

The Force Management Oracle

Visionary Leaders of Change

From the Office of the Executive Agent



MG Stephen Speakes
Director, Force Development
Army GB

Our functional area, though relatively small in numbers, has an immensely important, multi-faceted job – facilitating the introduction of new technologies and equipment into the force; determining requirements, identifying capabilities and capability gaps, designing and organizing new and Modular units; and defining how the force is to be supported. No other functional area is specially trained and educated to turn the Army's visions of Transformation and Modularity into a Joint Expeditionary Army of the future. It is vitally important to

our functional area – and to the health and welfare of the Army – that our value as members of the war fighting team continues to grow.

There are several ways we can strategically communicate this message:

- Through you and your teammates. You are our greatest champion; it is through your work and the fora in which you participate that the Army realizes your value in making it better and stronger. Ask the hard questions and press for the solution that is right and best for the Army;
- By staying current on emerging Functional Area (FA) 50 thinking and linked to the Proponency Office. We are working on an action plan that addresses appropriate FA 50 structure at all levels and provides for inclusive, cross-component education at key points along officer and civilian career development timelines. Get involved, ask LTC Kirk and his staff what's new, and provide input. It's through your feedback that we make the functional area more relevant; and,

- By participating on selection boards. Each of us may be called to sit on various boards; it is in all our best interests that we all understand the current thinking in Chapter 35 of DA PAM 600-3 to educate your fellow board members about the core attributes of the Force Management Officer. This reinforces the need to stay linked to the Proponent Office.

Last quarter we talked about honing our skills to meet the changes in Force Management processes; we need to hear more from you about how we can refine them, and what you need professionally to develop those skills. How do you see your skill set maturing; what does your kit bag lack that we need to provide to you? Where do you see our center of gravity given the changes to the Army over the next 5-8 years? The discussions and answers to these questions, and others, will help frame our storyboard and enable us all to present a collective voice to the force and provide the foundation to your success. We have a unique opportunity to ensure our message is heard throughout the Army and in Joint forums. Thus, we must become involved and active participants in our functional area to ensure that our voice is heard and we all understand the direction and focus of the functional area.

These are only a few thinking points and illustrative examples to consider as we institutionalize and shape our own destiny as a functional area. We have an opportunity to influence our own legacy, and it is incumbent upon all of us to ensure that we develop and mature our young functional area to have a global effect on the Army and the Joint Forces.

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

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

**– MG Stephen Speakes
Director, Force Development
United States Army**



From the Proponent Chief

A lot has happened since our last edition of The Oracle; let me tell you about some of the things we have been working on for the past several months.

Some of you might have heard about a Force Management Action Plan (FMAP); here is the background for this effort spearheaded by

Al Eggerton and Spurge Moore. Back in 1998 when the functional area was established, we were allocated 220 authorizations. Little analysis was done to determine how to properly distribute those 220 authorizations to provide the maximum return to the Army on its force management investment. Because of the incomplete planning and improper application of our specialty back in 1998 and 1999, a large number of our authorizations were converted and lost, and functions as well as capabilities reduced. Today, we are looking at an effort to address that shortfall; Al and Spurge have developed courses of action that present options to distribute FA 50 authorizations at the Division and Corps headquarters (formerly the UEx's), including the RC units, as well as at certain MACOMs and the ARSTAF.

We will identify critical developmental positions at each grade that will provide to the FA 50 the best rounding of skills, knowledge and experience to prepare the Officer for the next assignment, and the next rank. In order to keep up with the rapidly changing Army, our educational and training strategy will evolve. We are looking to revolutionize our training and education methods to include opportunities for "Assignment Oriented Training." The idea behind this concept provides FA 50 Officers with focused training as they rotate into new positions. Officers would attend several days of specific training targeted at specific skills required in the gaining position. We also envision additional mid field grade level education to bring officers up to speed on what's new in Force Management policies and procedures. These modules will institute a series of specialized courses for FA 50s at the Operational (Division and Corps), MACOM, HQDA and Joint levels.

To make this a truly total Force Management concept, we have expanded our thinking to include the Army Reserve and National Guard FA 50s, and CP26 civilians, in an attempt to embrace a more integrated approach to training, education and leader development. Al and Spurge are working closely with OCAR, NGB and the CP26 Office

to ensure the application and integration of our improved program across the entire community of Force Management.

We have briefed the senior FA 50s in a Council of Colonels, and taken their guidance into account in preparing to go to the General Officer level Senior Advisory Group. There are "corporate" resourcing decisions that will have major implications for our plan, and I am hopeful that before the next Oracle hits the streets, I will be able to report out to all of you the results of that SAG and the guidance we get from our flag officers.

In order for us to achieve the synergy of the FMAP I need your help. First, for those of us who are assigned to operational commands, it's imperative that your Chiefs of Staff and Commanders understand force management isn't a part time assignment, and the right person to handle and manage change for the command is you! The second area where I need your help is in optimizing our current FA 50 force structure and inventory by providing feedback to the Proponent Office on those issues specific to the functional area. I can only help if I know there is a problem...I depend on each of you to help scope inventory changes throughout the force.

Our passion is the Soldier – his success is our hallmark!

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

"We will not tire, we will not falter, and we will not fail."

— gWB, 20 Sep 2001





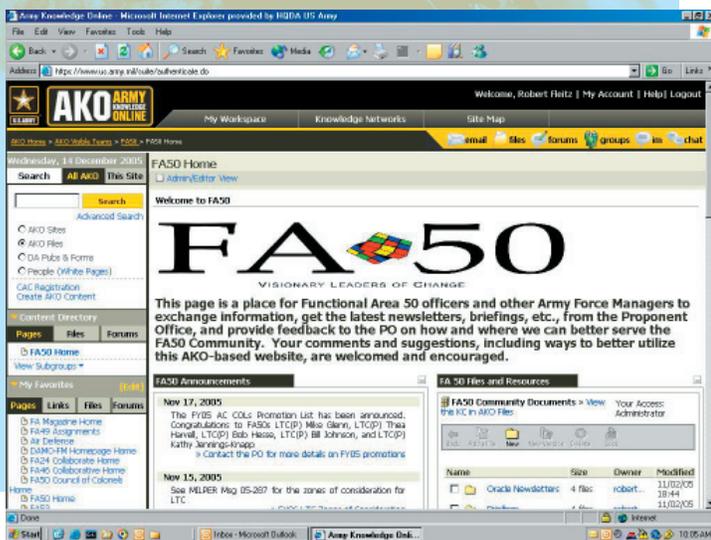
From the PPO Strategic Communications Analyst

This issue features some special topics. You may know, especially if you are in the Building, that the G8 FD hallway has some new murals depicting the history of Army Force Management from about 1900 to the present. This historical display will soon include a Force Managers Hall of Fame. A short bio of one of the Army's most influential personages, Secretary of War Elihu Root, is published here. You will also find the third installment of Sean Tuomey's thoughts on doctrine, based on some of the courses he teaches at AWC, an update from our CP26 brethren, and from your assignments officer, newly-promoted LTC Dan Monsivais. The bios of the Proponency Office's newest member, training specialist Mr. Ronnie Griffin, and of COL James Doty, OCAR, are also included.

The School and Proponency Office also celebrated the promotion of two of our FA 50 officers attending the Q Course at Ft Belvoir: MAJ Mike Swinford was pinned at the National Guard Bureau, and MAJ Brian Robinson was promoted by LTG(R) Trefry at AFMS, with his family looking on. Congratulations to both.

The Q Course students were required to prepare an article for submission to the Oracle, five of the best were recognized by LTC Kirk on Graduation Day, and one of those is in this issue. The others will appear in future quarterly newsletters.

The Proponency Office has recently set up an AKO-based web page for FA 50 officers and other Army Force Managers. To find



it, on your AKO homepage search AKO Sites for FA50 (with NO SPACES), select Functional Area 50 (Force Management) Officers and Proponent Office Homepage, then bookmark it. If that doesn't work, try typing in the URL: <https://www.us.army.mil/suite/page/194547>. This site is meant to complement www.fa50.army.mil, which is available to anyone. We will post announcements of interest, briefings and papers we prepared, and useful links. LTC Kirk insisted on adding a Lessons Learned (LL) channel, where you can provide your LL directly to the Proponent Office. I'll then post them in a LL folder on the site, and simultaneously send to LTC Kirk for consideration in our upcoming doctrinal rewrite or forwarding to the appropriate TRADOC School, CALL, or other agency for action.

Next issue, I'm hopeful we can get "Tref's Corner" started as well as regular input from our RC and G3 compadres. As always, your contributions are also welcome.

— Bob Fleitz
SYColeman

On Doctrine

In my last two articles for The Oracle, I wrote about the nature of doctrine as a whole and the relationship between doctrine and strategy. And since I wrote the last article on The National Security Strategy (NSS), the Department of Defense has issued the National Defense Strategy (NDS). The NDS is the next level of strategic documents that go from the White House down to the Combatant Commanders. (See Figure 1.)



Whereas the White House and the National Security Council (NSC) issue the NSS, the Office of the Secretary of Defense (OSD) issues the NDS (although the Strategy Division on the Joint Staff has a role to play in NDS formulation). The NSS provides us with overarching objectives and provides us with a focus on actions. The NDS sets the stage for the National Military Strategy (NMS), which is issued by the Joint Chiefs of Staff (JCS) and provides us with guidelines for the implementation of the military element of national power. The current NDS validates and builds upon the Quadrennial Defense Review (QDR) of 2001. The NDS gives us an “active, layered approach to the defense of the nation and its interests.”

The NDS also provides us with an idea of how the Department of Defense plans to support broader U.S. goals with regard to “a balance of power that favors freedom”. Events that have occurred since the QDR was published support the tenets of the NDS. Over the next several months, this document will be used to shape the next QDR, which Secretary Rumsfeld will be presenting to Congress next year.

I believe that this strategic document is an attempt for defense officials and military leaders to comprehend a world after the war in Iraq. Reconstruction of Afghanistan is also one of “key” missions for “the foreseeable future,” and we will need units capable of “sustained stability operations.” We’ve already seen guidance and activity on changes in force structure because of this, haven’t we? Future capabilities are the cornerstone of force management in the 21st century.

The body of the document begins with “The United States is a nation at war.” Do many Americans really believe that? Force Managers know we are a nation at war. We are definitely an Army at war.

Another significant change is new language about alliances. Recent past strategies have yearned for the good old days of the Cold War and solidarity with our NATO and European friends and allies. Now the Defense Department says it wants to “broaden” and “adapt” its partnerships, acknowledging that “shared values” and “a common view of threats” are the real bonding agents in any useful coalition. In short, the United States is ready to reach out to new partners like India, or revitalize the relationships with past partners like Japan in response to changing geopolitical and military circumstances. This might seem like simple common sense, but it’s taken the experience of Iraq to awaken us to these new realities. In his recent article for The CATO Institute, Mr. Tom Donnelly (a resident fellow at the American Enterprise Institute and a contributing writer to The Daily Standard) says that, “Waiting for Europeans is, increasingly, wasted time. It would be nice if Europe adjusted to life in the 21st century, but don’t hold your breath. Free security courtesy of the United States is a pretty attractive bargain.”

Mr. Donnelly goes on to say, “. . .that underlying this all is a renewed commitment to retaining strategic ‘freedom of action’ and ‘access’ to important reaches of the globe; as the document observes, ‘The United States cannot influence that which it cannot reach.’ This is likely to set off another round of messing about with American unilateralism.” I think the central idea to building any victorious alliance is the idea of presenting yourself as invincible from the get-go.

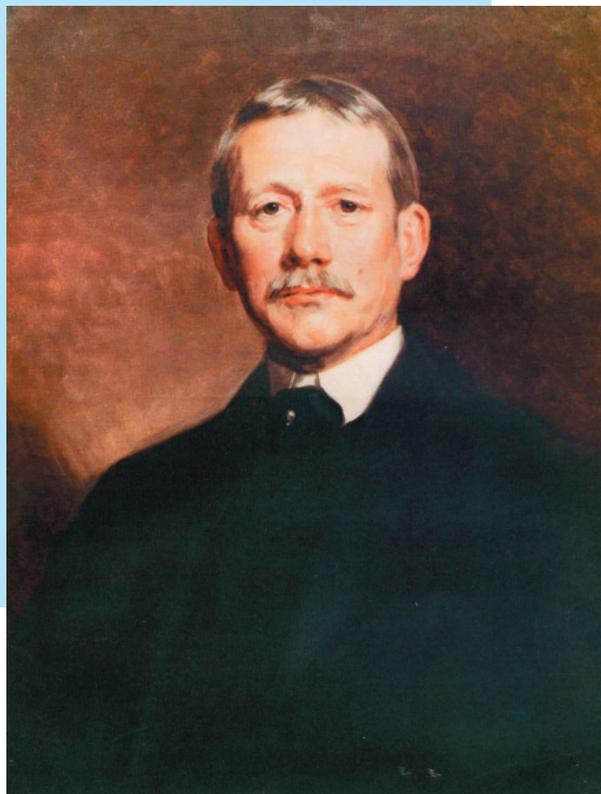
Unfortunately, in my opinion, a lot of old theoretical gear remains in the defense strategy. For example, the NDS still insists that the current moment is one of strategic “uncertainty.” It is a little disconcerting to be told that we’re a nation at war, but maybe we’re not sure with whom. Also, the Pentagon is still asserting that it needs a “capabilities-based”- as distinct from threat-based - approach to building the force. I thought we were already there.

Thus the new strategy document retains the old and outmoded, pre-Iraq force-sizing construct (The 1-4-2-1 Force Construct). In other words, for all the talk about sustained stability operations, there’s as yet no measure of that in U.S. force planning, with the result that the Army and the Marine Corps are almost certain to remain too small to do what we’re asking them to do. This NDS is supposed to be a key reference document for the 2005 Quadrennial Defense Review, the process which is supposed to set basic planning - and shape budgets - for the next four years.

It’s also a signal that reinforces the one set by the Bush administration’s recent revised defense budget guidance. Namely, that the Pentagon shouldn’t expect significant or long-lasting budget increases. Operations in Iraq and Afghanistan will be treated as exceptions rather than new rules, and funded by “emergency” supplemental appropriations. This might suggest the worst of all possible worlds - not only will the size of U.S. ground forces be kept too small, but

(continued on page 11)

Special Feature: Force Managers Hall of Fame



Elihu P. Root
(1845 - 1937)
Inducted 2005

On July 20, 2005, LTG Melber, the Army G8 and FA 50 Proponent, unveiled a series of murals in the FD Hallway adjacent to Room 3E388. The murals, which will be reproduced in future issues, illustrate the history of Army Force Management from about 1900, the era of the Root Reforms, to the present time. The display will soon include a Force Managers Hall of Fame. Five nominees for initial induction were presented to and approved by MG Speakes. A short bio sketch of the first of them, Secretary of War Elihu Root, follows:

Born in the State of New York, Elihu Root was a successful lawyer and US attorney. As Secretary of War (1899-1904) under Presidents McKinley and Roosevelt, he instituted a series of major and fundamental reforms in Army Force Management to correct shortcomings uncovered during the Spanish-American War. These reforms included creation of a permanent General Staff (now the Army Staff), a policy of rotation of officers between staff and line assignments, joint planning by Army and Navy, and a complete reorganization of the Army school system including establishment of the Army War College, schools for special branches of the service, and an enlarged West Point; he implemented new procedures for promotion based on merit, strengthened Federal control over the National Guard, and generally instilled new discipline in the administrative and planning functions of the War Department.

Root also served as Secretary of State from 1905 to 1909; U.S. Senator from New York from 1909 to 1915; as a member of the Permanent Court of Arbitration at The Hague, 1910; president of the Carnegie Endowment for International Peace, 1910-1925; president of the New York State constitutional convention, 1915; head of a special diplomatic mission to Russia, 1917; member of the committee of international jurists that planned the Permanent Court of International Justice, 1920; and as U.S. Commissioner Plenipotentiary to the International Conference on the Limitation of Armament, 1921-1922. He was awarded the Nobel Peace Prize in 1912 for his work as Secretary of State in organizing the Second Hague Peace Conference (1906), reducing tensions with Japan and China, and settling a serious controversy between the US and Great Britain over coastal fisheries.

Significant as his later accomplishments were, Elihu Root's actions as SecWar would prove to be of far greater importance to world peace. His work to reform the US Army at the turn of the 20th Century was the catalyst for all that followed - the creation of a force that would truly be and still is "persuasive in peace, invincible in war."

"Let our Army never be one of aggression, but devoted to the interests of justice and peace."

CP26 Update

The Annual Manpower and Force Management Civilian Career Program 26 Managers meeting convened 12 -14 July 2005. The theme of this year's meeting was, "Transforming Our Workforce for the Future," which incorporated a comprehensive agenda focused on key issues affecting the manpower field and the management of manpower careerists. An additional mission of this event was to continue the review and establishment of the Career Program (CP26) Strategic Plan.

The first day of the conference was dedicated to the discussion of functional manpower and force management topics. The second day focused on civilian personnel and CP26 careerist management issues. The third day focused on CP 26 strategic planning.

New initiatives and points of particular interest included:

- a. **Analytical Methods** The establishment of a new, five-phased approach to determining manpower requirements and the new emphasis on incorporating Headquarters, Department of the Army models was discussed. This system will replace the previous 12-Step Method. These evolving manpower requirements techniques focus on standardizing Army organizational structures, including the TDA Army. USA Manpower Analysis Agency (USAMAA) will play a key role in verifying and accrediting models using procedures outlined in AR 5-11. MACOMS were encouraged to submit draft models to USAMAA for approval.
- b. **CP26 Partnership with FA 50** This collaboration will field the best manpower and force managers in support of Army requirements. The challenges of establishing training, education and certification commonalities, as well as developing mentorship programs and increasing professional awareness were discussed.
- c. **Documentation of contractor support in The Army Authorization Documents System** To improve the visibility of the entire workforce that supports the Army mission, we need to ensure we capture and document contractor levels of support.

FA50 Qualification Course

(The first regular class of newly trained FA 50s recently completed the "Q Course" at the Army Force Management School, Ft. Belvoir. One of their course requirements was to prepare an article for the ORACLE. Submissions by MAJ John Nolden, Mr. Ricky Dodson, MAJ Ted Thomas and MAJ Brian Robinson were selected for publication, with Honorable Mention going to Mr. Jon Lee. MAJ Nolden's article is presented below. Another will appear in the next issue of the ORACLE.)

Army Transformation ... has four primary goals. First, we are restructuring from a division-based to a brigade-based force. These brigades are designed as modules, or self-sufficient and standardized Brigade Combat Teams ... This program, which we call modularity, will increase ... the Army's overall pool of available forces ... Our goal for this larger pool of available forces is to enable the Army to generate forces

Extensive discussion was engaged concerning this topic and continued communication with Dr. John Anderson, OASA (M&RA) was encouraged, as the implementation of this initiative continues.

d. **Army Materiel Command Civilian Fellows Program** The AMC Fellows Program is designed to train, develop and educate civilians in a variety of fields. The program is a five year program, with entry at the GS-7 level and a target completion grade of GS-13. The first 13 months of the Fellows assignment is conducted in Texas at Texas A&M University, where participants obtain a Masters of Business Administration degree. The selection process is very competitive, with an average of over 500 applicants. Additional information on the program can be found at: www.AMCCareers.com. The Army is currently piloting this program in career programs, so stay tuned for more information.

- e. The CP26 Proponency Office provided an update on demographics, leadership, technical and intern programs.
- f. Recruiting initiatives, career program marketing strategies and plans to continue a joint commitment to revise and finalize the Strategic Plan were confirmed. It continues to be a work in progress. The conference successfully integrated functional and strategic planning issues by providing an educational forum that included opportunities for open discussion among senior level Manpower Management professionals and policy makers.

If you are interested in additional details, briefing charts from the board presenters are available for review at the AKO Knowledge Center (Access AKO and click on: 1) "Files"; 2) "US Army Organizations"; 3) "MFM Career Program 26", and, 4) "2005 Planning Board.")

— Barbara C. Guy
Manpower Policy, Plans and Program Division
HQDA, G-1

in a rotational manner (2005 Army Posture Statement).

As the United States Army undergoes its most radical and comprehensive transformation since the Second World War it is critical that it have the capability to manage change at its base level. Today the Army is shifting from a Division-based organization to one that is Brigade-based. Additionally the Army is in continuous change as we endeavor towards the Future Force. Given these two factors it is imperative the Army field a professional corps of Functional Area 50 (FA 50) Officers to the brigade centric operational force. It is even more imperative considering the Army is asking more of the Brigade Combat Team (BCT) within the force management function.

Today's management of transformation is different from the Army's

recent historical approaches. Historically, the Army has pooled assets from the U.S. Army Training and Doctrine Command (TRADOC) to integrate, synchronize and ultimately deliver a transformed organization to the current force. During the late 1990s TRADOC established the Digital Force Coordination Cell (DFCC). The DFCC was chartered to integrate the Force XXI force design across the Doctrine, Training, Leader Development, Organization, Materiel, and Soldiers (DTL0M-S) domains.¹ In late 1999, shortly after the DFCC creation TRADOC stood-up the Brigade Coordination Cell (BCC) at Fort Lewis, WA to integrate Interim Brigade Combat Team (IBCT) DOTLM-S issues.² The charter of the BCC was to deliver two IBCTs to the Army on time and provide feedback to the institutional Army across the DOTLM-S.

In the recent past the “big” Army has provided assets to assist units in their transformation. Today this is not happening. For example the 82nd Airborne Division is tasked to establish a Modular Force Coordination Cell (MFCC). Its mission is very similar to the DFCC and BCC of recent past. The difference is that the MFCC is tasking Soldiers out of hide from the 82nd Airborne Division. Given this



situation where is the professional and institutional subject matter expertise in managing change? If the divisions are tasked to modularize on their own it is essential that FA 50s are in the divisional/UEX and even more so in the BCT force structure as the Army shifts to a brigade-based force.

Placing a trained FA 50 in a BCT is critical for numerous reasons. First, the Army is now a brigade-based institution. As a brigade-based force the BCTs should have in the organizations what were once in the divisions. Traditionally, FA 50s functioned and were authorized no lower than the division level. Nearly all of the traditional functions of a division staff are in the BCT. Nearly all, that is, but force management. If the first goal of transformation is the creation of a modular force that is self-sufficient and able to generate forces to the available pool, why not include FA 50 officers in the BCTs relative to other field grade officers?

Secondly, the modular force MTOE does not account for the force management function required in a self-sufficient organization. In the Army of Excellence (AOE) Tables of Organization and Equipment

(TOE) brigades had four Majors in the TOE. The FY07 modular BCTs require 18 Army Majors and 2 Air Force Majors, none however with force management skills. The increase in Majors accounts for the BCT’s acquisition of many divisional functions of the past, except force management. Majors in the BCT include an Assistant S-3, Plans Officer, ADA Officer, Aviation Officer, MP Officer, Brigade Engineer, Assistant Fire Support Officer, Operations Officer, S-1, S-2, S-4, S-6, Brigade Judge Advocate, Information Ops Officer, Civil Affairs Officer, Field Surgeon, Chaplain, and Public Affairs Officer.³ If transformation is so important in the 2005 APS, why have an Assistant S-3, Assistant Fire Support Officer, Brigade Judge Advocate, Civil Affairs Officer, ADA Officer, Aviation Officer, MP Officer, and Public Affairs Officer been added to the BCT and not an FA 50? Meanwhile the internal function of generating and integrating constant change is absent in the BCT. To provide a truly self-sufficient organization to the Joint Force Commander the BCT requires an FA 50-trained officer.

Third, placing an FA 50 school trained officer in each BCT will enhance the Army’s efficiency and synchronization in the BCT-centric “plug and play” concept. Given today’s absence of an FA 50 in the BCT, who is the force generation point of contact in a plug and play environment? For example, let’s say a BCT from the 1st Infantry Division (ID) is assigned to the 82nd Airborne Division for a rotation to Operation Iraqi Freedom (OIF). Who ensures and over-see that the 1st ID BCT has met all the equipping and DOTML-PF requirements to be fully integrated into the 82nd Airborne Division (UEX) for deployment? By having an FA 50 in each BCT they would know exactly who to coordinate with and ensure all BCTs preparing for deployment are fully integrated. Once in theater, who in the BCT ensures that their equipment fielding and Operational Needs Statements (ONS) are processed? Additionally by placing FA 50s in the BCT they become more accessible to the actual executors of the Army Campaign Plan.

Fourth, by being more accessible and visible to the Operational Career Field (OPCF) the FA 50 Institutional Support Career Field (ISCF) enhances its long-term health. With FA 50s in the BCTs it plants the long-term “seed corn” for the long-term health of the branch. Current battalion S-3s, XO, and BCT field grade leaders would see just what FA 50s bring to the table if they were down at the BCT. The current BCT XO, S-3s, etc., will be tomorrow’s General Officers. By seeing the value of FA 50s these future generals will want FA 50s

(continued on page 11)

¹ DTL0M-S is currently Doctrine, Organization, Training, Leaders, Materiel, Personnel and Facilities (DOTLM-PF)

² IBCTs are currently known as Stryker Brigade Combat Teams (SBCTs)

³ WebTAADS, FY07 Authorizations



Force Management Bios



BG Richard P. Formica assumed his duties as the Director of Force Management, Office of the Deputy Chief of Staff, G-3/5/7 in June 2005. Commissioned from ROTC in the Field Artillery in 1977, General Formica has a Bachelor's in Law Enforcement from Bryant College, a Master of Military Art and Science degree from the Army Command and General Staff College, and an MS in National Security and Strategic Studies from the National War College.

Prior to his current assignment, BG Formica was Commanding General, III Corps Artillery; Commanding General, Force Field Artillery Multi-National Corps-Iraq; Assistant Deputy Director, Politico-Military Affairs (Europe), J-5, The Joint Staff; Commander, 3d Infantry Division Artillery; and Chief, Programs Team, Force Development Directorate, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC.



Colonel James H. Doty Jr. assumed his new duties as Director, Army Reserve Force Programs in the Office of the Chief of Army Reserve (COL Bas Oskam's successor) on 1 December 2005.

Prior to this assignment, COL Doty was Commander, US Army Combat Support Training Center, the eighth largest installation in the Army, which includes the Camp Parks Training Center (Dublin, CA), the Fort Hunter Liggett Training site (Monterey County, CA), the B.T Collins Support Center (Sacramento), and the Moffett Field Housing Area (Mountainview, CA).

Before his command, Colonel Doty served as the Deputy Director of Force Programs, OCAR, Headquarters Department of the Army in Washington, DC (Pentagon).

Colonel Doty has served in a variety of command and staff positions from platoon to Department of the Army level in his 27 years of service. He was commissioned from OCS as a Field Artillery officer in 1981 and branch transferred to the Corps of Engineers. He has twice commanded engineer companies, has served as a battalion operations and training Officer (S-3), Brigade Operations Officer, and Engineer Warplans Officer for III Corps at Fort Hood, TX. He served numerous assignments as a force development officer, including service on the Army's Quadrennial Defense Review team in both 1997 and 2001, serving as an Organizational Integrator, Chief of Force Modernization for the US Army Reserve Command, and Force Integration Branch Chief at OCAR.

Colonel Doty holds a bachelor's degree in History from the University of the State of New York, completed graduate studies in Humanities from California State University, and holds a Master of Strategic Studies Degree from the US Army War College.

Colonel Doty has attended the Field Artillery Basic Course, the Engineer Officer Advanced Course, the Command and General Staff College, the Army Management Staff College, the Army Force Management School, the Defense Acquisition University and the Army War College. He is a member of the Engineer OCS Hall of Fame.



Mr. Ronnie B. Griffin (MPRI) has joined the Proponency Office as the Senior Analyst for Training, Education, and Leader Development. He is responsible for developing and integrating all training plans and programs into the personnel life cycle functions of our current and future Force Management Officers.

Ronnie joins us after working with Alion Science and Technology as a Senior Analyst for HQDA, G-3 Training where he focused on resourcing TRADOC to support training requirements related to GWOT, modularity, and accession's training missions. He completed 22 years of active military service as an enlisted Soldier and commissioned officer in the Corps of Engineers. Prior to retirement as a Major, he served as the State Inspector General for a National Guard organization. Ronnie has also served as a career manager for the Engineer Branch of OPMD, HRC, and Observer/Controller-Trainer in the AC/RC program. He has extensive experience in training development accumulated in numerous assignments.

Ronnie earned a Bachelor's Degree in Management from the University of Maryland's University College – European and a Master's Degree in Management from Webster University. His military education includes Engineer Officer Basic and Advanced Courses, Combined Arms Service Staff School, the Army and Air Force Inspector General Courses, and Army Force Integration Course.

From Your Career Manager

Colleagues,

First off, congratulations to the AC Force Management Officers selected for promotion to Colonel: LTC(P) Mike Glenn, LTC(P) Thea Harvell, LTC(P) Bob Hesse, LTC(P) Bill Johnson, and LTC(P) Kathy Jennings-Knapp.

Here are some reminders for the next two quarters.

Distribution for summer 06 is well on its way –

- HRC plans to have the distribution plan out in Dec 05, which coincides with the timeline provided to everyone by your career manager (see web page https://www.hrc.army.mil/site/active/opfamis/50/fa50_new.htm).
- The plan is to have the initial distribution out and complete by Dec 05, with officers being placed on orders by Feb 06.
 - YG96 officers who are being CFDeD to the functional area will be trained and placed on orders as soon as possible.

Upcoming boards

(<https://www.hrc.army.mil/site/active/select/OffBdSched06.htm>)

2ND QUARTER SELECTION BOARDS	2nd Quarter, FY06 TENTATIVE DATES	MILPER MESSAGE
LTC Army & MAJ Selcon	28 Feb - 31 Mar 06	

3RD QUARTER SELECTION BOARDS	3rd Quarter, FY06 TENTATIVE DATES	MILPER MESSAGE
SSC Army	4 - 28 APR 06	

Where to update your records?

- The first step is to visit your local PSB.
 - If you need to contact the office that posts your records to your OMPF go to this website – <https://ompf.hoffman.army.mil/>
- In Washington DC, the MPSC that supports the Army staff
 - Located in Crystal City in the Taylor Bldg, 8th floor, phone number is 703-602-1076 (DSN 332)

Interested in Advance Civil School (ACS)?

Is an MBA in your horizon? Well it's never too late to get started. Everyone who is interested is encouraged to take the GMAT. For FY06, three officers have indicated that they would like to compete for 1 of the 5 ACS allocations.

- Initial requirements
 - Undergrad GPA of 2.5
 - Not at risk for promotion
 - Minimum of 500 on GMAT

Summer 06 Force Management training timeline

4 Week FM course (part of "Q" course) dates are 5 - 30 June 06

10 week specific force management training (part of "Q" course) dates are 10 Jul – 15 Sep 06

Tips

Frequently Asked Questions (FAQs) - Official Military Personnel File (OMPF)

<http://help.us.army.mil/faqs/OMPF.html>

Question

How do I update or correct my OMPF?

Answer

If you have a question or issue relating to content of your OMPF, send an email message appropriate address below. Be sure to include your full name, rank, SSN and Army Component

Active Duty Officers
offrcds@hoffman.army.mil

Active Duty Enlisted
custsupt@erec.army.mil

Army National Guard Officers
nbg_perms@nbg.army.mil

U.S. Army Reserve Soldiers
perms.records@arpstl.army.mil

National Guard Soldiers should contact their MILPO for assistance.

Things to ponder about as you get ready to receive your next OER

- Counseling – is it happening?
- Duty description – is it consistent with what force managers do? Is this particular position developing you into a better force manager? Do not rationalize. In the future, board members will be using the new DA PAM 600-3 to assess your qualifications as a force manager.
- Senior rater write up – while it's understandable that not everyone can get an ACOM, if you're going to get a COM report, look to see if you're being quantified. It would help you to know where you stand when compared to all the officers the SR rates. Comments such as "my number 3 of the 10 officer's I rate." These comments are in no way intended to redirect what senior raters write, but it can also help you better communicate where you stand and where you see your subordinates if you happen to rate any junior officers. Do not forget potential for promotion and further military development, especially if you see yourself at the next grade or being considered for additional schooling.

– Dan Monsivais
LTC, FA 50
FA50 Assignments Officer, HRC



(continued from page 7)

in their organizations based on the positive experiences with force managers when they were MAJs/LTCs or COLs. If tomorrow's leaders understand what FA 50s bring to the table the more they will appreciate just what force managers do. It is critical to today's force managers that future leaders understand and appreciate the function of FA 50s.

officers that otherwise would have no idea what FA 50s do. These officers may consider a Career Field Designation into Force Management. Providing FA 50s at the BCT echelon facilitates and promotes long-term growth.

Additionally by placing FA 50s in BCT it facilitates future recruitment for the career field. With FA 50s in BCTs it provides visibility to junior officers that otherwise would have no idea what FA 50s do. These officers may consider a Career Field Designation into Force Management.

As the Army transitions to the Army Force Generation (ARFORGEN) model the requirement for the FA 50 in a BCT become even more compelling. Within ARFORGEN, change is constant. When BCTs progress through the Reset/Training pool, to the Ready pool and finally the Available pool there are many complex force management functions required of the brigade. The ability to synchronize and manage this change is critical to the organization. Unlike FXXI and SBCTs the organizational generation is not a one-time occurrence for the BCT. Change is a constant for the BCT.

The introduction of spiraling technologies is a source of constant change within the BCT as the Army continues on its path to the Future Force. As technologies are introduced the FA 50 is a focal point to integrate and synchronize new capabilities into the BCT. By being in the BCT the FA 50 can facilitate and expedite this process in a personal face-to-face manner. Being in the BCT the FA 50 also vastly improves brigade's ability to foster change. A BCT FA 50 can serve as a direct link to the Rapid Equipping Force (REF) representatives in theater as the operational environment changes. He can process ONSs in a more efficient manner and get the required equipment to the "ultimate user", the Soldier on the front line. If organizational changes are required a BCT FA 50 improves the brigade's ability to process and document changes during a Document Assistance Review Team (DART) conference.

Understanding the competition for spaces in modular BCTs, FA 50s have been left out. However, there is a compelling requirement for the force management function in a BCT, especially as the Army transitions to brigade-based vice the traditional divisional-based structure over the last century. By adding one FA 50 Major to all BCTs the Army would greatly improve its ability to transform and provide the Joint Force Commander a truly self-sufficient organization.

**— John Nolden
Major, FA 50**

"Those who volunteer and answer the Call to Duty are willing to give more than they take. They are driven, I believe, by love of country, a devotion to duty, and a willingness to sacrifice everything so others might live in peace and freedom."

— Francis J. Harvey, Secretary of the Army

(continued from page 4)

procurement programs will be cut more deeply. Still, in some ways, this strategy is a big step forward.

What do you think? Is the NDS on target or is it a rehash of previous strategies? As force managers, do we need to know what this strategic document tells us? Should force managers even be thinking about issues outside of the military element of national power? Please feel free to contact me with your opinions. Or, better yet, submit your own opinion for The Oracle.

**— Sean Tuomey - SYColeman
Senior Military Analyst**

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

- “Modernizing Force Management”
- Letters to the Editor
- FA50s and ARFORGEN
- Tuomey on new FM Doctrine
- Articles from Force Managers
- RC Corner
- Hall of Fame – BG John McA. Palmer
- Force Manager Bios

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