

The Oracle

Volume 7 • 1st Quarter FY11

SURVIVING ARCENT T-CERT TRAINING: ONE DAY IN KUWAIT

By MAJ Robert Hobbs

MAJ Rob Hobbs recently returned to Ft McPherson from Kuwait, where he was an ARCENT Force Management Officer. With two combat and four other overseas tours, he is now en route to 19th ESC in Korea.

Some mandatory training I ran into while serving at the Overseas Command Post (OCP) at Camp Arifjan was the popularly called "T-Cert training" that was conducted up at Camp Buehring on the Iraqi Frontier. It is required to be done by everyone at the ARCENT OCP within 30 days without exception and is given once a month.

It's a full day of training. For starters it's on a Saturday, and you have to be up early to catch that 0515 hour bus heading up to Camp Buehring. So I was up well before



Read About It In *The Oracle*

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by MAJ Robert Hobbs

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FA50s Supporting the Army and the Warfighters



**MG Tom Spoehr, Director
FA50 Executive Agent**

Teammates, 2010 was an amazing year in Force Management and Functional Area 50. FA50s here in the Pentagon continue to support Operation Enduring Freedom and Operation New Dawn by providing the right equipment, analysis and organizational structures to make our Soldiers and units successful in current operations. In G-8 FD, over the last twelve months we have conducted two Army Enterprise Equipping and Reuse Conferences to support future ARFORGEN rotations. Our 2011 Army Equipping Strategy is in the final stages of approval and will guide our distribution process over the next few years. We published the 2010 Army Modernization Strategy and are preparing to publish the Tactical Wheeled Vehicle Strategy. These documents and Portfolio Strategies will guide our development and prioritization of programs in the future. Presently, we are

fully engaged in Weapons System Reviews and the Total Army Analysis (TAA) process as we begin building the next POM.

Our FA50s in G-3/5/7 FM led the Force Management Review effort that delivered a balanced force for building the 13-17 POM, and are leading a critical effort to review our R-Edition MTOEs, identifying ways to adapt them to better represent the requirements of Full Spectrum Operations. They are working hard to clear up a documentation backlog brought on by the rapid changes of Modularity and are finalizing conversion of all of our TOE/MTOE documents to the new, Joint Staff mandated, GFM-DI (Data Initiative) format. FM is also working with CAA and TRADOC to revise Total Army Analysis (TAA) to better reflect the institutionalization of ARFORGEN. As we continue to conduct the revised TAA, it will provide the key initial component to building the FY14 POM.

Within the Functional Area we also scored some major accomplishments. The first Senior Force Managers Seminar, implemented after years of discussion, was a great success. This is an important opportunity for our Colonel-level FA50s to get together at least once a year and discuss issues among themselves and with Army leaders.

In October, twelve FA50s – six Active and six USAR - were selected for Colonel, and COL Robin Mealer was nominated for BG. For a small functional area, we have a great record of promotion to the senior ranks. The enthusiasm and professional competence of the many younger officers I've met here and around the Army leave no doubt that record will continue.

Most importantly, Force Managers are carrying their share of the load in supporting the Warfighters. Presently there are 17 FA50s deployed, assigned to 3d Army/ARCENT in Kuwait, NATO's International Security Assistance Force (ISAF) in Afghanistan, and United States Forces – Iraq (USF-I), as well as the

divisions and corps. Practically all of our officers have had one or two combat tours, several have three or more, at least one has six. About half have deployed at least once as Force Managers. So let me just remind everyone, a major promotion discriminator lately seems to be “recent operational experience.” A tour in the AOR is important, for individual career reasons and for the health of the Army and our functional area.

Likewise, it is vital that officers continue to broaden their skill sets in assignments that alternate between organizational and materiel-focused positions across the Army and Joint commands. It is tempting to begin ‘putting down roots,’ especially in places like the National Capital Region with countless cultural attractions, job opportunities for spouses, good schools and military facilities. Yet FA50s must plan on continuing to get their fair share of deployments for as long as the Army needs us. Trust me, you’ll have ample opportunity to return to the Pentagon.

Our Soldiers deserve the best and most modern equipment the Nation can afford, provided as quickly as possible. Force Managers – uniformed FA50s, Career Program 26 civilians and our many support contractors – are the experts at getting that equipment to them. You have all done a masterful job, and we’ll keep the momentum going in the New Year. When MG Halverson was the Executive Agent, he referred to FA 50s as “problem solvers;” I see you as “**The Architects of the Army.**”

Thank you for your service to our Nation, and my best wishes to all of you and your families.

ARMY STRONG!
MG Tom Spoehr

Smart Quote:

“Technology without people is just cool stuff.”

–LTG Freakley, CG Army Accessions Command

The Oracle is the quarterly newsletter published by the U.S. Army’s FA 50 Proponency Office. Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us all informed.

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www.fa50.army.mil

FROM THE PDO CHIEF:

The Year Ahead in the PDO



LTC Karen Eggert
Chief, FA50 Personnel
Development Office

The next year promises to be a busy one for Functional Area 50. You probably already know that we have been working with the other FAs, TRADOC and G-3/5/7 on the "Officer Grade Plate Review." The goal is to manipulate (read that as "reduce") future TOE requirements (in the Operational Force) and TDA authorizations (Generating Force) to make officer on-hand inventory match MTOE and TDA authorizations, particularly at the MAJ and LTC levels. As FA50 is the smallest FA, and one of the slowest-growing FAs during the Grow the Army years, we think we have a pretty good case for avoiding any serious damage as we start to "ungrow the Army." I'll keep you up to date as this effort progresses.

Patsy and I are also engaged with the OPMS Task Force on a number of their initiatives, including changes to the OER and re-emphasizing PME. By the way, you should be aware that HRC and G-1 are considering making completion of ILE mandatory for promotion to LTC.

Within the PDO, we are developing new areas for growth of FA50 authorizations, including at TRADOC, the ASCCs and perhaps the Joint Staff.

Mike McDaniel and the instructors at AFMS are completing our biennial review of the Qualification Course program of instruction, bringing in more practical exercises and some new materials and speakers to emphasize the role FA50s are playing in force generation and Global Force Management, especially at theater army level. Mike is also assisting the G-3/5/7 with efforts toward TRADOC accreditation of the schoolhouse. We will invite the AFMS's incoming Program Manager, COL (retired FA50) Bill Laster, to share his thoughts on the school and the state of force management training and education in the next Oracle, alongside a farewell to LTG (Ret) Trefry.

Patsy is fully engaged finding new training with industry (TWI) and Joint Interagency Intergovernmental Multinational (JIIM) opportunities for FA50s, as well as additional Advanced Civil Schooling options. She and Gloria Stewart are also already planning the next Senior Force Managers Seminar, which is scheduled for May 2011.

Bob is assisting me with updating our functional area vision statement, defining some long term strategic goals, and identifying areas for collaboration with the other FAs. We are building on the past efforts of Patrick Kirk, Rob Waring and others to shape our career field for the future. Many of our senior FA50s have provided great advice and comments, and we expect to publish the revised Vision Statement in the next Oracle.

And if all that isn't enough, we will be BRAC'd out of the Taylor Building and relocated to Building 211 at Ft. Belvoir, probably in late summer 2011.

Most of you have heard LTG (Ret) Trefry explain that the business of Force Management includes knowing not only how to build an Army, but also how to reduce one. The Army will make many hard choices in the next few years, and FA50 officers and other force managers will help to make and implement them. The bottom line, though, is that Force Management, and Functional Area 50 in particular, is still a growth industry, largely due to the extraordinary capabilities inherent among Force Management professionals throughout the Army and the Department of Defense.

Best wishes to each of you for the year ahead.

LTC Karen Eggert

ARCENT T-CERT continued from cover



dawn that day and had some breakfast before the two hour ride to the training location. I wasn't too keen to go on this particular Saturday simply because it was the 9/11 anniversary and I had signed up for and been prepping for the 9.1K Anniversary Run that was scheduled for that very morning. But orders were orders, though on the way to breakfast I was able to see all the runners lining up for this big run when I departed my quarters at the I Building. Looked like quite a crowd, but they would have to get along without me this time. Sure hated to miss out on that as I normally never pass up a chance to get a free T-Shirt.

There were 37 of us from all sections going along on the bus ride. Most just slept all the way to Buehring, as

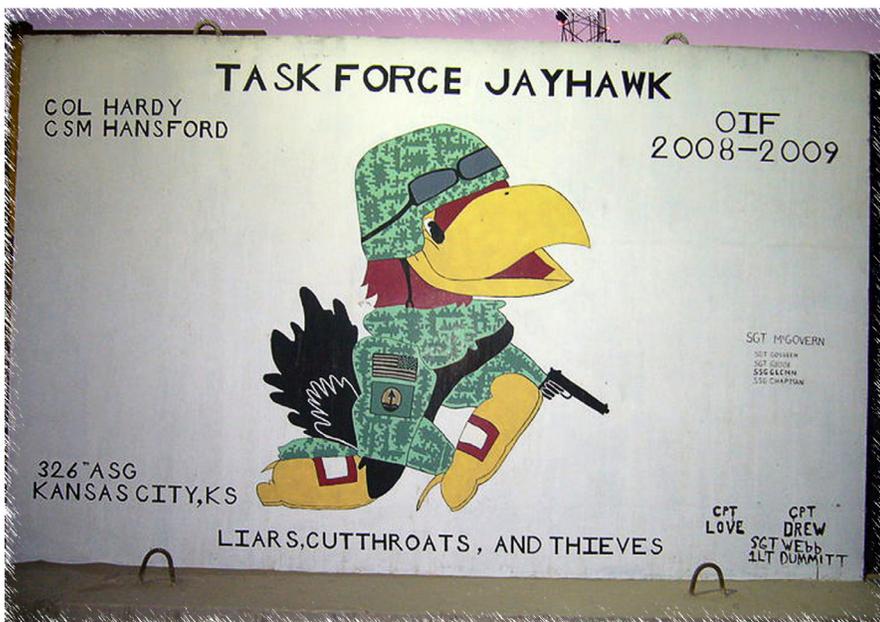
that was about all there was to do since we had to keep the curtains drawn all the way and the lights were off. It would have been a smart move, in my opinion, to put our gear down in the luggage compartment below but everyone just had to have their helmets and IBA w/ SAPI Plates with them in the passenger area, where they contributed to the general overcrowding and prevented folks from stretching out to rest. A number of folks had their music to listen to as well; I guess it's high time I get myself an I-Pod for those occasions when you're trapped in complete darkness for several hours.

Camp Buehring was as hot and sandy as it was the last time I was there, two years ago during the Lucky Warrior exercise. The one good point about that post that I have always admired was all the unit artwork with which Soldiers passing through had adorned various blast walls, displaying a lot of imagination and artistic talent. If I had had the time, I would have photographed each and every one of these unit inspired paintings and put together an exhibition of military art for Soldier's Magazine. I did take a few photos for posterity.

The T-Cert training itself took place down at the MPRI-run Training Village not too far away from the ARCENT OCP site for the Lucky Warrior exercises. It consisted of the following sections:

- Counter Remote Control Improvised Explosive Device (RCIED) Electronic Warfare (RCIED/CREW) and Anti-Frat
- Counter-IED/Survivability Training
- Medical Simulation Training (MSTC)
- HMMWV Egress Assistance Trainer (HEAT)
- After Action Review (AAR)

The RCIED/CREW/Anti-Frat portion consisted of demonstrating and viewing the military's latest IED protection devices that are mounted on MRAPs. These are tall electronic devices in pole-like containers mounted on both the front and back of the MRAPs, tending to give the vehicles a hedge hog like appearance. The



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instrument packages seemed to take up most of the trunk space in the rear but as long as it saves lives it must be a good thing. The devices jam electromagnetic signaling and cell phones from working in their vicinity since that is the way most IEDs are detonated nowadays. We watched a number of captured videos detailing successful IED attacks on US troops and the unsuccessful ones where these devices were used to frustrate insurgent bombers. We also had the opportunity to see the latest bombs and

me concerned tourniquets and how they are no longer the taboo procedure that I, as former medic, had always been taught in military medical schools. Apparently it is OK now to give someone that is severely wounded in an extremity a tourniquet to no lasting ill effect. In the past, we were taught that if we used a tourniquet, a mandatory amputation would follow for our unfortunate patient, so it was to be used only as an absolute last resort to keep a wounded Soldier from bleeding out.

The very last and most important portion of our T-Cert Training was the MRAP escape procedures. Getting out of an overturned MRAP is quite a procedure even for the most prepared Soldiers, and I recommend it (the training) for everyone as it is not as easy as it seems.

bomb making gadgets currently being used in the Iraqi theater of operations, which was interesting as always. The Russian parachute bombs designed to hit on top of armored vehicles where the armor is thinnest came in for a lot of study by me. The solution seems to be just keeping any potential bombers at a safe distance, which is not always possible in a crowded urban environment.

The Counter-IED training consisted of walking the lanes where there were mock-ups of Iraqi villages and buildings that were well studded with dummies in local costumes. Additionally, there were a number of concealed dummy bombs and IEDs hidden at various points along the route and in vehicles, which was good practice for the uninitiated. As for myself, I was pleased to see that the bomb spotting skills I acquired the hard way in Baghdad were as sharp as ever. Last was the classroom session which consisted of watching some combat movies, either filmed in Iraq or captured from Iraqi insurgents, as they launched attacks on US forces with varying degrees of success. They also had quite a display of inert weaponry and bombs that had been captured from insurgents. They came from a variety of sources, though the bulk of them were from former Eastern Bloc countries and China.

The MSTC portion was where the latest first aid techniques were taught. The most interesting portion for

Also there was some new teaching on CPR and the importance of maintaining an open airway. Volunteers underwent some nasal implants to keep them breathing, which was apparently unpleasant and painful for the test subjects. However, the rest enjoyed watching the painful grimaces and hearing the caustic comments from the Soldier volunteers. But if it helps to save a life in the future it was good training.

This was followed by a very realistic combat medic in action exercise in an adjoining building where we practiced



administering first aid to combat wounded dummies in almost total darkness, except for bomb flashes, and under simulated artillery and small arms fire. So noisy in there a

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person could hardly hear themselves even when yelling at a fellow medic! Also mighty slippery from the free-flowing simulated blood (red Gatorade) that covered the floors. At least that's what the trainers said it was since I didn't do the taste test on it. Red Gatorade! Again, all very good training.

The very last and most important portion of our T-Cert Training was the MRAP escape procedures. Getting out of an overturned MRAP is quite a procedure even for the most prepared Soldiers, and I recommend it (the training) for everyone as it is not as easy as it seems. This particular training requirement resulted from the large number of MRAP vehicles being flipped over due to a combination of top heaviness, careless driving and the poorly maintained roads and unreinforced trails of Afghanistan and Iraq that can't take their 38,000+ pounds of weight. And of course due to enemy action, particularly the ever-present and insidious Improvised Explosive Devices (IEDs) placed along roads used by American service members. Being in a flipped over MRAP is like being an overturned turtle. The door handles are out of reach without stretching yourself nearly to the new ceiling of the vehicle and your center of gravity is all off. Couple that with being upside down in an Iraqi canal and rapidly filling with water, or being trapped in a burning MRAP after hitting one of the larger IEDs. To survive you have to be able to get out of there quickly.

In this training, a five man crew—two folks in the front and two in the back with a gunner in between being the

standard configuration - is strapped into a mock up MRAP that can be flipped mechanically. I chose the driver seat since the steering wheel gave me something solid to latch on to, or so I thought. Once you're secured as well as you can be, they flip you several times to simulate a real life rollover. An important lesson I learned is that since everyone tries to hold on tight to the gunner, it is important to pick someone small and light for this position. Once the vehicle flips you're just not going to be able to hold on to a heavy guy. Everyone IS going to be dragged from their seats and get banged up.

Also you would think with all your armor on and your helmet, your chances of being hurt are nil but as I personally discovered, that is a bogus concept. Once they flipped us several times, some lever or rifle barrel somehow jammed itself up under my helmet in the pitch darkness and jabbed me good behind the ear. So you're far from being invulnerable, even in a trainer.



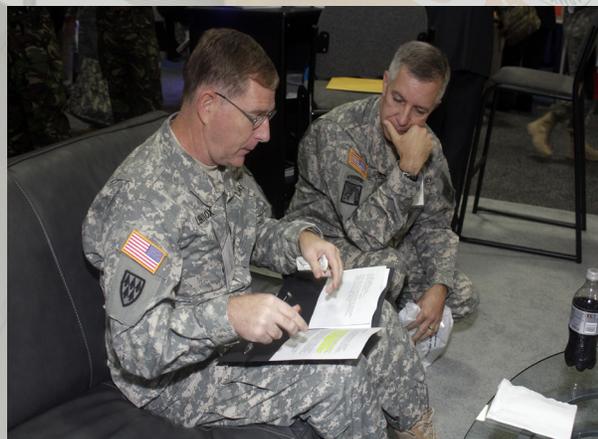
That was the final portion of our training and I survived it OK even though I did take a good poke behind the ear in that last bit. After that we did our AAR, then it was off to the buses and our two-hour ride back to Camp Arifjan. Got back just in time for the 2200 MWR movie (Resident Evil: Afterlife). All in all, a good day of training, though personally I hope I'm never stuck in an upside down MRAP. 🎲



FORCE MANAGERS AT AUSA



Thanks to all you FA 50s out there who participated in the G-8's booth at AUSA!
Here are a few photos:



Marla Hurtado photos

Contact Info: Please note the new numbers for the PDO staff!

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AFMS Online: <http://www.afms1.belvoir.army.mil>

WHAT IS IT?

CPT Dan Rogne correctly ID'd last month's M-4 magazine feed-lip gauge. (Looks to us like a solution in search of a problem, but . . .) This one is probably way too easy.



GRAD SCHOOL UPDATE:

Just a quick note for you from Hawaii on how the MBA program out here is working out for me. I thought it might be useful to provide some information for any applicants that want to apply to the University of Hawaii (Shidler College of Business) after they get selected. Feel free to pass on my information if anyone has any questions.



me. I thought it might be useful to provide some information for any applicants that want to apply to the University of Hawaii (Shidler College of Business) after they get selected. Feel free to pass on my information if anyone has any questions.

Observations:

The MBA program is challenging. Contrary to popular belief it's not all surfboards and backpacking. There's a full course load with economics, statistics, accounting, marketing, and leadership & communications. If you have been out of academia for a while (like me), there is definitely a learning curve to which you

must adjust. I find the professors approachable and helpful and my academic advisor has also been very accommodating.

The class schedule is very well done. Our classes go from Tuesday to Friday. The earliest class starts at noon and the latest class starts at 3. Classes are 2 hours and 45 minutes long; one class a day (two on Wednesdays). The best technique that I have found is to discipline yourself to treat the entire week as a work week - PT in the mornings and move right into homework or studying in the mornings before classes. Having Monday off gives you a good solid full day of doing nothing

but homework prep for turn-in for the upcoming week. Finding a good study group (different from your assigned project group) is key. The school has a computer lab and a graduate student study lounge that are key coded so you can get in at any time of the day or night to work on projects or study.

My classmates come from wide and diverse backgrounds and add to the overall experience. They are smart and more than willing to pull their own share of the load during group projects or study sessions - we have 3 group projects this first semester (one each in Econ & Statistics, Marketing, and Accounting). There is one other full time Army guy

Here (Artillery Officer - this was part of his retention incentive program). There is also an Air Force NG guy here and an Army Guard guy. The admin folks do a good job of dividing your group up so you have people with different background experiences as part of your group. The group projects should result in solidifying a B or pushing your overall grade to an A. They are challenging, but thus far, the group effort and professor feedback seems to indicate that those grades will be a combat multiplier for your course grade and overall GPA.

The South Carolina schools detachment was not terribly helpful with regards to inprocessing. They finally squared my pay away this last pay period (15 October), but it took over two months to do so. I would suggest that anyone coming here do so with some savings and be prepared for some frustrating extended periods of little to no contact during the in-processing procedures. The six hour time difference is a major contributor to said frustration.

Living situation is pretty key. I would suggest looking for a place relatively close to school so you don't have to deal with traffic. Waikiki is close enough. Ala Moana is also good, Kaimuki is fine, Diamond Head and Kahala are also good. I scouted out a place to live in Manoa Valley which is where the school is so that I could walk to class. If you can avoid doing so, try not to live in the areas where most Army folks live - around Schofield Barracks (North Shore, Mililani, Waipio, Ewa Beach, Kapolei, etc). It's not a bad drive compared to Washington DC, but it is not an easy drive for this island and it certainly makes the travel back and forth to school more challenging than it needs to be. I'm still close enough to base support systems (Commissary, PX, fitness center, etc) on Hickam Air Force Base or Pearl Harbor to use as frequently as I want (reverse traffic and all that). Plus the facilities there are better than the ones at Schofield anyway.

The program is normally a 2 year MBA, however, they are willing to make accommodations for active duty military. Both myself and the Field Artillery officer are on 18 month programs that the faculty designed specifically for us. We take 4 additional classes in the summer instead of interning or taking a work studies trip to Asia which allows us to finish within the requisite time period. The MBA program coordinators are Michelle Garcia who can be reached at (808) 956-2911 and Cheri Honda, who can be reached at (808) 956-8654. Michelle especially was very active in adjusting the program for the required 18 month time period and can provide all the required paperwork that a candidate will need for application and submission to the ACS program.

Sorry this ended up being longer than I originally intended, but I hope it helps someone out. It's a very good program and I think it can be a solid alternative to the GMU one. Again, please feel free to distribute as needed and let me know if you or anyone else has any questions.

v/r

MAJ Momo Tawake

(808) 286-7460

The preceding letter was sent by MAJ Momo Tawake to LTC Hoggard and the PDO to bring us up to date on his ACS experience as well as give some advice to future grad school students. MAJ Tawake completed the FA50 O Course in 2007, and has had Force Management assignments at USARPAC and HODA G-8 (QDR).

HOW DOES A CIVILIAN FORCE MANAGER ENSURE SUBORDINATE BRIGADES UNDERSTAND FUTURE FORCE STRUCTURE CHANGES?

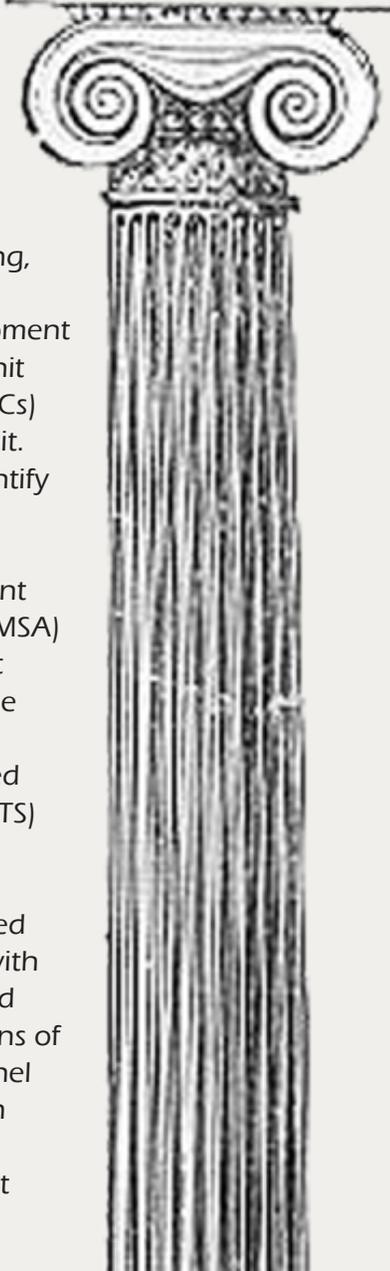
by Amelia Weaver,
Management Analyst, 21st TSC,
G3 Forces and Manpower Division



Brigade commanders are focused and engaged in the future fight and acquiring all resources to win the next engagement.

Ensuring our supported units are well equipped for the next war is paramount. Understanding and anticipating force management changes is a necessity that links strategic mission and capabilities analysis to tactical understanding of each unit's mission, enemy, time, terrain and weather, troops and support available, time available and civilians.

This understanding and analysis begins two years before the unit begins reporting under the approved organizational document.



While organizational documents are in staffing, the force management section compares equipment and personnel for all Unit Identification Codes (UICs) for every supporting unit. The initial goal is to identify minor errors in time to alert the respective US Army Force Management Support Agency (USAFMSA) agency division to assist with the error. Once the documents completes the force lock automated update transaction (AUTS) a second comparison is completed for each subordinate UIC reflected in an Excel workbook with sheets for personnel and equipment. Comparisons of equipment and personnel are conducted between the next fiscal year (FY) authorization document

Civilian Force Manager continued on page 13

and the documents approved two years to the future (example- FY 11 and FY 12 equipment and personnel comparison is analyzed during FY 10).

21st TSC FMD publishes an order tasking subordinate brigades to analyze the comparison of authorization documents in order to understand force structure changes. CDE commanders must endorse this analysis. A suspense to the order is assigned and all brigade commanders must endorse they've analyzed force structure changes. 21st TSC Force Management Division assists with explanations of force structure changes with help from Centers of Excellence, if necessary. If valid force structure changes are required then the 21st TSC FMD formally staff's the force structure changes with USAREUR FMD for final adjudication at HQDA G3/5/7. Thus far our Force Management Division has prompted one significant change deterring a potential water purification capability gap

in a Quartermaster Company. Also, with the assistance of USAREUR FMD, we are preparing a memorandum to initiate a Force Design Update (FDU) junior, which is an abbreviated procedure for changing designs of existing organization, with beneficial implication across all Combat Service Support Brigades.

In an ever changing force structure environment, with the added responsibility for Army units to do more with less, it is paramount for all tactical units to take time to analyze force structure changes two years out.

Amelia Weaver is a former military officer, then a DA-select intern with USAFMSA. She was the winner of the GEN Mark Clark Intern of the Year Award in 2005, and worked at USAFMSA as a Management Analyst for six years. She is currently assigned to the G3 Force Management Division of the 21st TSC in Kaiserslautern, Germany. 🇺🇸



FA 50 MILESTONES

CONGRATULATIONS to the following FA50 Officers selected for promotion to Colonel:

LTC(P) Shelley Berryhodne
LTC(P) Jim Bienlien (BZ)
LTC(P) Jim Chapple
LTC(P) Gene Simon
LTC(P) Phil Stanley
LTC(P) Mike Strozier

LTC(P) Kevin Acosta (USAR)
LTC(P) Jonathan Beard (USAR)
LTC(P) Hubert Kwon (USAR)
LTC(P) Paul Shelton (USAR)
LTC(P) James Stevenson (USAR)
LTC(P) Marc Wilson (USAR)

Please take the opportunity to congratulate these FA 50 Soldiers.



FA 50 Q-COURSE GRADUATION



MG Spoehr, FA50 Executive Agent, graduated the latest Qualification Course on 17 December 2010 at Ft Belvoir. For the first time, the course included a module presented by the Joint Deployment Training Center, comprised of the Joint Operation Planning and Execution System (JOPES) Executive Presentation followed by the Joint Capabilities and Requirements Manager (JCRM) course. This new, certificate-producing feature of the Q-Course is one of the principal tools used by DoD Global Force Managers, and supports FA50's growing role in the GFM process. In addition to course diplomas, MG Spoehr presented FD coins to the outstanding students, LTC Pruitt, MAJ Parrish and MAJ(P) Reed. The US Organizational Managers Association also presented Certificates of Achievement, USOMA golf shirts, and complimentary memberships to LTC Pruitt and MAJ Parrish. MG Spoehr and LTG (Ret) Trefry congratulated the students, thanked them for their hard work and noted that "the best is yet to come."



Marla Hurtado photos



FA 50 Q-COURSE GRADUATION



Front Row: MAJ Peter Rasmussen, Ms Lori Mongold-Northrop, CPT Angela Hughes, MG Spoehr, MAJ Deattra Banks, CPT Sakina Jewett. Middle: CPT Ray Canzonier, CPT Edward Lewis, CPT Cory Cousins, MAJ George Polovchik, LTC Clint Karamath, MAJ Michael Sturdivant, LTC Lyndon Marshall, MAJ Joshua Parrish, CPT Michael Roe, Ms Nadine Fowlkes; Top: CPT Elvin Miguel Cruz Rivera, CPT John Kimball, CPT James Mijares, MAJ(P) Heather Reed, Mr Gregg VanOrden, MAJ Michael Coleman, LTC Derek Pruitt, CPT Steven Kendall, MAJ James Ahern, CPT John Smith.

Mike McDaniel welcomes the new Program Manager for the Army Force Management School, COL (Retired) Bill Laster. A former FA50 himself, Mr. Laster will officially assume his new duties from LTG (Ret.) Trefry on 1 January 2011.



CP26 CORNER

MENTORING – A LEADERSHIP RESPONSIBILITY

by Beryl Hancock

Among the many important responsibilities leaders bear – from formulating the organization’s vision; to communicating that vision; to setting the course to achieve it – there is one responsibility that is frequently overlooked, yet no less important. That responsibility is to ensure there are skilled, competent and qualified leaders for tomorrow. Mentoring is one technique we use to fulfill this responsibility.

The term, “mentor”, originates with a character in Homer’s epic poem, The Odyssey. Mentor was the loyal advisor of Odysseus who was entrusted with the care and education of Odysseus’ son. Mentor became teacher and guide to young Telemachus in the absence of Odysseus. His name became synonymous with his role of teacher and counselor.

As leaders, we don’t always recognize the importance or value of mentoring. We become consumed with mission accomplishment. We tend to do our supervisory chores by rote. Yet, we are surprised when we recognize that the civilian workforce, that will replace us in the future, is ill prepared to assume leadership roles. Functional training, formal education, and OJT don’t always chart a path to professional growth. Our Junior Executive Committee (JEC), in their project “Building the Bench,” addressed mentoring, or the lack thereof, as a significant obstacle for CP26 careerist.

Mentoring is an important and vital tactic we need to incorporate in our daily functions as supervisors and senior professionals. We can offer our manpower and force management community the benefit of our expertise and experiences. The Army Pam 690-46, Mentoring for Civilian Members of the Force, provides definitions and details on establishing a mentoring program. An internet search yields links to many sites on mentoring.

The key component to mentoring is a relationship of trust between an experienced careerists and an

individual interested in professional development. Each participant, mentor and protégé, has a specific role. Ideally, supervisors can be identified as mentors, but often it is more beneficial for an intern or journeyman to look out beyond the chain of command for different perspectives. The mentor needs to be willing to listen and provide guidance, not direction. The protégé should seek out a mentor who is a role model, someone who has achieved success and who is willing to share time and experience. The objective should be to learn from the mentor and to make independent decisions based on personal goals. Mentoring can be set up formally through agreements; or it can be done informally with senior leaders taking the time to listen to and talk with individuals who want are looking for professional guidance.

I encourage everyone to consider the value of mentoring. We do a good job at preparing people with technical skills. We need to do a better job on growing the leaders we will need tomorrow. By mentoring individuals at the intern/journeyman level we can ensure we will have prepared and ready leaders when we leave. 

Smart Quote:

“First and foremost, the Army is Soldiers. No matter how much the tools of warfare improve; it is Soldiers who use them to accomplish their mission. Soldiers committed to selfless service to the Nation are the centerpiece of Army organizations.”

–FM 1, The Army

FA 50 UPDATE

On 16 December, LTC Hoggard and the PDO conducted the panel to select ACS participants for 2011. Recommendations were forwarded to the Executive Agent for approval, and results will be announced shortly and posted here in the Oracle and on our websites.

POC is Patsy Campbell 703-545-1838.



LTC Trish Socha and MG Stuart Beare in Afghanistan

COL Fred Gellert became the [acting] G3 for US Army Pacific on December 3d. He has been at USARPAC as the Chief of Force Management (G-37) since 2008. As the G3, COL Gellert will supervise the areas of Operations, Plans, Security Cooperation, Force Management, Training, and Exercises for all Army forces in the Pacific. fred.gellert@us.army.mil

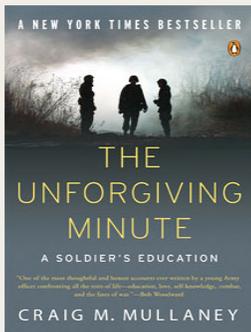
LTC Trish Socha is currently serving as horizontal integrator working inside a Force Development team within the CJ7 that reports directly to MG Stuart Beare. MG Beare is the Deputy Commander – Police, NATO Training Mission – Afghanistan (NTMA). He oversees the Afghan National Police (ANP) training and Police Development in Afghanistan. He ensures that NATO contributions to the development of the ANP are adding tangible value and are coordinated with the efforts of partner nations and the Afghan Ministry of Interior. patricia.socha@us.army.mil

LTC James Barnett (Retired) has taken a GS14 position with U.S. Army Space and Missile Defense Command as the Deputy, Force Development Division, USASMDC effective 12 October. james.barnett@us.army.mil

(The notes above were originally printed in the RAND Arroyo Center December 2010 newsletter. COL Gellert, LTC Socha and Mr. Barnett are FA50 RAC alumnae.)

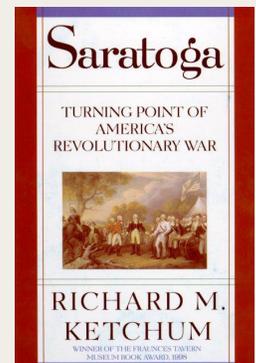
A Suggested Reading List

In the last issue, we invited you to add to the “Afghanistan Reading List.” These have been suggested:



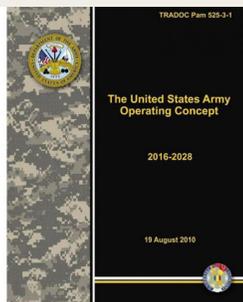
The Unforgiving Minute: A Soldier's Education, by Craig M. Mullaney. A West Point grad, Rhodes scholar, and Army Ranger recounts his unparalleled education in the art of war and reckons with the hard wisdom that only battle itself can bestow. One haunting afternoon on Losano Ridge in Afghanistan, Captain Craig Mullaney and his platoon were caught in a deadly firefight with Al Qaeda fighters when a message came over the radio: one of his soldiers had been killed in action.

Saratoga, by Richard Ketchum. How a powerful modern army found itself alone in a wilderness, cut off from resupply, weather closing in, losing the promised support of other coalition members, until finally destroyed by the native insurgency.



Army Learning Concept for 2015: GEN Martin Dempsey, CG TRADOC, outlines his vision for the Army Learning Concept for 2015-Thinking Soldiers, Learning Army, and has posited the questions “What do you think of the Army Learning Concept? What can be done to provide our Soldiers with the best training?” You can review the entire Army Learning Concept, as well as the Army Leader Development Strategy, and contribute to questions, comments, and dialog at: <https://forums.bcks.army.mil/communitybrowser.aspx?id=1218183>

Army Transformation: Division, Corps, and Theater Army (CALL Newsletter No. 10-48, AUG 2010) Observations, Insights, and Lessons highlights the Army's modular transformation of division, corps, and theater army headquarters explaining the processes and highlighting the challenges of transformation as it relates to tactical and operational headquarters in the context of an Army at war focused on transformation process history, organizational design issues, lessons learned, and best practices: <https://forums.bcks.army.mil/CommunityBrowser.aspx?id=1151868>



Army Training and Doctrine Command (TRADOC) Pamphlet 525-3-1, The United States Army Operating Concept, published in August, explains how to comply with and execute guidance from the Army Capstone Concept. The pamphlet serves as a bridge between the capstone concept and the warfighting functional concepts. It will also guide revisions to Army doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) from 2016 to 2028. These changes will be needed in order for the Army to function in a challenging environment with joint, interagency, intergovernmental, and multinational partners, who will be key players in future warfare. The pamphlet is available at the TRADOC website at www.tradoc.army.mil/tpubs/pams/tp525-3-1.pdf.

Got photos? Please check your photo albums. The Force Management Oracle is looking for photos of Army Force Managers on the job, as well as your photos from promotion and award ceremonies, exercises, personal travel anything else you'd like to share with the FM Community. You can email digital photos with captions, the higher resolution the better, to Bob Fleitz in the FA50 Personnel Development Office, Robert.fleitz@us.army.mil.