

# THE Oracle

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## THE NEW JOINT QUALIFICATION SYSTEM

by Patsy Campbell



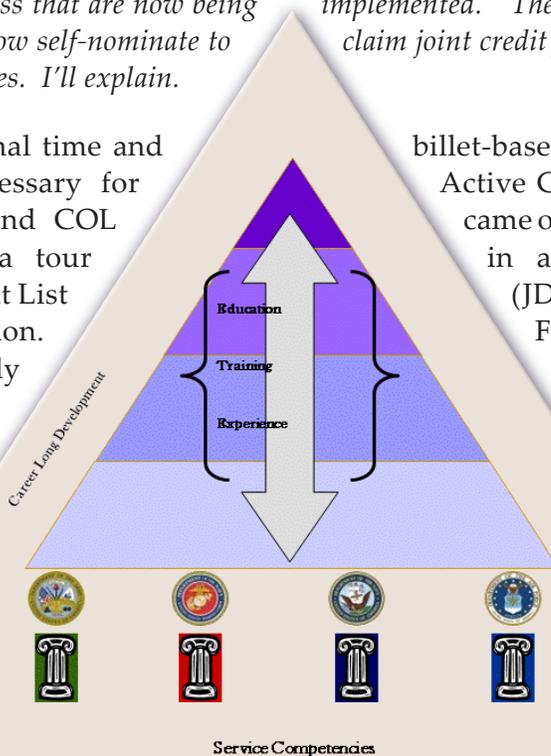
Patsy Campbell  
PPO Program Manager

Over the past year, the Personnel Proponent Office (PPO) has been pursuing a number of initiatives to identify opportunities for FA50 officers, and to help more officers take advantage of them. Many of them you have already heard about — the Central Select List nominations, the possible growth of combat developer positions for FA50s in TRADOC, identifying additional venues for advanced civil schooling and fellowships, and a comprehensive update of the Q Course program of instruction. Some of these have been completed and are being executed now, some are still in the works.

Another program you should know about is the new Joint Qualification System (JQS). There have been some major changes in the last couple years to the old Joint Officer Management (JOM) policy created under Goldwater-Nichols (1986). Because there were many issues raised by the Services and others about the original JOM, in 2007 changes were ordered by Congress that are now being implemented. The principal change is that officers can now self-nominate to in non-JDAL duties. I'll explain.

Under the original time and joint credit necessary for promotion beyond COL completion of a tour Duty Assignment List JPME II completion. 50 currently positions: 13 an ASI of 3A Assignment and four Specialty

billet-based JOM process, the Active Component officers' came only from successful in a designated Joint (JDAL) position and Functional Area has 17 JDAL that result in (Joint Duty Qualified) 3L (Joint Officer)



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by Patsy Campbell

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FROM THE EXECUTIVE AGENT:

## Emphasis on Force Management Operations



MG David D. Halverson Director,  
FA 50 Executive Agent

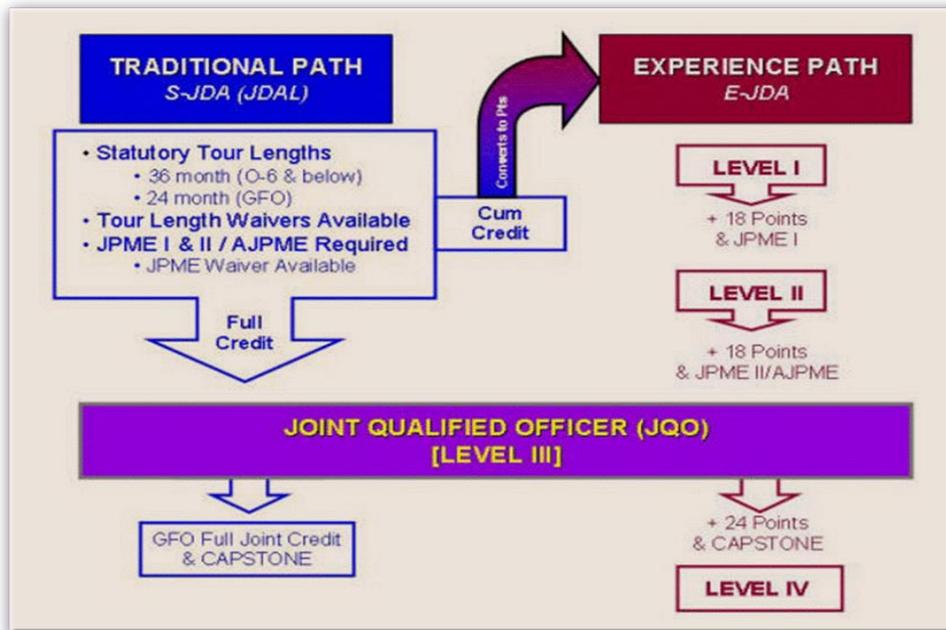
*Team,* Successful officers are the ones who can, in addition to their doctrinal duties, take on any other job that their commanders need to be done. As more of our Force Management officers gain experience in the AO, commanders at all levels recognize the terrific value of having a cadre of trained and qualified officers who are not only experts in the complex business of modernization, but who can also become their “go-to leaders” for tasks beyond their traditional FA50 duties. To help meet that reality, the past year has seen some significant advances toward improving the education of FA50s while also broadening career opportunities. In our annual review of the Qualification Course Program of Instruction (POI) we added emphasis to the operational side of FM to include Global Force

Management, the ONS and JUONS processes, as well as more on ECOP and AE2S. A pre-deployment seminar and Smartbook are in development, targeted especially at officers filling WIAS taskers. We are also pursuing more FA50 positions as Combat Developers, have nominated a number of our LTC and COL slots for the Centralized Selection List (CSL) process, and increased emphasis on advanced schooling and fellowship options.

Change is the one constant in our business. In my year as the FA50 Executive Agent, I have been deeply impressed by the professionalism and abilities of the Army’s Force Managers, uniformed and civilian, on the ARSTAF and in the field. You truly are the ones who build the Army. In early August I will turn my Executive Agent duties over to BG Tom Spoehr, the new FD. He is a familiar face to most FA50s and will be a great FD. I want to thank you all once again for your professionalism, hard work, and dedication to our Army. My best wishes to each of you, and I look forward to continuing to work with you in the future.

*MG Dave Halverson*

positions. (3A is a prerequisite for assignment to a 3L slot.) Nearly all are at either Joint Staff or OSD level, or at a Joint command headquarters (JFCOM, PACON, EUCOM, etc.) Under the new JQS rules, introducing a points-based methodology that complements the old system, credit can be claimed for joint experience gained in non-JDAL positions, or for approved CJCS-approved education, training and exercises. So-called S-JDA (Standard Joint Duty Assignment) or E-JDA (Experience-JDA) credit are also now available to RC officers as well as Active



Component. Officers are still required to complete Joint Professional Military Education (JPME) Phases I and II for designation as a JQO. RC Officers may substitute Advanced JPME for Phase II.

Under JQS, joint duty or experience, plus professional education, will

accrue points toward four successive levels of joint qualification and provide the joint commander (e.g., COCOM commander) a greater degree of fidelity in assessing the capabilities of each officer.

LEVEL	CRITERIA
I	a. Awarded upon joint certification of pre-commissioning and basic officer course completion. -- These courses provide learning objectives dealing with "Joint Introduction and Awareness." b. Junior Officers are focused on Service competencies. c. Qualification points begin to accrue following commissioning via opportune joint experiences, joint training, joint exercises, and other education.
II	a. Awarded upon completion of JPME Phase I and accrual of 18 points and certification by the Chairman of the Joint Chiefs of Staff. b. A minimum of 12 points must come from "Joint Experience." c. Discretionary points may be derived from joint training, joint exercises, and other education. NOTE: Officers who have Full Joint Tour Credit and have completed JPME Phase I are automatically designated as Level II
III	a. Awarded upon completion of JPME Phase II or AJPME (Reserve Component officers) and accrual of a minimum of 36 total points (based on Level II point requirements, normally 18 more points since Level II) or Full Joint Duty Credit, and certification by the Secretary of Defense or his designee. b. Recency requirement: a minimum of 12 points must come from "Joint Experience" since Level II designation. c. Discretionary points may be derived from joint training, joint exercises, and other education. d. Formal designation: Joint Qualified Officer (JQO). e. Effective 1 Oct 2008, JQO required for appointment as an O-7 (AC Only).
IV	a. Awarded upon completion of CAPSTONE (AC only) and accrual of 24 joint experience points or full joint G/FO credit from an assignment in a G/FO joint billet in OSD/JS/COCOM HQs/JTF HQs, Defense Agency HQs, hold designation as a JQO, and certification by the Secretary of Defense or his designee. b. Officers must be a G/FO (for pay purposes) for at least one day while filling the G/FO S-JDA or during the period for which joint experience points are earned.

Joint Qualification continued from page 3

For example, under the “traditional” S-JDA path:

- Assignment to a position listed on the JDAL is considered to be the “standard” path to earning joint qualifications. JDAL positions are selectively filled based on screening by the Services and the joint organizations. Generally, officers serving in a JDAL position are O-4 and above.
- Except for assignments terminated by joint duty tour length waivers or for one of the reasons listed in Enclosure 7 of DoDI 1300.19, Active Component and full-time Reserve Component (RC) officers in grades O-6 and below must complete at least 3 years and G/FOs must complete at least 2 years in order to earn “full” joint duty credit.
- The tour length for RC officers who perform duty periodically in a JDAL position is set at 6 cumulative years for O-6s and below (initial

assignment not less than three years) and 4 cumulative years for G/FOs (initial assignment not less than two years). DoDI 1300.19, Enclosure 14 details the RC joint qualification program.

To take advantage of the E-JDA rules:

- Officers in the grades of O-1 through O-6 may self-nominate their experiences and request award of “joint experience points” by going to: <https://www.dmdc.osd.mil/appj/jmis/JQIndex.jsp>

**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.**

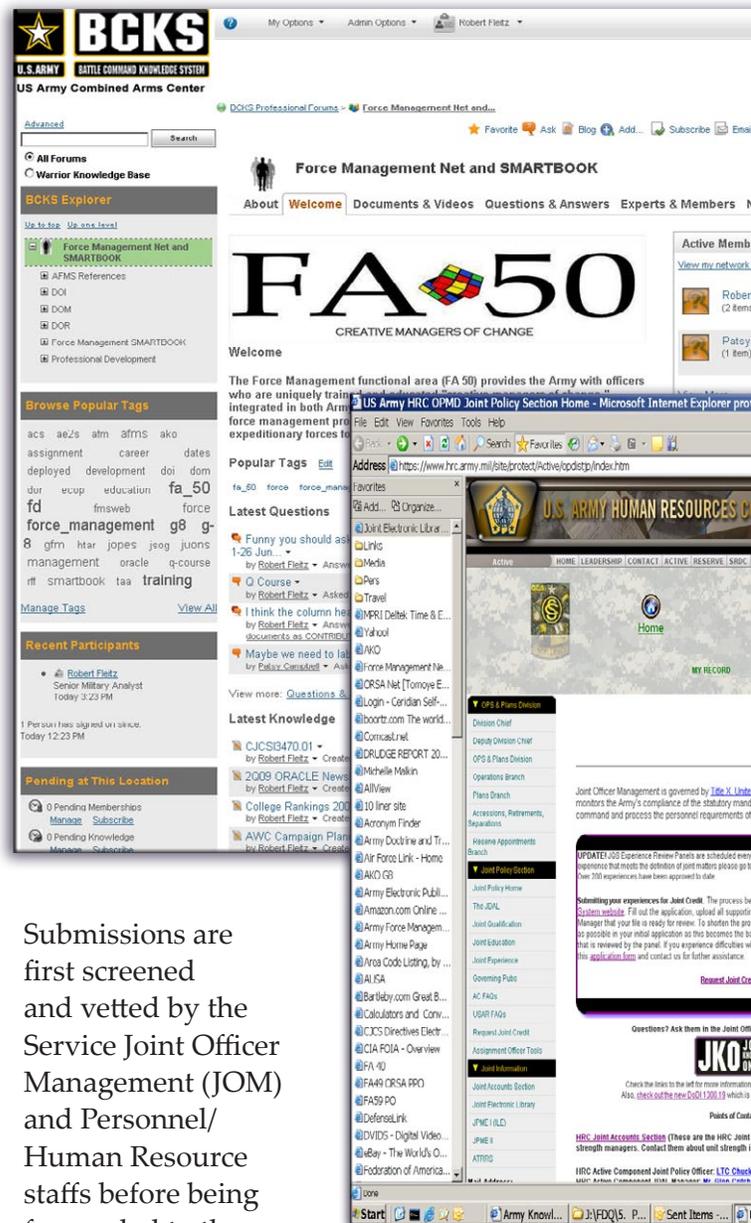
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[www.fa50.army.mil](http://www.fa50.army.mil)



- Submissions are first screened and vetted by the Service Joint Officer Management (JOM) and Personnel/ Human Resource staffs before being forwarded to the

Joint Qualification continued on page 5



**FROM THE PPO CHIEF:**

## Optimize Your Career with Beefed-up Q-Course Offerings



LTC Rob Waring, FA50 Personnel Proponent Office Chief

Last month we discussed the importance of participating in the management of your own career. We in the Functional Area leadership are doing our best to ensure your Q Course is kept up to date, that you are scheduled for attendance in a timely manner, and that your career path and assignments match your professional needs as much as possible. We are also looking into establishing a Senior Force Managers Course that will serve as sort of a FM refresher. But it is largely up to you to take advantage of other opportunities such as Advanced Civil Schooling and fellowships. While GMU and RAND have long been our premiere options, there are a ton of other schools and programs that might better fit your personal goals and career plans. Patsy Campbell and Al Gamble can provide you with a lot of advice and help on

finding and applying for degree programs and fellowships. Give me or one of them a call.

A number of FA50 officers, because of our reputation as problem solvers, find themselves assigned duties and responsibilities that are probably beyond the traditional scope of Army Force Management. So we have beefed up the Q course with more information on Operational Force Management issues, ONS and JUONS processes and other hot topics. To pursue more training on your own time, another resource is on-line training—classes are available at the Joint Knowledge Online (JKO) website, for example, that can help you get the basics of things like Joint Staff business rules, JTF HQ organization and staff operations. A lot of this information will be available in the Pre-deployment Smartbook that the PPO will be publishing shortly on the websites at [www.fa50.army.mil](http://www.fa50.army.mil) and our new Battle Command Knowledge System presence at <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=760078>.

Claiming credit for joint experience is a relatively new and very important option open to Active and Reserve Component FA50 officers, but again it is up to you to take advantage of it. Later in this issue Patsy will tell you about how to self-nominate for joint credit based on experience: for example, exercise planning/participation or non-JDAL duty with a JTF. While we presently have fourteen “3A” positions for FA50s, assignments that count for traditional joint credit under Goldwater-Nichols, experience points combined with your due course training and education can be just as important for Joint Qualified Officer (JQO) certification.

As always, feedback is critical. Let us know what you need or want to see with respect to the Q Course, career options, our outreach efforts and so on. And if you have some experience or lesson learned that other FA50s would benefit from, especially deployment or WIAS-related, write it up and let us publish it. And I know everyone has photos, if you'd like to share those with your compadres send them, too.

Thanks for all you're doing.

*LTC Rob Waring,  
PPO Chief*

*Joint Qualification continued from page 5*

(2) In the context of joint matters, the term “multiple military forces” refers to forces that involve participants from the armed forces and one or more of the following:

- A. other departments and agencies of the United States.
- B. the military forces or agencies of other countries.
- C. non-governmental persons or entities.

### **Self-nomination**

RA and USAR officers who believe their experiences meet the definition may self-nominate their experiences through the Joint Officer Management (JOM) website. The self-nomination process is detailed in CJCSI 1330.05, enclosure F, Para 5 (TBP). Officers must do the following:

- Input their experiences on this website <https://www.dmdc.osd.mil/jqs> AND send supporting documentation along with this application & coversheet to their respective HRC-Alexandria career managers (AC Officers) [https://www.hrc.army.mil/site/protect/Active/opdistjp/JP\\_Documents/Self\\_Nomination\\_Packet.doc](https://www.hrc.army.mil/site/protect/Active/opdistjp/JP_Documents/Self_Nomination_Packet.doc), or to the HRC-St Louis Joint Management Office (USAR officers)
- HRC Joint Policy section will receive the documentation once validated by AC career managers / USAR JMO and forward to the Joint Staff for consideration / validation. The current plan is for this GO-level board to meet quarterly.

For more information on joint policy and assignments, please see the HRC Joint Policy Section Homepage <https://www.hrc.army.mil/site/protect/Active/opdistjp/index.htm>.

Later in this issue of the ORACLE you’ll read about a new website we have created as a professional forum under CAC’s Battle Command Knowledge System (BCKS). One of the pages there, titled Professional Development, contains a hotlink to the Human Resources Command’s Joint Policy Section. From

there you can learn more about JQS, and begin the self-nomination process of requesting joint experience points.

According to the Joint Knowledge Online (JKO) Joint Qualification Report, 1 Dec 08, education credit points may also be claimed for completion of CJSC-approved on-line training courses available on JKO.

The legacy Joint Credit System, of course, still exists. The majority of officers will continue to complete a standard joint duty assignment along with the requisite JPME in order to earn joint qualification. It is important to note that while joint “credit” is still found in statute (10 U.S.C., Chapter 38), the Joint Qualification System provides a bridge between the time/billet-based legacy system and the experienced-based system so that officers ultimately achieve a common joint qualification designation. Officers who were designated as Joint Specialty Officers (JSO) prior to 1 Oct 2007 will automatically be designated as Level III Joint Qualified Officers (JQO). No action is required by those individuals.

### **So why is this important to FA50s?**

There are now 200+ AC FA50 officers, and about a hundred AGRs. Not all of them will get the opportunity to fill one of the few JDAL slots available. And the Services and the DoD eventually recognized that the rigidity built in to the original JOM system was limiting their ability to assign officers to JDAL positions as well as leaving out many promising and otherwise-qualified officers. So all officers (O4 and above) should be able to take advantage of the new rules.

For many Force Managers, something called “WIAS” (Worldwide Individual Augmentee System) has been or will become an important factor in their career plans. Not all WIAS billets, however, are JDAL positions. Officers who get tapped to fill a JCS-approved WIAS tasking in the AOR, at CENTCOM for example, may be in a Temporary JDAL slot for which the rules are a little different. To get credit for a Joint tour, though, the officer must be in the position for 365 days. Staying 364 days gets an officer cumulative credit, staying less than 10 months gets him/her NO credit.

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*Joint Qualification continued from page 7*

Officers who go on a WIAS tasker to a non-JDAL billet can submit for JQS experience points and possibly receive up to 3 points per month while they are performing joint duties. In this case, officers can get credit even if they serve only one month. (An officer on a WIAS tasker to a JDAL billet may not request experience credit for the time served in a JDAL billet.)

Joint or JIIM (Joint, Interagency, Intergovernmental and Multinational) experience has become a much more significant career factor than in the past. (More on JIIM in the next Oracle.) As of 30 September 2008, AC officers must be designated as JQO prior to appointment to the grade of O-7.

More information, special rules and requirements, and self-nomination procedures are available at the following websites:

- Self-nominate at <https://www.dmdc.osd.mil/appj/jmis/JQSindex.jsp>
- HRC's OPMD Joint Policy Homepage at <https://www.hrc.army.mil/site/protect/Active/opdistjp/index.htm>
- DoDI 1300.19, which governs the JQS, at <http://www.dtic.mil/whs/directives/corres/pdf/130019p.pdf>

- JQS Q&A at <https://www.us.army.mil/suite/doc/11707451>
- The JKO Joint Qualification Report at <https://www.us.army.mil/suite/doc/11707451> includes a list of 342 CJCS-certified Institutional Learning (IL) or Distributed Learning (DL) courses that may be used for joint experience points
- Other fact sheets, references, etc., are posted at the FA50 AKO website at <https://www.us.army.mil/suite/page/194547> and our BCKS FMNet/Smartbook page at <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=760078>

*Patsy Campbell joined the PPO as Program Manager just over a year ago, having come to FA50 from a similar position in the FA40 (Space Operations) PPO at Army Space and Missile Defense Command. Contact her at 703-604-3146 or [patsy.campbell@conus.army.mil](mailto:patsy.campbell@conus.army.mil). ◉*

## FA 50 MILESTONES

**CONGRATULATIONS to the following FA50 officers recently selected for promotion to Major::**

CPT(P) Latrice K. Clark, Army G-357	CPT(P) Willie H. Mason, Army G-8
CPT(P) Casey D. Coyle, Army G-8 (in the Q Crs now)	CPT(P) Michael Y. Massey, 25ID
CPT(P) Michael A. DeCicco, Army G-8	CPT(P) Brian Parker, Army G-357
CPT(P) Robert A. Erickson, Q Crs	CPT(P) Daniel J. Poole, 4ID
CPT(P) Timothy C. Friedrich, USAFMSA	CPT(P) Phillip Radzikowski, Army G-8
CPT(P) Douglas Graham, Army G-8 (BZ)	CPT(P) Joel C. Spinney, Army G-8 (Q Crs)
CPT(P) Colin D. Hoyseth, 101AA	CPT(P) Andrew St Laurent, CASCOM
CPT(P) Jason E. Ison, USARPAC	CPT(P) Brendan Taylor, USARPAC
	CPT(P) Janel D. Voth, CENTCOM (BZ)

**Well done and Good Luck!**

## PPO AND CAREER MANAGER'S UPDATE:

A reminder: We have added a blog channel to our FA50 AKO KC. Anyone who's a subscriber to the site, and that is almost all of us, is welcome and encouraged to use the blog to post comments and lessons learned for the use of all other members. Meanwhile, we are also working to develop some other tools for use by deployed and deploying FA50s, including smartbooks, NIPR and SIPR sites on BCKS, and a list of other available training and education opportunities such as the Joint Staff Officers Course, JOPES training courses, on-line training, etc.

Finally, in order to maintain contact and stay up-to-date on all of the FA50 and Force Management issues, personnel, news and announcements please frequently check your AKO email account. The Personnel Proponency Office and the EA/Proponent's Offices will use this common address as the primary means to provide you useful and pertinent information. If for some reason an alternate duty email address is more appropriate, please let us know.

*Thanks, Patsy*



### Contact Info

[www.fa50.army.mil](http://www.fa50.army.mil)

AKO: <https://www.us.army.mil/suite/page/194547>

BCKS: <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=760078>

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# FROM THE Q-COURSE

## Army Materiel Fielding: Doctrine vs. Practice

by CPT(P) Jason E. Ison

FA 50 "Q" Course 01-09



CPT(P) Jason E. Ison

*The Army defines materiel fielding as the process of planning, coordinating, and executing the deployment of a materiel system and its support. The process is designed to achieve an orderly and satisfactory deployment of a materiel system and its initial support. To ensure the success of the process, the Army has numerous regulations that clearly specify the roles and responsibilities of all parties involved in the process. However, despite this wealth of knowledge, doctrinal procedures do not always match the procedures of practitioners operating in the field. Furthermore, due to the Army's current operational tempo and its transformation to a modular force, doctrinal guidelines may be obsolete in some instances. The United States Army Pacific Command (USARPAC) is one example where mismatches between doctrine and practice exist. These mismatches are direct results of the Army's current OPTEMPO and transformation. Moreover, while the Army has experienced significant growth in the role and responsibility of force managers as a result of this OPTEMPO, doctrine*

*has not kept up. Existing doctrine also provides very little description of the materiel fielding process below the gaining command (GC) level.*

### **Doctrinal Discussion**

Materiel fielding is the detailed process of planning, coordinating, and executing the deployment of a materiel system and its associated support items. In order to ensure a successful fielding, responsible parties must ensure advance planning, coordination, and agreement on all aspects of the operation. To align the efforts of all parties involved, the Army has identified five objectives that must be accomplished by the fielding, gaining, and supporting commands:

- Objective 1:** All parties involved in the fielding process must have sufficient time and advance information to plan, program, and budget for the necessary materiel, personnel, skills, and facilities to properly receive, use, maintain, and support new Army systems.
- Objective 2:** All parties involved must have sufficient time and advance information to plan, program for, transfer, and support displaced Army systems remaining in service with the United States or its allies.
- Objective 3:** All parties involved must provide, receive, and deploy materiel systems that are fully operational and supportable in the military environment.
- Objective 4:** All parties involved must encourage the use of electronic documents and signatures for staffing and acceptance of various materiel release and fielding information.
- Objective 5:** All parties involved must document all necessary information into the Materiel Release Tracking System (MRTS).

The Army's Total Package Fielding (TPF) process builds upon these five fielding objectives and serves as the Army's standard materiel fielding process. TPF is designed to provide materiel systems to the gaining unit as a coordinated package of end items, support items, and technical items. The goal is to ensure that fielding commands (FC) instead of the gaining commands (GC) budget for and order the new system and most of the initial issue support. This process alleviates much of the burden of materiel fielding historically placed upon the GC.

To accomplish this coordinated effort, the three primary players involved in the fielding process, the FC, GC, and supporting command (SC), must work closely together. Doctrine provides each organization with a well defined role and tasks that must be accomplished to ensure a smooth and effective materiel fielding. However, the FC, through the direction of the program manager (PM), leads the fielding process.

The PM formally initiates the materiel fielding process through the development and dissemination of the Memorandum of Notification (MON), which specifies the intention to field a materiel system, briefly describes its intended use, identifies the types of units to receive the system, and provides a preliminary distribution plan. The final draft of the document is disseminated to each GC no later than 170 days prior to product availability.

The PM also develops the Materiel Fielding Plan (MFP) which documents and announces the fielding plan and schedule. The MFP is prepared for each new materiel system having a significant support impact on the GC. In the document, the PM provides details on the physical, informational, and operational security requirements of all equipment in the fielding. It also identifies any contractor support services that will accompany the materiel system and the duration of such support. PMs must coordinate with other materiel developers to ensure that separately fielded support items such as Test, Measurement and Diagnostic Equipment (TMDE) and Communications Security (COMSEC) equipment can meet the fielding milestones. While the contents of the MFP will vary according to the complexity of the materiel system, it will at a minimum cover all critical aspects of the fielding.

The GC responds with preparation a Mission Support Plan (MSP). The document defines the planned user, maintenance, and supply support structure for the newly deployed end items. It identifies all using and support units that will support the density of the systems and its associated equipment as stated in the MON/MFP. The PM uses the MSP to compute initial distribution quantities to units and determine initial training requirements. The MSP also identifies the automated property book and Class IX accounting system used by each GC. It is required 340 days prior to GC MTOE/TDA management of change (MOC) window to ensure information reflects current HQDA-approved MTOE/TDA documents. The TPF process will only field the requirements provided in the final MSP.

Once all initial coordination is complete through the finalization of the MON, MFP, and MSP, the PM develops what is known as the Materiel Fielding Agreement (MFA). The MFA documents the agreed-upon plans, policies, responsibilities, procedures, and schedules governing the fielding of the materiel system to the GC. The MFA identifies the systems to be fielded, the fielding principles, responsibilities of the PM and GC, any open issues, and finally documents the procedures to be taken. When signed by the GC and the PM, the MFA officially documents the agreed upon plan that will be implemented to field the materiel system and becomes part of the final MFP as an appendix. The finalized MFP, with a signed MFA, concludes the planning phase of the fielding process and leads into the execution or fielding phase.

During the fielding phase, the PM is responsible for planning and coordinating new equipment briefings and training, as well as the reprocessing and actual fielding of the materiel system and its support items. To assist with these responsibilities, the PM generally provides a Materiel Fielding Team (MFT). The PM will assemble the appropriate skilled personnel for the MFT to support the fielding operation as agreed to in the MFP/MFA. The MFT provides the agreed-on support and services and submits the MFT after action report.

During this phase, the GC provides the required personnel, materiel, material handling equipment, facilities, and tools to assist in the reprocessing and

fielding as agreed to in the MFP/MFA. The GC will ensure sufficient personnel of the appropriate grade and MOS are available to attend the new equipment in-briefs and training. And finally, they will have personnel with proper authorization sign joint inventory forms and post necessary receipts.

The SC also plays an important role throughout the materiel fielding process. They provide input to the PM on the MFPs, provide supply availability for all managed items in support of the fielding, compute and transmit initial issue support lists to the PM, and provide materiel in accordance with established procedures. They also assist the PM in determining Unit Materiel Fielding Points (UMFPs) and shipping schedules to support TPF worldwide.

### **Materiel Fielding in USARPAC**

Although doctrine provides a logical flow for the fielding of materiel systems and associated support items, the reality in the field is not quite so straight forward. The United States Army Pacific Command (USARPAC) is one example. The lead organization for materiel fielding and training within the USARPAC is the G-3 Force Management (FM) shop. Though not specified in doctrine, the FM shop has the lead as a result of the multi-year fielding process of the Stryker Brigade, which was fielded by HQDA-hired contractors who not only handled the Stryker fielding, they also handled all fielding related issues for the Command. However, when the contract ended on 30 Sep 08, the USARPAC G-3 FM shop assumed the duties as lead agency within the Command for materiel fielding. Prior to this, PMs and Staff Synchronizations Officers (SSOs) would contact units directly to arrange for materiel fielding. These entities now interface with the G-3 FM shop for all early coordination in regards to materiel fielding.

The initial coordination between USARPAC G-3 FM shop and the PM is normally conducted via e-mail. This is followed shortly by either the MON or MFP as appropriate for staffing and concurrence by the Command. The USARPAC G-4 normally receives these documents from the PM, and they are immediately forwarded to the FM shop. The FM shop will ensure that the systems are being fielded in the proper quantities, to the correct

units, and that proposed fielding dates are feasible. All data is checked against current and future deployment schedules as well as other Command wide activities that may impact the fielding. The FM shop will also validate the quantities and types of equipment against current MTOEs, taking into account any BOIPs, Force Feasibility Reviews, and Letters of Authorization. This final level of verification provides a check and balance with the PM's proposed plan and helps to ensure that the right units receive the right equipment in the proper amounts.

The G-4 will then execute the staffing of the MON/MFP with the appropriate agencies and put together the concurrence/non-concurrence memo for the Deputy Commanding General (DCG) to sign. However, the packet will not be forwarded until the G-3 FM shop gives the go ahead.

Once validation is complete, the FM shop will inform the PM of what is acceptable. The PM utilizes this information along with the MFP to develop the MFA. The FM shop will then schedule the new materiel in-brief between the gaining unit and the PM, after which the PM proceeds with direct coordination with the gaining unit, while at the same time keeping the FM shop well informed.

During the execution phase, the FM shop will monitor the arrival of the materiel system, coordinate the reprocessing of it, and monitor delivery to the units. They also monitor new equipment training (NET), making sure units show up on time and in sufficient numbers, and inform commanders when they don't. They also hold bi-weekly fielding meetings with all Major Subordinate Commands (MSCs) to go over what is coming in and provide a venue for close coordination. Finally, the FM shop publishes a bi-weekly operation order (OPORD) which specifies actions to be accomplished and the responsible parties.

### **Discussion of Primary Differences**

The most significant difference between the doctrinal materiel fielding process and materiel fielding within the USARPAC is the role of the force manager. Doctrine provides a very systematic and detailed top down guide for the fielding of new materiel, however; the documented role of force managers in this process is almost non-existent. However, as evidenced by the USARPAC fielding process, force managers play a prominent role.

This mismatch between doctrine and practice is a direct result of the Army's current OPTEMPO and transformation. The Army is so engaged with the Global War on Terror (GWOT), that force managers have been asked to take an ever increasing role in the planning and execution of materiel fielding in order to meet transformation directives. However, doctrine has not been updated to reflect this increasing role.

To further complicate the situation, doctrine provides very little guidance on the fielding process below the GC level. Other than developing the MSP and providing personnel to receive the equipment, there is really not much direction. Though not necessarily a bad thing since doctrine is only a guide and each unit has a different mission, it still leads to situations where doctrine and practice do not match.

## Conclusion

I recommend that doctrine be revised to reflect the growing role of force managers in the fielding process and to provide a better description of the roles and responsibilities within the gaining commands. The revised DA Pam 600-3, with a better description of the role of force managers, is a step in the right direction. However, to truly close the gap and align doctrine with practice, the Army's materiel fielding doctrine should be revised as well.

*CPT Ison is assigned to the G-3 FM, HQ USARPAC at Ft Shafter. He has served two tours in Iraq, with the 101st and the 603d ASB, 3ID. ◉*



## GOOD TO KNOW:

The Department of Veterans Affairs is now accepting and processing applications for the Post-9/11 GI Bill. You should complete and submit the application form available online and will receive a letter explaining VA's decision regarding your eligibility for the program.

The application form requires that individuals currently eligible for benefits under the Montgomery GI BILL-Active Duty (MGIB-AD), Montgomery GI Bill-Selected Reserve (MGIB-SR) or the Reserve Educational Assistance Program (REAP) make an irrevocable election from their existing program to the Post-9/11 GI Bill.

For individuals eligible for MGIB-AD:

Normally, your months of entitlement under the Post-9/11 GI Bill will be equal to the number of months of entitlement you have remaining under the MGIB-AD. However, if you use all of your MGIB-AD benefits, then you may be entitled to a maximum of 12 additional months of benefits under the Post-9/11 GI Bill.

For individuals eligible for MGIB-SR and/or REAP

Normally, individuals who are eligible for more than one benefit may use a maximum combined total of 48 months of benefits. For example: If you have used 20 months of benefits under REAP, you may be eligible for 28 months of benefits under the Post-9/11 GI Bill.E.

***Payments for Post-9/11 GI Bill will not be processed until August 1, 2009.***

Click here (<http://vabenefits.vba.va.gov/vonapp/main.asp>) to access the application form which includes instructions for submitting completed applications.

# WHAT'S HAPPENING IN G-8? RESOLVING S-LEVEL CHALLENGES

By LTC Mike Musso



LTC Mike Musso

Today's units and Soldiers are better equipped than ever before and no Soldier goes into harm's way without the best equipment possible. Nevertheless, across the Army a trend has been noticed where a number of equipment on hand (EOH) factors tend to reduce unit readiness, reported as "S-level." These factors

include, but are not limited to, line item number (LIN) shortages, Army modular transformation, the increased requirements for Theater Provided Equipment (TPE) and Left Behind Equipment (LBE) sets, Pre-Deployment Training Equipment (PDTE) sets, fiscal decrements, the need for and duration of Equipment Reset and Strategic transportation, resources consumed by the ongoing conflict in the Central Command Area of Responsibility, and changes in how we document equipment and report readiness. Also, external audiences such as the U.S. Congress use S-level and other measures to evaluate our use of allocated funding to generate combat ready forces.

A deliberate and orchestrated effort to improve and sustain unit S-levels was therefore deemed appropriate. On 20 April 2009, the Army G-8, LTG Stephen Speakes, approved the new Army Equipment On Hand Readiness Campaign Plan which lays out how the Army will strive to make valid gains in unit "equipment and supplies on hand/available (S-level)" as required by AR 220-1, Unit Status Reporting. This campaign plan describes how we will examine existing policy, analyze equipment shortfalls, and focus action to increase the S-levels of Army units. Using an Integrated Project Team approach,

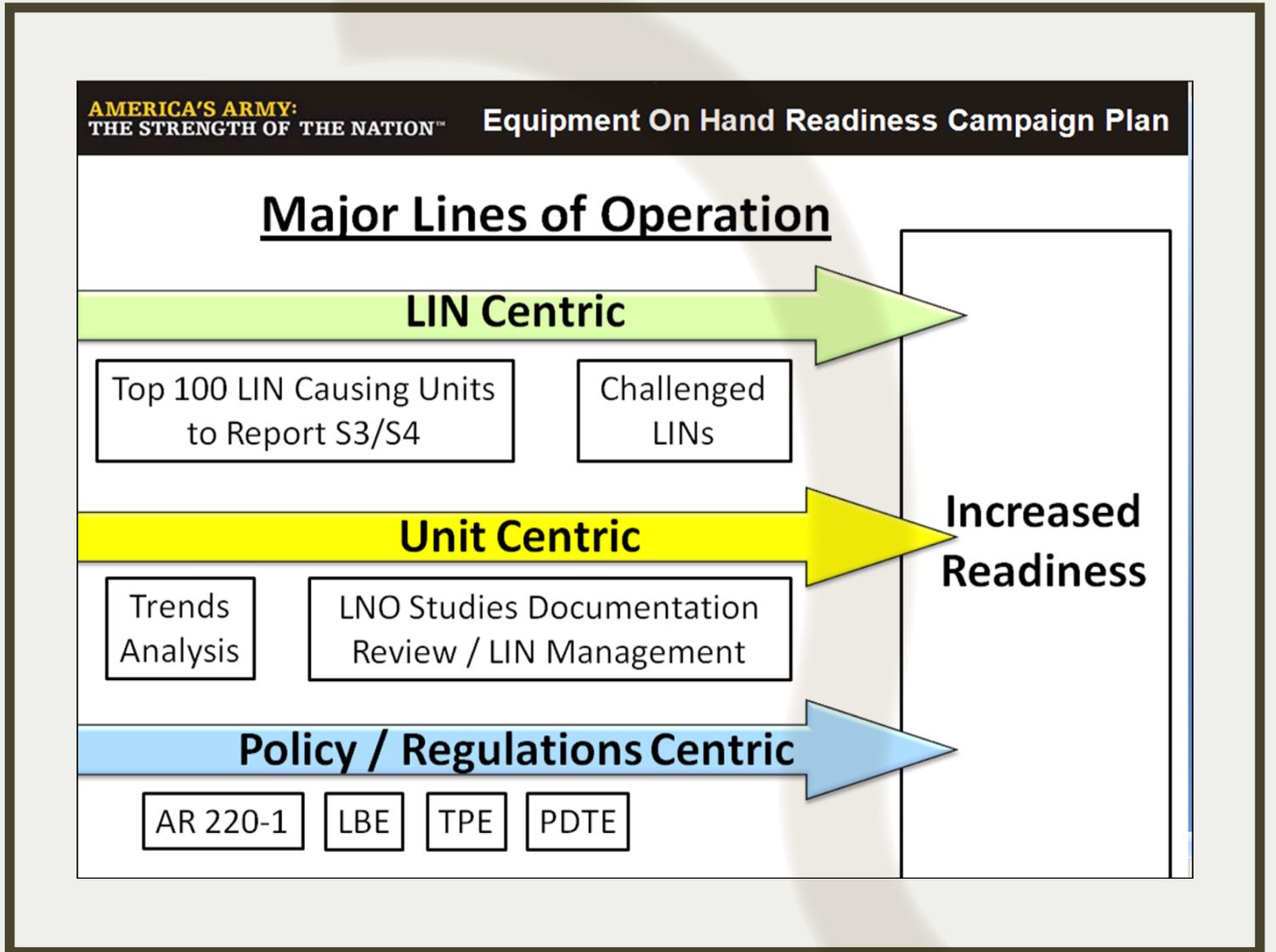
we will collectively take action to correct legitimate shortages and so improve S-levels. Underlying all of this effort is the tenet that the Army considers the Unit Status Report (USR) to be a non-negotiable statement by the commander of his unit's readiness.

The Army G-3/5/7 is the controlling authority for AR 220-1. Together we will examine Equipment On Hand readiness policies to ensure their suitability for an ARFORGEN-based Army and that these policies promote an accurate picture of unit S-level status. Recommended changes will be addressed to the appropriate forums (e.g., the Army Readiness Conference) and staffed to the appropriate authority for decision. Policies of interest also include those associated with LBE, TPE, PDTE, management and supply, and readiness reporting.

We will analyze the total Army LIN shortages and apply this analysis to improve unit S-levels. Unit-centric reviews will be conducted in coordination with FORSCOM / appropriate ASCC and the units' chains of command. Each month, selected USRs will be reviewed by staffs at various levels of command with a view towards resolving those units' most pressing S-level challenges. Forward located G-8 Liaison Officers (LNOs) will examine S-level issues from a unit perspective. These studies will then result in recommendations to modify documentation or initiate other actions. The G-8 LNOs will also review USRs from their respective units to assist commanders in accurately reporting S-level and assist the Army Staff (ARSTAF) in understanding the S-level challenges of their units.

HQDA G-8 will lead the effort to integrate this campaign plan with support of the ARSTAF, the Army Commands (ACOM), the Army Service Component Commands (ASCC), and Direct Reporting Agencies. The Director of Integration (DOI) has execution oversight of the plan. This campaign plan will be managed via establishment of a new Readiness Branch and an Integrated Project

*S-Level Challenges* continued on page 15



Team (IPT), as well as the development of software and web based tools and reports.

Effective 26 Jan 09, G-8 Force Development, DOI established the EOH Readiness Branch which will serve as the G-8 lead for addressing unit S-level status and reporting. Located in the Unit Equipping Division (DAPR-FDU), the EOH Readiness Branch will focus specifically on identifying the causes of reduced units S-levels and developing courses of action to remediate/minimize the causes and increase unit S-levels.

*LTC Mike Musso is Chief, Equipment Readiness Branch, in G-8's Unit Integration Division (DAPR-FDU). He served a Force Management tour with 1st Cavalry Division in Iraq prior to returning to the ARSTAF in 2008. He can be contacted at 703-692-4488, [michael.musso@us.army.mil](mailto:michael.musso@us.army.mil). ◉*

## HELP FOR DEPLOYING AND DEPLOYED FA50S

A growing number of Force Management officers are being deployed, many as individuals tasked under the Worldwide Individual Augmentee System (WIAS). WIAS taskers come from the AO, typically from US CENTCOM, through JCS to the Army. Since G-8 and G-3 are the home of most ARSTAF FA50s, those organizations are providing the bulk of the Force Managers requested by the theater.

We staffed it to the FD Division Chiefs and a few other senior Force Managers, and incorporated their comments in the version now posted on our new FMNet website.

Force Management Net is hosted on the Battle Command Knowledge System, protected behind AKO. We set this up to provide a forum that will be readily

accessible to FA50s and other Force Managers, while at the same time the PPO can control who has rights to view and post. All FA50s and civilian Force Managers will be granted full access, with others admitted on a case-by-case basis.

The first time you visit the site (<https://forums.bcks.army.mil/CommunityBrowser.aspx?id=760078>), click the Become a Member button at the top left under the BCKS logo. As soon as the PPO gets your request to join the forum, you'll be added to the membership. Look through the files we have posted there, and let us know what is useful, what's not, what should be added. Let us know also if the way to site is organized is useful.

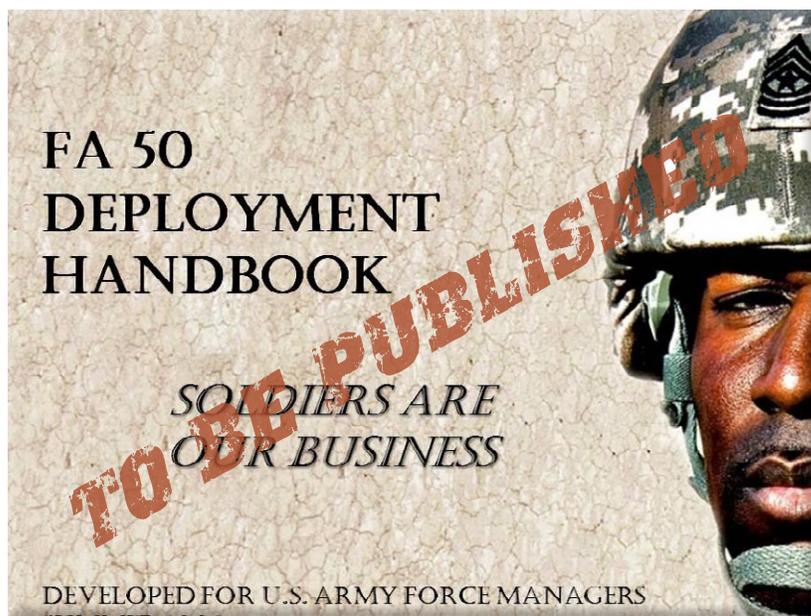
A big attraction of this format was the Q&A "blog" feature. Post questions or comments, and one of us here at HQDA or another Force Manager can either

find the answer for you or find out who can. At some point CAC will be adding a SIPRNet version of BCKS, and we'll be building that site for you also.

Under the heading "Force Management SMARTBOOK" is a collection of URLs and reference

The screenshot shows the BCKS Professional Forums interface. At the top, there's a navigation bar with 'My Options', 'Admin Options', and the user name 'Robert Fleitz'. Below that, the site title 'BCKS Professional Forums' and 'Force Management Net and SMARTBOOK' are visible. A search bar is on the left. The main content area features a large 'FA50 CREATIVE MANAGERS OF CHANGE' logo. Below the logo, a 'Welcome' message states: 'The Force Management functional area (FA 50) provides the Army with officers who are uniquely trained and educated "creative managers of change," integrated in both Army and Joint echelons, qualified in the critical aspects of the force management process to create mission ready, campaign quality expeditionary forces for the Combatant Commander.' The 'Latest Questions' section includes a question: 'Funny you should ask! The dates for the next two classes are: Class 02-09: Phase 1 1-26 Jun...' with a response from Robert Fleitz. The 'Latest Knowledge' section lists several items, including 'CJCS3470 01', '2009 ORACLE Newsletter', 'College Rankings 2009', and 'AWC Campaign Planning Primer'. The right sidebar shows 'Active Members' (Robert Fleitz, Patsy Campbell), 'Top Ranked' links, and 'View More' options for 'Documents & Videos' and 'Questions & Answers'.

Several officers who have had the WIAS experience suggested that a "smartbook" would have been a great help. Prior to his departure from G-8 for OCSA, LTC Tony Baker took on the task to assemble a prototype, drawing largely on his own WIAS experience.



documents, and a file called “Deployment Handbook”(TBP). This is the project started by Tony Baker for deployers, particularly those heading out on individual WIAS taskers. Tony included info on signing in and processing through the CONUS Replacement Center (CRC) at Ft Benning; general situational awareness info on Iraq, Kuwait and Afghanistan; a lot of good-to-have data such as Julian date conversion charts, time zones and DSN prefixes, organization charts and useful web links; and an overview of Army Force Protection Initiatives. Our intent is to keep this Handbook updated regularly on the website, and publish a small number of cargo pocket size hard copies every six months or so. Any comments or suggestions for the Smartbook are also welcome. By the way, the photos illustrating the Smartbook are Tony’s own work. ◉

## Q-COURSE NEWS:



Mr. Mike McDaniel and 3 future FA50 Force Managers



LTC Saltysiak, LTC Sullivan, LTC Walker, and LTC Garraton, invited FA50 panelists



BG Tom Spoehr speaks with FA50 students

Students in the current FA50 Q Course, Class #2-09, began Phase II on 29 June with “Pentagon Day.” The first event was a very good panel discussion with four senior Force Managers who spent 90 minutes providing advice and answering questions about their experiences, deployed and in the Building. LTC Joseph Sullivan did a great job of summing up when he told the class, most of whom are new to the Functional Area: “FA50As are valuable to Commanders because they know what is in the Army’s inventory, they are great long range planners and they know the processes that make up “how the Army runs” and “If it weren’t for change, we wouldn’t need FA50s!” Later in the day, BG Tom Spoehr, the incoming Director of Force Development and FA50 Executive Agent, provided his views of the functional area from the EA’s perspective. Our thanks to the panel—LTC Sullivan, LTC Kat Walker, LTC Paul Saltysiak, and LTC Ricardo Garraton—and to BG Spoehr for their time.” ◉

## RESERVE COMPONENT CORNER

# USARC FORCE MANAGERS RECOGNIZE MR. BOB WOOD

by MAJ Ramiro Sandoval



On 31 March 2009, US Army Reserve Command (USARC) held its annual Financial Management Workshop in Atlanta, GA. Seven people were recognized for their excellent work in funding management including Mr. Robert Wood, Program Manager in Force Modernization Funding. Mr. Wood was nominated in the Resource Management individual category and competed across USARC for the award, said Barbara Whritenour with USARC G8 office.

Mr. Wood has been funding manager for about two years. He previously worked as a systems integrator fielding equipment. He began his Force Management career in 1977 at Forces Command bring his total years in Force Management to 32 years. Bob is considered “the rock of Force Modernization” for the Army Reserve. “He is process driven and always finds a way to achieve success in all he does,” said LTC Ron Frame, Branch Chief, Force Modernization.

Mr. Wood’s background in fielding equipment and training has allowed him to see units successfully positioned in theater with the right equipment at the right time. Some equipment that he has supported for fielding include power generating equipment, small arms, expandable engineer bridges, numerous types transportation equipment, night vision equipment, specialized radios and satellite communications equipment, bulk pump and refueling equipment, and a host of industrial/commercial related military equipment. Mr. Wood last year managed and allocated \$230 million in equipment and training funds.

He is currently managing Army Reserve funding for the Army Battle Command System (ABCS). The ABCS platforms will enhance readiness, training and capabilities not only for combat missions, but sustainment, peace-keeping and humanitarian missions

far into the future. “I am currently managing about \$114 million in equipment appropriations,” said Mr. Wood. He and the Force Modernization team will begin the fielding of six ABCS components, for the first time, to the Army Reserve in 2009. Units scheduled for fielding and training for ABCS components are the 90th and 96th Sustainment Brigades in Arkansas and Utah, and the 103d Sustainment Command (Expeditionary), headquartered in Des Moines, Iowa. Fifteen additional units are scheduled for FY2010.



Sean Quinn photo

Mr. Bob Wood, Program Manager in Force Modernization Funding, receives Financial Management award from Mr. John C. Lawkowski, Director Resource Management, Office Chief of Army Reserve.

When he received his award in March, individuals attending the ceremony included COL Eddie Rosado, Director Army Reserve Force Programs; Mr. Paul Vilcoq, Director G-3/5/7, Force Management; and Supervisor Mr. Charles Blakeney, Force Support Division, who nominated Mr. Wood for the USARC G-8 award. ◉