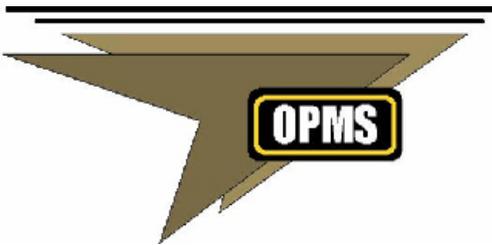


OPMS RE-DESIGN: HOW WILL IT AFFECT YOU

by Mr. Al Eggerton



While largely successful, the Officer Personnel Management System (OPMS) requires some evolutionary modifications if it is to continue to meet the challenges of the Contemporary Operating Environment (COE). OPMS must evolve to support the changes brought on by modularity conversion,

Army personnel stabilization policies, AC/RC rebalancing initiatives, Army Force Generation (ARFORGEN) processes, and the impacts of changing global force posture, as well as basing realignments at home.

Since its implementation in 1997, OPMS has tended to develop (by design, I might add) compartmentalized skills, bounded by specialty, even within the Operational Army. Such depth of skill development, however, is much too narrowly focused for 21st century officers who are required at every level to be broadly competent and cross-culturally aware, and adaptive and strategic thinkers who must be skilled in governance and statesmanship. The OPMS re-design effort acknowledges that the prescriptive methods of officer development and management of the last decade cannot fully develop the leadership required today and for the future. OPMS adjustments now being implemented recognize there are many paths to success. Some paths require a breadth of experience and competence in multiple disciplines; others require more specialization. In the evolving OPMS, a choice for specialization must occur earlier—sometimes much earlier—in an officer's career to allow time to hone specific functional area skills and accrue experience. At the same time, earlier designation allows officers developing toward more broadly strategic leadership roles to gain functional area exposure.

The newest evolution in OPMS further recognizes that, while an Army officer's initial opportunities for success are equal for all, all officers will not aspire to or attain the same levels of success. Individual officer success will be determined less by the title or level of the positions held, than by the quality of duty performance at every level. In this article we will look at what is actually changing in OPMS, and how it affects us, the Army's professional Force Managers.

What's Changing?

The "four career field" approach to officer management, in place for the past eight years, was a good first cut at balancing the Army's need for both specialist and generalist officers, but it was focused more on where the officer's function was being utilized than the function or how it contributed to the Army or Joint mission. Under the new

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Read About It In

THE Oracle

COVER STORY

OPMS Re-Design: How Will It Affect You

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- MG Speakes on the Value of the FA 50
- Implementing Capabilities-based Approaches
- RC Lessons Learned
- FA 50 Promotions Announced
- Hall of Fame: COL Mary Hallaren
- Training and Education Update
- LTC Kirk Bids Farewell

OPMS design, the Operations, Operations Support, Institutional Support, and Information Operations career field designations are gone. Figure 1 depicts the three new Functional Categories in which similar basic branches and Functional Areas (FAs) are aligned. This is consistent with Army and Joint doctrine, focusing on developing multi-skilled leaders and their broader competencies.

- The new Maneuver, Fires and Effects (MF&E) category combines maneuver branches and functional areas with similar or complementary primary battlefield roles.
- Operations Support gathers two branches, Military Intelligence and Signal, and several functional areas focused on enabling MF&E operations.
- The third grouping, Force Sustainment, creates a new Logistics Corps out of the Quartermaster, Transportation, and Ordnance branches, plus the

FA 90 multifunctional logisticians. Combining this new corps with other logistics, resources, and Soldier support branches and functional areas will form the solid foundation for a modular, campaign quality, expeditionary Army.

Functionally Aligned Personnel Categories

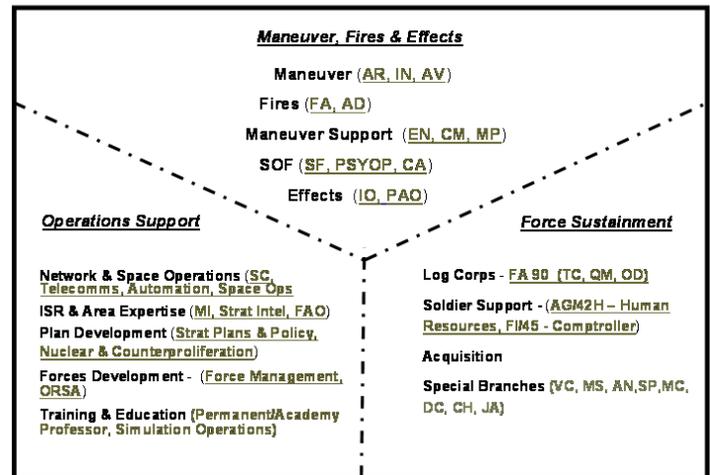


Figure 1

Breaking Down Barriers Between Basic Branches and Functional Areas

The previous OPMS limited significantly the ability of officers to cross between the traditional arms and branches (combat, combat support, service support) and the more technical functional areas. The system was devoted to developing a high level of technical expertise in field-grade officers within the functional area stovepipes. An unintended consequence of this technical focus was that officers in the operational career field were stovepiped as well. They had only limited opportunity to gain any exposure and experience in the Army's more technical support processes—experience crucial in the development of a senior strategic leader. Under the evolving OPMS, the Army remains committed to building technically competent Functional Area officers, but also will provide opportunities for operationally focused generalists to work in and understand the technical processes that underlie automation, intelligence, strategic planning, simulations, force management, human resources, and all of the specialist functions that make the Army run.

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

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AS OUR EXPERIENCE INCREASES, SO DOES OUR VALUE



MG Stephen Speakes
Director, Force Development
Executive Agent for FA50

The past year we've had tremendous progress in "professionalizing" our cadre of Force Management officers. We have continued developing a challenging and rewarding career path for you and validated your place as part of the warfighting team. I am very proud of our functional area; no other group of officers

is specially trained and educated to enable the Army's visions of a Joint Expeditionary Army with standard unit designs. Through your efforts, we have carved a niche for ourselves as the combatant commander's technicians skilled in the arts of enabling, controlling, and optimizing the effects of rapid and continual change. As the pace of Transformation increases, our value as members of the warfighting team will continue to grow.

We are advancing our plans to consolidate appropriate FA 50 structure at all levels, and provide for inclusive, cross-component education at key points along officer

and civilian career development timelines. Your task is to get involved, review the new DA PAM 600-3, chap. 35, and provide timely input. Talk with the Proponent Office and see what lessons we are learning from operational application of Force Management, and how your experiences may shape our future role. We need feedback from the men and women in the field.

As I have said before, the best advertisement for our Functional Area is the competence and professionalism of our officers. The success of the Army's Transformation fundamentally is in the hands of the manpower and force management team that makes it happen on the ground. Our functional area is making a lasting impact on mission success within the Army and within the Joint force.

It has been an honor to serve as the Proponent's executive agent for such an outstanding group of men and women, and you can be sure I will be keeping the interests of FA 50 on the front burner. In the next ORACLE, our new executive agent, BG Chuck Anderson, will share his views on the Functional Area. I thank you for your personal commitment to excellence. Your work never goes unnoticed. See you soon! ◉



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OPMS Re-Design continued from page 2

The new approach in OPMS takes a small percentage of positions within each branch and functional area and codes them for access by all officers within a functional category and across functional category boundaries. This recoding may sound like another name for “branch-immaterial positions;” in fact it represents a paradigm shift. The old 01/02A positions were coded mostly to allow the personnel managers some flexibility in filling structural holes and, as such, were often perceived as a developmental sidetrack for the officer selected to fill them. The new coding will encourage a broadening of experience for top performers in their fields in support of more diversified career development, and HRC will be carefully managing how these slots are filled.

This may sound like it is aimed squarely at helping the former OPCF (now MF&E) officers, but this “position sharing” has advantages for the Operations Support and Force Sustainment groups as well by offering functional area officers the chance to step out of their technical lanes to gain valuable operational experience. The whole point of broader officer professional development is to take advantage of the fact that quality leaders can come from anywhere within the Army. We cannot afford to foreclose any possible source for tomorrow’s superstars. The new career development model is depicted in Figure 2.

Earlier Functional Designation

Previously, career field choices were made concurrent with selection for promotion to major. Under that management model however, officers in technical career fields did not have time to fully develop their functional expertise before reaching the senior field-grades. With OPMS’ aim of providing functional-area exposure to generalist officers, there is a pressing need to identify officers who will focus on the technical fields much earlier than the 10-year point of their careers. OPMS therefore will make a functional designation for selected officers at the seven-year point, when an officer is a senior captain. (Functional area designations will be made at the four-year point in the cases of Telecommunication Systems Engineering (FA 24), Psychological Operations and Civil Affairs (FA 37/38), Public Affairs (FA 46) and Systems Automation (FA 53).) The additional three to six years of FA time will offer more opportunities for skill training, advanced education, or experience-broadening assignments. The shift to this new functional designation timeline has been ongoing and will be at steady state for both four- and seven-year functional designation with the September ‘06 board for YG 1999. (See Figure 3)

Promotion Opportunity

The Army will use the new Functional Category groupings as the basis for promotion competition, although no significant changes to promotion opportunity are expected from the regrouping. Floors and ceilings still will be applied as necessary by branch and functional area to ensure critical capabilities are sustained, and statutory requirements for consistency in promotion opportunity are met. Earlier this year, G-1 analyzed previous promotion board results under the career field system, comparing the number of documented eligible officers to the number of board-selected officers, but grouping them according to the new functional categories. The

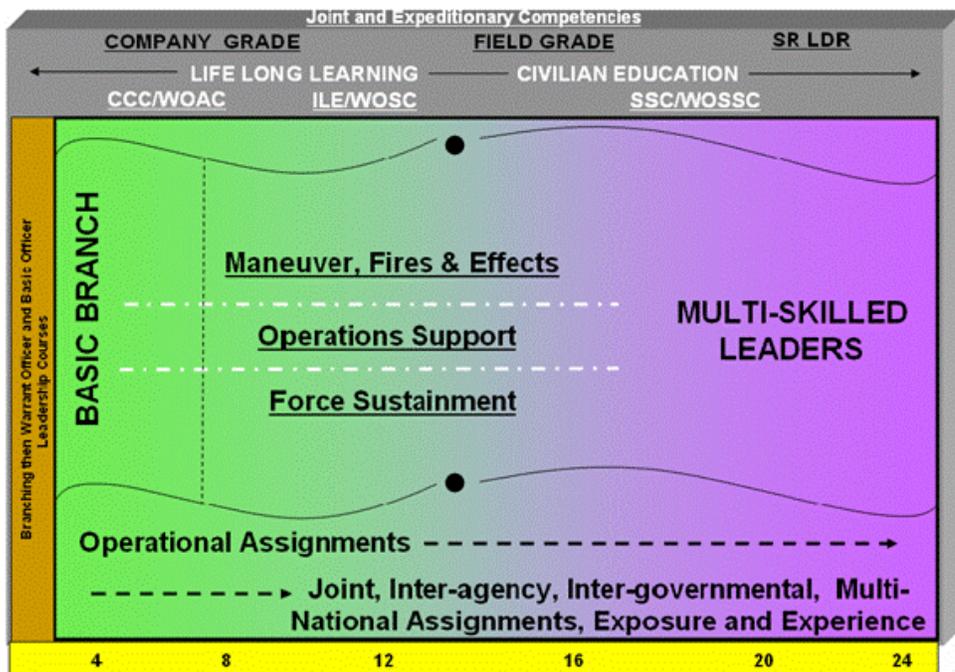


Figure 2

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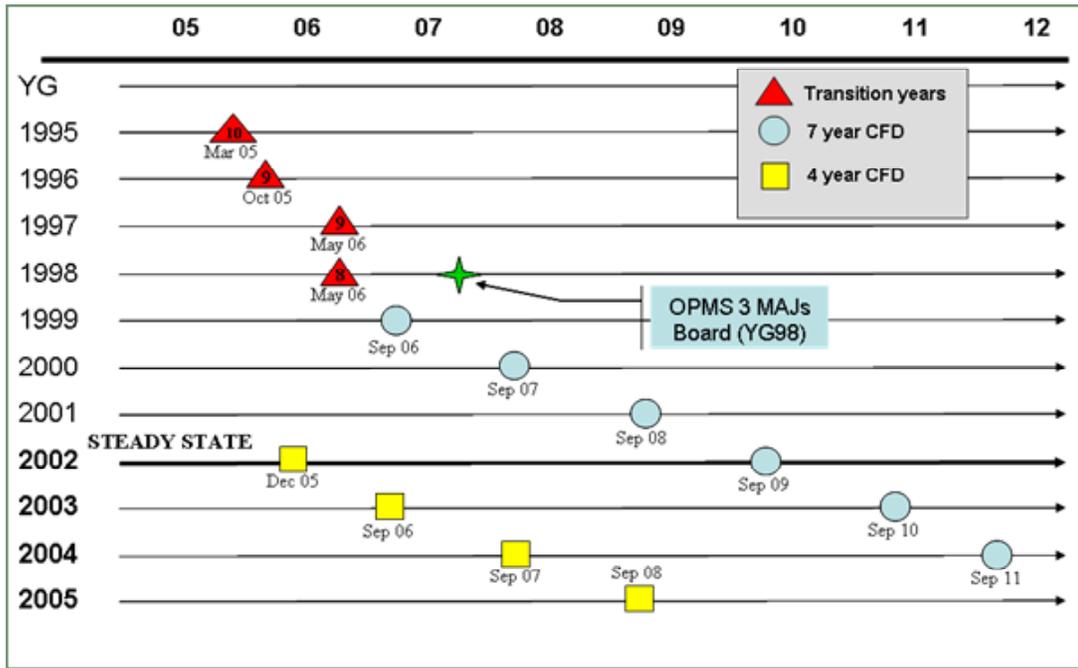


Figure 3

analysis showed no appreciable difference in promotion selection rates from the change in grouping. Promotions will, as always, be based on overall performance.

Centralized Selection Lists

The change away from the old Command Select List boards to the broader and more appropriately labeled Centralized Selection List (CSL) boards expands centrally managed vital positions to include both command and key billets. The revisions to OPMS further propose to adjust the date at which officers so selected will assume their new duties—in most cases delaying for an additional year after selection to provide more time for developmental education or experience. The number of positions controlled by CSL boards will be tightly controlled by HRC. The Army does not want to find itself one day centrally managing so many positions that the Combatant Commands, Army Commands, and Direct Reporting Units feel constrained in their flexibility to develop and utilize quality officers to meet changing demands at “the point of the spear.”

How This Will Affect You...

All of these changes will have significant effect on the future Army officer corps, but how will they affect you,

the FA 50 Force Management professional, today? (Here comes the smoke.) The short answer, and the one you will be happy to hear, is that the changes won't hurt our FA; in fact there are some real positives for us. First, by carefully analyzing our structure and selecting a few of our positions to be shared periodically by our brother officers in operational fields and other FAs, we put the spotlight on careful management of all our positions. These shared positions also will carry minimum educational standards for eligibility. We all know officers outside the

FA who have been tasked ad hoc to fill force management positions or perform force management functions, but were not trained to produce the best results. That has hurt our case for the value of fully trained FA 50s in some commands. Intensive management of these shared positions should greatly reduce the possibility of untrained officers being placed in positions of significant impact to the FA, and will expose more of the Army's future senior leaders to the intricacies of the force management business. This can only enhance awareness across the Army of our importance and value.

A second benefit of these changes comes in the promotion opportunity arena. We will be moving from a career field where we competed with only six other FAs for promotion selection, to a Functional Category where we can compete with 12 other FAs. In the old case, the small competitive field meant that after Army requirements satisfied structure needs (i.e., floors and ceilings), there were only a limited number of at-large promotion opportunities for which we could compete. By moving into a larger field, the number of at-large promotion opportunities greatly increases. Given the quality of our officers, this should have the effect of increasing promotion percentages. Good news for those who are here for the long haul.

IMPLEMENTING CAPABILITIES-BASED APPROACHES

by Jon Lee

Four research papers were chosen for publication in The Oracle from those submitted by last summer's FA50 Qualification Course students. This is the fourth in that series. The author, Mr. Jon Lee, is now serving in the Army G-8. In the next issue of The Oracle, we will publish the first of the four best papers from this year's Q Course.

Secretary Rumsfeld describes the national security threats as “known knowns, known unknowns, and unknown unknowns.” Obvious implications of his comment point to the uncertain future security environment and growing possibility that the greatest threat can come from the ones that we have not identified and prepared for. This concise description underpins the need for capabilities-based approach to defense planning, especially in guiding the transformation process and making critical decisions on near-term investments that will build the future force to counter future threats.

Application of a capabilities-based approach has impacted every facet of the Department of Defense (DoD)—from processes to organizations involved in defense planning, warfighting concepts development, requirements determination, programming, and acquisition. More importantly, it has placed “capability” at the center of all key decision-making processes. What does this mean for the Army as it continues down a path of transformation that involves modularizing the Army and building the future force with the Future Combat System (FCS) as the centerpiece?

Many criticize the capabilities-based approach as just a superficial name change, that it is no different than what the Army has done in the past. Since the end of the Cold War, the Army has implemented major initiatives such as Force XXI and Transformation under former Chief of Staff GEN Eric Shinseki. Both initiatives focused on developing new capabilities, rather than on specific threat, to prepare for the future. Digitization exploited the advances in information technology to enhance the Army's warfighting

capabilities while keeping the fundamental structure of the Army intact. Subsequently, recent experiences have unveiled key shortfalls in the Army's capability to rapidly deploy adequate combat power. Shinseki implemented his vision of creating a medium brigade to bridge the gap between heavy and light forces and ultimately the Objective Force that harnesses both digitization and deployability of the medium brigade. From a bird's eye view, the current tenets of transformation, that include modularity and future force, are logical extension of the past 10 years. Given the level of stress on the force due to deployments, the focus has shifted to building modular brigades and delaying the FCS program.

Skeptics have further criticized the department that capabilities approach is merely a way to justify the increased level of defense spending. Following Sec. Rumsfeld's logic that an uncertain future dictates a capabilities approach to defense planning, requirements will continue to increase to prepare for the full spectrum of military operations and the wide array of security environments.

In reality, the modularity initiative has created an enormous increase in resource requirements to the tune of an additional \$35 billion through supplemental funding in FY05 and FY06, and additional \$5 billion per year from FY07 through FY11. Furthermore, in March 2005, the General Accounting Office (GAO) estimated the FCS program to cost over \$108 billion at \$3-\$9 billion per year. With continuing budget deficit and waning public and congressional support for long-term supplemental funding to support Operation Iraqi Freedom (OIF), the defense budget is under intense scrutiny.

Mismatch between requirements and resources likely will continue to grow. Given this fiscal reality, the Army must institute a methodical framework for prioritizing the capabilities required in modular brigades of today and the future force. Current framework of programming only weighs capabilities

SERVING WITH THE PEOPLE WHO MAKE TRANSITION HAPPEN

by LTC Patrick Kirk



LTC Patrick Kirk

This is an important issue of The ORACLE. In addition to several regular features we've instituted over the past year, we are also providing some updates on what we've been doing in the Proponent Office to grow and mature our Functional Area. For one thing, you've probably heard that big changes are in store for the Army and for FA 50s in the area of officer career management. Al Eggerton, our Structure and Acquisition analyst, has been participating almost daily in the working groups that are re-writing DA Pam 600-3. Through his diligence and hard work in these WGs, we have not only come out fairly well intact, but probably actually in better shape than we had a right to expect. Some of the new policies that at first blush appeared negative for the FAs—particularly earlier functional designation and “position sharing” with the branches, will in fact make us a stronger FA and our officers more competitive for promotions and assignments. Read Al's article for the details.

We've also been working closely with the Army Force Management School and Army G-3 to expand training and education opportunities for FA50s. The Q-Course is now well established, and by the time you read this the second class of school-qualified FA50s will have graduated and gone on to their new assignments across the Army. We are starting to explore whether a second iteration of the course each year would be useful, especially to accommodate the RC officers who would like to attend. To augment the Q-Course, we've started the “How the Army Runs” and other courses, and have begun to develop an “Assignment Oriented Training” program, too. Ronnie Griffin is the lead for these efforts here in the PO, and he explains it all in his column in this issue.

Doctrine is constantly evolving, of course, and Sean Tuomey has been working on getting Force

Management into the new corps and division pubs. He will have an update on that effort in the next ORACLE. And our Strategic Communications program has expanded over the last year as well. The G-8 webmaster, Ms. Marlena Jones, has done a terrific job with our www.fa50.army.mil website. And here in the PO we have set up a couple of AKO-based collaborative sites for the Council of Colonels and for FA 50s at large. Please take a look and give my guys your comments and suggestions. These are your Websites, after all. Let us know how we can make them more useful to you. And of course, The ORACLE has grown, too. We have been working hard to ensure it doesn't become just a “G-8 gossip sheet,” but truly a forum for all FA 50s in every arena. The ORACLE is the Proponent's primary vehicle for getting news and views out to our fellow Force Managers, and your contributions to the newsletter are critical to its success.

Finally, this is my last column as Chief of the FA 50 Proponent Office; it has been a great challenge and also a real pleasure. And with the great team here in the Taylor Building, we have done our best to ensure the Army understands and appreciates the important role of Force Managers—active, Reserve, National Guard; as well as our CP26 colleagues. What you do every day is arguably one of the most critical jobs in the Army. In an era of Transformation, Force Managers are the men and women who design and organize the units, and manage the acquisition and distribution of new equipment and weapons. You are the folks who, quite literally, “make Transformation happen.” You've been an inspiration, and I wish you all the best as you continue to provide to the DoD, Joint Staff and the Army a capability and function that is essential to our heritage. Our legacy starts now...the Soldier is our passion; his success is truly our hallmark. ◉

(LTC Kirk is the Chief, FA 50 Proponency Office.)

RC CORNER: RESERVE TRANSFORMATION LESSONS LEARNED

by MAJ Michael Turpin



MAJ Michael Turpin

The Army Reserve, in conjunction with the Army and Army National Guard, is about to execute a substantial amount of force structure actions in order to implement requirements pertaining to Base Realignment and Closure (BRAC); the streamlining of command, control and support structures; and the modernizing of Army facilities. These complex force-structure actions will be executed while at the same time sustaining operational support to combatant commanders and minimizing the stress on Soldiers and their families. BRAC cleared the way for the Army to reassign operational units to other commands.(1) Carrying out these changes effectively will hinge on detailed coordination and synchronization of the entire Army. On a smaller scale, the Army Reserve's Military Intelligence Readiness Command (MIRC) recently executed a similar transition and therefore lessons can be from the MIRC's relatively recent experience.

In June 2003, the Chief, Army Reserve (CAR), issued a directive to create a functional military intelligence command. As a result, the MIRC was activated September 2005, as a direct reporting command to the U.S. Army Reserve Command (USARC). (2) The MIRC now is the functional command headquarters for Army Reserve MI,

as well as the force provider and focal point for Army Reserve intelligence requirements, transformation, and related issues. MIRC's mission is to provide ongoing operational intelligence production capabilities in support of the Army, combatant commanders, and combat support agencies by providing trained and ready Soldiers, teams and units; state-of-the-art intelligence production and training facilities; and a responsive training capability.(3)

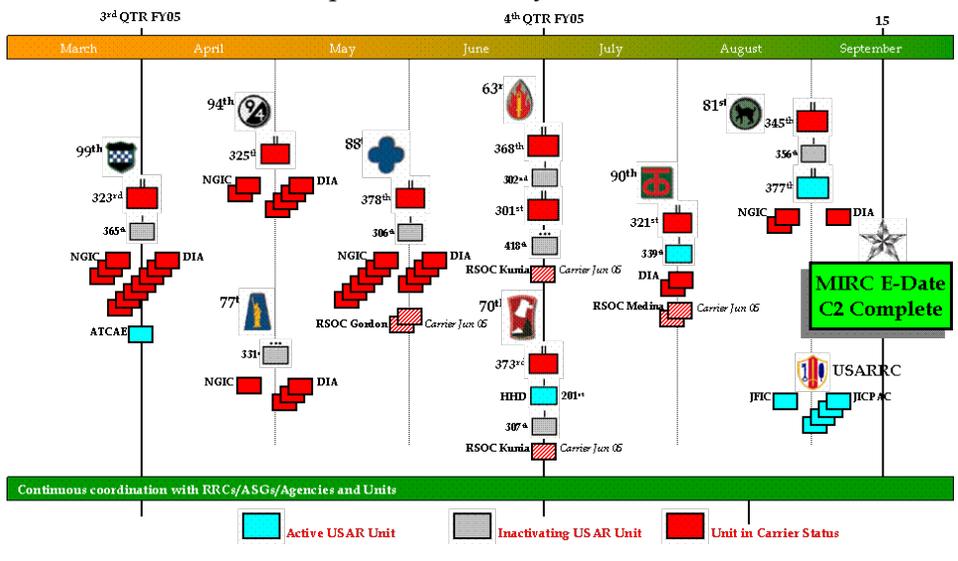
As a functional command, MIRC commands all USAR MI forces within CONUS. As the accompanying graphic illustrates, MI units were transferred for nine different Army reserve regional readiness commands (RRC) to the MIRC over an eight-month period in a systematic process.(4) This transition process took place from January through August 2005. The command and control transition was executed in a phased approach involving nine RRCs and the U.S. Army Reserve Readiness Command (USARRC). The transition process was conceptually executed in three phases.(5)

- Phase 1. Data collection. Transition data were collected from the current C2 commands and from the transitioning units. The data call focused on current processes, procedures and requirements.
- Phase 2A. Transition assessment and resolution. MIRC headquarters' special and coordinating staffs developed a catalogue file for the transitioning units.

The MIRC conducted weekly IPRs to provide C2 transition update and staff coordination.

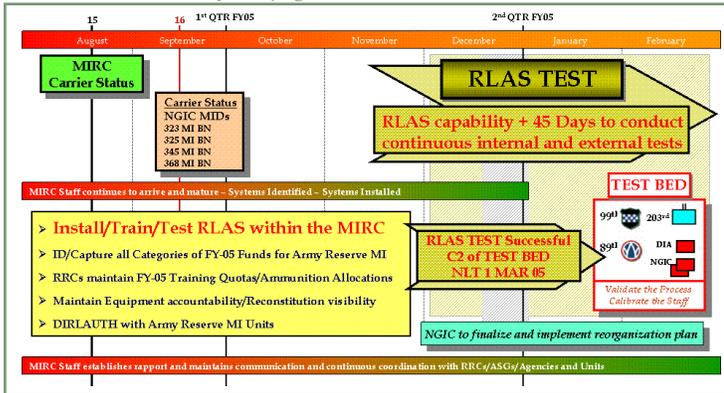
- Phase 2B. Transition status. Based on data provided, each unit data file was analyzed, evaluated, and assessed to identify both transitioning unit requirements and staff resolution initiatives to support C2 transition. Each unit was individually assessed as either Red, Amber, or Green by the special and coordinating staff with the G-3 with the ratings for each unit.

- Phase 3. MIRC stood-up and assumed staff responsibilities.



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RC Corner continued from page 8



The MIRC went into carrier status and assumed C2 of CONUS-based USAR MI units.

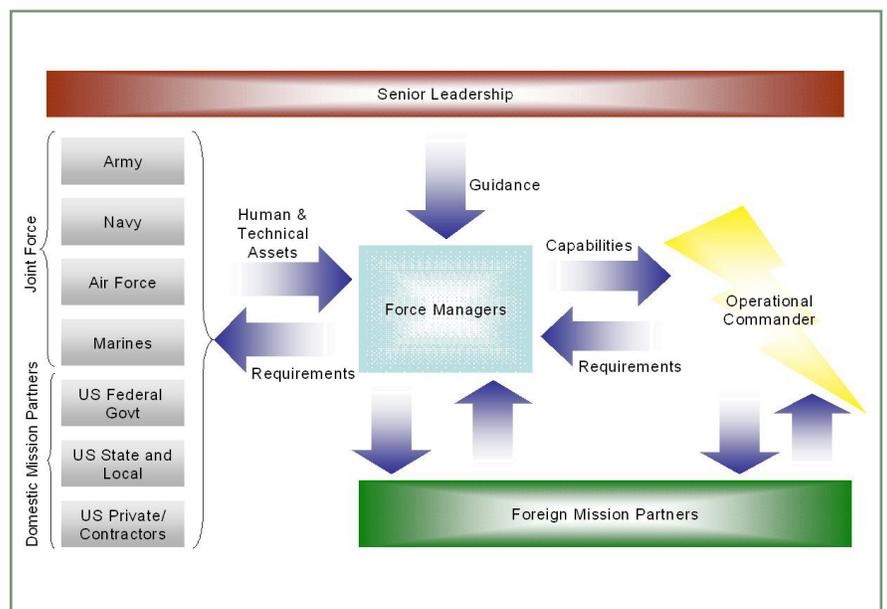
Listed below, in no particular order, are some of the lessons and recommendations that should be taken into consideration as other commands undergo their own transition campaigns and move subordinate units from under one command to another.(6) (Note: This was a USAR operation, but many of the lessons or insights are not limited to just the Army Reserve.)

- Resources and other infrastructure systems generally follow Fiscal Year (FY) begin and end dates. They also are established and built by varying cycles. Without the benefit of 2-3 years planning, it can be assumed most systems will not be in line with accelerated carrier or E-dates. All associated systems will have to be "loaded" or resourced "manually." Ideally, all command-related systems become fully capable during "carrier status" and C2 of all the units takes pace at the beginning of the next FY. In this manner, all resources and systems are in place and ready and come with the Soldiers (funding, TAPDBR loads, SMDR/REQUEST/ATRRS, SIDPERS, IMPAC Cards, TAMIS-R, PBUSE, ULLS-G, SAMS-1, SARSS, command codes, RLAS, etc.)
- In formation management systems must be set up and tested to ensure that they are fully functional prior to unit activation and assumption of C2 functions.
- Establish TTHS parameters immediately and initiate Soldier reassignments concurrent with all C2 transfers.

- Define and codify roles of functional commands, vs. regional commands so procedures on common areas of interest are uniform for all organizations.
- Identify adequate funding for both initial stand-up and annual operating budget. For centralized funding issues like life-cycle replacements.
- Open and continuous communications are key.
- Maintenance division provided critical guidance for Equipment Consolidated Sites (ECS) to assist in the support of maintenance for units during C2 transition.
- Develop an IPR memo following each IPR for the decision maker to initial. The memos codified each IPR decision/guidance and provided needed leverage for obtaining information and actions from the principal staff, action officers, and others who were not present during the IPR.
- Develop program or processes to ensure all steps are completed in transferring Soldiers in all systems for accountability under the new command.

As the Army executes the most comprehensive transformation in more than 60 years, some unintended consequences will result and will have to be overcome. Some of the insights above, if incorporated, could assist other commands in their transition planning and execution.

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FORCE MANAGERS HALL OF FAME

Editor's Note: The Force Managers Hall of Fame was dedicated late last year with five initial inductees who have made lasting contributions to the Army. The display is in the FD Hallway, adjacent from Room 3E388 in the Pentagon. Recommendations for nominees for the next class of inductees are welcome.



MARY AGNES HALLAREN
Colonel, USA
(1904-2005)
Inducted 2005

When the Women's Army Corps (WAC) was officially integrated into the Army in 1948, Mary A. Hallaren became the first woman to receive a regular U.S. Army commission.

Born in Lowell, Mass., she was educated at Lowell Teachers College and George Washington University. In 1942, Hallaran entered the Women's Army Auxiliary Corps, which later became the WAC. A story she told years later was that a recruiter (male, of course) asked the five-foot-tall Hallaran how thought she could help the military. She replied, "you don't have to be six feet tall to have a brain that works."

She was among the first women to attend WAAC Officer Candidate School, and in 1943 commanded the first women's battalion to go overseas. She served as director of WAC personnel attached to the 8th and 9th Army Air Forces, the largest contingent of U.S. women serving overseas in WWII. By 1945, as a lieutenant colonel, she commanded all 9,000 WAC personnel in the European theater.

In 1947, COL Hallaren was appointed director of the Women's Army Corps. She worked with GENs Eisenhower and Marshall toward merging the WAC into the Regular Army, and on June 12, 1948, with enactment of the Women's Armed Services Integration Act, she

became the first woman to serve as a Regular Army officer. (There had been female members of the Army Medical Corps since 1947).

She guided women's Army units through service in the Korean War before stepping down as director in 1953. She retired from the Army in 1960, and had the longest tenure of any of the nine WAC directors until the service was formally eliminated in 1978. In 1965, Hallaren became the first executive director of Women in Community Service, a coalition of five charitable groups that she helped mold into a nonprofit agency of national scope to help women and children in poverty or at the margins of society. She retired in 1978, but continued to serve in an advisory capacity. She also continued to champion opportunities for military women, serving for many years on the board of the WAC Foundation and lecturing on the history of women in the Army.

In the 1990s, she was a leading proponent of the Women's Memorial at Arlington National Cemetery and the Army Women's Museum at Fort Lee. In 1996, Hallaren was inducted into the National Women's Hall of Fame. She died in McLean, Va., in 2005, the same year she was inducted into the Force Managers Hall of Fame.

The integration of women into the ranks, one of the revolutionary force management and force structure changes in Army history, has had profound impacts on all aspects of Army doctrine, training, and organization. COL Mary Hallaren, together with COL Oveta Culp Hobby and other pioneering military women, opened the way for military women to show they could be more than typists and clerks, but rather, essential players the overall strategic direction of Army doctrine, policy, and operations. ◉



TRAINING AND EDUCATION UPDATE

by Mr. Ronnie Griffin

Just one of the many challenges involved in standing up a new Functional Area is establishing the “training infrastructure” to support and grow its officers. Over the last two years, the FA 50 Proponent Office has been working closely with AFMS, steadily developing and refining the Program of Instruction (POI) for the Force Management Officers Qualification Course. After a successful pilot course in summer 2004, two regular classes have now attended the 10-week Q-Course. The FY06 Q-Course started on 1 July 2006 with 23 students from the Active Army, USAR, Army National Guard, and Career Program 26. The class graduated 15 September.

As always, some things worked well and some didn't. We are continuing to review the POI and feedback from the students and faculty to make the course an even more valuable experience—not only for newly-designated FA 50s, but also some of you who have been in the FA for a while. If you completed the Q-Course and would like to provide feedback on the training provided, feel free to drop me a detailed note.

The Proponent Office has several other education, training, and leader development initiatives working to continue to enhance FA 50 officer development. The most important is “Assignment-Oriented Training (AOT),” projected to begin in conjunction with the FY08 Q-Course.

As we now envision it, AOT will encompass at least four modules focusing on Force Management issues and techniques at the Joint, HQDA, MACOM, and Operational (corps and division staff) levels. The Joint module will piggyback on the current Army/Joint Action Officer Course and will be focused on those FA 50 officers en route to Joint assignments. The HQDA, MACOM, and Operational modules will focus on specific tasks for officers being assigned to those organizations at those levels in positions ranging from System Synchronization Officers, Requirements Synchronization Officers, Organizational Integrators, Command Managers, Force Integrators, Force Developers, Force Structure, and others.

Currently, we expect the modules will be taught immediately upon completion of the Q-Course. The first HQDA module focused on G-8 System Synchronization Officers is being developed now. Eventually we will add a Senior Force Managers course that will be designed to update FA 50 colonels and other officers on various issues as they transition to leadership positions on the ARSTAF, Joint Staff, and throughout the Army. More to follow... ◉

(Mr. Ronnie Griffin is the FA 50 PPO's lead action officer for training and education issues. E-mail directly via ronnie.griffin@us.army.mil, or phone DSN 332-3268.)

Approaches continued from page 6

of each individual system and prioritizes by system. This approach will create the same situation today of “haves” and “have nots” among modular units. Capabilities required must be assessed at unit level. Priority equipment for Heavy Brigade Combat Teams (BCTs) may not necessarily be priority in support units. At the same time, modernization levels must be assessed in the context of the future force capability. In certain areas, risk can only be filled with modernized equipment requiring additional funding, while in

other areas risk can be mitigated with current systems until either the spirals or the FCS.

Changes brought by implementing capabilities-based approach may or may not fundamentally and permanently alter the course of transformation. But to be prepared for the future while fulfilling today's demands, the Army must rigorously challenge, assess, and prioritize requirements vis-à-vis unit capability and the future force capability. ◉

