be made for expanding our roles and technical capabilities within the operational (UEx and UEy) and strategic levels of the Army and the Joint Staff. Your ideas and input are welcomed and encouraged; it's based on your experiences we will build our case for improving the Army's capital investment in FA50.

In his comments above, MG Speakes touched on the theme of "building our fellowship." You are our best ambassadors for Army Force Management. Part of our strategy for growing our functional area is to show our senior leaders and commanders just how valuable and important Force Managers are to the success of their organizations. Particularly as the pace of Modularity increases, and as units deploy to the AOR or redeploy to CONUS to reset, the key staff officer for identifying new requirements, integrating new equipment and structure changes is you! The task for all of us is not to simply do our jobs, but to ensure our senior leaders understand that modernization and Transformation don't "just happen" - that the Army needs a cadre of professional, competent, trained and educated Force Management Officers to be "visionary leaders of change," who know the processes involved and who can foresee the second and third order effects of changes and plan for them. You are building our legacy, now... and through you, we secure our future.

Our passion is the Soldier — his success is truly our hallmark!

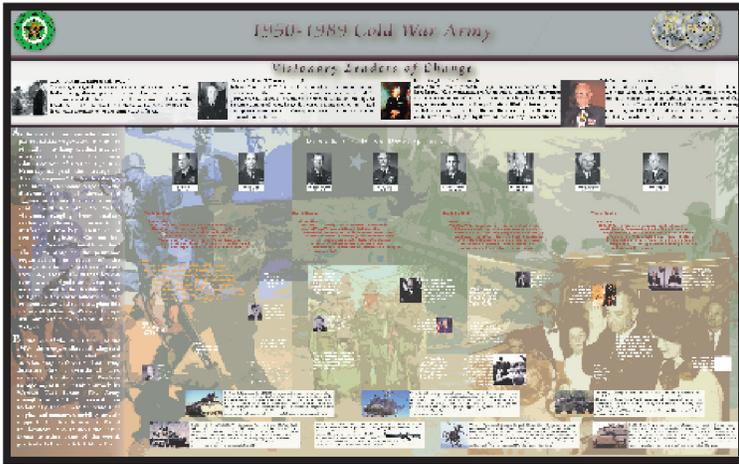
— Patrick J. Kirk
LTC, GS
Chief, FA50 Proponency Office

From the PPO Strategic Communications Analyst

Getting our story out — to the ARSTAF, to Commanders, and to the Army generally — is a major activity of the Proponent Office. In this issue you'll find articles about Force Managers in Iraq and in the Army National Guard. Future editions of the Oracle will highlight more of the great things FA50s are doing for our Army. I invite you to contribute and share your own experiences, either in an article or in the new Letters section.

Here are some of the other things we've been doing this past couple months:

The long-awaited FA50 Mural in the G8 Corridor of the Pentagon, on the 3rd floor E-Ring between Corridors 3 and 4, is finished and in place. MAJ Tony Baker and Ms Marla Hurtado (FDQ), with help from the Center of Military History and the Proponency Office, put a tremendous amount of effort into this graphic depiction of the highlights of Army Force Management from the Root Reform era to the present. The G8 unveiled the seven-panel mural on July 20. It is an outstanding portrayal of the central role Army Force Managers have played in the evolution of our Army from a small poorly organized force after the Spanish-American War to the highly professional



modern US Army that mobilized, trained and deployed millions of Soldiers for WWI, WWII, Korea, Vietnam, the Cold War and the War on Terrorism. Views of the new corridor will be available on the website soon.

Shortly the website will get a new look. Our Webmaster, Ms. Marlena Jones, has redesigned the G8 pages and will very soon be updating www.fa50.army.mil to make it cleaner, more visually attractive and more useful.



In this issue we inaugurate our Letters column. We invite your questions about the functional area, career and educational opportunities, comments or observations, feedback on this newsletter or the website, whatever. We'd also like to publish more articles from officers in the field on your experiences as Force Managers. Send an email to me or to LTC Kirk, we'll be glad to assist.

Finally, please share this newsletter with your commanders, staffs and colleagues. This is another tool in our kit for spreading the word on Force Management. Be generous in forwarding the Oracle by email, or pointing others to the archived copies on the website. We also distribute a limited number of hard copies. After Pentagon distribution there are a few left, if you'd like some of them please let me know.

— Bob Fleitz - SYColeman
Senior Military Analyst

Warrior Ethos Tenets

Always places mission first

Never accepts defeat

Never quits

Never leaves a fallen comrade

All Soldiers are warriors - prepared, trained and fully equipped for the Joint Fight. Soldiers enable the Joint force by destroying the enemy in close combat, and by resolving conflict and restoring the peace. Soldiers personify Warrior Ethos as part of a team, bound to each other by integrity and trust.

The dynamic operational environment demands that every Soldier be a warrior first and an expert in his or her individual craft to support the team.



Letters to the Editor

Sir,

Having served in a Division as an FA 50, I would offer these thoughts on “selling” our career field CF:

- No matter what the job title is, if you’re in a Division, Corps, TRADOC, ARSTAF, etc, you need to think as a Soldier/Warrior first and a Force Manager second. I have seen just about every officer in my division that wasn’t an Operations Career Field person trying to deflect work like Wonder Woman using her metal bracelets to deflect bullets; and using the excuse “That’s not my thing, I’m an FA-whatever”. Wrong answer. The people we send to Force Management assignments need to understand and accept that they are going to be doing other things IN ADDITION to their primary FM functions, and understand that the Force Management process exists to support the Division, Corps, etc, not the other way around.

- In my opinion, the decision to have non-Ops CF people NOT attend CGSC/ILE at Ft. Leavenworth could kill us, professionally. For good or bad, the Sr leaders have always had a very strong bias toward resident CGSC selectees and grads vice non-resident. Case in point, up until ‘the list’ came out, I was just another MAJ on the Division Staff; the next day, when my name was on a list, I was a “player” in decisions. In my opinion, that bias will follow over to ILE, where the officers who didn’t go to Leavenworth will be looked at as “not as trained”. Also, the fact that FA 50s will no longer spend time with the Ops CF people for a year in their Staff Groups takes away an opportunity to think like, be trained like Warriors. This may not be possible, but if we can tell (as a CF) who is going to a Division or Corps, and SOMEHOW have them attend ILE / CGSC at Ft. Leavenworth, I think that would do GREAT things to get FA 50s a better reputation throughout the Army.

- We also need to keep in mind that the “Ops Guys” look at all other CMFs the same. You’re either Ops or you’re not. A SAG between MG Speakes and his peers from the other FAs that serve at Div, Corps levels might be a good idea because we really can’t fight this battle alone. If some ‘non-Ops’ officer is a dud, it’s going to have a negative effect on how FA 50s are perceived

On the positive side, the new look to the newsletter is great. I’m sharing copies with everyone. Keep it up.

**V/R,
– A Division FA50**

Div:

I agree with you ... and think that we need to fundamentally change the thinking of not only the Army, but of some in our Functional Area too. Did you know, on the UEx MTOE, our FA50 is in the G3 plans? Seems to us not only should we be at Leavenworth, but our guys going to the UEx should have SAMS, too and begin to look at the strategic art of force management. The ILE question has been raised at the recent FA50 Senior Advisory Group meeting, and in discussions on changes to the current OPMS. FD and the Proponent Office are working hard to address these challenges, and as we work through the action plan, we are hopeful that a solution isn't far away. Your insights are valuable; if you want to talk to Al or Spurge, please do! We'll keep you and all our FA50s up to date on our progress. Thanks for writing.

– Ed

Sir,

I received MAJ Monsivais’s email message regarding Functional Area 50 and had some further questions:

What particular areas and fields does the FA-50 officer concentrate on? (My current job is as Brigade Transformation Officer; will that experience have close ties to an FA-50 job?)

What assignment locations and positions are typical of a FA-50 officer?

My wife is also located with me here in Germany. How would FA-50 affect our future assignments? Could we both become FA-50 officers?

Thank you for your time,

– An Interested Captain

Captain,

Thanks for asking for more info on Functional Area 50, Force Management.

The Army is required by law (Title X), tradition and necessity to organize, train, man, motivate, equip and support the force . . . this process is called Force Management. Force Management encompasses all the many processes by which the Army develops, acquires, fields and replaces equipment (tanks, radios, missiles, HMMWVs, rifles, radars, Future Combat System, directed energy weapons, nearly everything); develops and documents new doctrine and organizations; and recruits, accesses, trains, assigns, sustains and separates Soldiers. It is a dynamic, highly technical and complex undertaking, and is essential to professional military organizations. With OPMS XXI, the Army decided it needed a cadre of highly trained, uniformed professional Force Managers to execute and oversee these processes. Hence, the FA 50 functional area was made.

(continued on page 9)

From the FA50 Professional Development, Training and Education Senior Analyst

Congratulations to our newly-selected ACS and RAND Fellowship Officers. Selected for Advanced Civil Schooling at George Mason University were CPT Paul Cole, MAJ Dave Delmonte and MAJ Ken Pinkela. They will be participating in a challenging eighteen-month Master of Business Administration (MBA) program specifically designed to prepare selected FA50 officers with an understanding of proven business practices that will enhance their abilities to immediately articulate, manage and lead change upon assignment. They will begin in late August this year.



Our FA50 RAND Fellow is MAJ Jim McFadden. This fellowship affords our FA50 officers the opportunity to conduct in-depth research and analysis on critical DoD- and Army-level Force Management issues, putting the emphasis on the skills, knowledge, tools and attributes of successful business practices at the mid- to senior levels. MAJ McFadden's twelve-month program at RAND will also begin in August this year.

A few weeks ago I sent out an email regarding two new proposed courses: an FA50 Azimuth Course and an FA50 Division and Branch Chiefs Course. Here is a quick synopsis of both for those of you that did not receive my email. Please note that in the email I attached the proposed schedules for each course. For the sake of brevity, I have not included the schedules here. (The PO will be glad to email them to anyone interested.)

FA50 Azimuth Course. There is currently no program to bring a Force Manager up to speed on new developments in doctrine and processes (hence get back on "azimuth") prior to his or her next FA50 assignment, thus the officer may well arrive without up-to-date FM skills and training. A course to "re-green" officers in Force Management prior to a new assignment will permit them to immediately begin to make an impact and an earlier in depth contribution to their organizations. The proposed FA50 Azimuth Course will ensure that all FA50 Officers are kept current and up-to-date on the language, practices and methodologies used within the current Force Management environment.

FA 50 Division and Branch Chiefs Course. The FA50 Division and Branch Chiefs Course (DBCC) will ensure those selected for these positions of responsibility are equipped with the latest Force

Management skills, knowledge, attributes, practices and methodologies, in order for them to immediately begin to make an impact as the "visionary leaders of change" they are expected to be. Currently, there is no such program for those Officers selected for FA50-coded Division and Branch Chief positions. These positions are very important - on a par with command selection. This new course will arm FA50 Division and Branch Chief selectees with the tools, skills, attributes and knowledge to be successful in these challenging assignments

The great news is that many of you took the time to respond to my email regarding these two new proposed courses. THANK YOU FOR YOUR FEEDBACK!! I have done an analysis of that feedback and here are the results:

Overall, 17 officers responded. All the officers were positive about the two courses with most asking for additional blocks of instruction, including the Operational Needs Statement (ONS) process and how it feeds the Army Requirements and Resourcing Board (AR2B). Other topics suggested for inclusion were the Documentation Assistance and Review Team (DART), the Requirements Documentation System client server (RDSs), WebTAADS, FD/FM databases, an Army Campaign Plan (ACP) Brief, an AR2B Brief, how 6 Sigma is changing the Planning, Programming, Budgeting and Execution (PPBE) process, Total Army Analysis (TAA), Modularity and Future Force Briefs, the Quadrennial Defense Review (QDR), CDRP, and the Command Manager process. Several had schedule concerns (length of course, types of courses, sequencing of courses etc) but most thought it was a good start. It will become invaluable input to our forthcoming action plan.

Clearly, this was a great session with the field and your input will influence the finalized curriculum. More to follow as we mature our thinking.

— Jack Riley
MPRI Senior Analyst
FA50 Professional Development & Education

"Transformation is a continuous, steady, activity that is not binary in nature and when we get close to what we set out at the beginning of transformation, we up the stakes again. So everything we do for, as far as I am concerned, forever, is transformational."

(SA Harvey, March 2005)

Army National Guard Force Managers ... Leading Change in the ARNG

Force Management for the Army National Guard (ARNG) is done at the Force Management Division (NGB-ARF) by both ARNG and Active Component (AC) FA 50s. Like their AC counterparts, ARNG Force Managers are involved in all aspects of Force Management and participate in all established Force Management Processes. However, ARNG Force Managers face some unique challenges. For example, ARNG Force Managers must balance capabilities across 54 States and Territories, bring units to the communities, and work closely with the State Force Integration and Readiness Officer (FIRO) to ensure a relevant and capable force.

RIGHT CAPABILITIES, RIGHT TIME, RIGHT PLACE BALANCING CAPABILITIES ACROSS 54 STATES AND TERRITORIES

ARNG Force Managers must manage force structure to support Full Spectrum Operations while balancing “Essential 10 Capabilities” throughout all 54 States and Territories in support of current operations, Homeland Security, and State Missions. The intent is to ensure each state has the “Right Capabilities, at the Right Place, at the Right Time.” Achieving this intent requires the ARNG Force Managers to consider many unique factors such as state demographics, historical end strength performance, and the states overall force structure allowance (FSA) These factors combined with the effects of Modular Force Conversion present unique integration and synchronization challenges for ARNG Force Managers as they keep pace with Army Transformation.

BRINGING UNITS TO COMMUNITIES

Unlike the Active Army, which provides Soldiers to units with a continuous flow of personnel based on the needs of the Army, the ARNG provides units to Soldiers requiring ARNG Force Managers to consider the effects of force structure actions on communities. Essentially, ARNG Force Managers work to avoid over or under-structuring a State or Territory which can potentially cause significant recruiting, retention and readiness problems. New Mexico, for example, is replacing Cold War Air Defense structure with some Modular Infantry formations. This new structure facilitates New Mexico’s recruiting and retention efforts and provides a more relevant capability for the State and the Army. In this instance, ARNG Force Managers have integrated the correct force structure for a particular state and avoided over or under-structuring issues.

STATE LEVEL FORCE MANAGEMENT

The key leader of change at the state level is the State Force Integration Readiness Officer (FIRO). The State FIRO communicates and

integrates force structure actions throughout the State Commands and NGB ARF. As Functional Area 50s (FA 50), the FIROs are the subject matter experts, comparable to a Division or UEx FA 50, providing their State Adjutant General with advice and guidance on Force Management issues and processes.

ARNG FORCE MANAGEMENT DIVISION

The center of gravity for managing, leading, and articulating change within the ARNG is the National Guard Bureau Army Force Management Division (NGB-ARF). NGB-ARF is located at the ARNG Readiness Center, Arlington, Virginia and is comprised of six branches: Future Forces Integration Branch, Combat Forces Branch, Combat Support Integration Branch, Combat Service Support Branch, Force Management TDA & Service Branch, and the Modular Coordination Cell. These branches are counterparts to the Organizational Integrators (OI) in DAMO-FM. Some NGB OI’s have dual functions as System Integrators (SI) and manage system integration as part of their daily responsibilities. The NGB-ARF Modular

Coordination Cell (MCC) enhances the communication and transition of ARNG Units into the Modular design with established liaisons directly linked to the Division or Brigade. NGB-ARF also conducts a FIRO training course to ensure individual FIROs understand the intricacies of ARNG Force Management and the Force Management Process as a whole.



Sgt. Leigh Ann Hester, team leader, 4th Platoon, 617th MP Company, 503rd MP Battalion, 18th MP Brigade, stands in front of a captured weapons cache after her squad repelled an insurgent attack on a supply convoy March 20, eighteen miles from Baghdad.(AFP/US Army-HO)

ARNG “Essential 10” Capabilities

- **Aviation (AV): SRC 01 Minus Apache’s**
- **Security (ARNG Forces): SRC Immaterial**
- **Engineers (EN): SRC 05**
- **Transportation (TC): SRC 55**
Field Artillery has TC Capabilities
- **Medical (MD): SRC 08**
Each state has MED DET
- **Chemical (CM): SRC 03**
Each state has a CST
- **Maintenance (MAINT): SRC 43**
BSB have MAINT capabilities
- **Logistics (LOG): SRC 63**
USPFO, MATES
- **Signal (SC): SRC 11**
Note: Green States JNN Capability
- **C2: JFHQ’s for Joint Integration with Air Assets**
Note: All BCT’s have SC, EN and MP



— Submitted By:
CW4 Gary Nisker
Futures Force Integration Branch
Force Management Division
Army National Guard

Force Management Challenge: Rebuilding the Iraqi Army

Force Management Officers are making significant contributions to rebuilding the Iraqi Armed Forces in Iraq. There are currently two FA50 Force Management Officers assigned to the Multi-National Security Transition Command – Iraq (MNSTC-I).

MNSTC-I has only been in existence for about a year. During its first six months, MNSTC-I focused on building an Iraqi Security Force (ISF) presence that supported the Iraqi Transitional Government elections in January 2005. The organization that was developed was a very lean, austere combat-oriented force.

Having accomplished that with reasonable success, and with the staff beginning to mature, the Doctrine and Force Development Section of J-5 MNSTC-I set out to review and refine its roles and responsibilities.



The next stage of Iraqi military would involve future force development. Key to this was to integrate something we FA50s all take for granted, a DOTMLPF-focused view that was not possible during the initial force development.

With DOTMLPF established as a principle shaping our roles and responsibilities, the Force Management effort in the Doctrine and Force Development section lead to four keys areas:

1. Providing a strategic vision for the force development endstate,
2. Force Development of the Iraqi Armed Forces (involving Combat, Doctrine, Organization, Training Development and Materiel Integration,)
3. Development of institutional staff process and procedures in the Iraqi Ministry of Defense and Iraqi Joint Headquarters, and
4. Programming the future force.

We first conducted a complete organizational assessment and a capabilities/ requirements determination analysis of the current Iraqi Army force structure. We found it was necessary to design a new requirements document format that was easier to understand.

Our proposal was to begin by standardizing the light infantry division design. We rewrote all the current requirements documents (TOEs) for the Iraqi Army divisional units, standardizing similar units and building in necessary capabilities which been previously omitted. Our new force

structure design included combat support and combat service support. These enablers were critical in allowing Iraqis to conduct self-sustained operations and permitting Coalition military “off-ramp,” i.e., ramping down our participation as the Iraqis become more capable.

Having built and received Iraqi approval of the endstate for the Iraqi Light Infantry division organizational structure, we next conducted a cost analysis to build all Iraqi Army divisional units. We compiled a programming analysis and a force generation priority list for building the Iraqi Army over the next five years based on projected Iraqi Ministry of Defense and Coalition budgets.

Finally, the Light Infantry Design was approved and the TOEs were published for implementation. There is no MTOE, the TOE serves as both the requirements and authorizations document. During the rest of 2005, we will conduct a force structure review of all Iraqi Army requirements documents including the mechanized and motorized divisions and the Iraqi Army headquarters. There is no organized process for this such as a Documentation Assistance and Review Team (DART), Force Design Update (FDU) or DA Form 2028. We are developing a process that will be shared by both Coalition and Iraqi Forces.

With no other force management assistance, the force development of the Iraqi Army has involved almost every type of development. We supervise the doctrine development, which is being prepared by the NATO Training Mission. We have written an O&O for the Light Infantry Division. We were involved in identifying the requirements and specifications of all vehicles that would be purchased for the Iraqi Army. We assisted training developers in planning future schools and courses based on changes to the force structure. We assist Foreign Military Sales officers in preparing equipment request lists. We assisted in writing the Iraqi National Military Strategy and the Iraqi Army Plan for 2006. Our cost analysis estimates have ensured that spending is oriented on the proper requirements.



One of the most challenging and rewarding roles of the Force Management Officers is serving as advisors and mentors to the Iraqi leaders in helping them to understand how to manage future change in the military forces. Most of our early work involved developing a force structure review and approval process and procedures for the Ministry of Defense. This was primarily done through the Force

(continued on page
10)

The Joint Capabilities Integration and Development System (JCIDS) is the new capabilities-based requirements generation process. The objective JCIDS is to develop balanced and synchronized doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) solution proposals that are affordable, militarily useful, supportable by outside agencies, and based on mature technology that is demonstrated in a relevant operational or laboratory environment. JCIDS implements an integrated, collaborative process, based on top-level strategic direction, to guide development of new capabilities through changes in DOTMLPF. Change recommendations are developed and evaluated in consideration of how to optimize the Joint force's ability to operate as an integrated force.

JCIDS institutes a capabilities-based approach to identifying current and future gaps in our ability to carryout joint warfighting missions and functions. JCIDS provides an enhanced methodology for identifying and describing capability gaps and proposals; it provides for a broader review of proposals by bringing in additional participants including the acquisition community early in the process.

JCIDS is being implemented through CJCSI 3170.01E, and companion manual CJCSM 3170.01B, both dated 11 May 2005. (Both documents are available on the FA50 website, www.fa50.army.mil, and at the Joint Staff website.) These JCIDS documents were developed in close collaboration with the new DOD 5000 acquisition series to ensure effective integration of the warfighting capabilities-based requirements identification and acquisition processes with Department of Defense policy and guidance.

CJCSI 3170.01E provides policy and a top-level description of the JCIDS. The instruction also gives the organizational responsibilities for everyone necessary for making the process effective. CJCSM 3170.01B includes the details necessary for the action officers who will be performing the day-to-day work of identifying, describing, and justifying warfighting capabilities.

The fundamental change in JCIDS from the previous Requirements Generation System (RGS) is that it is based on top-down analyses rather than bottom-up requirements generation. JCIDS provides for Joint visibility on all materiel proposals regardless of potential ACAT, and rigorous up-front analyses early in the development of a capability, when the Joint Requirements Oversight Council (JROC) can have the most influence on the resulting system.

The functional analysis process is composed of a structured, four-phased methodology that defines capability gaps, capability needs and approaches to provide those capabilities within a specified functional or operational area. Based on national defense policy and centered on a common joint warfighting construct, the analyses initiate the development of integrated, joint capabilities from a common understanding of existing joint force operations and DOTMLPF capabilities and deficiencies. The four major phases of JCIDS are the Functional Area Analysis (FAA), the Functional Needs Analysis (FNA), Functional Solution Analysis (FSA), and the Post-Independent Analysis.

The Functional Area Analysis (FAA) identifies the specific operational tasks, conditions and standards needed to achieve military objectives. The FAA assesses strategy, policy, threat capabilities, doctrine, technology, and other factors in light of the future operational

environment (OE) to guide development of future force structure, operational concepts, and future force operating capabilities (FOCs).



Next, the Functional Needs Analysis (FNA), second phase of the JCIDS analysis process, uses the FAA products to assess the future Army's ability to perform each of the operational tasks called for by the concepts. The analysis takes conceptual future needs and evaluates them against current programmed force capabilities. Desired capabilities not met by the force are identified, as functional needs. The FNA employs operational experiments, rock drills, war games, models and simulations, and other appropriate DOTMLPF analytic tools, alone and in combinations, to analyze the concepts. Examining all desired capabilities against projected resources identifies shortfalls (capability gaps). The result is a list of prioritized capability gaps (needs).

The Functional Solutions Analysis (FSA) is the third phase of the JCIDS analysis process. An operationally based assessment of alternative DOTMLPF solutions is conducted for each functional need. The FSA describes each alternative's ability to satisfy the need and describes the contribution of each alternative to the functional area warfighting effectiveness. The FSA also provides an estimate of the expected relative cost of the proposed alternatives to a rough order of magnitude. The FSA concludes by recommending DOTMLPF solution sets that can resolve each identified need.

The needs identified in the FNA are inputs to the FSA; its outputs are potential solutions to needs, including, in order of priority, DOTLRF changes; product improvements to existing materiel or facilities; adoption of interagency or foreign materiel solutions; and finally, new materiel starts. The FSA is composed of three sub-steps:

(a) DOTMLPF Analysis The first sub-step in the FSA is to determine whether a nonmateriel approach can fill the capability gaps identified in the FNA. Non-materiel approaches include new or updated doctrine, organizational design changes, training and leader education programs, personnel policies or new facilities. If the analysis determines that the capability can be partially or completely addressed by a purely DOTLRF approach, appropriate action is taken in the form of a DOTMLPF change recommendation (DCR) IAW CJCSM 31700B. If it is determined that DOTLRF changes alone are inadequate and a materiel approach is required, the FSA process continues to sub-step 2 below. Some capability proposals will involve combinations of DOTLRF changes and materiel changes. These proposals also continue through the FSA process at sub-step 2.

(b) Ideas for materiel approaches In sub-step 2, materiel approaches are identified to provide the required capabilities. The collaborative nature of this effort is meant to develop potential solutions that are truly “born joint.” The process identifies possible materiel approaches and always includes existing and future materiel programs that can be modified to meet the capability need. The DOTLPPF implications of a materiel solution must always be considered throughout the process.

(c) Analysis of materiel approaches (AMA) In sub-step 3, the AMA determines the best materiel approach or combination of approaches to provide the desired capability or capabilities. At this point, a number of approaches may be available to provide the desired capabilities. An independent analysis may be required to provide an objective review that serves the capability needs of the warfighters. The product of the analysis is a prioritized list of materiel approaches (or combinations of approaches) ranked by how well each provides the desired capabilities. The prioritized list considers technological maturity, technological risk, and the affordability of each approach using the best data available in the pre-initial capabilities document (ICD) process. It also considers the DOTLPPF implications of each approach, to the extent that they can be identified. Finally, it considers the overall impact of the proposed materiel approach on the functional and cross-functional areas.

The final step in the analysis process is the Post-Independent Analysis. The objective of this analysis is to review the previously done analyses and identify which approach or approaches best address the previously identified capability gaps. The results are documented in an Initial Capabilities Document (ICD).

There are three new materiel capability documents defined to support the JCIDS process, the Initial Capabilities Document (ICD), the Capability Development Document (CDD), and the Capability Production Document (CPD). A discussion of those documents, and the Army’s role in JCIDS, will be in a future article.

**– Bob Keenan, MPRI
Army Force Management School**

“...in the past when you deployed a headquarters, you had to augment it. That is no longer going to be the case. They are going to be organized and they are going to be ready to be deployed instantaneously when we are done.”

(SA Harvey, March 2005)



(continued from page 4)

EA 50 Force Managers are primarily found at Division and Corps headquarters, Major Command HQs, the Army and Joint Staffs, and at the Combatant Commands. Soon, as we transition to the modular structure, you will find us inside the new UE_x's and UE_y's Headquarters. At tactical and operational headquarters, the Force Management Officer is the commander's principal advisor on the nuts-and-bolts of Army Transformation, requirements determination, modularity and integration of new equipment into the unit, typically as a Force Modernization Officer assigned to the G3 Plans in the UE_x. In the UE_y the Force Management Officer will serve as a primary staff officer in the Force Management Division. At ARSTAF and MACOM levels, the EA50 will serve as a Systems Integrator, Organizational Integrator, or Systems Staff Officer in the G8, or a Requirements Staff Officer or Force Integrator in the G3/5/7.

Force Management officers are involved in determining warfighting requirements, designing operational forces and institutional Army structures, identifying and allocating authorized resources, and analyzing second and third order effects of changes, all with the goal of providing a mission ready force and making the Army better and stronger. The Force Management officer manages the integration and synchronization of Army requirements across the Doctrine, Organizations, Training, Materiel, Leader Development & education, Personnel and Facilities domains. These officers are the ones who make Transformation happen.

I would encourage you to take a look at our EA50 website (www.fa50.army.mil),

use your AKO login and password to get in), and the G8's and the Army Force Management School's (AFMS) websites. There are links to a number of references on the processes and procedures EA50s use, of particular value would be Chapter 5 of “How the Army Runs”, an Army War College text prepared by AFMS. There is also information on educational opportunities for EA50, especially the EA50 qualification course, Advanced Civil Schooling programs available through the Naval Postgraduate School and George Mason University, and a fellowship at RAND.

We consider EA50 officers to be the Army's “visionary leaders of change.” If this sounds interesting to you, I'd encourage you to consider Functional Area 50 as one of your career field options. LTC Patrick Kirk, the Proponency Officer, MAJ Monsivais, or anyone in the Proponency Office is available to try to answer your questions.

Best of luck,

– Ed

Greetings From Your Career Manager

Welcome to our newest force managers from YG95. The CFD board selected the following officers for the functional area. Efforts will be made at getting these officers trained and ready for Force Management assignments in FY06. Congratulations to all.

GRADE	NAME	BRANCH	DESIGNATION
CPT	Brady Donald William Jr.	FA	50
CPT	Brittain Brian David	IN	50
CPT	Curtis Daniel Jerome	QM	50
CPT	Robinson Brian Lyndon	AR	50
CPT	Romano Paul Roderick	AG	50
CPT	Serrano Edwin Samuel	IN	50
CPT	Snyder Frederick Richard	AR	50

OVERSEAS OPPORTUNITIES

12-month taskings in Afghanistan and Iraq for force management MAJs and LTCs:

- 1 – Jan to Afghanistan
- 1 – Feb to Afghanistan
- 1 – April to Afghanistan
- 1 – April to Iraq

These are Worldwide Individual Augmentation System (WIAS) taskings— officers considering any one of these tasking should have skills and experience in force structure and or force integration. Please

contact me if you're interested, as much coordination will have to be done prior to your selection/departure.

OER TIPS

After reviewing OERs from the last COLs board, it was noted that more attention needs to be given to OER duty titles, position AOC and significant duties and responsibilities. Officers need to ensure they are being rated as Force Managers who are performing Force Management functions as being outlined in the new version of DA PAM 600-3. While doctrine is being developed for Force Managers at the operational level and below, FM 3-93 (The Army in Theater Operations) also lists out the tasks Force Managers perform for the commander.

HRC UPDATES

The HRC website has added many more links. To facilitate access to your information please visit <https://www.hrc.army.mil/site/active/index2.asp>.

Review of board files in the future will be done on line – here's the website: <https://isd16.hoffman.army.mil/MyBoardWeb/MainPages/Welcome.jsp>. Officers will now be able to fully review the contents of the data that will be presented to board members. Force Managers can expect the LTC board in FY06 to be the first board to go through this new system.

**– MAJ Dan Monsivais
FA50 Assignments Officer**

"Army modularity, it is great initiative; it is the centerpiece of what we are doing. However, if we don't transform our leadership attributes, if we don't transform our culture, we are not going to really have true transformation."

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Structure Working Group and the Integrated Requirements Oversight Committee.

While continuing to work with the IMoD leadership, our focus for the rest of 2005 is to assist and train the Iraqi Joint Headquarters force development officers in force management procedures. We have developed a seminar to teach key Iraqi military leaders on force management policies and are preparing a summarized version of FM 100-11 in Arabic. We will also partner with the Iraqi force developers as we plan and execute the force structure review so that they can not only learn, but also participate in the management of change process.

The mission of MNSTC-I is to build, train, man and equip the Iraqi Security Forces. The FA50 Force managers have had to train, not just the Iraqi leadership but just about everyone on the MNSTC-I staff on the force management process. This experience has been extremely valuable to us professionally as we have had to do just about every type of force management function.

**– MAJ Paul M. Saltysiak
Army Maneuver Doctrine and Force Developer
Multi-National Security Transition Command - Iraq
J-5/Force Development**

Force Management Bios



Mr. Spurgeon Moore (MPRI) has joined the Proponency Office as the Senior Joint Integration Analyst. He is responsible for the integration of the emerging Joint Interagency, Intergovernmental and Multinational linkages on Army force management.

He comes to us after 31 years of active military service in various Infantry and Special Operation assignments in the 101st Airborne, the 3d Armored and the 3d Infantry Divisions. He commanded the 1st Battalion 7th Infantry in Germany. He became the Chief, Force Integration in the Force Management Directorate at HQ USAREUR followed by a tour as the Chief, Force Integration and XO, DAMO-FDF on the Army Staff. He has also served as an Assignment/Professional Development Officer at PERSCOM, and on the Joint Staff J-5 as the Chief/Strategic Planner in the Nuclear Treaties Branch of the Nuclear Arms Control Division, Directorate for International Negotiations. He continued in that same arena, returning to the ARSTAF as the Chief, National Security Policy Division, DAMO-SSD, followed by the culminating position as the Deputy Director for Planning, DAMO-SS. His last assignment in the Army was as the Director of the Military

Review Boards and President of the Army Discharge Review Board of the Army Review Board Agency.

Mr. Moore is a Distinguished Military Graduate from the University of Akron with a Bachelor's Degree in Political Science and received a Regular Army Commission in the Infantry. He holds a Masters Degree in National Security Strategy from the National Defense University. His military education includes the Infantry Officer Basic and Advanced Courses, the Special Forces Officer Course, the Bradley Commander's Course, Command and General Staff College, the Army Force Development Course, and the National War College.



Mr. Albert S. Eggerton (MPRI) is the Functional Area 50 Proponency Office Senior Analyst for development and maintenance of policies affecting accession, career development, promotion, and retention for officers within the FA 50 functional area. He provides the functional area inputs to AR 600-3 and PAM 600-3, and coordinates with G-1 for functional area reviews for FA 50. Al has had extensive experience in the personnel life cycle functions dealing with force acquisition, distribution, development and compensation at Army staff level.

Mr. Eggerton retired on 10 May 2005 from the United States Army as a CW5 after a 26 year career in Aviation and Human Resources. Prior to his retirement, Mr Eggerton served as an officer policy integrator and analyst for the Directorate of Military Personnel Management, Army G-1. He also served as career manager and Aviation Branch Chief for the Warrant Officer Division of HRC. Other career highlights include: Aviation Standardization Officer for 2-227 Aviation during IFOR operations in Bosnia; service in operations Desert Shield and Desert Storm; and tours as both instructor pilot and HQDA standardization instructor at the Army Aviation Center.

Mr. Eggerton is a graduate of Virginia Polytechnic Institute State University with a Bachelor of Science in Geology, and is a graduate of the Warrant Officer Senior Staff Course and Army Force Management Course.

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**What's in the Next
Force Management
Oracle** ?

- Letters to the Editor
- Army Application of JCIDS
- Doctrine – Part Three
- “Joint Force Management” and Army FA50s
- Articles from Force Managers

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