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FORCE MANAGEMENT'S THE Oracle

"The AUSA Issue"

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MODERNIZING THE MARNE DIVISION

by MAJ George C. Turner, Jr.



The 3d Infantry Division currently is conducting full-spectrum operations in Iraq as Multi-National Division-Center (Task Force Marne). Our ability to effectively combine offensive, defensive, support, and stability operations simultaneously and sequentially is the result of having well-trained, competent, top-notch Soldiers on the Marne team. These warriors fight and win on the battlefield because they are motivated and Army Strong! They have

superior equipment that is maintained at the highest levels of readiness. In this article we will discuss the 2006-07 equipment modernization efforts in the 3d Infantry Division—what we did, how we did it, and lessons learned.—The Author

In his farewell message on April 6, then-Army Chief of Staff GEN Peter J. Schoomaker noted that, "...there is much we don't know, [but] I can say with certitude that sustained engagement of our Army will remain the norm, not the exception." Within the context of "sustained engagement" the 3d Infantry returned from its second combat tour in Iraq in January 2006. Six months later, one of our Echelons Above Brigade (EAB) units, the 260th Quartermaster Battalion, deployed to Operation Iraqi Freedom. In October 2006, our 92d Engineer Battalion returned to the fight in Iraq. In December the 1st Brigade Combat Team (BCT) and 385th Military Police Battalion started deploying for their OIF rotations, and in March 2007, the Marne Division Headquarters started its force flow into Iraq with 3BCT, followed by 2BCT and 3d Combat Aviation Brigade (CAB) in April. The 4th BCT is scheduled to deploy to Iraq before year's end.

It is absolutely amazing that the Marne Soldiers from Fort Stewart, Fort Benning, and Hunter Army Airfield were able to return from OIF III in January 2006, and be ready for the current OIF deployment in accordance with the Army Force Generation (ARFORGEN) model. Upon our return last year, tremendous efforts were made from Army-level down that enabled us to recover, reconstitute, assign new personnel, and train to achieve individual and collective requirements in support of scheduled and plus-up deployments to Iraq. In particular, the equipment modernization efforts were tremendous because the Army's materiel community developed, accelerated, and executed fielding schedules that have met the Division's mission requirements and enabled us to meet all deployment timelines.

WHAT WE DID. The Army defines modernization as "...the development and fielding of improved operational capabilities through a combination of organizational restructuring into modular formations, the insertion of new technologies into existing systems and units, and/or the procurement of new systems with improved capabilities." All of these measures must be complemented by effective Soldier and leader training and education in order to reach their full potential.

Read About It In

THE Oracle

COVER STORY

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3d Infantry Division Warriors
fight and win

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HOW WE DID IT. We started executing our most recent equipment modernization efforts in March 2006. Since that time, we have fielded 68 major systems valued at over \$1.7 billion. Our modernization efforts were conducted along the DOTMLPF principles: (1) doctrine, (2) organization, (3) training, (4) materiel, (5) leadership and education, (6) personnel, and (7) facilities.

(1) Doctrine. The Modification Table of Organization and Equipment (MTOE), based on the doctrinal TOE, prescribes a specific Army unit's mission, organizational structure, and personnel and equipment requirements and authorizations. The MTOE served as the basis and authority for our modernization actions. Our intent was to fill each unit in the Division to its 100 percent authorization level for each major system that we fielded. When, due to equipment production schedules, availability or sourcing priorities we could not fill a unit to its full MTOE authorization, we executed a Force Feasibility Review (FFR). If there was not an applicable

FFR strategy for a particular system, we developed an internal Basis of Issue Plan (BOIP).

The FFR is a capabilities-based analysis that results in a good-enough equipping quantity that is less than the MTOE authorization. Army G-8 manages the FFR process, applying the FFR to certain combat, combat support, and combat service support systems in order to best equip the force in a resource-constrained environment. The internal BOIP was developed by the Division G-3 (Operations), with input from Division staff, and approved by the Commanding General (CG). Answers to the following questions determined our internal BOIP strategy: What mission will the unit assume in Iraq? What is the current and projected enemy situation in that unit's area of operation (AO)? What equipment does the unit have on-hand? What will the unit get from Theater Provided Equipment (TPE)?

(2) Organization. The MTOE authorizes the division one 50A (Force Management) officer in G-3. The Table of Distribution and Allowances (TDA) authorizes the Garrison Command a Force Management Branch with GS civilian employees. We created a Force Modernization cell in G-3 by combining these MTOE and TDA authorizations. Further, each brigade assigned one Soldier in the S-3 (Operations) and one Soldier in the S-4 (Logistics) with the additional duty as the Force Modernization (FMOD) officer or FMOD NCO. The S-3 FMOD officer/NCO focused on new equipment training (NET). The S-4 FMOD officer/NCO focused on new equipment hand-off and property accountability.

(3) Training. Our NET spanned from classroom instruction all the way to crew-level live-fire qualifications, geared toward developing Soldiers competent and confident in maintaining and employing their equipment. We coordinated NET in two continuous phases—planning and execution.

NET planning starts with the New Material Introductory Briefing (NMIB) for each system, provided by the PM. The NMIB provides advanced information on NET capabilities, fielding procedures, fielding support requirements (classrooms, etc.), and scheduled NET dates for the gaining unit.

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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FROM THE EXECUTIVE AGENT



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

Working to Meet the Army's Number One Priority Team,

I have been the Executive Agent for FA50 Proponency for nine months or so, and every day I am still amazed by the complexity and the importance of the issues that Force Managers are working on for our Army. Here are just a few that folks are focused on here in the Pentagon and around the Army:

Force Protection is the Army's top priority, and the **Mine Resistant Ambush Protected vehicle** is our top acquisition priority. These vehicles are already saving lives and protecting our most valuable asset, our Soldier. We are working to build, procure and field as many MRAPs as possible. We have FA 50s working to ensure Government Furnished Equipment (GFE) is installed on these vehicles before they are transported to theater. Additionally, we have FA 50s in the AOR who are involved in one way or

another in theater transportation, sustainment, and disposition of the MRAP.

The long-term successor to the fleet of up-armored HMMWVs is the **Joint Light Tactical Vehicle**. The JLTV Family of Vehicles will provide greater force protection than the UAH through scalable armor, increased mobility to enable operations across all sorts of terrain, transportability by a range of lift assets, including rotary wing aircraft, and networking for improved Battlespace Awareness and C2. JLTV will also reduce sustainment costs through commonality of replacement spare and repair parts, onboard and exportable power, and reduced fuel consumption. JLTV, though, is still several years in the future and will compete in the 10-15 POM.

Meanwhile, we are hard at work equipping units for deployment to theater and Modular conversions, and executing the Army Campaign Plan's modernization program. Our series of semi-annual **Army Equipping and ReUse Conferences (AERC)** give equippers, planners and force developers from across the Army a chance to deconflict modular conversion plans, ARFORGEN prioritization, funding, production deliveries, Reset, TPE, ReUse, and other factors essential to synchronize and deliver equipment sets to units and define mitigation strategies for addressing shortfalls.

As a result of the July 2007 AERC, the Army was able to program the distribution of over \$50 billion worth of equipment to Active and Reserve formations over fiscal year 2007, fiscal year 2008, and the first quarter of fiscal year 2009, including over \$30 billion to the Active Component, about \$14 billion of equipment for the ARNG, and over \$5 billion of equipment for the USAR. Over a \$1 billion dollar value distribution also went to Army Pre-positioned Stocks.

We Force Managers are major players in executing the Chief of Staff's seven initiatives for balancing the Army's strategic requirements and resources, especially **Initiative #3: Sustain the Momentum of Modernization**. As currently available technology fills capability gaps identified by our operational commanders, we are keeping up the pace on development of the Future Combat System, THAAD and MEADS air and missile defense systems, advanced munitions and protective equipment, aviation modernization and all the other efforts that will take us forward into the 21st Century.

This is really an exciting time to be a professional Soldier, a leader, and an Army Force Manager. We are all—Active, Guard and Reserve, civilians and contractors—leading and implementing the greatest restructuring of our Army since World War II, perhaps ever. Our actions today will influence the Army for generations. I am extremely proud of all of you.

Thanks for your Service to our Army and our Nation. Keep it up! ○

Chuck Anderson

INTERN 'TRANSFORMED' BY G-8, FA 50 ROTATION

by Brunilda "BB" Brown



Brunilda Brown

Ms. Brown is a DA Intern within Career Program 26/Manpower and Force Management, currently assigned to the U.S. Army Force Management Support Agency (USAFMSA), Ft. Belvoir. Her prior experience includes assignments as a secretary and management support specialist at TRADOC and the Army G-8. She holds a BS in Business Management from Hampton University, and was awarded the Achievement Medal for Civilian Service and the Army Staff Identification badge. Ms. Brown will be graduating from this two-year internship this October.

My impression of my G-8 rotational assignment can be summed up in one word — Meaningful.

During this two-week rotation, I experienced a variety of briefings, tours, and meetings across the Army G-8. I shadowed the newly accessioned FA 50 officers during their first week of the Q Course. In the course of this training, I attended the two staff rides to study the Battles of First Bull Run and Antietam. I also accompanied the officers on the official Pentagon Tour.

During the second week, I received presentations from the director of Force Development and FA 50 executive agent, BG Charles Anderson, as well COL James Doty (USAR), COL Leodis Jennings (ARNG), LTC Ed Rawlins (Quadrennial Defense Review), Mr. Al Wilson (Lean Six Sigma), Mr. Jeff Hall (Center for Army

Analysis), and Ms. Donna Wood (FA 50 PPO), just to name a few. I also attended a QDR Council of Colonels session chaired by Mr. Tim Muchmore and an FA 50 off-site hosted by FDU chief, COL Billy Laster.

I have learned from this rotational assignment how G-8 efficiently operates internally and externally by providing resources in the field (including my Soldier son, by the way). With the knowledge I have gained, I know that I may be an effective "plate spinner" — that is, to learn how to balance and follow-up on myriad requirements at the same time with much success.

I would highly recommend that future interns seek a rotational assignment sponsored by Ms. Donna Wood. She and the G-8 staff will take the time to help you grow just as I have! ◉

FOOD FOR THOUGHT

"Modernizing our equipment is critical to ensure we build an Army ready to defend the Nation in the 21st century. Operations in Iraq and Afghanistan underscore the importance of investing in superior technologies and equipment that enable our most important asset — the Soldier — to remain dominant against adversaries who continually adapt their methods, tactics, and tools of warfare."

— The Hon. Pete Geren
Secretary of the Army

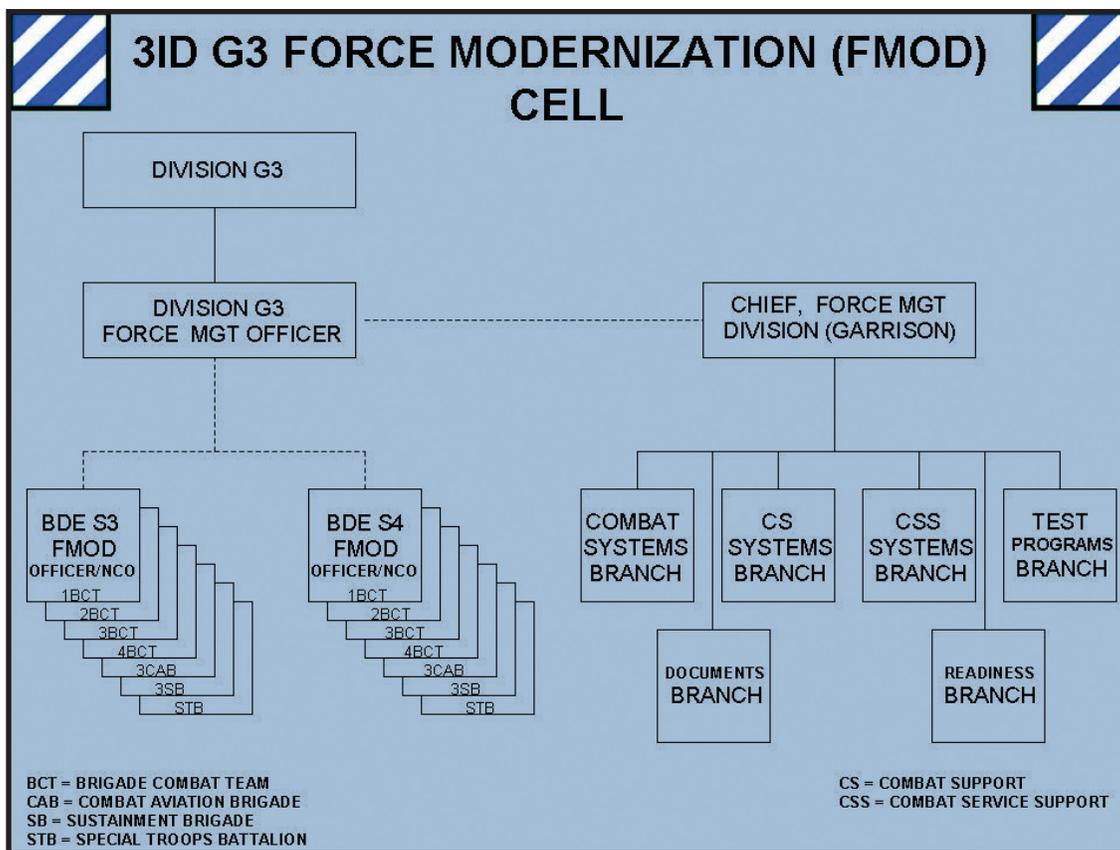


Figure - 1 3ID G3 Force Modernization (FMOD) Cell

We disseminated training information via the Quarterly Training Guidance (QTG), Division training calendar, Monthly-Daily Organizer (MONDO), weekly FMOD updates, and in two separate weekly meetings. The next quarter’s modernization schedule was reviewed at the weekly Division G-3/Brigade S-3 meeting. The most important meeting was the weekly FMOD cell meeting with the Division Force Management officer, the Garrison Command Force Management Branch, and the brigade S-3 and S-4 FMOD officers/NCOs. This meeting covered in detail the FMOD training schedules and equipment hand-off schedules for the next two weeks: dates, type of training (leader, operator, or maintenance), unit identification, number of slots, MOS, location, and point of contact information. Positive coordination between the Division and brigades was critical to the success of the modernization effort.

NET execution centered on making sure the right Soldiers were at the right place at the right time. The

FMOD cell required the brigade S-3 FMOD officers/NCOs to submit name rosters for training one week prior to the start of training. The FMOD cell provided these rosters to the NET instructors, who were tasked to report to the FMOD cell NLT 30 minutes after the course start time to note which Soldiers were present for training. NET statistics were published at end of the week in the FMOD update.

(4) Materiel. During NMIB, the Force Modernization cell and the Program Manager for each system coordinated what supplies and equipment were needed for new equipment training, as well as who would provide and pay for the supplies and equipment. Typical materials required for new equipment fielding included: field, Soldier, and technical manuals; user/operator guides; ammunition, targetry, fuel and petroleum, oil, and lubricants (POL); training aids devices simulators and simulations (TADSS); automation support (computers, faxes, copiers, internet, phone lines); consumables

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(pens, paper, ink cartridges, etc.); packaging items (pallets, stretch wrap, strapping, etc.); and transportation assets (trucks and forklifts).

(5) Leadership and Education. Third Infantry Division Commander, MG Rick Lynch, provided our overarching modernization purpose, direction, and motivation through his commander's intent—"Maintain the Warrior Ethos-Live the Army Values."

(6) Personnel. The modernization effort was a team effort. The main players—boots on the ground...making things happen—were the DA civilians in the FMOD cell; brigade S-3 and S-4 FMOD officers/NCOs; brigade property book officers; company commanders, first sergeants, and supply sergeants; master gunners (at division, brigade, and battalion); PM and field services representatives; instructors (military and contractor); and the Soldiers who conducted NET.

(7) Facilities. During NMIB, the Force Modernization cell and the Program Manager for each system coordinated what facilities were needed for NET and equipment delivery. Typical facilities required for new equipment fielding included: classrooms, motor pools, offices, ranges, field feeding sites, equipment de-processing sites, equipment delivery/pick-up sites, and warehouses.

LESSONS LEARNED

We have six overarching equipment modernization lessons learned that we want to share with the force.

(1) Command Emphasis. BottomLineUpFront (BLUF)—If commanders are not involved in the modernization effort, then the modernization effort will fail.

(2) Integration of the FSR (Field Service Representative). The FSR plays a vital role in the modernization effort. Per AR 700-4, Logistics Assistance, "...the FSR is an employee of the manufacturer or supplier of military equipment or components who provides full-time on-site liaison or advisory service between his/her company and the military users of his/her company's equipment or components." Usually the Program Manager hires, assigns, and funds the FSR. We have assigned FSRs at the Division and brigade levels. It is important that your

FSR reports to one point of contact in the organization who must understand the FSR's contract—restrictions, scope of work, and level of expertise. In turn, the FSR must understand what the Command expects him/her to do. The FSR should have a copy of your training calendar and attend your training meetings. It is also important that your FSR can support your field exercises and training center rotations and deploy with you to combat. If your FSR does not perform to standard, contact the Program Manager to either correct the deficiency or get him/her replaced. If your FSR does outstanding work, contact the Program Manager—there is nothing wrong with reporting a good news story.

(3) Training Center Rotations. Train as you fight. As you develop your modernization schedule, one of your goals should be the completion of new equipment fieldings before your training center rotations. This will allow you to use your equipment in the conditions and environment expected during deployment. This will also allow you to identify any problems (training or equipment) before you deploy and to develop a plan to fix them. Since each PM works in a different environment of budget, fielding priorities, and production schedules, you will have to work with each PM to meet this goal. The best strategy is to address this goal at NMIB.

(4) Think Outside the BCT. We often focus only on the main effort. The main effort in the modernization effort is the BCT. At Division level, we cannot forget about the Combat Aviation Brigade (CAB) and the Special Troops Battalion (STB). Every Soldier who wears the patch plays a vital role in the fight. A Division modernization plan is not complete unless it includes the entire Division. One team...one fight!

(5) Remember the SB (Sustainment Brigade). Modernizing the SB was difficult. First, several PMs did not include the SB in their fielding plans for the Division because the SB wears a different patch than the Division. Second, several PMs developed fielding plans for the SB headquarters, but omitted the numerous SB subordinate units. We believe these disconnects are due to the evolving doctrine of modularity and the EAB concept. Who truly has the "rose pinned-on" for modernization oversight and modernization execution

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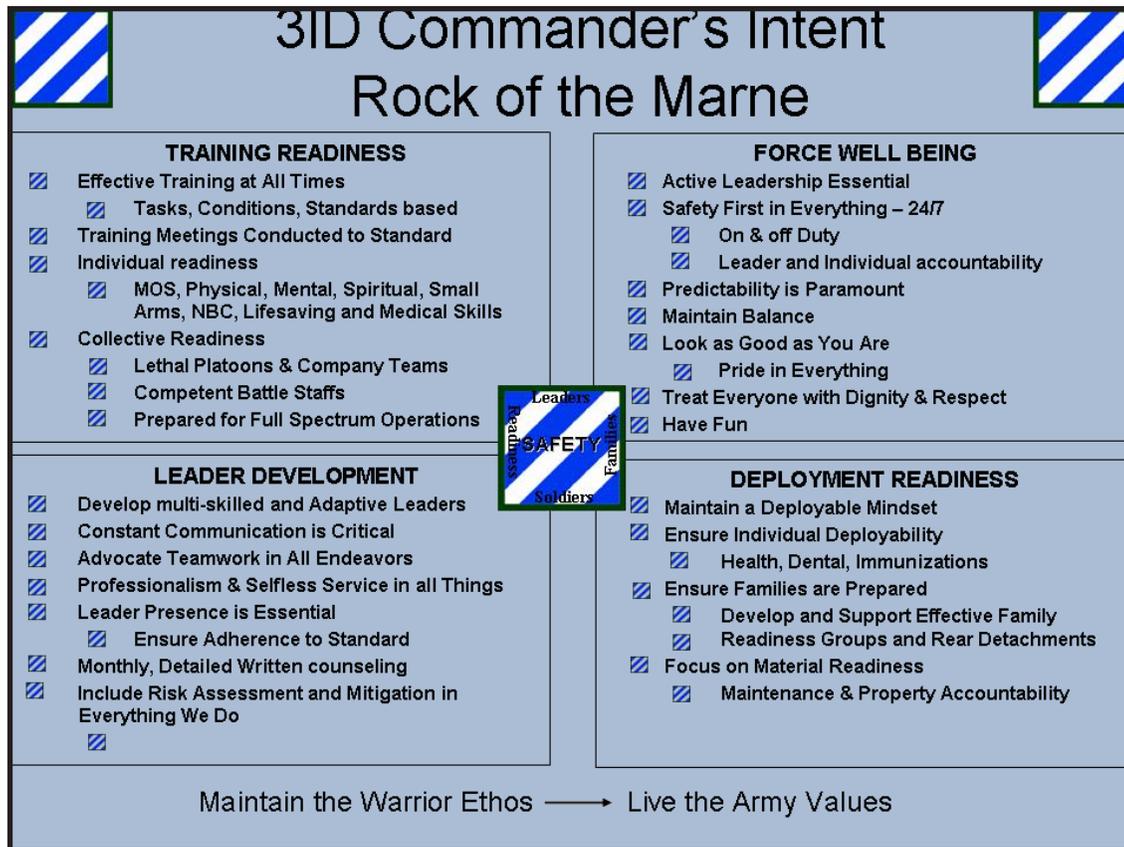


Figure - 2 3ID Commander's Intent

of the SB and all of its subordinate units? We ask “Big Army” for help on this one.

(6) Monitor the Modernization Efforts of Your Future Task Organization. This pertains to deployers. As soon as your task organization is identified, start monitoring the modernization efforts of those future subordinate units. You want to at least identify (with the intent of preventing) any capability gaps within your fighting force. It would be ideal for all units in the task organization to be modernized at the same level of capability. (From a macro perspective, this would mean every unit has compatible shoot, move, communicate, and sustain capabilities.) Cross talk and collaboration between the headquarters that are providing forces and the PMs would help shape this effort.

In conclusion, the 2006-07 equipment modernization efforts in the 3d Infantry Division were a tremendous success. The 2007 Army Posture Statement reads, “The Army’s intent is to organize, train, equip, source,

mobilize, and deploy whole, cohesive units that are ready to execute their mission.” This intent has been met with the 3d Infantry Division.

Our ability to fight and win decisively in Iraq is dependent on us having well-trained Soldiers with superior equipment, led by competent leaders employing sound doctrine. We are well-trained. We have superior equipment. We are led by competent leaders. We are modernized and ready to fight!

ROCK OF THE MARNE!

Special thanks to the following members on the Marne team—Mr. Bruce Baker, Mrs. Monica Brown, Mr. Stanley Brown, Mr. Jerry Dickey, Mr. Jeremie Edwards, Ms. Deborah Kissinger, Mr. Chris Miller, Mr. Jimmy Parker, Mrs. Sheila Penn, Mr. Jesse

MAJ Turner currently serves as Chief, G-3 Force Modernization, Multi-National Division-Center (Task Force Marne) in Baghdad, Iraq. ○

FA 50 MILESTONES

Congratulations to the following FA 50 officers selected for promotion to lieutenant colonel:

Tony Baker (HQDA G-8)	James McFadden (3A/ARCENT)	Rod Spencer (SMDC)
Brian Halloran (HRC)	Thomas Pedigo (TSM FCS, UAMBL)	Richard Tuttle (CASCOM)
Samuel Lex (1AD)	James Schapel (4ID)	James Yocum (HQDA G-8)
Dennis McCallum (EUSA)	Kerry Schindler (HQDA G-3/5/7)	

Congratulations to the following FA 50 Officers on their selection for promotion to major:

Bobby Burrus (7th Army)	George Northington (G-8)	Bryon Galbraith (Ft. Bragg)*
Patrick Duncan (HQDA G-8)	Jose Rodriguez (First U.S. Army)	Jeff Munn (Joint Staff Intern)*
Mike Gossett (Ft. Leonard Wood)	Donald Smith (3ID)	
Leonard Jones (82d ABN, G-3 FI)	Dennis Terry (USMA, DPE)	* = Below the Zone Selection

Please join us also in congratulating our FA 50 Senior Service College selectee, LTC Peter B. With, FD (principal), as well as MAJ Tamika Carr (G-8), MAJ Brian Robinson (G-8), and MAJ Tom Sonnen (ARNG, NGB), on their way to Advanced Civil Schooling. We can take great satisfaction that their selection is the result of their exceptional performance. Super accomplishment! We are proud to have you on our team!

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FD HALL OF FAME NOW OPEN TO NOMINATIONS

As mentioned in the last Oracle, the floor is now open for nominations for the Force Managers' Hall of Fame. Many of you who are assigned to or have visited the Pentagon recently have seen the plaques that were unveiled in the FD Hallway about two years ago. At that time, development of the HoF was tied to producing the FD historical murals which are also in the FD Hallway, therefore the selection and approval process was completed largely within FD.

This time, we would like to open up the process to you. Generally, a Hall of Fame nominee should meet the following criteria:

- Military or civilian, living or dead, who has made a major, lasting, and recognizable contribution to what we now call Army Force Development/Force Integration/Force Management.
- The period of consideration is generally from approximately 1900 to the present, the same period as covered by the murals.
- General officers are obvious candidates, but we would like to include some "lesser known lights" such as Albert C. Wedemeyer — the widely respected force behind



the nation's WWII manpower and industrial mobilization efforts.

Nominations from individuals or organizations may be forwarded not later than COB Friday, 16 November to Director FD, Attn: FA 50 PPO. Preferred format is a simple memo naming your nominee with a few sentences detailing why the nominee warrants induction into the permanent Force Managers Hall of Fame, accompanied by an enclosure with more detailed justification and a summary of his or her service to the Army Force Management community.

The FA50 PPO will consolidate and review the nominations and make a recommendation to the FA50 Council of Colonels. We will then coordinate with the submitters for draft citations and suitable photographs, and staff the Colonels' recommendation for approval to BG Anderson (FD), BG Formica (FM), and Mr. Wallace (G-1). Final approval will be requested from LTG Speakes about mid-December.

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. ◉

WHAT IS FOURTH GENERATION WARFARE?

by Mr. Sean Tuomey

“War and Warfare will always be with us: it is a permanent feature of the human condition.” — C. Gray, speaking at the 2005 Principles of War Seminar



Sean Tuomey

Since the terrorist attacks of September 11th, 2001, military theorists have tried to foresee possible changes in the nature or character of warfare that current forces engage in and the threats future forces may encounter. Many of these great thinkers have espoused *Fourth Generation Warfare (4GW)* as one of the “brand names” for what we presently face and what we will face in the future. But has the basic spirit of warfare actually changed?

In my opinion, the military and many of its peripheral think tanks have put too much stock in theories such as 4GW. Terms like this are merely bumper stickers. The nature or character of war has not changed in more than 650 years. What changes is warfare, not war. The nature or character of war remains unchanged but the form of war changes. What influences these subtle or not so subtle changes in warfare?

In a 2002 interview on PBS’s NOVA, Lt. Gen. Paul van Riper (USMC, Ret.) said, “...technology is what influences that character and form. We need to understand that and be careful of it, but it is not what should drive us.” That is an excellent point. For too long, and especially since the end of the Vietnam War, we have striven to fix everything with a materiel solution. A new truck or a new weapon will not change the nature of war. A materiel solution will not influence a change in warfare. What about 4GW? What is this concept? Is it valid?

A FAIR FIGHT? Many say that 4GW includes all forms of conflict where the other side refuses to “fight fair.” But this is nothing new. For centuries, commanders have sought to bamboozle and mislead their adversaries. The 21st century is no different.

The term “generations of war” (referring to “warfare in the modern era”) was coined in a 1989 paper in the *Marine Corps Gazette*. The first generation, according to the authors, was the era of linear tactics—column and line regularity. This was the common form of warfare used during the Napoleonic Wars. This was intuitive operational art, the use of time and space to set up decisive battle.

Second generation warfare was an attrition type of warfare where the enemy was dominated by firepower. The Germans called it *Materialschlacht* or industrial war. This lasted from the U.S. Civil War to WWI. In the second generation of warfare, linear tactics gave way to indirect fire and machine guns. This type of operational art used fires to exploit success.

This brings us to the *third generation of warfare*, characterized by WWII-style infiltration tactics and *Blitzkrieg*, reconnaissance in force and multiple axes of advance. Maneuver became more decentralized because of advances in communication. Operations were more synchronized. The operational art here was to crumple the enemy by penetrating, not only his lines, but his decision cycle, and to do it at high speed with enormous firepower.

Fourth Generation Warfare is irregular warfare by state & non-state actors. The non-state actors could be affiliated with some group that is ethnic, tribal, religious, criminal, terrorist, etc. Many of the techniques are still developing but we have seen some of their successes, such as the 9/11 attacks. The operational art here is that the non-state forces largely bypass a nation’s military and wage war upon the population, its culture and its institutions. As originally defined, it is essentially a strategic communication campaign supported by terrorism and guerrilla operations (Hammes, 2003). But haven’t we seen this before?

In his 2005 paper for The Strategic Studies Institute, *Fourth-Generation War and Other Myths*, Dr. Antulio Echevarria says very plainly, “...the theory holds that warfare has evolved through four generations: 1) the

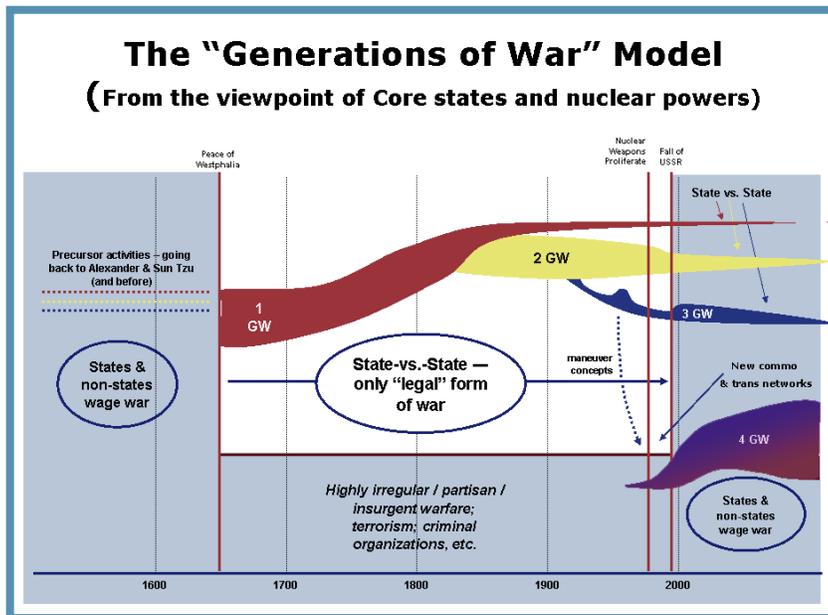
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use of massed manpower, 2) firepower, 3) maneuver, and now 4) an evolved form of insurgency that employs all available networks—political, economic, social military—to convince an opponent’s decision makers that their strategic goals are either unachievable or too costly.” Not a bad definition. However, Dr. Echevarria’s summary could have some changes. If the first generation used massed manpower and the second generation used massed firepower, perhaps the second generation

maneuver, and, finally, 4) State and Non-state warfare.

Notice how the fourth generation of warfare above was not listed as “an evolved form of insurgency.” This is, I believe, an important point. Insurgency, terrorism, rebellion, revolt, insurrection, whatever one wants to call it, has not changed. This form of warfare has remained constant throughout the centuries. Whether the weapon is a sling with a stone or a commercial airliner, the ways and means of asymmetric or irregular warfare have not changed. This form of warfare has remained constant and possibly should not be included in the evolution of modern warfare. This form of warfare began before Sun Tzu and Alexander the Great and continues to haunt mankind today. As far as the character or nature of warfare, the great Prussian strategist and 19th century military theorist Carl von Clausewitz in his seminal book, *On War*, calls war a “true chameleon.” In another article, Dr. Echevarria states that Clausewitz’s “chameleon” of war may change colors, but it is still a chameleon. The scale and techniques of terrorism may change over time, but it is still terrorism.



www.d-n-i.net/richards/evolutionP_of_conflict.ppt

should be called “massed manpower and massed firepower?” Then maybe the third generation should be called “massed maneuver” or “massed firepower and maneuver?” The term “generation” of warfare seems to not really fit. In human terms, many generations exist at once. However, in this case, pundits have used the term to describe a continuum. Apparently those who promote this idea believe that certain forms of warfare halt and new forms are created. This is an incorrect and dangerous belief. Warfare evolves as man has evolved. Mankind and warfare do not stop at certain points, over time, and become something new and different. Both develop over time and build upon the previous forms. The generations of warfare should, I believe, read: 1) Massed manpower, 2) Massed manpower and firepower, 3) Massed manpower, firepower and

Moreover, the ends or purpose of warfare itself have not changed, regardless of the ways or means we go about warfare. Clausewitz states that, “War, therefore, is an act of policy.”

He goes on to say, “...that war is not merely an act of policy but a true political instrument, a continuation of political intercourse, carried on with other means.” The object of warfare is to make a nation or group submit to the will of another nation or group. Regardless of the form or method of warfare, the results are the same— “...to overcome the enemy and disarm him.”

Warfare has not changed, terrorism and insurgencies have always been with us and 4GW is just another tag for an academic concept. What we need to do to ensure victory is “to overcome the enemy and disarm him.”

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

RESERVE COMPONENT CORNER

TRANSFORMATION: THE USAR STATIONING GUIDE

by LTC Eddie Rosado

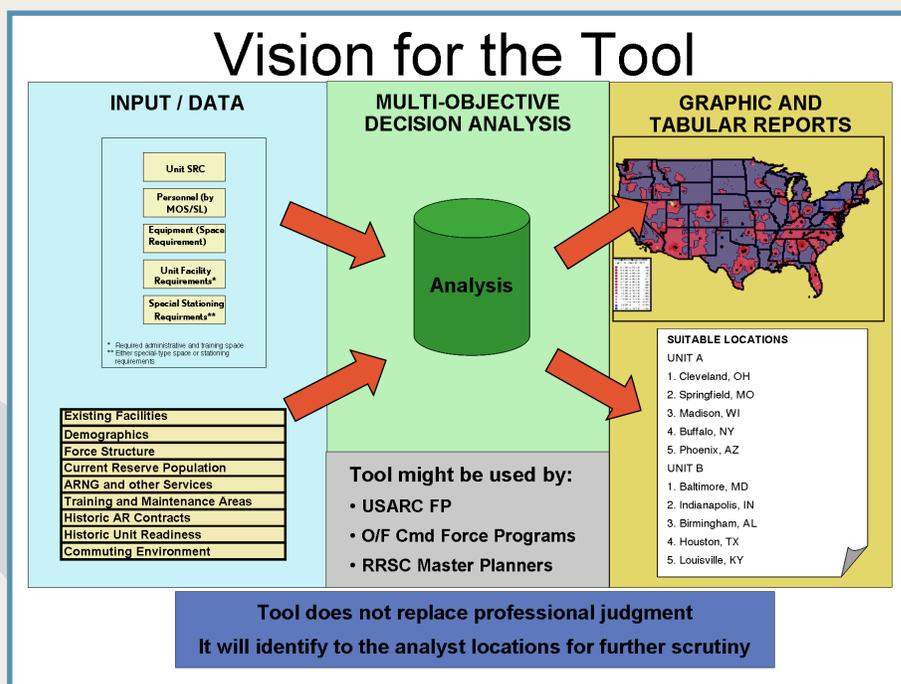
The U.S. Army Reserve (USAR) is in the midst of transforming from a strategic reserve element to a force that is complementary to the Active and National Guard components and a full partner across the range of operations. The USAR is reaching this level of capability through Total Army Analysis, Army Campaign Plans, and Modularity. The most significant change in the USAR force structure will be the transformation of the Command and Control (C2) structure. The USAR's ten Regional Readiness Commands (RRC) will be replaced with four Regional Readiness Sustainment Commands (RRSC). The RRSCs will be established primarily for the purpose of conducting BASOPS while Operational and Functional Commands will assume C2 of all operational structure. The Operational and Functional Commands will be responsible for the training, readiness and oversight of these units.

This ARC2 transformation will present many challenges to the USAR, but the task of stationing units looms as the biggest. Unlike the Active Component, the Army Reserve must bring its units to people to fill them with Soldiers. Stationing of Army Reserve units prior to Transformation was primarily performed by the RRCs, who were often more concerned with maintaining existing centers than positioning units for recruiting success. Operational and Functional Commands will now play an integral role in the stationing process.

Army Reserve Force Management Division (ARFMD) has taken some key initiatives in revising the stationing business practices in order to prepare for the shift of responsibilities. The first initiative that the ARFMD



embarked on was to form a tiger team to examine the present and future stationing business practices. The tiger team, formally called the Stationing Initiative Program (SIP) team, was formed in May 2006, at U.S. Army Reserve Command, Ft. McPherson, Ga. The SIP team reviewed the stationing business practices and rewrote the LOI for stationing procedures and USARC REG 140-1. The most significant initiative the SIP team instituted was the submission of a study proposal on USAR stationing to the HQDA Study Program board in June 2006. The proposal was funded and approved, and the Center for Army Analysis (CAA) was awarded the AR stationing study. CAA completed the study in July 2007. The team members



from CAA were LTC Robert Bradford, Mr. Tucker Hughes, and Mr. Jeff Bassichis.

The CAA study team produced a decision tool that takes input from numerous data sources such as the Census

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Bureau, Department of Labor, Recruiting Command, and ASVAB scores. The data go through a multi-objective decision analysis method that produces graphic and tabular reports. The completion of the decision tool comes at a crucial moment, since the USAR is continuing its transformation and is in the process of implementing the Grow the Army Initiative, which will establish 340 new units with over 17,000 USAR spaces. The stationing tool will assist the USARC and its subordinate commands in making stationing decisions that can effectively support the manning of the new units as the USAR grows.

The second phase of the USAR Stationing Study is to install the decision tool into an automation system

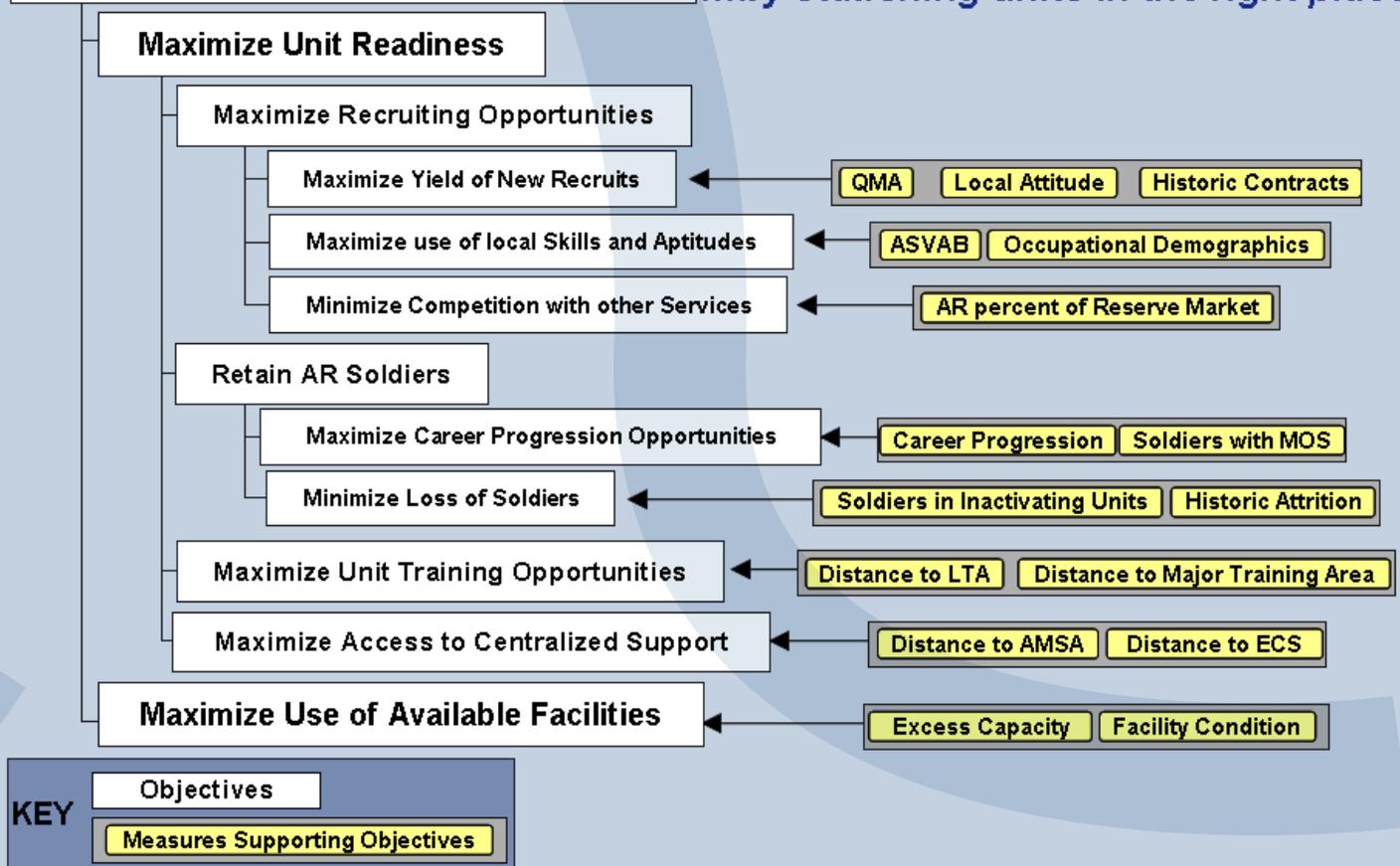
progression for the USAR Soldiers. The decision tool's main objective is to provide trained and ready units by stationing units in the right community while answering the challenges of providing a ready and relevant USAR force structure to the warfight.

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Objective Hierarchy and Supporting Measures

Provide Trained and Ready Units

...by stationing units in the right place



FA 50s IN THE FIELD

We Asked, the Field Responded

A number of you responded to the PPO's request for imagery from FA 50 officers deployed. Some of these pictures are already posted on the FA 50 and G-8 websites, and will be used as part of the G-8's AUSA display, 8-10 October in Washington, DC. Below are a few of the pix you sent in. Thanks to all who contributed photos. They are always welcome!



16 May near Kabul. Afghan G-3 FM officers with German infantrymen, and interpreter. Col Mueller, German Army, arranged a day on the range to introduce Afghan force managers to some weapons, equipment, and vehicles used by their German allies. Following a firing demonstration, the group test-fired weapons ranging from the H&K MP7 submachine gun to the Barrett .50 caliber semi-automatic sniper rifle.

FA 50s IN THE FIELD



LTC Chuck Coursey, OCAR-FP, hard at work on duty with MNSTCI in Iraq (Green Zone).



LTC Mike Musso, Chief, G-3 Force Integration, Multi-National Division-Baghdad, at Camp Liberty, Iraq.

FA 50s IN THE FIELD



LTC Mark Murray, an FA 50 then supporting the Combined Security Transition Command-Afghanistan, in Kabul being awarded a Certificate of Appreciation by Afghan National Army Chief of Staff General Besmullah Kahn.



MSG Al Francis photo

REF Operational Support Team (OST) C inspects damage to an M114-mounted Boomerang at Camp Navistar, Kuwait (February 2007). The REF has provided many equipping solutions for the M114 throughout the CENTCOM AOR, including both lethality and survivability solutions. Pictured left to right are SGT Nathan Daisley (1-21 FA), Mr. Reggie Thomas, SFC Mark Henderson, and MAJ Bob Lenz (REF).



MAJ Okal Okyundo photo

Soldiers and KATUSAs from the 501st Sustainment Brigade receive training on the High Frequency Radio. They had just completed a CPX, and utilized the brigade TOC for the training for the week.

FROM THE Q-COURSE

FA 50s Leading Army Transformation Efforts

by LTC Jeffrey R. Meister

Students attending the FA 50 Qualification Course prepare and submit a research paper as part of their studies. Like last year, the best papers will be acknowledged in The

*Oracle over the course of the coming year. Following is the introduction to LTC Jeffrey Meister's paper on FA 50s and Transformation. LTC Meister is assigned to Army G-8's Directorate for Joint and Futures as a Joint Requirements and Assessments Officer. His complete paper, with notes and graphics, is available at www.fa50.army.mil.
—Editor*



MAJ Patricia Socha photo

Congratulations to the following officers who graduated 7 September from the FA 50 Qualification Course. They, and their follow-on assignments, are:

Top row: MAJ Arlie Caudill (NGB), MAJ Momoevi Tawake (USARPAC), CPT Daniel Green (RIA, IL), MAJ Clyde Ball (G-8), CPT George Northington (G-8), MAJ Chip Horn (G-8). 5th Row: MAJ Russell Brownfield (Class Leader, NGB), CPT Matt Grob (USAREUR), CPT Michael Gilligan (NGB), CPT Patrick Duncan (G-8), MAJ Sean Zinn (G-8), CPT Mark Rieves (G-3). 4th Row: MAJ Katteria Walker (OCAR). 3d Row: MAJ Mike Hall (G-8), MAJ Paul Cole (G-3), MAJ Samuel Phillips (USARC), MAJ Dexter McLendon (G-8). 2d row: MAJ Patricia Socha (USARC), MAJ Robert Duffy (G-8), CPT Bobby Burrus (USAREUR), CPT Bradley Hobson (G-8). 1st Row l-r: CPT Ken Woods (G-8), MAJ Robert Jones (HQDA G-3), MAJ Terence Hunter (G-3), MAJ Paul Romano (HQDA G-8), MAJ Pamela Wright (OCAR), MAJ Charlotta Wells (USARC).

The U.S. Army will be continually transforming and changing for many years. During the Cold War, the Army had been relatively static, with little change in technology or doctrine. Today, we must equip and train a force for an unpredictable enemy.

Functional Area 50 officers make a difference by leading the Army's transformation efforts; they clearly stand out as the Army's dedicated professionals who serve as "Visionary Leaders of Change."

By taking a brief look at the history of Army Force Management, understanding its mission and functions, and seeing some of the immediate impacts it is making on our Army with regards to transformation efforts, one quickly concludes that the functional plays a critical role in our Army and must be kept relevant by maintaining positions at both the strategic and operational levels. ◉