



FORCE MANAGEMENT'S THE Oracle

The Schoolhouse Issue

Volume 3 • 3d Quarter FY07

KEEPING THE FA 50 Q-COURSE RELEVANT

by Mr. Warren Greer

The Army Force Management School (AFMS) teaches system-of-systems within the Force Management realm. Essential to the School's—and every course taught at AFMS—success is the currency and relevance of the subject matter presented. This applies to the FA 50 Qualification Course (QC), as well as to every other course, class, and presentation generated by the School.

Accordingly, the first priority for every instructor is to stay current in the specific processes and related processes of "How the Army Runs," the Army Force Management Process including the Force Development Process, and the Army Organizational Life Cycle Model. Due to the inter-related nature of the courses taught at AFMS, the updating and modification of a class in any one course has the effect of updating other, related, courses. For example, updating the information on the Army Force Generation Model (ARFORGEN) for the Advanced Force Management Course causes updating in the Action Office Force Management Course, the FA 50 QC, the Army Joint Staff Officer Orientation Course, as well as any other course or special presentation during which the School might address ARFORGEN.

The manner in which AFMS maintains information currency is what makes it unique in the Army's education structure. During the conduct of courses, instructors address current situations through Army and OSD processes and documents, Force Management, operational need statements, the Joint Capabilities Integrations and Development System (JCIDS), OIF/OEF, Transformation, ARFORGEN, and the Army Campaign and Game plans. Instructors discuss with students the current challenges of base realignment and closure, Quadrennial Defense Review, Total Army Analysis (TAA), modular design of organizations, force feasibility reviews, and force design updates.

The School stays current through daily contact with the Army Staff (ARSTAF), Field Operating Agencies, commands, and others; alumni feedback; research; guest speakers; publications tasks; and semi-annual course reviews. Instructors maintain Web site listings for their areas of expertise and AKO accounts with access to knowledge and collaboration centers within primary and associated, tangential and tertiary areas of interest. These sources are the start point for issues development and subject-matter experts (SMEs). Points of contact are then identified to research as many aspects of the issue or challenge as needed. Instructors routinely coordinate course content with ARSTAF/command SMEs to ensure accuracy, focus, currency, key points, and proper articulation of the most current HQDA positions.

AKO is the start point for on-line repository for reference documents such as the Army Campaign and Game plans, the Army Transformation Plan, Center for Army Lessons Learned, Army Modernization Plan, the Army Science and Technology Master Plan, The Weapons Systems Handbook, The Army Plan, and the Army Acquisition Category (ACAT) listing for current materiel acquisition programs, and briefings.

Read About It In

THE Oracle

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The staff at AFMS reviews official and unofficial publications from the Department of Defense, Department of the Army, and associated organizations (*Parameters, Soldiers, Army Magazine, Army Times*); daily news sources (Stand-To!, Early Bird and its supplements, Inside the Army (ITA), local newspapers); and research by the staff on Force Management, Budget, Doctrinal, materiel, transformation, logistics, personnel, training, recruiting, deployment, stationing, current operations, and electronic sources from the World Wide Web.

Research and currency are conducted through DefenseLink and other service Web sites. AFMS maintains AKO and AKO-S in addition to e-mail and SIPRNET links. Source documents are accessed, including the National Security and National Military strategies, Strategic Planning Guidance, Joint Programming Guidance, The Army Structure Message, Force Design Update (FDU) files, TAA Guidance, Rules of Allocation and decision briefings. AFMS also stays current through guest speakers and

briefings available from Army.mil, DefenseLink, and Army Command links.

Recent graduates provide an important “reach-back” component of the educational cycle as they maintain contact with AFMS and faculty to both receive updates, and provide insights and feedback on what is happening in the “real Army.”

In a recent update prepared for Army G-3, AFMS addressed the issue of maintaining relevance and currency in its Program of Instruction. Part of that briefing identified some of the recent changes made in the Force Management arena that caused changes to subjects and classes presented at the AFMS, including:

- New OSD-level guidance (QDR, BRAC, Strategic Planning Guidance/Joint Planning Guidance, and Army Campaign Plan, currently up to change 5)
- ARFORGEN, Army Resource Priority List (ARPL), IGPBS
- Army Modular Force Design
- Operational Needs Statements (ONS)/AR2B Process
- JCIDS and Army support to the process
- Organization Design Process
- Web-based tools (FMSWeb, Army Flow Model)
- Lean Six Sigma
- Process changes in TAA, FDU, Unit Reference Sheets, The Army Authorization Document System (TAADS), The Command Plan Process, and Manning and Equipping the Force
- PPBE vs. PPBES

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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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www.fa50.army.mil

FROM THE EXECUTIVE AGENT

Continuing a Strong Legacy

Team,



BG Charles A. Anderson
Director, Force Development
Executive Agent for FA 50

As our Army moves forward on the Transformation-Modularity path, the senior commanders I meet all recognize the value of the specialized training and unique skills required of their Force Managers. In this issue of the Oracle you'll get some insights into a very important, behind-the-scenes process—how our schoolhouse, the Army Force Management School, keeps its instructors and Programs of Instruction, and you, up to date with the latest changes in the world of Army Force Management. Not only operational units are transforming. The whole system is evolving, and the AFMS has to keep up with it.

Transformation, of course, is not a new concept. Our Army's past has been one of constant reorganization and introduction of new materiel, both to meet new threats and take advantage of new technologies. The historians amongst you know this has always been a complicated business, and sometimes it was

done, almost literally, overnight. The armies that met at Antietam were completely different in their force structure, weapons, and levels of training than they had been just a year prior, when they first clashed at Manassas. They were commanded by two of the outstanding force managers in Army history—Gens. Lee and McClellan. Likewise, under Gens. Marshall and McNair, the tiny post-WWI peacetime Army grew to the modern 90-division force that won WWII. We are their successors and heirs to their legacy.

The Army that brought us through the Cold War was largely a product of WWII, built around heavy tank and infantry divisions designed for another European war. To meet the demands of today's new national priorities, Jointness, and new threats and technologies, we are "...an Army at war and transforming." The comparison has been made to rebuilding an airplane in flight. The incredible complexity of our task to transform a division-based army into a modular brigade-centric force while concurrently conducting operations in Iraq and Afghanistan requires people like you, a specially trained, highly skilled cadre of Army force managers. Implementation of EQUIPFOR, ARFORGEN, as well as the application of Lean thinking, Six Sigma and other management techniques also contribute to our ability to do more, faster and more efficiently within our limited resources.

LTG Trefry tells us there is a subtle but important difference between command and leadership, the skills we all learn as military professionals, and the ability to responsibly manage the resources provided by Congress—people, equipment, money, and time. Our role as force managers—FA50s and CP26 civilians—is to prioritize, organize and distribute those resources so Soldiers can do their jobs.

No less important is that we be aware of the unprecedented levels of oversight and scrutiny we now experience. We are stewards of valuable resources. It therefore is incumbent on each of us to continue to do our very best every day, and to be able to stand behind our actions and decisions. The fact that we have made such remarkable progress in Modularity in such a short time speaks to the professionalism of our officers and civilians. ○

Thanks for all you do!

Chuck Anderson



Continuing a strong legacy, LTC Dave Delmonte (right), pictured last month in Kabul with his boss, German army COL Fredi Mueller, and an Afghan colleague and interpreter. This FD team is working to create six commando battalions and a school for the Afghan army.

Tref's Corner

AFMS TEACHES HOW TO BUILD UP AND TAKE DOWN THE ARMY

by LTG Richard G. Trefry



LTG Trefry

AFMS is nestled quietly in the bucolic surroundings of Ft. Belvoir at Humphrey's Hall, the old U.S. Army Engineer School. AFMS teaches basically how we build the Army and how we take the Army down.

If one examines the Army over time, it would appear the Army follows a trace that closely approximates a sine wave. In

the early 1940s, we built an Army that reached a total strength of over 8 million, not even including the U.S. Army Air Force. Between 1945 and 1950, we reduced the Army to a point where we only had in Europe, for example, the 1st Division and three Armored Cavalry regiments. By the end of the Korean War in 1953, we were at 20 divisions with five in Europe, plus the three Armored Cavalry regiments. In 1955, we tested a new organization called the Pentomic Division, and from 1955-1962, we converted the Army with this concept.

In 1962, we again organized the Army to what was called the ROAD (Reorganization of the Army Division), which lasted until the mid-1970s, when we reorganized to Division 86; in 1983, we organized again into the Army of Excellence, which lasted through 1992. By 1995 we reduced the Army from approximately 776,000 to 480,000.

Now we are engaged in reorganizing the Army to a Modular Force, basically converting the Army from divisions to brigade combat teams and Stryker brigades, which are supposed to be semi-self sufficient. We are just beginning to field the combat support brigades and the functional brigades, which provide the ancillary support to the brigade combat teams.

We tend to teach in the school system the tenets of leadership and command and it is well that we do. Unfortunately, the function of management is not looked on with favor compared to leadership and command. The fact of the matter is the function of management is the process which we lead and command and it ranges from the function of conceiving and fielding the force so that the combatant commanders may employ the force against hostile threats with the proper support.

The true professional Soldier must embrace intellectually the processes by which we lead and command our Army. AFMS is the only school in the Department of Defense that teaches functions so essential if we are to prevail over the threats and capabilities that confront us.

For Soldiers who consider themselves members of a profession, attendance at AFMS will provide an education unavailable from any other source that provides the processes by which we lead and command.

If you are involved in any of the functions included in Force Management, it is imperative you seek admission and attendance to any of the courses taught at Ft. Belvoir. Further information may be obtained by calling the AFMS Registrar at 703-805-4904, or from our website: afms1.belvoir.army.mil. ◉

LTG (ret.) Trefry serves as MPRI's program manager to manage and operate the Army Force Management School. He came to AFMS after retiring from 33 years of distinguished military service. The Oracle regularly makes this space available for his discussion of issues of interest to the Army Force Management community. Contact him at 703-805-4906; email at rtrefry@afms1.belvoir.army.mil.

CONTINUOUS TRANSFORMATION: NOT A NEW CONCEPT

by CPT Daniel S. Green

“The Army is steadfast in its determination to transform the total force from a Cold War-structured organization into one best prepared to operate across the full spectrum of conflict. This effort includes modernization, modular conversion, rebalancing our forces across the active and Reserve components, and a force generation model that provides for continuous operations.”

*GEN Peter Schoomaker
before the Commission on National Guard and Reserve
14 December 2006*

Transformation is a guiding feature of our current operating environment. Our current Transformation is not a new type of undertaking—there have been several such efforts since the Vietnam War. Understanding this continuous process of equipment and structure modernization provides Force Managers perspective and understanding on how change is woven into our force’s professional fabric.

Army divisions gained flexibility in the early 1960s under structure transformation called the Reorganization Objective Army Division (ROAD) concept. Replacing the “pentomic” division (referring to the division’s organization for atomic warfare requirements with its five armed battle groups), the ROAD division, organized around three brigades, facilitated the creation of brigade and battalion task forces tailored to fight in a variety of situations. Beginning in 1972, the Army designed and tested a ROAD variation, mixing capabilities of armor, airmobile, and air cavalry units employed in Vietnam. Then-Chief of Staff GEN William Westmoreland termed the effort “Triple Capability (TRICAP),” but experiments conducted with the 1st Cavalry Division concluded TRICAP lacked the heavy combat power needed to fight on the NATO battlefield.

In 1973, the Army established Training and Doctrine Command (TRADOC), responsible for carrying out force design initiatives. In 1976, TRADOC commander, GEN William DePuy, carried out formal, historically based division design research known as the Division Restructuring Study, or DRS. During 1979-1980, national and defense leadership became increasingly alert to emerging global contingency actions (read: Soviet invasion of Afghanistan and Iranian hostage crisis) where

response in the first days was critical. This concern was coupled with retaining the need for a deterrent defense of NATO Europe. With a foundation in DRS, the new TRADOC commander, GEN Donn Starry, undertook a major Army reorganization effort—the Army 86 Study—with a focus on the Division 86 project. The initial concept had division strength capped at 14,000, and limited equipment that could deploy in C-141 aircraft. Force designers would have to depend on advanced technologies enabling this smaller division to accomplish diverse missions.

The Army of Excellence (AOE) organization effort of the early 1980s did not supplant, but modified previous Army 86 designs. Initiated under TRADOC commander GEN William Richardson, this light infantry division was globally deployable in approximately 550 C-141 airlift sorties. Lacking armor and heavy artillery, the division was structured on shock tactics rather than sustained firepower. Force designers used lessons from World War II and incorporated “corps plug” forces into the scheme to augment firepower and logistical capabilities.

Force XXI redesign was the last major Army reorganization of the 20th century. Against a backdrop of the end of the Cold War and the one-sided U.S.-led victory in the Gulf War, Force XXI’s interim division design was slightly smaller than the AOE division. Modifications included increased fire support to shape battle space, expanded reconnaissance and intelligence capabilities, greater consolidation of logistics support functions, and additional infantry. The Force XXI design effort was the first to provide units a linked awareness and common picture of close and distant events describing the unfolding battle of which they were

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part. This led to a new rubric, “digitization,” and was a harbinger of the revolution in military affairs that would dominate our current force restructuring efforts.

In October 1999, Chief of Staff GEN Eric Shinseki provided the vision and leadership for the Army to embark on our current, revolutionary journey of Transformation. Army force designers recognized the future strategic environment would demand a force organized, equipped, and trained to be strategically deployable, lethal, and sustainable across the entire spectrum of military operations.

Continuing in this vein, on January 28, 2004, Chief of Staff GEN Peter Schoomaker briefed the House Armed Services Committee on restructuring the Army’s organization toward enabling rapid packaging and sustained employment to support combatant commanders. Current transformation plans have involved the full migration from a division-centric force designed to fight two theater wars toward a modularized, brigade-centric force that is expeditionary in nature.

The Current and Future Force

Modular combat brigades are self-contained, combined-arms formations standardized across the active and Reserve components. Force designers retained the ten division headquarters as battle command headquarters, but moved enabling resources,

such as air defense, signal, and intelligence, to the brigade level. Under GEN Schoomaker, the Army changed force component terminology: “Current Force” referred to what were Legacy and Interim forces; “Future Force” has replaced “Objective Force.”

Future Combat Systems (FCS) is a Joint, networked system-of-systems that will be the force designer’s core building block of the Future Force’s brigade combat team. Network-enabled battle command capabilities are the critical component of the FCS weapons platform (including eight new types of manned ground vehicles to replace tanks, infantry carriers, and self-propelled howitzers).

Force Managers manage and lead the continuous, multifaceted process of change, facilitating new technologies and capabilities into the force, designing and organizing new modular units and defining force support requirements. Force Managers are now and have been integral to the progression of structuring efforts that complement the Joint team by shaping our predominant ground combat force. ◦

CPT Green is a newly accessed FA 50 (YG 99), presently assigned to G-1 Manpower Division at U.S. Army Sustainment Command, Rock Island Arsenal, Ill. As a Transportation Corps officer, he had assignments in Rotterdam, Rhein-Main and Mannheim, Ft. Drum, and Iraq.

Al Eggerton—Farewell and Good Luck!



Farewell Al!

Mr Al Eggerton, who supported the FA 50 Personnel Proponent Office for two years as our Policy, Structure and Acquisition expert and unofficial XO, recently returned to the government sector when he assumed a position in Army G-1, Military Personnel Management Directorate, Officer Division.

Al joined MPRI and the PPO immediately upon his retirement from the Army as a CW5. His 26-year military career included stints as a policy integrator and analyst for the Directorate of Military Personnel Management, Army G-1, and as the career manager and Aviation Branch Chief for the Warrant Officer Division at HRC. Previously, he served as Aviation Standardization Officer for 2-227 Aviation during IFOR operations in Bosnia; in Operations Desert Shield and Desert Storm; and on tours as both instructor pilot and HQDA standardization instructor at the Army Aviation Center. Al’s new phone number is 703-614-4548. The Oracle staff wishes Al the best in his new assignment.

MATERIEL PROGRAMS DIVISION WORKING TO TRANSFORM ARMY GUARD

by Mr. Joe Norberg

In late-2002, Army National Guard (ARNG) then-director, LTG Roger C. Schultz, established an ARNG Directorate G-8 staff to better reflect the newly formed Army G-8 in terms of both mission and organization. The ARNG G-8 initially was formed from two existing divisions—the Comptroller (NGB-ARC) and Program Analysis and Evaluation (NGB-ARA)—with a third, the Materiel Programs Division (NGB-ARQ), planned for organization and functional alignment with the DA G-8's Force Development directorate in 2005.

After reaching its 2002 planned strengths for the first time in March 2007, according to division chief, COL Michael Fortune, the division must continue to evolve if it is to manage the dramatic increase in the amount of equipment procured from around \$400 million in FY 2002, to over \$6 billion in 2007.

The Materiel Programs division was formed in June 2005, to better synchronize all aspects of the ARNG directorate's equipping and modernization efforts. In building the division, the directorate had to realign and redistribute roles, functions, responsibilities, and personnel between and among several other divisions, including the Training, Force Structure, Logistics and Comptroller divisions. Throughout FY 2006, NGB-ARQ focused on filling personnel vacancies and developing processes and automation systems to handle an ever-increasing workload. By fiscal year-end, the division was fully capable of synchronizing modernization and equipping efforts for ARNG units across all 54 U.S. states and territories.

The standing-up of the Materiel Programs Division, while simultaneously ensuring ARNG units had the equipment they need to train, fight, and win the Global War on Terror (GWOT), was extremely challenging, especially given the low levels of equipment on-hand across the ARNG at the start of GWOT, the ongoing



process of transitioning to a modular force, and the unprecedented number and severity of recent domestic natural disasters. The ARNG now has the right mix of people, processes, and automation systems to work with the Army G-8 to solve our complex equipping requirements and priorities.

High Priorities. The Army's highest equipping priority is to ensure deploying units have what they need to fight in combat, regardless of component. While the ARNG fully supports DA in satisfying this requirement, we equip our other units based on their assigned missions: next-deploying units; hurricane mission support; chemical, biological, radiological, nuclear, high-yield explosive (CBRNE) Consequence Management Response Force (CMRF); pre- and post-mobilization training sets; and other state requirements.

The division currently is organized with three branches to accomplish the overall mission to acquire, manage, and distribute new, cascaded, Reset, and recapitalized equipment to the ARNG and to coordinate new and displaced equipment training (NET/DET). The Plans and Programs Support Branch manages National Guard and Reserve Equipment Appropriation (NGREA) funds and additions to the congressional budget for ARNG equipment, and coordinates the development of the ARNG Equipment Modernization Shortfall List and the ARNG Equipping Strategy. It also leads the ARNG's participation in the DA Equipping Program Evaluation Group process, Joint Capabilities Assessments, and also plans and funds for new and displaced equipment training.

The Modernization and Equipping branches are organized with system integrators who perform similar responsibilities as DA G-8 Staff Synchronization Officers (SSOs). They participate in Army Equipping and Re-use Conferences (AERCs), plan and establish Equipment Distribution Plans for all DA G-8-managed

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LINs/equipment, participate in unit New Materiel Information Briefings, and coordinate equipment fieldings with system Program Managers, DA G-8 SSOs, and state and territory Force Integration Readiness Officers (FIROs) to ensure effective and efficient procurement and fielding of equipment to the ARNG. This broad mission and the increase of new equipment distribution from \$400+ million in FY 2004 to \$6+ billion in FY 2007 have proven each branch's original authorization of three officers and one DA civilian to be woefully inadequate.

Dramatic Growth. The overall equipping and modernization mission of the division grew dramatically in FY 06. The effects of the Army's ongoing multi-year transformation to a modular force, the transition from a strategic reserve to an operational force with Active Component-like modern equipment, the continuing deployment needs of the Global War on Terror, and the response to Hurricane Katrina each has increased the requirements for the variety and number of systems fielded, the number of equipment fielding activities, and the training associated with fielding new and displaced equipment. To meet these requirements, NGB-ARQ planned and conducted the fielding of over \$3.8 billion of new equipment in FY 06, as compared to \$1.6 billion in FY 05.

In its first full year of operation, the division was able to accomplish a number of goals. For instance, it coordinated with the Army and participated in AERC 5.0, developed Equipment Distribution Plans for \$10 billion of equipment, and synchronized equipment distribution of over 10,000 systems to 1,800 units across the ARNG in FY 07 and 08. NGB-ARQ coordinated equipment procurement and distribution for over \$700 million of Title IX, \$30 million of Title III, and \$16 million of Title I NGREA equipment. The division also assisted the Army in developing the EQUIFOR database while developing a complementary ARNG equipping database to improve overall visibility of equipment, production, prioritization, fielding, and tracking to ensure timely accurate interface of essential information for the acquisition and distribution of new and cascaded equipment.

The dramatic increase in mission requirements over the past year has proven the division's current organization of three branches and 24 personnel to be inadequate. Based on a recent study of roles, functions, and responsibilities, the Materiel Programs Division's authorizations have evolved to 56 authorized personnel organized into five branches. The additional authorizations will allow the Materiel Programs Division to perform its mission through 2015, given the current projected equipment distribution requirements.

We look forward to our many future challenges equipping the ARNG with modern "Active Component"-like equipment and to meet the requirements of an operational ARNG, the division is expected to undertake broader and increased equipping roles and responsibilities, and to improve our interface with Army equipping systems and DA SSOs. ◦

Mr. Norberg is Deputy Division Chief, Materiel Programs Division (NGB-ARQ). He can be reached at 703-607-7891 (DSN 327) or email at joseph.norberg@us.army.mil.

Meet the ARNG Force Manager



COL Fortune

COL Michael D. Fortune became NGB's Chief, Materiel Programs Division last July. He is a Missouri ARNG Aviation Officer, commissioned from the Army ROTC program at the University of Missouri-Rolla. He is a graduate of the Senior Service Fellowship

Course, University of Texas-Austin, the Army Force Management Course, Command and General Staff Officer's Course, Aviation Officer Advanced Course, Initial Entry Rotary Wing Training, and Engineer Officer Basic Course. He holds an MBA from the University of Missouri-Columbia, and BS in Engineering Management from the University of Missouri-Rolla.

WHAT IS LEAN THINKING?

SECOND IN A TWO PART SERIES

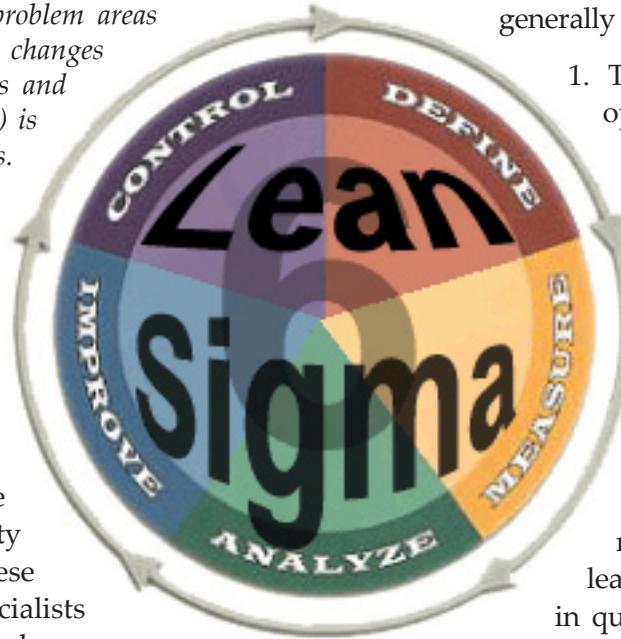
by Mr. Sean Tuomey

Transformation of the Army includes modernizing the way we do business. Lean Thinking and Six Sigma are methodologies adopted from industry to identify problem areas in our business processes and apply changes that increase speed and effectiveness and reduce errors. Lean Six Sigma (LSS) is a combination of these methodologies. The recent reorganization of the G-8 Force Development directorate resulted from an LSS analysis. This and the previous article lay out some of the background and basics of these two concepts. —The Author

Lean Thinking is a highly evolved method of managing an organization to improve the productivity, efficiency and quality of its products or services. Japanese and U.S. management specialists developed these ideas and methods over the latter half of the last century. These management techniques have been employed in the aerospace industry (Boeing, for example) and in the automobile sector (Toyota). In the manufacturing sector, the concept is sometimes referred to as “World Class Manufacturing” or “High Performance Manufacturing.” Lean thinking is best illustrated by using the manufacturing example.

Lean Manufacturing is derived from the methods of successful Japanese automobile manufacturer, Toyota. Lean Manufacturing became internationally recognized thanks to the book, *The Machine That Changed the World*, by James Womack and Dan Jones. The focus at Toyota, according to Taiichi Ohno, father of The Toyota Production System—TPS—is “the absolute elimination of waste,” where waste is anything that prevents the value-added flow of material from raw material to finished goods. A firm’s customers are the final judges as to whether or not the firm has created value. The Lean approach leads its practitioners to improve their organizations by focusing on the elimination of any and all waste. Lean focuses on improvement and advocates techniques to control the flow of material on the shop floor. As companies implemented

Lean in North America, there were many variations of the same theme, but a number of principles were generally agreed upon.



1. The batch-and-queue mode of operation, which encouraged large-batch processing and focuses on the efficiency of individual machines and workers, was an outdated model.

2. Lean manufacturing views continuous, one-piece flow as the ideal, and emphasizes optimizing and integrating systems of people, machines, materials, and facilities. This leads to significant improvements in quality, cost, on-time delivery, and performance.

3. Lean manufacturing is a fundamental transformation of an enterprise and needs to be approached as a total organizational and cultural transformation.

Lean companies work to precisely define value in terms of specific products with identified capabilities offered at set prices through a dialogue with their customers. The process involves learning to adopt and employ a series of tools and techniques to achieve incremental improvements in an organization. Above all, Lean Thinking methods are inclusive of all employees and involve a major change in the embedded attitudes of the individuals that make up the organizations.

Lean tools such as Value Stream Mapping, Quick Changeover/Setup Reduction, Single Minute Exchange of Dies (SMED), Kaizen, Cellular/Flow Manufacturing, Visual Workplace/5S Good Housekeeping, Total Productive Maintenance (TPM), and Pull/Kanban Systems are used to produce change. Companies and organizations employing these lean tools report significant gains in productivity and overall effectiveness within their specific entities.

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Lean manufacturing uses less of everything compared with mass production—half the human effort in the factory, half the manufacturing floor space, half the investment in tools, half the engineering hours to develop a new product in half the time. Also it requires keeping far less than half the needed inventory on site (and) results in fewer defects. This is accomplished through teamwork, communication, efficient use of resources and continuous improvement.

G-8 leadership is attempting to use “Lean Techniques” in conjunction with Six Sigma analysis so that staff members have an opportunity to hone their creative skills for work productivity methods and policies into powerfully efficient operations. Lean Thinking helps us see what the value is through the customer’s eyes, map out the value stream of inputs and outputs, and pursue perfection. Lean thinking is a means to enable a growth strategy, not only for our production, but also for ourselves as force managers. ○

Mr. Tuomey, SYColeman, supports the FA 50 Proponency Office. He also is an Army Reserve colonel, commanding the 1398th Deployment Support Brigade, Baltimore.

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CAREER MANAGEMENT

FOCUS ON CAREER COINCIDES WITH MISSION

by MAJ Brian Halloran



MAJ Halloran

I hope all is well with you and your families as we head into summer, and that you have a chance to take some time off to spend with your families. I would ask however, that while you are doing so, take a few minutes to remember the members of the Force Management Team that are currently deployed.

The focus of the Force Management Team, like the focus of our Army, is on winning the wars in Iraq and Afghanistan. Currently, more than 20 force managers are deployed in support of OIF and OEF. We have an FA 50 in each division and corps headquarters, as well as in Worldwide Individual Augmentee System (WIAS) positions in the AOR. These WIAS positions are staffed with FA 50s building and equipping the Iraqi and Afghan security forces. The great work that all our FA 50s are doing is putting Force Managers in great demand. The rest of the force is starting to take notice of the skill set we bring to the fight and is utilizing every FA 50 they can get in their organizations.

As Force Managers, two key skills we bring to the fight are building and changing force structure (or manpower, as it is called in the Joint world) and equipping. Our goal is to develop multi-skilled Force Managers that can provide commands expertise in both fields. To do that, we must ensure our officers get the breadth of assignments to adequately prepare them.

I've been here at HRC for about 10 months now and have gone through a full cycle of promotion boards and PCS cycles. With this in mind, I offer the following thoughts when it comes to getting your file in order for a board or planning for an upcoming PCS:

- 60 percent of the AC FA 50 positions are in the National Capitol Region (NCR). If you haven't

served in the NCR as an FA 50, you should probably plan on doing so.

- 40 percent of the AC FA 50 positions are OUTSIDE the NCR. If you've spent your entire FA 50 career inside the beltway, you should probably plan on going someplace else.
- If you have a desire to serve someplace, either for professional or family reasons, let me know at least a year out from a scheduled PCS. I can't (and won't) promise that we'll be able to get you there, but I can be looking for opportunities and keep you in mind when unexpected, short-suspense opportunities present themselves. Remember, if you don't tell me what you want to do, I won't know.
- Be realistic in your assignment preferences. You need to plan on deploying if you have not yet done so. If you've been in D.C. for the last seven years, plan on leaving. If you've never been to D.C., plan on going.
- Officers returning from deployments will be more likely to get their first choice of assignments than those who have not deployed. This is only fair.
- Experienced majors (FA 50 course complete, at least 12 months in an FA 50 job) will be assigned to divisions; experienced FA 50 lieutenant colonels will be assigned to corps and WIAS positions.
- If you want to go to George Mason University for the MBA Program, start studying for the GMAT early. They are not likely to waive the 500 GMAT score requirement.

Being designated an FA 50 was not the Army's way of saying you will never PCS again. I understand the desire to stabilize our families, however we have positions all over the world that need to be filled. Two or three PCSs over a 10-12 year span is not an unreasonable burden.

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Focus on Career continued from page 11

Division, corps and WIAS assignments are our highest priority. The cycle with which we are working coincides to when a division or corps redeploys. The new 50 will work the reset, training, and all other FA 50 actions leading to the next deployment, before handing their duties over to their replacement. With the current OPTEMPO of a 12-15 month deployment, followed by a 12-15 month dwell time, division assignments will be anywhere from 24-30 months. ○

MAJ Halloran is the Human Resources Command FA 50 career manager. Reach him at 703-325-8647, or email brian.halloran@us.army.mil.

FA 50 MILESTONES

Congratulations to the following officers who will attend SSC beginning August:

COL Fred Gellert—Army

COL Jeff Marquez—Army

LTC John George—ICAF

LTC Rodney Haggins—Army

LTC Dave Komar—Navy

LTC Jill Newman—Army

...also to the following officers who will attend the GMU MBA program, starting this fall:

MAJ Temaki Carr

MAJ Brian Robinson

MAJ Tom Sonnen

HALL OF FAME NOMINATIONS SOUGHT

In 2005, the Army G-8 dedicated a series of historical panels in the Pentagon's G-8 hallway depicting highlights of Army Force Management from 1900 to the present. In conjunction with these murals, a "Hall of Fame" was inaugurated to recognize outstanding contributions by Army personnel—military and civilian—to the growth and technological evolution of the U.S. Army—basically what today we consider "Army Force Management." Initial honorees were Secretary of War Elihu Root, LTG Lesley J. McNair, BG John McAuley Palmer,



GEN William E. DuPuy, COL Mary A. Hallaren, and LTG (ret.) Richard G. Trefry. Their bios were featured in previous editions of *The Oracle*, and are also on www.fa50.army.mil.

We would like to open up the process to Force Managers in the field. We will also ask G-8 FD, G-3 FM, and G-1 for approval of our final recommendations. Look to the upcoming edition of *The Oracle* for

nominating criteria and submission procedures for the next "class" of the Force Managers' Hall of Fame. ○