



FORCE MANAGEMENT'S THE Oracle

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THE NATIONAL MILITARY STRATEGY: PAST AND PRESENT

by Sean Tuomey



Sean Tuomey

In my last several articles, I have discussed the nature of doctrine and doctrine's relationship to strategy. With regard to U.S. strategy and defense policy, I also have discussed the National Security Strategy (NSS) and the National Defense Strategy (NDS). In this article, I will discuss the National Military Strategy (NMS). — Sean Tuomey

Since 1989, four different Chairmen of the Joint Chiefs of Staff (GEN Powell–1989–1993; GEN Shalikashvili–1993–1997; GEN Shelton–1997–2001; GEN Myers–2001–2005) have used an unclassified NMS to advise the President and Secretary of Defense (SECDEF) on the direction of the U.S. military and to communicate that direction to Congress, the American people, our allies and, quite possibly, our opponents.

This strategic document is required under Title 10 U.S. Code as a result of the Goldwater-Nichols Act of 1986. This is said to be the most significant piece of defense legislation since the National Security Defense Act of 1947, which created the Department of Defense from the old War Department. The Goldwater-Nichols Act is sometimes hailed as one of the momentous highlights of the Reagan Administration.

Read About It In

THE Oracle

COVER STORY

The National Military Strategy: Past and Present

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TABLE 1: CHANGES IN THE STRATEGIC ENVIRONMENT

1990s

Regional Competition and Threats
Gulf War
Greater Number of Military Operations
Declining Financial and Personnel Resources
Need to Integrate Technology
Robust Overseas Bases and Deployed Forces
Well Maintained Cold War Equipment

2000s

Global War on Terror
Iraq and Afghanistan
Continued Global Engagements
Increasing Financial Resources
Need to Transform Capability
Less Global Infrastructure and Forces
Updated but Worn Equipment

To understand the NMS evolution, Force Managers must understand the changes in the strategic environment. Table 1 provides a brief synopsis.

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The leadership challenges are quite apparent. The Chairman, through the Strategic Planning System, integrates processes and documents from above (the President and SECDEF) with the rest of the military establishment. The Chairman controls neither significant resources, nor operational military forces. His most critical function is to inform and influence civilian leaders, particularly the Congress.

Prior to 1990, the strategic planning products were voluminous, stove-piped and very bureaucratic. GEN Powell streamlined the system when he published Memorandum of Policy Num. 7 on 30 Jan 1990. This change added front-end leader's guidance and reduced the number of documents from ten to four. The Chairman's Guidance provided initial direction for the publishing of the NMS, the Joint Strategic Capabilities Plan (JSCP) and The Chairman's Program Assessment (CPA).

In 1993, GEN Powell again revised the Chairman's Planning System with his first change to Memorandum of Policy Num. 7. This revision placed greater emphasis on long-range planning and made the NMS an unclassified document. GEN Powell also opted to keep the JSCP.

GEN Shalikashvili issued Chairman Joint Chiefs of Staff Instruction (CJCSI) 3100.01 to codify changes he had instituted. He maintained the NMS as an unclassified document, and also produced Joint Vision 2020 (1996) which looked past the NMS, which at that time looked out only about five years. The Chairman's Program Recommendation (CPR) was added to provide resource advice; the JSCP was left unchanged.

In September 1999, GEN Shelton made a unique change to the planning process by placing greater emphasis on Theater Engagement Plans, what we know now as Theater Security Cooperation Plans (TSCP). I believe this was the foundation for our new, six-phase joint planning doctrine whereby Phase 0 is peacetime security engagement, entitled "Shape." He also started to implement Joint Vision 2020 by beginning some experimental work that would influence future resource decisions.

GEN Myers published three new strategy-related documents in addition to the NMS of 2004. These were a classified National Military Strategic Plan for the War on Terrorism (in 2002 and 2005), a classified Chairman's Risk Assessment, and Joint Operations Concepts in 2003 which later was revised to Capstone Concept for Joint Operations in 2005. The 2004 NMS now had identified the future concepts and capabilities associated with implementing the vision of full spectrum dominance.

All of these changes in the NMS over the last seventeen years have brought about the evolution of the Chairman's Planning System from a rigid Cold War process, to a more flexible, resource sensitive, long-range vision for the future. We are now more capably focused on terrorism and joint force capabilities. But what do Force Managers need to know about the most recent version? Does the latest version still link us to legacy forces, legacy equipment, legacy doctrine and therefore legacy strategy?

The NMS is a major level in the doctrinal and strategic hierarchy of this great Nation. The NMS connects

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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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RESERVE COMPONENT CORNER

America's 21st Century Guardsmen Always Ready, Always There!

By CW5 Gary Nisker

In an article published in the fourth quarter FY 05 ORACLE, entitled "Army National Guard Force Management...Leading Change in the ARNG," the FA 50 community was introduced to the Army National Guard (ARNG) Force Management (FM) process. That article addressed how active and ARNG Force Managers are "the same, but different." ARNG Force Integrator Readiness Officers (FIROs) are more generalists, working not by branch or Standard Requirements Code (SRC), but much closer to where the rubber meets the road. They make recommendations directly to the senior leadership of the 50 states, the Commonwealth of Puerto Rico, two territories, and the District of Columbia on what, where, and when to station Federal structure and formations. Their recommendations focus on how to best support and posture the Governors and Adjutants General for every possible contingency and future operation, while still performing as the vanguard of our national defense.

Operations may range from local emergencies requiring a rapid reaction force, to operational contingencies in support of federal requirements as mandated by the President of the United States. The ARNG is modernizing and modularizing at nearly the same rate as our active-duty counterparts whom with we seamlessly work and fight. No longer a "legacy force" or strategic reserve, the ARNG will have the same units with the same equipment as the active force.

Your National Guard is engaged in missions in our hometowns and across the globe. The Guard supports emergency managers at local, state, and regional levels, responding to fires, floods, earthquakes, tornadoes, blizzards, hurricanes, and civil unrest. They fight the war on terror, drugs, and juvenile delinquency, and provide military support to civil authorities on call as a trained and ready force within and outside of our nation's borders. During all this, our primary mission remains defending the Constitution and the United States

against all enemies, foreign and domestic, providing 40 percent of the forces on the ground in Iraq. All of this is provided to the United States at one-fourth the cost of an active component Soldier, who is restricted by law from providing domestic support services.

ARNG Force Managers are rebalancing our forces in support of Army requirements to ensure we have the right capabilities, in the right numbers and places and on time. The staffing process to ensure all of these facilities and infrastructure are in place as needed rests squarely on the Soldiers of the 54 FIROs. As you can imagine, this is a huge responsibility to place with a mid-grade officer. Normally, the officers given this immense task come to the job straight from a line unit which has not prepared them for such an influential position. To posture these Soldiers for success, the Army National Guard-Force Management Division has designed a training course to focus primarily and specifically on them.

The ARNG Force Management Course has been taught at the National Guard Bureau Professional Educations Center (PEC), North Little Rock, Ark., for several decades with oversight from the ARNG Force Management Division stationed at Arlington Hall Station, Va. This 80-hour course is conducted four times a year and is focused on the FIRO, Mobilization Readiness Officers (MRO), Force Development Non-Commissioned Officers (FD/NCO) and the Civilian CP-26 Management Analysts (MA) stationed in the 54 states and territories. In the future, this course will be taught by the Army Force Management School (AFMS) at Fort Belvoir at the same frequency as in the past and taught by the same experienced Force Management professionals. AFMS instructors are currently provided under contract by Military Professional Resources Incorporated (MPRI), a government contractor.

National Guard and Army Reserve Soldiers can enroll in the course through the Army Training Requirements and

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Resources System (ATRRS). The first AFMS course will start on 22 January. The next several courses currently programmed at the new training site at Ft. Belvoir will be conducted on the following dates:

22 Jan-2 Feb 07	3-14 Dec 07
26 Mar-6 Apr 07	4-15 Feb 08
7-18 May 07	24 Mar-4 Apr 08
17-28 Sep 07	5-16 May 08

The course is designed to teach 25-30 students per class primarily to do the job of managing the forces for America's Army. Army Strong! ●

CW5 Nisker is the Futures Organizational Integrator in the Force Management Division at National Guard Bureau. Contact him at gary.nisker@ngb.army.mil.

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White House policies to the actions of the Combatant Commander, through the Department of Defense and the Joint Chiefs of Staff. I believe the current version, as an evolutionary document, actually extends our doctrinal evolution from the end of the Cold War to what we now know as the Global War on Terror. The NMS addresses the "persistent and emerging" security challenges that now threaten our Nation, and identifies the need for maintaining a state-on-state warfare capability while also growing our asymmetric capabilities. Force Managers at all levels should be intimately familiar with the key aspects of the security environment as outlined in the NMS: a wider range of adversaries, a more complex and distributed battlespace, and technology diffusion and access.

To meet these challenges, the NMS defines three military objectives: Protect, Prevent and Prevail—the three "Ps" as they are described at the War College. The Three Ps are defined as: protect the U.S. against external attacks and aggression, prevent conflict and surprise attack, and prevail against adversaries. To achieve these objectives, no specific force structure is referenced. Rather, this NMS emphasizes the desired attributes, functions, and capabilities of the Joint Force. The NMS offers the "1-4-2-1 Force Sizing Construct," meaning the U.S. military needs to be able to:

- Defend the Homeland
- Deter forward in and from four regions
- Conduct two overlapping defeat campaigns
- Win decisively in one of those campaigns

This force sizing construct fully supports capabilities-based, rather than threat-based, analysis.

I have always maintained this document should be unclassified so it could communicate our intent to those who wish to do us harm. The NMS is the central link in the chain from the President to the Soldiers, Sailors, Airmen and Marines in the field. It is also a compact between the U.S. military and the citizens of the United States. The NMS specifically outlines the age-old components of strategy: ends, ways, and means. Every Force Manager should have a copy of this document on his desk. Every structure or equipping issue should be held up to the light in conjunction with this document. The next question is: What will this document look like in 2007 or 2008? ●

Sean Tuomey is a Senior Military Analyst with SYColeman who supports the FA 50 Personnel Proponency Office. He is a graduate of the Army War College, and recently assumed command of the 1398th Deployment Support Brigade (USAR), Curtis Bay, Md.

An Open Letter to the G-8 Team

From LTG Dave Melcher



Since joining the G-8 family four and a half years ago, first in PAE and then as the G-8, I consider myself blessed for the opportunity to have served with such a dedicated and professional team. It has been a pleasure to work with you. Thanks for being such a great organization.

I hope each of you understand how vitally important your work is for the Nation. The U.S. Army is the world's most capable and dominant land force. We've been a part of the most aggressive and successful transformation of the Army since the end of World War II, while fighting a determined and adaptive enemy. It is mind-boggling to think about how much progress we've made in such a short time providing our Soldiers with resources and supporting them at a level that is commensurate with the quality of their service.

The G-8 team is in good hands under the able leadership of MG(P) Steve Speakes. He will hit the ground running, and will be a superb G-8 for the Army. Steve Speakes is a confident, capable, and dynamic leader. I know that you will continue to provide him with the same great support that you have given me.

I wish you the best, and as the incoming Military Deputy to the ASA(FM&C), I look forward to our continued work in winning the long war and keeping the Army ready for the Nation's call.

Respectfully,
LTG Dave Melcher

RC SUPPORTS ATLAS FIELDING

by MAJ Ramiro Sandoval

Recently, four units within the Army Reserve's 89th Regional Readiness Command (RRC), Wichita, Kan., received a dual capacity specialized forklift named the "All Terrain Lifter Army System (ATLAS)." This equipment will enhance and upgrade the unit's abilities to improve their mission to handle and manage supplies such as ammo in rough terrain where soldiers work.

The 295th Ordnance Co.'s SGT Timothy Drake, who completed the ATLAS maintenance course this past August in Smyrna, Tenn., said the ATLAS uses two detachable forks to move items, and the smaller fork with a load limit of 6,000 lbs. The ATLAS went to three other units, including the 471st AG Co., the 728th QM Co., and the 795th AG Postal Co. The ATLAS features a two- or four-wheel drive mode and can move in a crab-like motion enabling the forklift to work in tight quarters.

The ATLAS forklift is designed to work in difficult locations. Soldiers can take advantage of the telescopic

boom with a max reach of 24 feet, or frame pivot motion of 9 degrees for improved handling operations in air, marine and rail distribution actions. Moreover, the ATLAS can maneuver supplies on ramps or hills within slopes of 17 degrees. The cost for each ATLAS is just over \$100,000, and it has a maximum load capacity of 10,000 lbs. and towing capability of over 30,000 lbs.

JLG Industries Inc., built the ATLAS for the U.S. military and the forklift has been deployed to Iraq, Bosnia, and Afghanistan. The soldiers in the 89th RRC will put the ATLAS to work with the movement of units, equipment and related supplies. Four other Soldiers who attended the operator or maintenance course include SPC Lee Gross, SGT Alonzo McNeese, SGT Todd Mutchler, and PFC Lee Klein. ◉

MAJ Sandoval is a former signal officer who converted to the FA 50 functional branch and serves full time in the Force Programs Office, 89th RRC, a U.S. Army Reserve two-star-level command headquartered in Wichita.



MAJ Ramiro Sandoval photo

SGT Timothy Drake, 295th Ordnance Co., Hastings, Neb., is an ATLAS maintenance technician.

CAREER PROGRAM (CP) 26 UPDATE

by Vaughn Lately, Jr.

The mission of the Manpower and Force Management Career Program (CP-26) is to provide a professional cadre of manpower and force management professionals to design, develop and resource the Army's operating and institutional forces in support of the National Military Strategy. CP-26s are the civilian counterpart of the FA 50 and work alongside FA 50s as program analysts and force developers.

The CP-26 Board of Directors (BoD) recently established a Junior Executive Committee (JEC) as a Competitive Professional Development opportunity. The JEC will serve as the study arm of the CP-26 BoD. Careerists (GS-12 and above) volunteered to participate based on their extensive manpower and force management experiences and exhibited leadership potential. Eight candidates were chosen to serve a two-year appointment and they will provide input to critical manpower and force management career program issues by actively participating in specific projects, briefing results and presenting recommendations to the CP-26 BoD.

On 1 September, Mr. Roy A. Wallace, Director of Plans and Resources, assumed the duties and responsibilities as the Functional Chief Representative (FCR) for Manpower and Force Management Career Program (CP-26).

Building a Pipeline of Leaders for "The Way Ahead"

A major concern for the CP-26 BoD is how we, as a career program, will grow and develop our future leaders. Selecting and developing future leaders are crucial tasks and a huge concern for many organizations. The

importance of these tasks to the Army was mentioned during a speech given at the Army Management Staff College by the Acting Assistant Secretary of the Army for Manpower and Reserve Affairs, the Hon. Daniel



B. Denning, who said that, "for military officers and senior noncommissioned officers, we spend hundreds of thousands of dollars to train each for them to be leaders—especially by the time they are ready to be senior leaders, [however] the Army needs and is planning to do... a better job in developing and providing opportunities for the Army's civilian leadership and for its professionals."

The CP-26 BoD and other senior manpower and force management careerists share the responsibility for "building the bench" and developing a pipeline for and of future leaders. CP-26 BoD members have noted there has been no formal plan for nourishing the experiences and acquiring the knowledge needed for our senior positions. To address this void in "bench building," possible options could include:

- Creating an effective bench management process.
- Quickly anticipating and filling succession gaps.

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Wishing All
Army Force Managers & FA 50s
Happy Holidays and a Happy New Year!

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- Identifying mid-level careerists with advanced leadership potential and actively plan their careers to build “bench strength.”
- Making the bench-building process part of the program culture by effectively communicating the program throughout the career field.
- Conducting periodic group discussions as part of a staffing review and making the process inclusive to all candidates, keeping the process simple and ensuring senior leadership supports and participates in the process.
- Establishing a leadership development curriculum driven by on-the-job development. Progressive job assignments such as an “employee swap” could serve as a developmental opportunity for two employees; no one organization would have to “lose” an employee when they go on a developmental assignment; employees would exchange positions for a defined period of time, thereby benefiting both the employees and organizations.
- Other options include pursuing carefully designed assignments such as Training with Industry, actively designing Individual Development Plans (IDP) for all employees, and assisting newly selected leaders in their teambuilding process.

The BoD recognizes the value of the training received through the Army’s Congressional Fellows Program, Senior Service College, and the Defense Leadership and Management Program. The Proponency Office will be looking to these programs as models to prepare

careerists for increasing responsibilities and enhancing leadership. We will also be looking at designing IDPs that will focus careerists and their supervisors on developing defined skill sets and providing needed organizational experience. This may include proposing a mission-essential task list (METL) with career-enhancing assignments for interns and careerists. The new Junior Executive Committee (JEC) will also contribute with their research and review of strategies to “build” quality leaders for our community.

Rather than relying on standardized training curricula, effective organizations, and career programs will develop their next generation of managers and leaders on-the-job through a series of challenging and diverse experiences in which their roles are broadly defined, yet expectations are clear. Ongoing feedback and coaching will serve to maximize the benefits from each learning experience. Although these practices may not be easy to implement, the CP-26 BoD is very focused on building and sustaining a pipeline of competent and ready leaders. ◉

Mr. Lately is a Management Analyst in the Manpower Policy, Plans and Program Division, HQDA, G-1. Reach him at vaughn.lately@hqda.army.mil. Learn more about CP-26 by visiting their homepage at <http://www.cp26.army.mil/>.

In The Next Issue Of



**MEET BG ANDERSON THE NEW
FD AND FA50 EXECUTIVE AGENT**

“OUR SUCCESS IS HIS LEGACY” FA 50 Branch Chief LTC Patrick Kirk Retires



Bob Fleitz photo

MG Speakes presents the Legion of Merit to LTC Patrick Kirk as MAJ Brian Halloran prepares to read yet another congratulatory letter and Mrs. Lori Kirk enjoys the camaraderie of their friends, family, and colleagues.

On 8 November, the Proponent Office bid farewell to LTC Patrick Kirk, who retired after 21 years of Army service. The retirement ceremony and luncheon, held at the Fort Belvoir Officer's Club, was hosted by the FA 50 Executive Agent, MG Stephen Speakes. Patrick's wife Lori, their children Kyle and Kayleen, his parents LTC (USA, ret.) and Mrs. John Kirk, and Lori's parents, CDR (USN, ret., WWII vet) and Mrs. Ray Ferguson, were also present.

During his two years as Chief, FA 50 Personnel Proponency Office (PPO), Patrick was instrumental in establishing the reputation of Force Managers as the Army's experts in all facets of requirements definition, solutions identification, and equipment of fielding in support of an Army that is simultaneously “at war and transforming.”

Patrick was commissioned in 1985 as an Armor Officer from Claremont-McKenna College, and received his bachelor's degree in Business Administration from California State Polytechnic University at Pomona the following year. During the mid-1980s, he served with

the 3d Armored Div. in Germany as an armored platoon leader and executive officer. During the early 1990s, he served as Plans Officer and Headquarters Troop Commander in the 9th Cavalry Squadron, 7th Infantry Div. (Light), for which he was nominated as a finalist for the GEN Douglas MacArthur Leadership Award. Patrick also served as the 3d Army War Plans Officer at Camp Doha, Kuwait, from 1996-1997.

In 1998, Patrick became an FA 50/Force Management officer, serving in several Force Management assignments to include: Maneuver Design Analyst, FD Directorate, TRADOC, Fort Leavenworth; Objective Force Integrator, Force Integration Team, Army G-3; Executive Officer, Director, FD, Army G-8; Chief, Resource and Materiel Branch, FD-FCS, Army G-8, leading to his most recent and final assignment as chief, FA 50 Proponency Office.

Under his leadership, the Functional Area has instituted a Qualification Course program of instruction, expanded its strategic communications outreach, and initiated coordination and collaboration with the Joint and CP-26 communities, as well as the PPO's Reserve and National Guard Force Management counterparts. He also oversaw the growth of the Functional Area's presence in the new Army Service Component Command organizations, as well as expansion of the Force Management divisions in the new corps and division headquarters structures.

Patrick was also selected as the first FA 50 to serve as a RAND Fellow in 2000.

LTC Patrick Kirk is well known on the ARSTAF and throughout the Force Management Community for his passion and enthusiasm. His legacy is his recognition by FA 50s Army-wide as a “Visionary Leader of Change.”

The Proponent Office and The ORACLE staff wish LTC (USA, ret.) Kirk and his family all the best for the future. ◉

IN MEMORIAM



MAJ PEARLIE ANN LLOYD, PH.D.
(1964-2006)

MAJ Pearlle Ann Lloyd, Ph.D., a fellow FA 50 and recent graduate of the Qualification Course, passed away suddenly on 9 November in Newnan, Ga. She was 42.

MAJ Lloyd was born 14 February 1964, in Miami. She joined the Army immediately after graduating high school. While on Active Duty, she earned her Bachelor's Degree in Finance and Accounting from Central Florida Metropolitan University. She went on to earn her Master's and Doctoral Degrees in Educational Philosophy from Capella University.

MAJ Lloyd attended the Officer Candidate School at Fort Benning, Ga., and was commissioned into the Finance Corps in 1995. After attending Finance Officer Basic Course, she was assigned to the 175th Finance Brigade in Yongsan, Korea, where she served as the Brigade S-2/3. She then was assigned to Fort Jackson, S.C., as Battalion Executive Officer at the Training Support Battalion and, later, as aide-de-camp to the commanding general, Soldier Support Institute. Her next duty station took her to Baumholder, Germany, where she held the positions of Finance Battalion Operations Officer and detachment

commander. Reassigned to Fort McPherson, she served as Chief, Military Pay, in the G-8 office of FORSCOM. She was promoted to major and served as a Force Management Officer for G-3, FMD, USARCENT.

She is survived by her husband, LTC David L. Lloyd, with whom she had two daughters, Nicole, 13, and Rhaynae, 5.

Ann lived a purposeful life full of joy and a love for dancing and singing. However, her true passion was spending quality time with her loving family. Inspired by her belief that all children are entitled to a meaningful education regardless of their income, Ann was very active in the Girl Scouts and held a lifelong dream to establish a Charter School for underprivileged children.

A memorial service was held at the Fort McPherson Post Chapel on 17 November. A funeral service was held the following day at the Emmanuel Baptist Church, in Newnan, followed by interment at Forest Lawn Memorial Park with full military honors.

Her beloved husband, David, her beautiful daughters, Nicole and Rhaynae, her loving mother and father, and her four sisters and four brothers are among those cherishing Ann's memories. An on-line obituary and guest book may be accessed at <http://www.legacy.com/Atlanta/Obituaries.asp?Page=LifeStory&PersonID=19941028>.

The staff of the FA 50 Personnel Proponent Office extends our sincerest condolences to MAJ Lloyd's family and friends. ○

HRC UPDATE

FA 50 Career Manager Checks In by MAJ Brian Halloran

I'm closing in on 90 days as your FA Career Manager and I can't tell you what a privilege it is to serve you in this capacity. Since my arrival, I've either spoken on the phone or corresponded via email with most of you and I appreciate all the candid feedback. I'll incorporate as much of it as I can, and if I can't, I'll let you know why. As my feet now are on the ground, I'll share with you some thoughts on upcoming events that will affect the FA 50 community and what my priority of work here in HRC currently looks like:

Assignments

Every case and every assignment is unique. You and your families should have input into where you are assigned. Having said that, everyone is not going to get their top choice. We have to deal with the needs of the Army, what assignments are available, when you are due to PCS, and balancing the professional development needs of our Officer Corps to ensure our Force has both Army Staff (ARSTAF) and Operational experience.

In general, FA 50s new to the career field should serve their first tour on ARSTAF. The reason is that, unlike other branches, where skills are built from the squad and section level up, the Force Management world is top-driven. Everything we do—from force structure, equipping, validating and sourcing Operational Needs Statements (ONS), and synchronizing fielding plans with deployment or MRE dates—emanates from the Pentagon. If we don't understand how the Army operates at that level, we won't be as effective when serving in divisions, corps, or ASCCs.

About half of our LTC and MAJs billets are located inside the Washington beltway. As a rule of thumb, if you are inside the beltway now, your next assignment will probably be somewhere else, and vice versa.

TCS Tours to Iraq and Afghanistan

We currently have six officers serving in TCS tours to Iraq and Afghanistan, and I don't see that number

being reduced any time soon. These jobs are essential in building the Afghan and Iraqi forces and will be filled 100 percent of the time. I'd like to have volunteers, but will task organizations as needed. Since no backfill is provided to the unit, if we need to task these out, we'll have to spread them throughout the force. I foresee one tasker coming in April, and two in June. I'll get the info on the Website as soon as I have the specifics.

The jobs I think will be available in the Summer 2007 Cycle are posted on the Website those who are moving have been notified. If you have yet to provide me your preferences, please do so ASAP. I hope to have the slate finalized by the end of January, and RFOs cut soon thereafter.

Website

The FA 50 HRC Website has been updated with ACS and RAND Fellowship information, year-group strength, TCS assignments that FA 50s will have to fill, and board results. I hope to create some sort of forum where we can post lessons learned from our assignments (similar to the CAC CALL Site). Please feel free to feed me your ideas, as the Website is a tool for you. Link to the FA 50 HRC Website by visiting the FA 50 website at www.fa50.army.mil.

Boards

In the next few months we have the LTC Board (27 Feb-3 Mar), SSC Board (3-27 Apr) and the MAJ Board (10 Apr-4 May), so start looking at your files now. If something is missing we can address it in a timely manner. The iPERMs link is on the Website. A couple of quick thoughts on what to check in your files:

- Ensure all OERs/AERs are present.
- Verify your photo is current, and all awards on your uniform match the awards on your ORB.
- Check if your overseas tour info is current in "Section 1-Assignment Information" of your ORB.

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If you have a combat tour in OIF or OEF, ensure it is reflected in your Assignment History.

Thanks for all your support over the last three months. When the next issue of The ORACLE is published, the Summer 2007 Slate will be complete, everyone should have their RFOs, and I will probably not be as popular as I am right now, but thanks again for all your support and I look forward to continuing to work with you.

I hope you and your families have a great Holiday Season and please keep the deployed members of our FA 50 family and their loved ones in your thoughts and prayers. ○

..... *Brian Halloran*

FA 50 PERSONNEL MILESTONES

Congratulations to the following lieutenant colonels who have been selected for promotion to colonel:

- Ed Agee
- Fred Gellert
- Mike Linnick
- Jeff Marquez
- Steve Stebbins

Congratulations to the Following YG 99 Officers who were Career Field Designated (CFD) into FA 50 on 26 October. These officers are the first to be

- | | |
|-------------------------|----------------------------|
| CFD at the 7 year mark: | CPT Jeff Munn |
| CPT Stephen Brown | CPT Felicia Oneal |
| CPT John Dabolt | CPT Mark Rieves |
| CPT Chad Furne | CPT Bradley Rudder |
| CPT Bryon Galbraith | CPT Gregory Sanders |
| CPT Matt Grob | CPT Carlos Sepulvedatorres |
| CPT Bradley Hobson | CPT Troy Sullens |
| CPT Tod Hunter | CPT Dennis Watters |
| CPT Chad McDaniel | CPT Aaron Young |
| CPT Mike McInerney | |

Congratulations to CPT Jeff Munn for being selected to the Joint Staff Intern program. Also to LTC Dave Delmonte and MAJ Paul Cole, both of whom have graduated from the Military MBA program at George Mason University.

Phone Numbers



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AUSA HONORS TREFRY WITH ABRAMS MEDAL



AUSA News photo

AUSA President, Gordon Sullivan (left) presents the prestigious Abrams Medal to LTG Trefry as Roger G. Thompson, Jr., AUSA VP for Membership and Meetings, looks on.

LTG (USA, ret.) Richard G. Trefry is well known to all FA 50s, not only in his current role as Director of the Army Force Management School, but also for his untiring efforts to advocate and champion the formalization and “professionalization” of the Force Management process. More than anyone, he has defined the role of the modern Army Force Management officer.

Most recently, the WWII veteran and former Army Inspector General was selected to receive the Association of the U.S. Army’s Gen. Creighton W. Abrams Medal for exceptional service to the Army. The award was presented 9 October at AUSA’s Annual Meeting in Washington D.C.

LTG Trefry joined the Army in June 1943, serving as a weather observer until February 1946. He entered West Point, and graduated in June 1950 as a second lieutenant in Field Artillery. Assignments in Germany, CONUS, and Vietnam followed, including service as the Army Inspector General from 1977 until his retirement in 1983. Since then, LTG Trefry has served as the Military

Assistant to the President during Operations Desert Shield and Desert Storm, Director of the White House Military Office, and as an independent consultant. He is also a Senior Fellow of the AUSA Institute for Land Warfare, and MPRI’s program manager for the Army Force Management School.

Whether on active duty or retired, LTG Trefry is recognized in military and civilian circles as an innovative, creative, and incisive visionary. In his nomination letter, Army Chief of Staff, GEN Schoomaker, wrote that Trefry’s “...unmatched efforts in establishing the policies and functions of the Army Force Management program have improved the combat effectiveness of the force. ...As a frequent lecturer in public and military forums, his focus on encouraging innovation and increasing force resiliency has made a major impact across the force.”

The FA 50 Personnel Proponent Office, The ORACLE staff, and the Army Force Management community congratulate LTG Trefry on this well-deserved honor. ◉

FROM THE Q-COURSE

DELIBERATE FIELDING AND RAPID EQUIPPING: COMPLEMENTARY PROCESSES FOR AN ADAPTABLE ARMY

A Comparison of the Army Materiel Fielding Processes with the Equipping Processes of the Rapid Equipping Force

Students at the FA 50 Qualification Course are required to prepare and submit a research paper. Like last year, the four best papers will be acknowledged in The ORACLE over the course of the coming year. What follows is the abstract to MAJ Robert Lenz's (FMQC 1-06) paper in which he discusses deliberate fielding and rapid equipping. His full paper, with references and figures, is available at the FA 50 website, www.fa50.army.mil. — Editor

One of the vital functions of Force Management is to equip our Nation's Army. The Army Force Management Model delivers world-class equipment to the Army, but the materiel will generally not reach the Soldier's hands until years from the time a capability gap is identified. Operational circumstances often dictate more immediate support of our warfighters. The Rapid Equipping Force (REF) is one of the Army's primary organizations for meeting this need. The mission of REF is to provide operational commanders with rapidly employable solutions to enhance lethality, survivability, and force protection through insertion of Commercial Off-The-Shelf (COTS), Government Off-The-Shelf (GOTS) and future-force technologies, while informing Army stakeholders to remain ahead of an adaptive enemy. The purpose of this paper is to compare the deliberate fielding processes of the Army with the rapid equipping processes of the REF and to illustrate the complementary nature of the two processes.

2007/2008 Professional Development (PDE) Board Results

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