

THE Oracle

Volume 6 • 1st Quarter FY10

CENTRALIZED SELECTION LIST (CSL)

WHAT DOES THIS MEAN FOR 50S AND THE FUTURE OF THE FUNCTIONAL AREA?

by Bob Fleitz, FA50 PPO

“CSL.” This term has been buzzing about the FA50 Proponent Office for almost two years. As 50A’s and other Functional Area officers were successfully demonstrating their skills and value to the Army as highly trained specialists in the fields of Force Management, Operations Research and so on, Proponent leadership recognized that “Big Army,” particularly promotion boards, weren’t quite sure what to do with senior functional area officers. The sensing was that, while a general officer sitting on a BG promotion board might individually be able to tell his colleagues, “COL Smith, my Force Integration Chief, did a terrific job,” the group as a whole was looking over records and thinking, “Force Management—what’s that? Didn’t he command anything?”

So in March of 2008, the Proponent Office Chief, then-LTC Rob Waring and the FA50 Career Managers, LTCs Ben Henderson and Brian Halloran, began laying the groundwork for getting functional area officers into the running for promotion to BG through the Army’s centralized selection list process. The G-8 immediately spotted the potential benefits—Big Army would see that certain Force Management jobs were just as valuable as the basic branches’ battalion and brigade commands. The early versions of several decision briefs were even subtitled, “Leading to FA50 GOs.”

We initially identified nine COL positions and 16 LTCs as potential CSL candidates. They included several ARSTAF and USAR slots, as well as the FMD Chief positions at the ASCCs and Army Commands, and a number of their subordinate branch chiefs. All of these are key force management billets. HRC and the CSL Review Board (CSLRB), however, recommended that we reduce the number to better ensure the functional area population could support the new demands for 3 or 4 officers each year, and also to maintain the CSL as a discriminator.

Between April and June 2008, a Council of Colonels and a 3-star level GOSC supported the initiative. Coordination with the CSLRB was necessary to refine the format for the nomination packet, several drafts were tested and Army Leadership guidance requested. The ARSTAF and USAR positions were dropped for now, to be looked at later, and in Spring 2009 we finally had collected

Read About It In

THE Oracle

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FROM THE NEW FA50 PROPONENT:

Great prospects for FA 50's New Year!



LTG Robert Lennox, G-8
FA49, FA50 & FA57 Proponent

Team, I am very pleased to have been appointed as the Army G-8, and to assume responsibility as the Proponent for Functional Area 50. Over the past few months, I have worked closely with many of you and I'm tremendously impressed by the professionalism and 'get it done' attitude of the Force Management Officers here in the Pentagon and around the Army. You already have an Army-wide reputation as problem solvers and go-to folks for equipping and organizational issues, and I'm glad to become an active member of the team. Steve Speakes left behind some enormous shoes to fill.

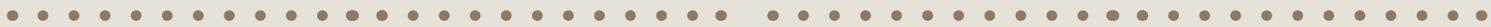
A number of important changes took place over the past two years under LTG Speakes—we succeeded in our campaign to have FA50 positions added to the Army's CSL process, expanded the frequency and scope of the Qualification Course, and are working more closely with our Reserve Component counterparts on training and professional development issues. Over the next year or so we will follow up on those actions to launch a recruiting program to attract more quality officers to Force Management. We'll also increase training and educational options by developing more alternatives for participation in Advanced Civil Schooling, Fellowships and Training with Industry programs, as well as a new Senior Force Managers Course later in the year. And, we will continue to pursue possible avenues of growth, particularly in TRADOC.

We have a great team working on these issues and more, with BG(P) Tom Spoehr and LTC Karen Eggert leading the way. I look forward to an exciting and prosperous New Year for Functional Area 50. Thanks for all you do, keep it up!

Sincerely,

LTG Robert Lennox

Deputy Chief of Staff, G-8



DEPUTY CHIEF OF STAFF, G-8

BIOGRAPHY

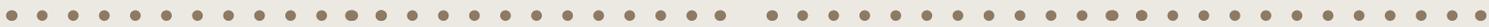
LIEUTENANT GENERAL ROBERT P. LENNOX

Lieutenant General Robert P. Lennox was appointed the United States Army's fourth Deputy Chief of Staff, G-8, on November 2, 2009. He is responsible for integration and programming across the Army to meet the current and future force requirements. The G-8 is also the Army's proponent for Functional Area 50 (Force Management), FA49 (Operations Research and Systems Analysis) and FA57 (Simulation Operations).

Lieutenant General Lennox graduated in 1977 from the United States Military Academy at West Point, where he earned a Bachelor of Science Degree in Engineering. He also holds a Masters Degree in Business Administration from Stanford University, and a Masters Degree in National Security and Strategic Studies from the National Defense University. Lieutenant General Lennox's military education includes the Air Defense Artillery Officer Basic and Advanced Courses, the Combined Arms Services Staff School, the Army Command and General Staff College, and the National War College.

Lieutenant General Lennox's last assignment was as the Director, Army Quadrennial Defense Review. His previous assignments include: Assistant Deputy Chief of Staff, G-3/5/7; Commanding General, United States Army Air Defense Artillery Center and Fort Bliss, Texas; Deputy Commanding General/Chief of Staff United States Army Accessions Command; Deputy Commanding General/Deputy for Operations, United States Army Space and Missile Defense Command; Deputy Commanding General, United States Army Air Defense Artillery Center and Fort Bliss; Director, Army Staff Transition Coordination Team, Office of the Chief of Staff, Army; Commander, 108th Air Defense Artillery Brigade; Missile Defense Planner, Sea, Air and Space Superiority Assessment Division, J-8 the Joint Staff; Commander, 1st Battalion (Avenger) 2nd Air Defense Artillery; Chief, G-3 (Plans and Exercises), 32nd Army Air and Missile Defense Command, United States Army Europe and Seventh Army; Executive Officer, 4th Battalion (Patriot), 43rd Air Defense Artillery, 32nd Army Air Defense Command, United States Army Europe and Seventh Army, Germany and OPERATION DETERMINED RESOLVE, Saudi Arabia; Instructor/Course Director, later Assistant Professor, later Associate Professor, Department of Social Sciences, United States Military Academy, West Point; Operations Officer, 1st Battalion 67th Air Defense Artillery, 9th Infantry Division; Assistant Division Air Defense Officer, 9th Infantry Division; Commander, C Battery, 1st Battalion 67th Air Defense Artillery, 9th Infantry Division; Platoon Leader B Battery, later Battery Executive Officer, C Battery, and later Battalion Adjutant of the 1st Battalion, 62 Air Defense Artillery, 25th Infantry Division.

Lieutenant General Lennox's awards and decorations include the Distinguished Service Medal (with oak leaf cluster), the Legion of Merit (with four oak leaf clusters), the Defense Meritorious Service Medal, the Meritorious Service Medal (with five oak leaf clusters), the Joint Service Commendation Medal, the Army Commendation Medal, the Army Achievement Medal (with oak leaf cluster), the Southwest Asia Service Medal, the Parachutist Badge, the Air Force Basic Space Badge, the Joint Chiefs of Staff Identification Badge, and the Army Staff Identification Badge. ○



all the necessary memos, justifications, org charts, and GO signatures to submit a nomination packet to HRC. In September, the approval memo finally came back adding four FA50 COL and 12 LTC positions to the Army's "Centralized Selection List—Key Billets." The memo is posted at our AKO and BCKS websites. We'll be updating DA Pam 600-3 shortly to reflect the new changes in your career management options.

Three of the newly designated key billets are up for selection in January 2010. FA50 officers eligible to apply for consideration have all been notified by LTC McCullough. Officers selected will be reporting for duty on or about 1 October (FY11), and should expect to be on station for 24 months.

The first FA50 LTC slots up for CSL will be selected 2012 for FY13. Instructions on how and when to apply will be published by MILPER message, and forwarded by the Career Managers to eligible officers.

Although selected by the same boards that name the branches' Brigade and Battalion Commanders, these positions are not commands. Our equivalent slots all meet the published definition for a "Key Billet":

a. Requires specific, highly developed skills and experience: The 50A in these positions will have in-depth understanding of the significance of MTOE & TDA documents gained through developmental positions and specific force management training; he will have worked actions at all levels regarding resourcing personnel, equipment, training requirements, and stationing.

b. Critical to a unit's mission: The 50A in these positions routinely makes decisions which directly impact the equipping and readiness of the command and all its subordinate units, decisions which are extremely critical in today's environment.

c. Exercises judgment and recommends actions to the Commander. The 50A in these locations serves as a principal staff officer, responding to a commander's concerns regarding all force

structure actions impacting that command and all subordinate units.

Why is this considered important?

CSL will be a major step in creating a viable career path beyond O6 for 50A officers. The number of positions should provide sufficient opportunity for all interested FA50 officers to apply as they become eligible. Geographic and organizational factors were also considered, and the sequencing was based on when the positions become available for assignment.

What are the next steps

As the new Proponent decides how to put his mark on the Force Management functional area, the PPO and Career Managers have already started developing a few follow-on steps:

- Identify post-CSL positions, probably the most important O6 slots in the Army G-37 and G-8, that are our equivalent of "former Brigade commander" billets
- Identify certain Army and Joint GO billets that would be the logical places for the Army to use a new Force Manager BG
- Working with OCAR and NGB, add RC 50A's to their CSL programs
- Get Functional Area officers eligible to compete, if they wish, for O1A commands—garrisons, recruiting or Professor of Military Science (PMS) slots, for example

In five or six years, we'll see if the vision comes true. While FA50 has recently seen two extraordinary officers promoted to BG without benefit of a "Central Select" note on their ORBs, this program in conjunction with increased emphasis on Joint qualification should open the path to BG to even more of our best officers. ○

FROM THE PPO CHIEF:

Sixteen 50A Slots Added to Centralized Selection List



LTC Karen Eggert, FA50 PPO Chief

A lot happened this past quarter in the FA50 world. You'll read more later in this issue of the ORACLE, but I'll give you a brief overview here:

FA50 has a new Proponent. LTG Bob Lennox's first message to our community is back on page 2.

Our year long, complicated effort to place several Force Management positions on the Centralized Selection List (CSL) finally culminated in 16 50A slots being added to the list as CSL-Key Billets, meaning the Army recognizes these Force Management positions as our counterparts to the basic branches' Battalion and Brigade Commands. Our COLs career manager, LTC Scott McCullough, is contacting those officers eligible for consideration for the first two CSL slots (USARPAC and FORSCOM). Two more COL positions will be competed in 2011 for assignment in FY12, and our first four LTC CSL positions will be selected for FY13, with five more

in FY14. By then, the 24month rotation schedule should be established. A copy of the HRC memo was posted on our BCKS Force Management Net forum. This is a major coup for the Functional Area, and Patsy and Rob Waring got it done—congratulations to them!

Another Q-Course graduated at Ft Belvoir, and we assessed nine new FA50s from Year Group 02 as a result of the latest Functional Designation Board. LTC Al Gamble will contact all of them about ILE, the Q-Course, assignments and so on. We also had seven officers selected for promotion to colonel. Names and details are on page 16, in the Milestones column. Congratulations to all!

We are planning the next round of inductions into the Force Managers Hall of Fame, located in the G-8 corridor. This is bi-annual event, culminating in a ceremony co-hosted by the G-8 and the G-3 FM. The highlight of our last ceremony, of course, was the opportunity to honor the "godfather" of Army Force Managers, LTG (Ret) Trefry. Details of the nomination criteria, submission process and a timeline are provided in this issue.

Finally, as the year draws to a close, thank you to each member of the FA50 family for your service to our Nation and our Army. Please have a happy and safe holiday season, and keep in mind our deployed Soldiers who are away from home this holiday season.

Merry Christmas, and Happy New Year!

LTC Karen Eggert

Karen M. Eggert
Chief, FA50 Personnel Development Office
Creative Managers of Change

GOOD AFTERNOON ALL,

I hope this note finds you well... and actually at work after the blizzard. It will be between 66 and 73 degrees all week here at FOB Union III in the Green Zone! Like Springtime.



I just wanted to send a picture as evidence that I wasn't off goofing around for the next year. This is my office, under the USF-I, ITAM-Army (US Forces-Iraq, and International Training Assistance Mission-Army). I am the advisor to the Iraqi M9 (Organizational Directorate). I have been over to the M9 (Near the MoD) several times now and am forming a solid relationship with Staff Major General (SMG) Jalil and his various Sections.

My section and I (me, one civilian and three interpreter/translators) convert Iraqi MTOEs (Army,

Navy and Air Force) into English. Two of the terp/translators convert the written documents and one is especially good at oral interpretation and as a cultural advisor. I am available to SMG Jalil and his Brigadiers with advice on how we do things in the states, and with resources that could be made available to them.

Once the documents are converted, our other ITAM-Army Advisory staff can use the information to assist in other areas of Iraqi Military, like equipping, force generation, resourcing, etc.

This deployment will be a great one. Enjoyable and interesting. Thanks Al. (Really)

Keep in touch,
v/r,
Tim

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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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Smart Quote:

"In 40 years of pursuing a military profession, I learned that war is the most complex and complicated human endeavor. No other activity demands a greater mental and physical commitment over an indefinite time span than that required to man, equip and train forces needed for combat, then to employ them for as long as it takes to reach a decision."

GEN (Ret) Frederick Kroesen, Feb 2001



www.fa50.army.mil

AROC

The Role of the FA50 in the Army Reserve Operational Center (AROC)

by MAJ Shirley Jamison

OVERVIEW:

In support of Overseas Contingency Operations, (OCO) the AROC was created to manage the wartime mission of the Army Reserve (AR). The FA50 Officer assigned to the AROC at the USARC is responsible for validating unit status to the AR G-33. Working with the Force Management Force Design Team, which is a part of the G3/5/7 Force Management Division, the AROC provides the opportunity to resolve issues involving inactivating structure to specifically ensure there are no conflicts with unit inactivation effective dates (E-DATEs). In addition, a coordination effort takes place with the G-33 Mobilization Branch which involves providing specific information as it pertains to capability, and AR related force structure/sourcing issues. Working in the AROC as an FA50 also includes an additional duty assignment on the Crisis Action Team. Having experience in an operational environment is a plus in understanding the mobilization and ARFORGEN process. This enhances the knowledge base of an FA50 Force Management Officer.

Data Base knowledge:

As with any FA50 position, data management is very important. However, as an AROC FA50, one must ensure all overseas contingency operation information is updated on a daily basis as it relates to the mobilization force file. The mobilization force file data base tracks and provides information on a unit's present deployments, de-mobilizations, and alert information. The Officer is responsible for maintaining the Reserve Component

Automation System (RCAS) mobilization force file for the AR.

Additionally, as a FA50 assigned to the AROC you will be expected to have experience with the following data bases:

RCAS Force File (FF)— The FF is the Army Reserve's master database for force structure. It contains current and programmed structure actions for AR units. It also includes Active Component (AC) and National Guard (NG) force structure for multi-component units with AR elements. (See figure 1.RCAS Force File Page, opposite)

RCAS Mobilization Force File (FF)— Mob FF allows the user to create, edit, delete, and report on unit data. These data are organized to support multiple simultaneous operations.

MDIS- Management Deployment— This is a secure system that tracks all deployment activities.

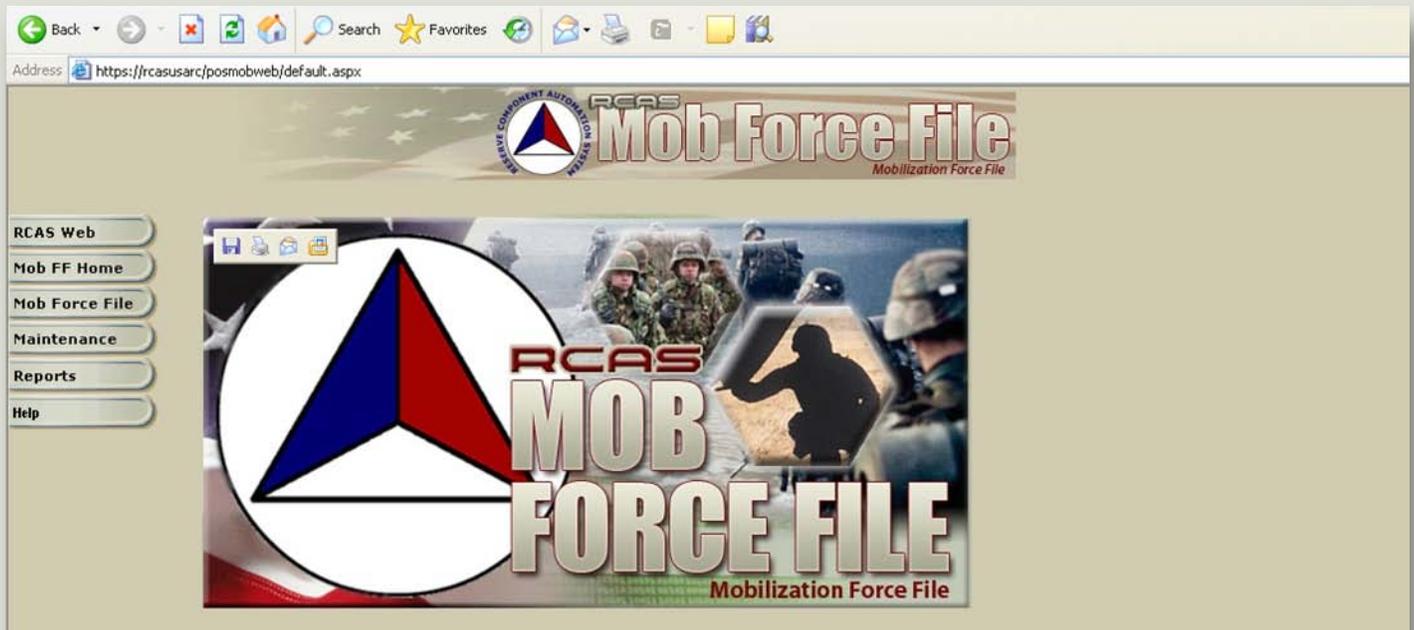
- Processing Derivative Unit Identification Code (DUIC) requests for forces, alert orders, de-mob, and mobilization orders
- Processing Derivative Unit Identification Code (DUIC) requests for forces, alert orders, de-mob, and mobilization orders
- Validate and ensure all mobilization actions are updated
- Have knowledge of force structure



1. RCAS Force File Page

Finally, working as an FA50 working in the AROC provides the opportunity to work with the USARC G-33 Mob Branch and enhance one's experience and

understanding of the different aspects of mobilization. As an FA50 in the AROC, understanding of the structure and specific automation is a must.



2. RCAS Mobilization File Page

Contributions to Army Reserve Operation Center:

The FA50 in the AROC is the subject matter expert when it comes to validating and processing all DUICs for all Army Reserve units. On a daily basis you may work with as many as 50 requests. In addition, the FA50 is responsible for ensuring all de-mobilization and DUIC requests are updated accurately in RCAS. In order to ensure your operation runs smoothly, the team needs

to have at least one full-time officer and NCO. Two personnel make it possible to ensure all requests and data base information are updated in a timely manner.

MAJ Shirley Jamison (FA50) is the AROC OIC at USARC G-3/5/7 FM Division. She can be reached at 404-464-8614, Shirley.jamison@us.army.mil. ◉

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BCKS: <https://forums.bcks.army.mil/>

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RESERVE COMPONENT CORNER

ARMY RESERVE FORCE MANAGEMENT CONFERENCE

by MAJ Patrick A. Hassert



The United States Army Reserve Command (USARC) FY09 Force Management Conference was held August 15-16 at Fort McPherson, GA. Hosted by COL Eddie Rosado, Chief, G-3/5/7 Force Management Division, the theme of the conference was "Navigating the Army Reserve through the Storm of Transformation." The conference provided an opportunity for USAR leadership and subordinate commands to address current force development actions and issues within the Army Reserve (AR). It also provided Force Management professionals the opportunity to share ideas, learn new methods, and sharpen existing skills. The AR Force Management Conference included briefings on Force Management Transition, Total Army Analysis (TAA), Quadrennial Defense Review (QDR), Full Time Support (FTS), Stationing, Force Management Checklists, Force Modernization, US Army Reserve Structure Message (USTRUC), and other Force Management issues.

The keynote speaker for the conference was MG Rodney Anderson, HQDA DCS G-3/5/7, Director of Force Management. His message to everyone was that we're in a complex, dynamic and uncertain period. Our military is stretched by the demands of two wars and is out of balance. Force Management has the critical role in restoring balance, despite the economic challenges within our country, and is tasked with transforming our military to meet the demands of today and the future. MG Anderson talked about Total Army Analysis (TAA) and its impact in achieving balance between the Operating Force, the Generating Force, and Trainees, Transients, and Holders and Students (TTHS) for all components. He gave an overview of TAA 12-17 to include the priorities and objectives of Army G-3/5/7. Some key priorities emphasized:

support to the war fight, preparing units for directed missions, drawdown in Iraq, Brigade Combat Team (BCT) modernization, and Readiness. Focusing on these areas will help rebalance the Active and Reserve Components.

One of many informational briefs presented was an overview of the AR G-3/5/7 Force Management Division by COL Rosado. The Division will be reorganizing over the next year to meet the challenges mentioned by MG Anderson as well as those brought about by Base Realignment and Closure (BRAC). To help meet these challenges, the Chief of the Army Reserve, LTG Stultz, has been proactive in embracing the Army Enterprise System and the restructuring of the AR.

USARC will be relocating from Fort McPherson, Georgia to Fort Bragg, North Carolina in 2011 and many concerns associated with the move were discussed. The command has a tremendous challenge to relocate while continuing to support the AR and fulfilling mission requirements. The AR G-3/5/7 Force Management Division has established an effective plan for continued success. They will remain operationally functional, providing continuous support to AR units throughout the relocation. The move should be virtually transparent.

Another important topic covered during the conference was an overview of the Quadrennial Defense Review (QDR) and issues potentially impacting the AR. The five areas of interest presented were Irregular Warfare, High-End Asymmetric Threats (HEAT), Civil Support, Global Posture, and Business Practices.

One potential issue involves the Army Proponency for Civil Affairs (CA), including the possibility of moving proponency from United States Army Special Operations Command (USASOC)/ U.S. Army John F. Kennedy Special Warfare Center and School (USAJFKSWCS) to Training and Doctrine Command (TRADOC). The active component is also dealing

with a shortage of rotary wing aviation capability, and COAs under consideration include transfer of Army Reserve and National Guard assets to the active component or the possibility of building an AR Combat Aviation Brigade.

A Civil Support issue currently being examined is Defense Support to Civil Authorities (DSCA) for Chemical, Biological, Radioactive, and Nuclear (CBRN) Consequence Management (CM). Consequence Management Response Force (CCMRF) units would be reduced in size to focus on command and control, whereas Homeland Response Forces (HRF) would be the Department of Defense's primary DSCA response capability.

A Business Practice issue that was covered dealt with growth in military healthcare costs. The expected cost growth from FY00 to FY13 is \$43B resulting in a \$10B to \$25B shortfall. Several initiatives are under review for both cost savings and improved health care. The overall goal is to support a plan that reduces costs, but not at the expense of compromising care for AR members and their families.

One of the most beneficial presentations came from Army Reserve Full Time Support Directorate (FTSD), including an update on the status of FTS as the AR continues to transform through 2017. It showed the changes in FTS in regards to AR Command & Control (ARC2) going from Regional Reserve Commands

(RRC) to Operational and Functional Commands, and also included the status of the Regional Support Commands (RSC). BRAC 2005 had a significant impact on the Army Reserve FTS with the closure of 176 AR facilities. The movement of civilian and military personnel has been a challenge that will continue into the future as units continue to transform.

The AR is changing at a rapid pace with the construction of 125 new Armed Forces Reserve Centers to offset the 176 facility closures. This has generated an increase of stationing actions which was another major focus of the conference. The AR G-3/5/7 Force Management Division is responsible for stationing actions within the AR. To ensure units are going to the optimal locations, USARC is using the Stationing Tool-Army Reserve (STAR), a fairly new program that assists Force Managers in their market assessments and reduces the time for preparing stationing packets. (See the 3d Quarter FY08 ORACLE.)

Overall, attendees found the conference informative and beneficial toward improving how they conduct day to day business. This was a great opportunity for Force Managers and Facility Engineers across the country to discuss the latest Force Management issues. The set up and planning of the conference was a success and having Subject Matter Experts brief added to the overall experience. Everyone commented positively on the conference and looks forward to attending again in 2010. ◉

WHAT IS IT?

No one called to ID last issue's "what is it", and I'm guessing you won't know this one either. Maybe ask your Dad. Let us know, and win a subscription to the ORACLE!



ARSTAF OPERATIONS OFFICER EXPERIENCE PROVIDES UNIQUE OPPORTUNITIES

by MAJ Michael A. DeCicco



MAJ Michael A. DeCicco

The Force Management career field strikes a firm balance between being a tactical officer at Division level and a strategic officer at Headquarters Department of the Army (HQDA) Level or higher. Multiple assignments at the various levels

immerse Functional Area 50s in the traditions of equipping to become consummate professionals acting as stewards of Army resources while ensuring units possess the proper equipment in the right amounts. Between those assignments are rare opportunities to “stand in the gap” between fulfilling traditional functional area duties and meeting the organization’s functionality needs. Such positions are seldom deemed essential qualifications to transform individuals into fully fledged members of the functional area, however these positions should be seized boldly as opportunities to excel and grow. This article’s primary focus describes essential benefits for professional growth within Force Management by reflecting upon performance of FA50s assigned as operations officers on the General Staff at HQDA level.

An operations officer’s duty (please don’t call him an XO!) encompasses a specific set of **five skills** that contribute to developing the quality officer sought for the field. These skills are strategic focus development, force management tool education, process integration, general officer communication skill enhancement, and intra / inter-staff directorate teambuilding. Now, one could argue the Army’s military education system teaches and sharpens these skills to varying degrees. Yet, the full measure of skill development only comes with practice. These skills develop with

a framework built on strategic resourcing, empirical and qualitative analysis, professional education, and general knowledge of the Army’s contingency plans, wartime missions, sustainment needs, and service support obligations. Operations officers who master the framework are more prepared to independently operate as direct unit force managers. As a result, an FA50 with HQDA operations officer experience brings to the field an ability to combine each of these skills that makes a better Force Manager and ultimately improves the field itself.

In skill set one, strategic focus development, operations officers encounter numerous direct engagements when completing such assignments as reviewing pre-release Army and Joint documents. The operations officer encounters a humbling reality when his relatively junior officer position places him directly responsible for adding to or validating some of the highest level military doctrinal documents regarding sustainment, fielding, planning, and budget executive policies. Through ample analysis, operations officers can alter the focus and intent of Army-level, strategically focused documents. It can be an awesome burden to know that the policies we create will have far reaching impacts upon the Soldiers relying upon them.

Skill set two enables operations officers to immerse themselves in the multiple web-based, software products available to force managers. Through programs like Equipment Force, Army Equipping Enterprise System, HQDA Tracking System, Army Flow Model, and Force Development Investment and Integration System, operations officers are trusted to remain alert to numerous requirements generated from any number of staff groups. Each day offers tasks requiring force managers to validate and program requirements, funding, Basis of Issue Plans (BOIPs), Tables of Organization and Equipment (TOE), and

Officer Experience continued on page 13

distribution schedules. Underlying every potential solution is the intent that it be resource-satisfying and executable. Operations officers achieve correctly timed decisions while ensuring the work flow to action officers is not so burdensome as to cause delays in total productivity.

The third contributing skill is the role of process integrator. The operations officer must be proactive to maximize communication and completion within the project. One example is the Army Modernization Strategy, which provides Congressional leaders a full perspective on links between Army weapons system modernization, funding, and program developments over the next two to five years. Projects like these are successful when operations officers direct, guide, coach, organize, and finally assemble the formative portion of their staff's contribution. Other types of integration include harnessing a range of players to consolidate key data for any number of projects. The cooperation we seek among other staffs may seem routine to the military workforce, but in fact is seldom practiced in other faculties, particularly under the types of situations and time constraints we often face. Our teambuilding culture is an inherent aspect of the military. Therefore, those who master this skill become better Force Management professionals.

Operations officers can develop a fourth skill as communications liaison between immediate supervisor and higher headquarters' General Officers. Specifically within organizations like HQDA, the operations officer is often the immediate face of the section in direct communication with some of the military's leading directors, planners and decision makers. Witnessing strategy and insight formulation is a valuable byproduct that trains officers to understand how Generals think, the type of questions they ask, and the answers they seek. Operations officers build upon their skills because they bear a responsibility to communicate for their immediate supervisors, placing themselves as FA50s directly in view of numerous Generals. With only 209 allocated positions throughout the Army, an FA50 operations officer presents opportunities to those who can influence the personnel requirements boards to seek

more Force Managers. Our career field can grow by these influential encounters if we display prominent competence in real-world applications not just in our official capacities, but as executive agents to the larger cause.

The final skill contributing to FA50 career development derives from intra / inter-staff cooperation. The military's teambuilding nature places operations officers in leading roles to demonstrate competence and cooperativeness among other staff elements. Thus, FA50 operations officers must learn to build reliable networks to facilitate mission accomplishment. Moreover, these professional relationships increase awareness in the field while encouraging the positive reputations we want to be known for in the Army.

Operations officer duty, strictly speaking, is not a materiel-focused assignment in the Force Management career field. Nonetheless it offers a unique opportunity to develop five unique skills for growth requisite in defining tomorrow's Army force manager and contributes to overall force management officer development. Operations Officers reduce friction points in the total Army process; the Army builds nothing without a properly communicated request, validation, approval, and sourcing solution. By developing strategic focus, comprehending force management tools, integrating processes, skillfully communicating with general officers, and building intra / inter staff teams, operations officers assume a well-rounded schematic of not only being an FA50, but a professional General Staff Officer.

Major Mike DeCicco is a 2008 graduate of the FA50 Q Course and a former SSO. He currently serves as the Operations Officer, Army G-8 DAPR-FDL (Focused Logistics). He can be reached at 703-602-7084, or michael.a.decicco@us.army.mil. ◉

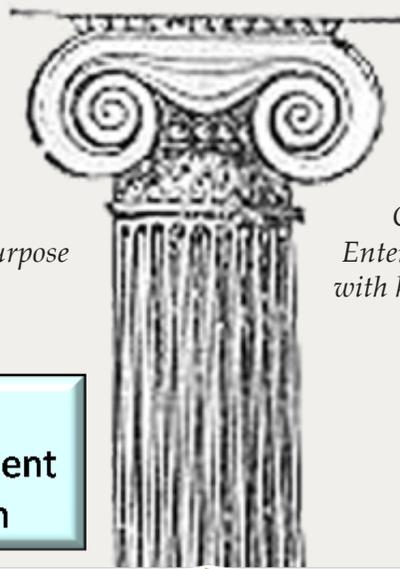
OCAR
FPD

ARMY RESERVE CORE ENTERPRISE

by MAJ Patricia Socha,
& LTC Marc Wilson

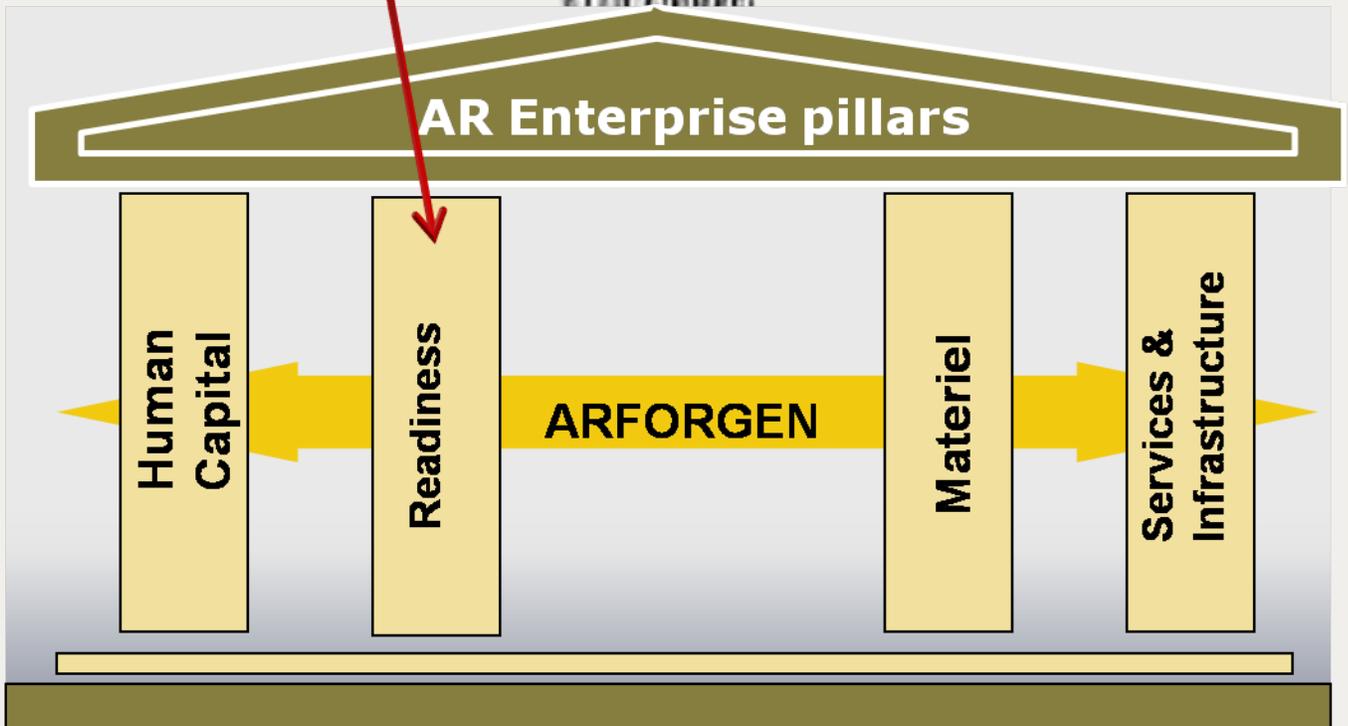
OFF-
SITE

On 15 October '09 COL Eddie Rosado gathered his FA 50 personnel residing in the National Capital Region and hosted his first Force Programs Division offsite. Because COL Rosado's directorate is also co-located at the USARC in Atlanta GA he will host a similar offsite there. The purpose of this and future offsites will be to better



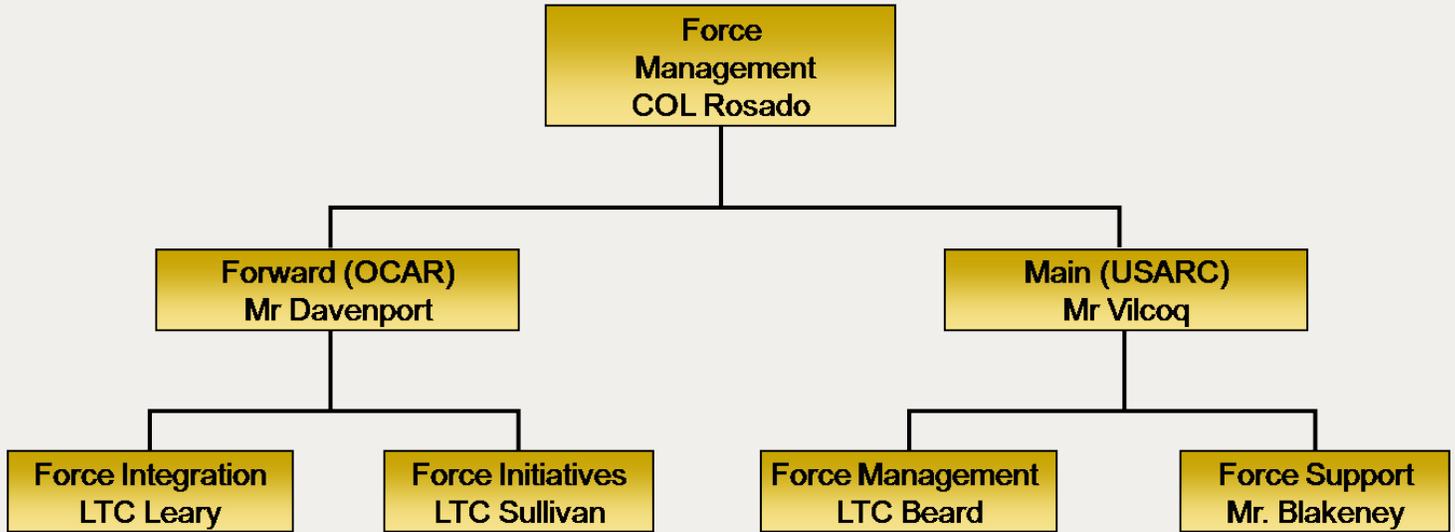
synchronize and leverage the synergies of the Force Management (FM) Main (USARC) and FM Forward (OCAR) organizations. COL Rosado has the daunting task of properly aligning his newly approved organization with the Chief of the Army Reserve's (CARs) Core Enterprise initiative and also properly aligning with key HQDA counter-parts.

Force
Management
Division

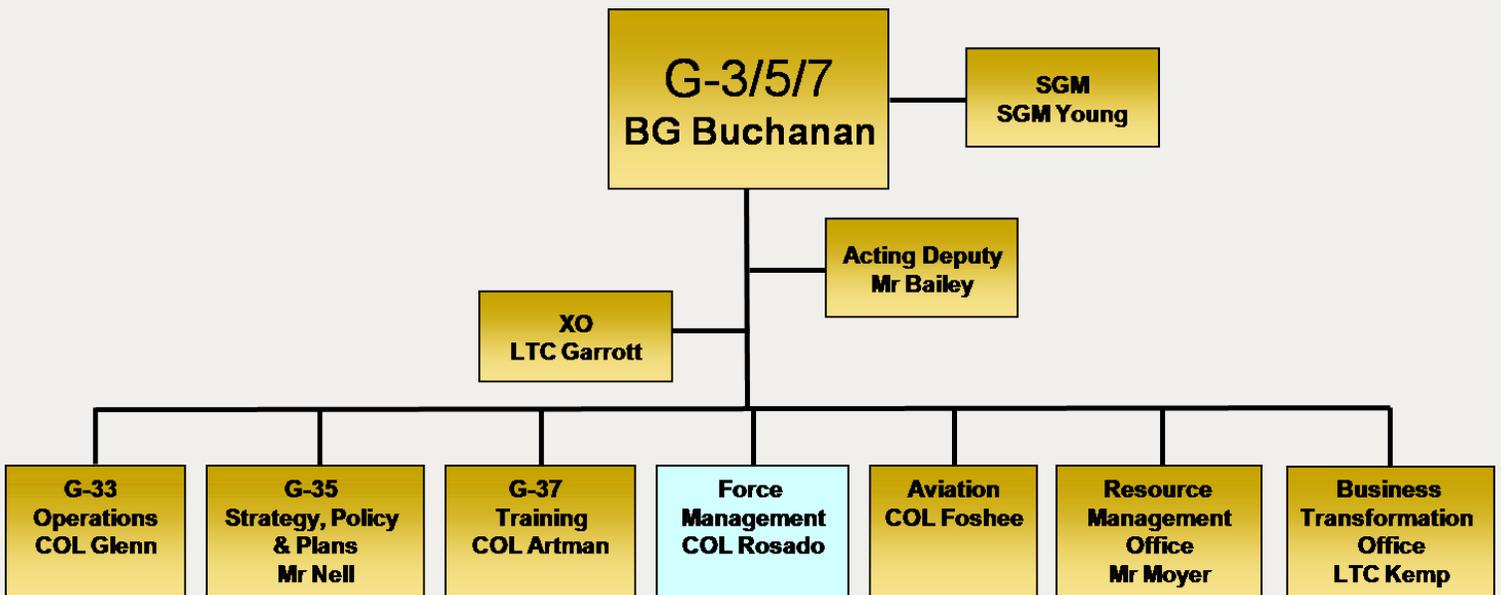


OCAR/FPD Offsite continued on page 15

COL Eddie Rosado is perfectly poised for success. He is the Army Reserve's recognized subject matter expert and senior leader advisor on Total Army Analysis force structure. He is uniquely staffed with two incredible Deputies: Mr. John Davenport at OCAR; and Mr. Paul Vilcoq at the USARC. They serve the organization not only as the institutional knowledge but the continuity vital to the organization's preservation. The major differences in the organizational change are realized in the AR reporting lines of authority and the organizational realignment to counterpart Divisions within HQDA.



Where the Force Programs Directorate was an independent Directorate under OCAR, it now is a Division of the OCAR G3/5/7 Directorate headed by Brigadier General Jeffrey Buchanan and is strategically aligned with the HQDA G-3 Force Management Division.



Where the Force Programs Directorate once assumed holistic organizational responsibility for AR equities; a more concentrated focus with Force Modernization initiatives is being pursued under the OCAR G4 headed by COLs Carol Leighton

Dale Fair, OCAR Strategic Initiatives Division who presented on the Army Reserve Core Enterprise; LTC Robert Pleczkowski (Chaplain) who presented on Family Strong Bonds; COL (Retired) Ben Rivera who presented on U.S. Army Reserve Action Officer



COL Rosado opens the first OCAR FPD offsite



LTC Fair discusses the Army Reserve Core Enterprise

(OCAR) and Stan Wilson (USARC). Although the OCAR Force Management Division is part of the Readiness Pillar within the OCAR Core Enterprise, linkage is still very fluid with the Materiel Pillar and the Human Capital Pillar. The significant change and strategic improvement is the OCAR GO/SES oversight that now resides among the enterprise. Key guest speakers at the offsite included: LTC

Professional Development; LTC Pete Colon, (Force Modernization Branch) OCAR G4 who presented on Force Modernization Synchronization; LTC Greg Smith who presented on Continuation of Operations (COOP); and Mr. Davenport, Deputy, Force Management Division OCAR who presented on organizational changes. ◉

FA 50 COLONEL MILESTONES

CONGRATULATIONS to these FA50 officers selected for promotion to COL:

LTC(P) Dave Exton
LTC(P) Rodney Haggins
LTC(P) Jill Newman
LTC(P) Dave Shugart

LTC(P) William Stowman
LTC(P) Rob Waring
LTC(P) Darrell Wilson

Well done and Good Luck!

★ ★ FA 50 GRADUATION MILESTONES ★ ★

Congratulations to the newest graduates having completed their studies of the FA50 Qualification Course, Class #01-10. The graduation ceremony was held on 18 Dec 09 at Ft. Belvoir's Force Management School, with Retired Lieutenant General Richard G. Trefry present. Certificates were presented by the Executive Agent for FA50, BG Tom Spoehr.



(CONT.)

FA50 ADVANCED CIVIL SCHOOLING MILESTONES

Please join us in congratulating the following FA50 officers on their well deserved selections for Advanced Civil Schooling.

MAJ Robert F. Duffy (82nd Airborne) MAJ Momoevi Tawake(HQDA G-8) MAJ Jamie Garcia (HQDA G-8)

Well done, All!

★★ FA 50 GRADUATION MILESTONES (CONT.) ★★



1st Row: LTC Willie P. Collins, MAJ Robert J. Hobbs III, LTC Robert T. Hill (Class Leader), LTC Maria Quintanilla, Mr David R. Walters, MAJ Augustus O Tutu Jr.
Middle Row: CPT Jerry D. McCulley, MAJ Donald E. Smith II, Ms Melissa B. McLawhten, MAJ Daniel J. Poole, MAJ Colin D. Hoyseth, MAJ Brett I Hanson
Top Row: LTC Lucius Shuler III, CPT Ross E. Jackson, MAJ Roberto Martinez, CPT Roy A. Linkous, CPT Kurt Pressell, and MAJ Brendon Taylor (Honor grad) Not present for the picture: MAJ Christopher L. Henderson, MAJ Sharon D. Tyler ◉

FA 50 CAREER MILESTONES

Nine officers were accessed into Functional Area 50 by the latest FD board.
Congratulations and Welcome to:

CPT Raymond Canzonier
CPT Rivera Cruz
CPT Jason M. Gallagher
CPT Lyhomi Gonzalez-Hernandez
CPT Sakinah (Kina) A. Jewett

CPT John W. Kimball
CPT Christopher Lofton
CPT Michael G. Roe
CPT Raimond Willis

FORCE MANAGEMENT HALL OF FAME CALL FOR NOMINATIONS

The floor is again open for nominations for the Force Management Hall of Fame. Many of you who work in or visit the Pentagon have seen the plaques in the G-8 hallway outside the Conference Room. The Hall of Fame is part of the FD Historical Murals project launched a few years ago by the G-8. The first “class” of inductees was selected largely by the G-8 and FD, but since then the nomination process for this bi-annual event has been opened up to the entire Force Management community. Generally, an FM Hall of Fame nominee should meet the following criteria:

- Military or civilian, living or not, who has made a major, recognizable and lasting contribution to what we now call Army Force Management (encompassing Force Development, Force Integration, Combat Developments, etc.)
- Their contributions occurred between 1900 and the present, the same period as covered by the murals (see ORACLE, June 06)
- While well known General Officers are obvious candidates, our goal is to also include some “lesser



known lights,” as BG John S. Brown (CMH) put it. HoF Honoree BG John McA. Palmer, who in the inter-war period developed the concept of three distinct but related Army components—Active, National Guard and Reserve—is one such.

Nominations from individuals or organizations may be forwarded not later than 26 February 2010 to the FA50 Proponent Office. A sample nomination packet can be provided, but the preferred format is a simple memo naming your nominee with a few sentences detailing why he or she warrants induction into the Force Management Hall of Fame, accompanied by a an

enclosure with more detailed justification and a summary or service to the Army Force Management community. Forward by endorsement as appropriate.

The PPO will collect and review nominations and present them to an FA50 Council of Colonels. The CoC recommendations will be briefed to the G-8 FD, G-3 FM and G-1 (CP26) for approval, and finally to the G-8. We hope to conduct an induction ceremony in the Pentagon Conference Center sometime this Spring. ◊

Guide for ORACLE Authors

The Force Management ORACLE is a quarterly professional magazine for uniformed and civilian Army Force Managers worldwide. Our readership includes field grade and higher Army officers and their civilian counterparts, as well as many other DoD civilians, support contractors, retirees, and even members of other branches and services.

Besides articles, we routinely print the FA50 Proponent's and the Executive Agents columns, and updates from the Personnel Proponent Officer and the Career Managers. Contributions from OCAR and NGB, G-1/CP26, and the Army Force Management School are always welcome. In addition, letters to the editor, interviews with Army leaders, and other features may appear. Our goal is to ensure the ORACLE is seen as a publication for ALL Army Force Managers.

There are about two hundred thousand or so very exciting things taking place in the Army today and within our readers' and contributors' fields of expertise. Article subjects should therefore be current and relevant. Writers may use the ORACLE to share "good ideas" and "lessons learned" with their fellow Soldiers. Article subjects may include, but certainly aren't limited to, technical developments; tactics, techniques and procedures; how-to pieces and practical advice; training methods; personal perspectives; and historical pieces of relevance to the art and science of Force Management.

The process for submitting an article to the ORACLE is as follows: 1) Send the PPO Chief or the Editor (Mr Fleitz) an email, voicemail, letter or smoke signal with your idea for an article; 2) Write the article and select your artwork or graphics; 3) Send it in. MS Word is preferred. We do not pay for articles or illustrations other than occasionally providing contributors with complimentary copies of the magazine. Since distribution has been strictly electronic of late, this isn't really much of an issue.

The ORACLE is not copyrighted. All material published is considered to be in the public domain unless otherwise indicated. (Occasionally we use copyrighted material by permission; this material is clearly marked with the appropriate legal notifications.) We also assume that articles submitted are the work of the submitter, unless noted otherwise. If you use someone else's graphic or photo, especially from the private sector, please indicate that you have permission to do so.

The "Army standard" is preferred, that is, writing that can be understood in a single rapid reading and is generally free of errors in grammar, mechanics and usage. Maintain the active voice as much as possible. Articles should be double-spaced, typed, unpublished manuscript, typically between 3,000 and 3,500 (or less) but no more than 5,000 words, including endnotes as appropriate.

Of course, authors should check their articles' contents with unit commanders or organization directors or S2s/G2s to ensure they have no classified or OPSEC information in them. Clearance requirements are outlined in Army Regulation 360-1. If we see something within an article that might cause concern, we will withhold publication until it is thoroughly vetted with the proper subject matter expert or Army authority. But it still remains the author's responsibility, as outlined in AR 360-1, not to compromise national security or U.S. Army operational security matters.

We may also edit an article for length or to put it in the magazine's style and format. If anything more than correcting a few misspellings or minor editing is necessary, the author will be consulted before publication to ensure nothing was lost in the process. If the author does not get back with any questions or concerns within five to seven working days, we will assume the author concurs and the article will run as is. ("Qui tacet consentire videtur")

Photographs and graphics must be accompanied with an adequate description of the images and photographer/illustrator credits. Please send the graphics files and photos separately from the text. The higher resolution the better for digital images, at least 1MB. A few lines about the author—some professional background, current assignment, and contact information—and a picture should be included, too.

For more information, or general questions call Bob Fleitz at (&03) 602-7605 (DSN 332), or email robert.fleitz@us.army.mil.