

# The Oracle

Volume 7 • 2nd Quarter FY11

## HAIL AND FAREWELL AT AFMS ARMY FORCE MANAGEMENT SCHOOL

by Bob Fleitz, FA50 Proponency Office

On February 17th, LTC Eggert and I sat down at Ft. Belvoir with the incoming and outgoing Program Managers of the Army Force Management School (AFMS). We asked both, COL (Ret.) Bill Laster and LTG (Ret.) Richard Trefry, about their thoughts on the future of the school, the functional area, and the Army.

Bill Laster, MPRI's new Program Director for AFMS, is a recently retired former FA50 Colonel. His background includes multiple Infantry assignments with the 82d ABN and XVIII Corps, an FA50 job at 5th Signal Command in Worms, Germany, and non-50 tours at OSA(M&RA), OSD Net Assessment and



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

Read About It In

### The Oracle

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by Bob Fleitz (MPRI), FA50 Proponency Office

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## FROM THE EXECUTIVE AGENT: — — — — — . . . . .

# FA50s in great demand across our Army



MG Tom Spoehr, Director  
FA50 Executive Agent

**Teammates,** A couple of weeks ago I met informally with the members of the latest FA50 Qualification Course at the Fort Belvoir Officers Club. This particular class has students from the Active Army, the Army Reserve and National Guard, and several CP26 civilians. A few have been in the Force Management business for years, most are new to the field. All, however, seemed to be enthusiastic about their studies and eager to get back to work after graduation. We discussed a number of things for about an hour or so, with their questions ranging from what's hot in the Pentagon right now, what are FA50s doing to support the operations in Iraq and Afghanistan, to what's the future of our career field. My message to them, and to all of you, is that Force Management is still in great demand across our Army.

FA50s and CP26 civilians are major players in almost every current equipping and organizational initiative. I think the way I put was, "In every key thing the Army is doing today there is an FA50 doing it, either behind the wheel or behind the scenes." We have Soldiers deployed on WIAS tours who are helping build and professionalize the new Iraqi and Afghan armies. Their challenge, of course, is that those countries don't need or want miniature versions of our Army, which is what we really know how to build. An American-style military structure would be too complex. They need a force that fits their culture and their ability to sustain. Our folks are meeting that challenge, and I'll ask some of them to write up their experiences for the newsletter over the next months.

Force Managers are also working major actions here in the Pentagon. G-3/5/7 will be publishing the ARSTRUC message shortly; continuing TAA 14-18 and MTOE scrubs; preparing to implement a test plan for automation of the DA 2028 process, to allow for more efficient, rapid, and transparent staffing of TOE changes; and working with G-1 on framing the issues that will inform the CSA's guidance on how to implement the SECDEF's 27K force structure cuts. In the G-8 we are preparing for the next Army Enterprise Equipping and Reuse Conferences (AEERC) in April and August, and vigorously defending FA50 structure in the Officer Grade Plate Review.

The 2011 FA50 Senior Force Managers Seminar will be held in May. This is part of my ongoing effort to provide professional development for all levels in the force management career field. Those who attended in 2010 found this event very beneficial. This year's theme is "Force Managers – Building a Resilient and Adaptive Army." I encourage all colonels and senior civilian Force Managers to attend this event.

In all these venues - here in the NCR, around the Army, and deployed - FA50s and other uniformed and civilian Force Managers are hard at work. You all have a role in designing the future of our Army. Thanks for all you do, and keep it up.

*ARMY STRONG!*  
*MG Tom Spoehr*

# 2011 FA50 Senior Force Managers Seminar

It's time to register for the 2011 Senior Force Managers Seminar (SFMS) to be held 10-12 May 2011 at the Pentagon Conference Center. This year's theme "Force Managers: Architects Building a Resilient and Adaptive Army" aligns with the strategic vision set by leadership. Participants will converge with leadership and peers to share industry best practices, contribute to the force management body of knowledge and advance the career field.

All Force Management components (active, reserve, and civilian) as senior FA50 officers (senior lieutenant colonels and colonels) or senior civilians (GS-14 and above) are invited to participate. FA50 officers recently promoted to colonel or selected for key positions such as CSL are strongly encouraged to attend.

## Highlights:

- "Fire side" chats with general officers, topical panel discussions, and interactive simulations emphasize Force Management priorities, initiatives, trends and hot topics.
- Newly incorporated leadership development sessions, beyond the Force Management core, strengthen critical thinking skills, foster leadership skills and encourage "out of the box" thinking in strategic decision making.
- "Reports from the Field" (an experiential view from fellow FA50s) is a new feature to this year's lineup.

## New Seminar Registration Website:

The seminar website provides more details and an easy to use registration form. Once you are logged into AKO, place this URL in your browsers address bar: <https://securewebako.hqda.pentagon.mil/ako/g8site/FA50SFMS/>

For more information, contact Ms. Patsy Campbell, Program Manager (703) 545-1838 or Ms. Gloria Stewart, FA50 Contract Support (703) 545-1594.

## Smart Quote:

**"If you are not criticized, you may not be doing much."**

—Donald H. Rumsfeld (b.1932), Secretary of Defense

*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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**Hail and Farewell** continued from cover

ASA(ALT). He was also an Army exchange officer in London, a professor at the Army Management Staff College, a graduate of the Industrial College of the Armed Forces (ICAF), and he culminated his 30 year military career as Chief of the Unit Set Fielding and Readiness Division (FDU) in Army G-8.

Mr. Laster acknowledged some “trepidation” at the prospect of succeeding LTG Trefry at AFMS, but is looking forward to leading the Force Management School forward.

“AFMS is, to our knowledge, the Army’s only contractor-operated professional school [under the direction of the Army G-357]. We constantly hear the old complaints that they’re a bunch of old retired guys, they’re out of date, and so on. Those comments are mostly from people who haven’t been here. And they’re flat wrong. We teach General Officers, senior Army civilians and NCOs, FA50 officers and other force managers how the Army runs. This is an extremely complex business, but change is possible if you understand the process. Even if you don’t like the process, you have to understand it.”

Our people are constantly refining and updating our courses, adding new courses and publishing new materials. All our course descriptions and slides are on the AKO website for anyone to review. Our newsletter, and several newly updated primers [on TAA, PPBE, Capabilities Development and the Army Force Management Model] are all there. We also write much of the War College manual *How The Army Runs*, AR 71-32 (Documentation) and AR 71-11 (TAA). Did you know that? TRADOC was here recently and acknowledged that this is some of the best instruction in the Army.

As to the future of the Force Management School, Mr. Laster sees challenges and opportunities. Accreditation of the school by TRADOC, while remaining independent of TRADOC, is in the works right now. Staying current is an ongoing effort, as business rules and Force Management processes are

constantly changing. While his contract is with the Army G-357, several other organizations contribute teaching materials and instructors, including the G-8 and other ARSTAF offices, the Joint Staff, Forces Command, Army Materiel Command (AMC), OCAR and the Army National Guard, and CP26.

As Army budgets shrink, AFMS will look for new ways to continue providing and even expand their services. Internet-based distributed or distance learning and other technology options are possibilities. AFMS also expects to be a part of the on-going OSD effort at streamlining the FM process. Finally, we asked



**LTG (Ret.) Trefry**

him what he tells new FA50s about what they are getting into. He reiterated the need to understand the processes, and added, “We are training your bosses, too. You have to know what they know, and more.”

Mr. Laster believes that one of the school’s innate missions is to serve in an advise and assist role. “Our

business is enabling Army Senior Leadership; we can say ‘here is the process and how to comply, but is this really what you need or want?’ If not, what are a few alternatives? We at AFMS are experts on the current process, though very few folks out there like it. Why not write and suggest a new one?”

**—Bottom Line: “Change is Possible If You Understand The Process.”**

**Hail and Farewell** continued on page 5

Hail and Farewell continued from page 4

## LTG (Ret.) Trefry gives his thoughts...

We also spent several hours with LTG (Ret.) Trefry, and asked him about the state of Army Force Management and the Functional Area, and his concerns for the future of the Army.

Force Management is an inherent Army function, and over the last 10 years or so FA50s have developed a reputation as the Army's FM experts. This is a small, professional cadre, and even though Force Managers don't get a lot of recognition, they are much sought after for their ability to get things done.

First, General Trefry gave us a recap of his own history. The highlights of his story are available at numerous places, including the Army Force Management School website, but a couple vignettes were especially interesting. His military career began in 1943 as an enlisted meteorologist. After a number of very short stays at weather stations up and down the East Coast, wondering if he'd ever leave the States, he wound up as a Corporal upper air analyst/radiosonde operator on Greenland. Sometime in late May or early June 1944, his station got orders to increase the pace of observations and reports, from twice a day to, as he said, "sending those balloons up as fast as we could." A corporal in Greenland didn't know why, of course, but in London General Eisenhower needed those weather reports before he could give the go ahead for the Normandy invasion. Years later, Trefry got to tell President Eisenhower that he had been one of those weathermen whose reports foretold clear weather for the 6th of June.

His WW2 experience was followed by graduation from the US Military Academy, command of

a missile battery in Korea and an artillery battalion in Vietnam; instructor duties at the Field Artillery and Engineer Schools; Army Attaché in Laos; Director of Management in the Office of the Chief of Staff, and culminated as the Army Inspector General.

Since his days as an instructor, back when the Engineer School was at Ft. Belvoir, he had been fascinated by the business of creating, documenting, equipping and manning units. Later experience, particularly as the IG, showed that hardly anyone really understands the processes. Even now, after graduating more than 24,000 force managers from the various courses taught at AFMS, he hears GOs, senior NCOs and senior civilian leaders say, "How come no one told me this before?"

Force Management is an inherent Army function, and over the last 10 years or so FA50s have developed



LTG (Ret.) Trefry is inducted into the Force Management Hall of Fame, 15 May 2008; LTG Trefry was actually inducted with the first class of the Force Managers Hall of Fame in 2005, however this was the G8's opportunity to recognize him.

Hail and Farewell continued on page 6

a reputation as the Army's FM experts. This is a small, professional cadre, and even though Force Managers



LTG (Ret.) Trefry accepts CSA Award

don't get a lot of recognition, they are much sought after for their ability to get things done. Trefry said, "Most people hate going to the Pentagon because they don't understand it. The Army is a system of systems. No one (except a Force Manager) knows how the Army runs. [The ARSTAF] should be the most desirable job for a professional Soldier. This is where you build the Army, and where you take it down."

We described the Proponent's dilemma in getting officers to school, particularly the Q Course and ILE. The perception among many leaders is that schooling takes away a valuable resource (the officer), for up to six months in the case of an FA50. Grad school, fellowships and other educational opportunities take more time away from the "real Army." Since Goldwater-Nichols, the most important thing has been

operational or joint experience, and education has fallen out of fashion. General Trefry remarked that the great Army leaders of WW2 – Eisenhower, Bradley, Marshall and most wartime division commanders – were all CGSC graduates, most AWC grads, and most were General Staff officers. Nearly all spent much of the interwar period learning their trade as higher staff officers, students or instructors. He quoted, "Schooling is a debt the country owes the officer corps."

It's not surprising, then, to learn that much of General Trefry's time is now dedicated to his duties as a member of the Board of Directors of American Military University, which offers on-line degrees and certificates targeted specifically for military and national security professionals. When asked what fields of study a Force Manager should pursue, Trefry said, "Languages. Meteorology. Geology. The discipline involved in learning is what's important."

After some more discussion of the value of professional education and participation in professional associations (he supports both), expanding the role of the FA50 into combat developments and Global Force Management (he's not too keen on either idea), General Trefry summed up what he's been telling the Army leadership and AFMS students for 17 years:

"To build an Army, you must start with a Threat. To defeat a Threat, you need a Capability, which justifies Requirements. And Requirements give you a license to build an Army. This is Force Management." 🧩

## Smart Quote:

**“If the senator's ten million men sprang to arms at this moment, they would have at the outside some four hundred thousand modern rifles at which to spring. Perhaps six hundred thousand more could spring to squirrel pieces and fairly good shotguns. The remaining nine million men would have to spring to axes, scythes, hand-saws, gimlets and similar arms.”**

–Theodore Roosevelt, 1915, on American unpreparedness

## RESERVE COMPONENT CORNER

# ARMY RESERVE MILITARY INTELLIGENCE —ACHIEVING STATIONING NEXUS SOLUTIONS

by MAJ Anthony Callandrillo



The United States Army Reserve has instituted a new initiative seeking to create “Pockets of Capability (POCs)” for each of its major SRCs. This initiative, which is part of the Army Reserve’s Strategic Stationing guidance and will eventually be part of the

Army Reserve’s Campaign Plan, asks force managers at many levels to conduct analysis on the locations of its structure using the Stationing Tool Army Reserve (STAR) Program. STAR was created by the Center for Army Analysis (CAA). The ultimate goal of these POCs is to ensure Soldiers have the ability to enter the Army Reserve and progress up the ranks for nearly their entire careers. The first Standard Requirements Code SRC undertaking this task will be the Army Reserve’s Military Intelligence (MI) branch due to the likely effects of the Army’s MI Rebalance.

There are several reasons why Military Intelligence is also suited to be the SRC to prove the concept. First, the Army Reserve’s MI units are divided into two separate groups: with its MTOE force being roughly two thirds of the force and its Table of DIstribution and Anaylsis (TDA) structure being the remaining one third. This split also represents a structure that has much higher grades in its TDA elements than its MTOE force. This complementary division makes it possible for Strategic TDA structure to be collocated with its Tactical MTOE force, and this relationship is exactly what is hoped to be achieved by the creation of the Pockets of Capability. Secondly, the current MI Rebalance initiative will impact nearly all Army Reserve MI units. Lastly, due to previous stationing decisions, which dictated that many of the Army Reserve’s MI units needed to be close to one of the 28 Joint Reserve Intel Centers, the Army Reserve MI force has many areas that already operate similar to POCs that are part of the new initiative.

The first step was to analyze who we were as a force from the standpoint of our locations and the readiness of those units. This generated an initial list of Metropolitan Statistical Areas (MSAs) where the MI force seemed to be enjoying its best success. It also generated data on units that were subpar. The next step involved using the aforementioned STAR program to develop “best suitable” locations, in terms of the same Census Bureau’s defined MSAs, for the different types of MI units. Lastly, analysis had to be done based on other means to determine the “best locations” using civilian business intelligence tools.

The STAR program, a web-based database infused with US Census data, data from the United States Army Recruiting Command, and data concerning the locations of key training and maintenance sites, has the capability to develop a list of the optimal locations for each nine-digit SRC that exists in the Army Reserve. This program works based on the predominant MOS of a given SRC, therefore for MI units with a single predominant MOS like a Counterintelligence (CI) Company it will return “best suitable” locations based on the MOS of a CI agent and does this well. However, for multi-disciplined SRCs additional analysis should be combined with the STAR results.

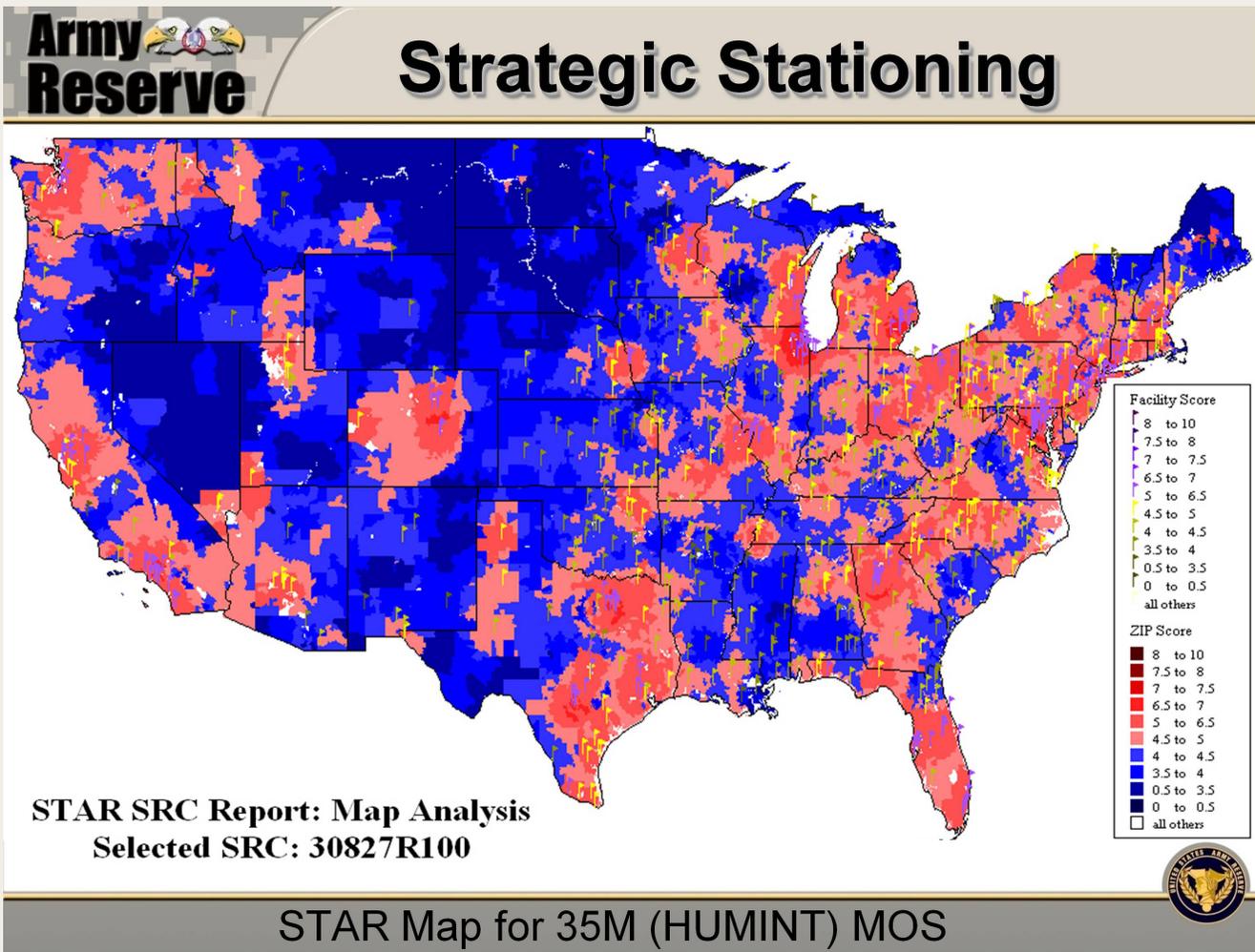
Linking Military Intelligence skills to “outside world” skills has always been a difficult task. Few corporations “conduct intelligence.” This does not mean, however, that tools related to the proper locating of new business aren’t applicable. In fact, one could argue the converse: USAR soldiers, like any other job-hunters, flock to areas where job creation is good. The analytical tools I used were from studies by Forbes ([www.forbes.com](http://www.forbes.com)), the Miliken Institute ([www.milikeninstitute.org](http://www.milikeninstitute.org)), and New Geography ([www.newgeography.com](http://www.newgeography.com)). The focus of these studies was on job growth, but they also list ‘best places for business,’ and places with the highest ‘educational attainment.’ The last index

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is important in finding areas that have future Military Intelligence Officers. The Army Reserves' highly successful Employee Partnership Program (<http://www.employerpartnership.org>), that seeks to link businesses across the country with the quality that exists within the Reserve Component and vice versa, is yet another excellent analysis tool to identify areas well suited for the placement of USAR MI units.

and redistribute some of its Strategic TDA structure. Perhaps the remaining four areas will make sense for new units, but the key will be having a set of tools and studies already in place to aid these decisions. Ultimately, force managers have to make sound recommendations for their force based on solid facts. The creation of Pockets of Capabilities adds a "career progression" fact to the Force Manager's decision



In the end, the study of best places for USAR MI units produced a list of 21 areas of the country. The current USAR MI force is located within 15 of those areas. The USAR has already used this data to push for restationing actions that would include moving units out of saturated markets to the 16th and 17th areas of the notable 21. With MI Rebalance, the USAR may grow by an additional 4 MI Battalions

making process and ensures future generations of Army Reservists will have relatively close access to units that will enhance their careers and deliver better soldiers for Army missions.

MAJ Anthony Callandrillo (USAR) is the Military Intelligence and Info Ops Integrator at OCAR-Force Programs. Contact him at [anthony.callandrillo@us.army.mil](mailto:anthony.callandrillo@us.army.mil), 703-601-3472.

## RESERVE COMPONENT CORNER

# RC NOTES ON OFFICE PROFESSIONAL DEVELOPMENT FORUMS

submitted by LTC Kenneth Pittman

The Army Reserve (AR) FA50 population is continuing to grow at a rapid pace, while managing the AR force has become more challenging than ever. Because of the ever changing AR structure, with the potential of having to invest and divest of AR organizations, and the constant scale of having to keep the force balanced, the AR has developed, adopted, and conducted quarterly Officer Professional Development (OPD) forums for both uniformed AR FA50s and CP 26 civilians. The OPD sessions reach out to all of the AR Operational and Functional Commands (O&F) and Direct Reporting Units (DRU) throughout the United States and Puerto Rico, and to deployed AR FA50s via VTC and audio conferencing. The OPD sessions are used for development and education in order to provide inexperienced FA50s and CP 26s with knowledge to equip and prepare them for force management positions. They also provide an excellent opportunity to communicate and share experiences across the AR formations. The last forum was conducted on 20 Jan 2011 and hosted by COL Eddie Rosado, Director, AR Force Management. The keynote guest speaker was MG Tom Spoehr, HQDA G-8, Director of Force Development. MG Spoehr spoke to the group about how the Army is being equipped from a G-8 perspective.

## ARMY RESERVE FA50 DIRECTOR'S CORNER

### CONGRATULATIONS for the FA50's selected for O6:

Kevin Acosta  
Jonathan Beard  
Kwon, Hubert  
Shelton, Paul  
Stevenson, James  
Wilson, Marc

### AR FA50's Deployed to Afghanistan:

COL Marc Wilson  
LTC Patricia Socha

### Current FA 50 Q-Course Enrollment:

LTC Johnny Glover  
CPT Scott Sylvester  
Ms. Robin Brown

**Please take the opportunity to thank and congratulate these FA 50 Soldiers.**

**\* Please note that the next AR Quarterly FA50/CP26 OPD is this month, April 2011.**

## Smart Quote:

**"So, in addition to the essential troop command and staff assignments, you should look for opportunities that in the past were off the beaten path, if not a career dead end-and the institutional Army should not only tolerate but encourage you in the effort. Such opportunities might include further study at grad school, teaching at this or another first-rate university, spending time at a think tank, being a congressional fellow, working in a different government agency or becoming a foreign area specialist."**

-SECDEF Robert Gates, at USMA, 25 Feb 2011



## FA 50 Q-COURSE GRADUATION



MG Spoehr, FA50 Executive Agent, graduated 18 officers and CP26 civilians from the Qualification Course on 15 April 2011 at Ft Belvoir. The course newly includes a module from the Joint Deployment Training Center comprised of the Joint Operation Planning and Execution System (JOPES) as well as the standby Joint Capabilities and Requirements Manager (JCRM) course. These certificate-producing features of the Q-Course are 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 Johnny L. Glover and MAJ Cody Brendengerd. The US Organizational Managers Association also presented a certificate of achievement and a USOMA golf shirt to MAJ Cody Brendengerd. MG Spoehr congratulated the students and thanked them for their hard work.



Marla Hurtado photos



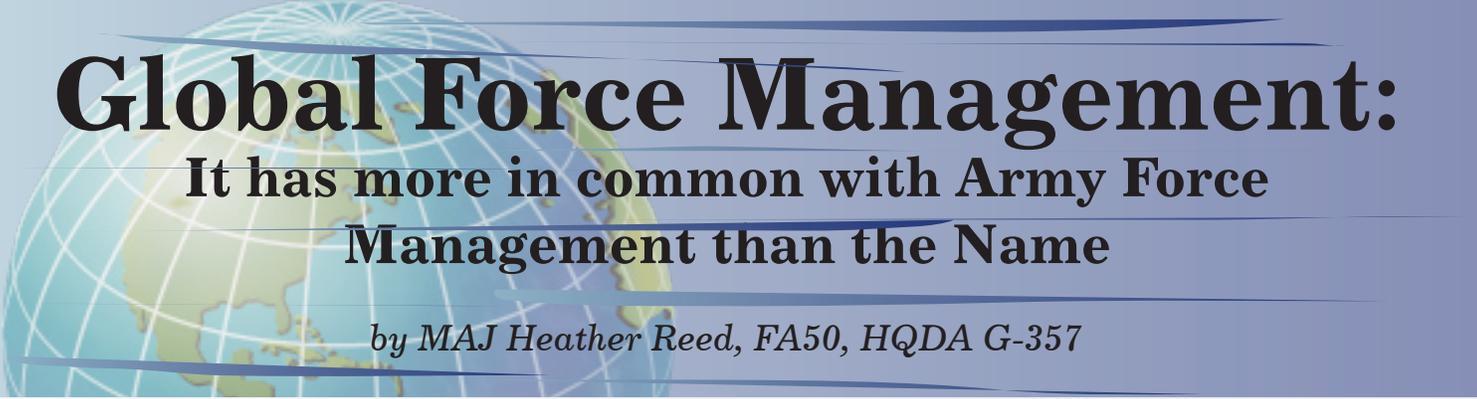
## FA 50 Q-COURSE GRADUATION



**First Row:** Ms. Robin D. Brown (USARC), Ms. Terese K. Penix (SMDC), Ms. Dena R. Goble (TRADOC), CPT Scott A. Silvester (USAR). **Middle Row:** CPT Ricardo Sanchez-Lozada, Ms. Avril Barker (USAREUR), MAJ Mike A. Navarro (ARNG), MAJ Philip R. Sweeney (ARNG), MG Spoehr, Mr. Mark V. Bender (SOUTHCOM), Ms. Erin J. Patacsil (HODA), Mr. Terry D. Strickland (Army Operations Group). **Top Row:** MAJ Cody J. Bredengerd (ARNG), LTC Kelvin A. Davis (Class Leader), LTC Johnny L. Glover (USAR), MAJ Keith A. Chisolm, CPT Darius D. Anania, Mr. Kenneth D. Kelly, LTC Karl J. Petkovich.

Let's also welcome the Army Force Management School's new Project Manager, COL (Ret.) David Haught, succeeding Mr. Bill Angermann. A Force Manager himself, Mr. Haught assumed his new position on 1 March 2011.





# Global Force Management: It has more in common with Army Force Management than the Name

*by MAJ Heather Reed, FA50, HQDA G-357*

The issue of whether or not Force Managers should take on the role of “Global Force Managers” has been bubbling for a couple years now. Many officers have told us they are performing GFM-related duties, particularly at ASCC level, so we should re-write Pam 600-3, change MTOEs to move the FA50s from G5 to G3 (or vice versa) and add the appropriate training to the O Course. And do it all right now. Others argue that this business is complex enough, our small cadre of Force Managers has plenty to do, and besides the course is already too long. MAJ Heather Reed, a recent O Course grad, makes a compelling case on the pro-GFM side.

## Background

Prior to September 11, 2001, the Department of Defense did not have a method to identify and provide large numbers of rotational forces to the Combatant Commanders (CCDRs). Individual services had developed plans to support smaller requirements (Bosnia, Operation Northern Watch, etc.) but these internal processes were not synchronized and proved insufficient to support the large requirements generated by Operations ENDURING FREEDOM and IRAQI FREEDOM. As a result, the Joint Staff, in conjunction with the Services, created a process to identify and provide assets to commanders in the field. This eventually evolved into the Global Force Management (GFM) Process approved by Secretary of Defense Donald Rumsfeld in 2004.

From 2004 to 2010, DoD created or modified several databases – the Joint Capabilities Requirements Manager to capture requirements for the CCDRs, the Global Force Management Data Initiative which defines force structure of all military units, and Defense Readiness Reporting System. After identifying and refining the processes and systems needed to implement Global Force Management, there is still one shortfall to fill – identifying the subject matter experts who should manage this process.

Having served in the GFM field in Afghanistan, I heard resounding comments from our higher headquarters that one of the biggest problems with the GFM process is that no one group of people “owns” it. Thus, every time a unit rotates or an individual is replaced there is a steep learning curve to overcome. Having served as one of these individuals, I learned everything on the job having had no prior schooling or experience. As a result, I was pretty good at my job as I was getting ready to head home, though I may never get the chance to leverage my newfound expertise in the future. Our current Global Force Managers are usually those staff sections that do not have a large role in the current fight, such as the Division Chemical staffs in Afghanistan, or officers in branch immaterial positions on the HQDA staff who manage Requests for Forces despite having had no training or experience in the process. Not only do we currently use staff sections or individuals with no formalized training to perform the mission of GFM,

Global Force Management continued on page 13

but these staffs may not be available in a different type of fight when they are performing their primary missions instead. By identifying an appropriate Army proponent these processes can be taught in the institutional Army to prepare Soldiers and civilians for these assignments.

For the Army, the subject matter experts on GFM should be Functional Area 50, Force Management officers. A critical part of the GFM planning process is identifying the types of units that should be sourced to provide Commanders the appropriate capability on the battlefield. As the experts on Army force structure, this is a natural fit for FA50s. Additionally, through the operational experience gained serving as Global Force Managers, these officers can influence future force structure through Total Army Analysis (TAA), development of Augmentation Table of Distribution and Allowances (AugTDAs) or developing sourcing solutions for the Army's operational needs.

## Army Force Management vs. Global Force Management

The similarities between Army Force Management and Global Force Management clearly indicate that Functional Area 50s should be trained in and manage the GFM process, with support from subject matter

experts in operational branches serving in roles similar to organizational integrators. The Army Force Manager's role is to turn strategy into structure in a resource-constrained environment by leveraging Institutional Army processes for the benefit of the Operating Force. Global Force Managers within the Combatant Command or Army Service Component Command (ASCC) may not use the same exact processes but they likewise develop structure from strategy to ensure the CCDR has the resources he needs to accomplish his mission.

Force Managers are uniquely qualified to perform this mission. They can assist planners in the Joint Operational Planning and Execution System (JOPES) to develop structure for contingency plans. Once a conflict has begun, they assist Army or Joint force commanders in identifying additional requirements and submitting Requests for Forces (RFFs) and Operational Needs Statements (ONSs), managing the process from request to sourcing to ensuring capable replacements arrive on time. Additionally, Global Force Managers submit revalidations of requirements through an annual requirements submission. These processes are very similar to Army Force Management processes. Concept Plans for new requirements are analogous to RFFs, and the revalidation of existing requirements through annual submission of a Command Plans is very similar to an Annual Requirements submission by a Combatant Command.

The GFM process also develops new organizations through Joint Manning Documents, and non-standard organizations such as Training Teams. Army Force Managers work with Commands and other Army organizations to design new organizations by defining workload requirements in terms of numbers and types of personnel. By injecting knowledgeable personnel into this process Commands will be more efficient, eliminate excess and ensure correct capabilities are sourced for these requirements.



SGT David Nunn, 3rd Army/ARCENT photo

Port of Shuabia, Kuwait. Soldiers of the 1185th Deployment Distribution Support Battalion are supporting the responsible drawdown from Iraq.



Army Spc. Karen L. Kozub photo

Camp Arifjan, Kuwait (May 24, 2010). MRAP vehicles are loaded onto a transport aircraft in support of the drawdown of US forces in Iraq.

Besides identifying force structure requirements needed in theater, Army Force Managers should be involved in identifying suitable units to perform a mission even if it is not the primary mission of any Army organization. As SMEs on Army force structure, Force Managers, with assistance from operational branch representatives, are best suited to manage force sourcing whether it is the sourcing of units (RFFs), individuals (Joint Manning Document or other Worldwide Individual Augmentation System (JMD/WIAS) positions) or non-standard organizations (both RFFs and JMD/WIAS). By linking near-term planning and current operations to Force Structure via the Army Force Management Community, GFM can also influence future force structure through Total Army Analysis and other processes. By sourcing individuals from Army Generating Force Organizations (HODA, TRADOC, FORSCOM, etc.) and appropriate Joint Organizations (Joint Staff, JFCOM and others that

contribute to the GFM process) to the CCDRs, they can bring their FM expertise to the fight and then return to their Commands with lessons learned to inform TAA, ARFORGEN and other Army and Joint processes.

By approaching GFM with the expertise of Army Force Managers and the training they receive during the Force Management Qualification Course, these individuals can look at sourcing implications from a holistic perspective. New forces, after all, may generate additional requirements within the realms of Doctrine, Organization, Training, Materiel, Logistics, Personnel and Facilities (DOTMLPF) that need to be integrated into the request and

sourcing processes. For example, before I deployed to Afghanistan, our installation provide a chemical company to perform an in lieu of mission for a transportation company. The trucks they needed for this mission did not arrive in theater until nearly six months after the company arrived. As a result, HODA started taking a harder look at synchronizing sourcing. Shortly before we arrived, the unit we replaced had requested route clearance companies through a RFF

Within one 48 hour period I received phone calls from the equippers at Army G8 asking when the unit was coming, and from the Force Providers asking when the equipment was coming. Both were awaiting the other's response before they sourced the request. Army Force Managers can facilitate these processes...

and the additional equipment they needed through an ONS. Within one 48 hour period I received phone calls from the equippers at Army G8 asking when the unit was coming, and from the Force Providers asking when the equipment was coming. Both were awaiting the other's response before they sourced the request.

Army Force Managers can facilitate these processes with their education on the DOTMLPF process and the integration of force structure, equipping and other resource requirements for Army organizations. We can do the same for deploying units while serving on either the Supported or Supporting Command staffs.

Although Global Force Management processes do not exactly mirror Army Force Management, there are enough similarities that Functional Area 50 Officers are the logical experts to manage this process. The Force Management process turns the

all existing Army and Joint positions involved in the GFM process to determine appropriate manning. This review will likely result in recoding many branch immaterial (01A) and combat arms immaterial (02A) positions as duty descriptions are better defined.

When making these authorization document changes, three specialties that relate directly to the GFM process should be considered based on duty descriptions. FA59s (Strategists) develop the strategies that ultimately drive structure. FA50s develop and manage the structure and resources derived from this strategy to include sourcing of units, JMDs, and equipment. And Human Resources and Logistics/Property Book experts are responsible for the accountability of these assets, ensuring JMDs are properly manned and equipment is accounted for once sourcing solutions have been identified. The FA50, though, must be involved in all steps and serve as the linkage from planning to execution.

Secondly, the Army Force Management School (AFMS) should include Global Force Management in the FA50 Qualification Course. The program of instruction (POI) has recently been updated with a GFM overview to expose personnel to a process that many are performing within the CENTCOM AOR. A separate course (Joint, if possible) of approximately 1-2 week duration could be implemented for those FA 50s who are to be assigned as GFM. This should also be open to branch personnel who will serve as operational integrators for a Combatant Command, ASCC or Force Provider. This course would include training on the many GFM databases as well as the processes from both the Supported and Supporting Command perspectives. Additionally, since most of our Global Force Managers manage more than only Army forces, it should include an understanding of the structure of the other Services and how they deploy their assets to support a CCDR.



Master Sgt. Adrian Cadiz photo

An aircrew operating a C-130 Hercules prepares to depart Forward Operating Base Davis, Afghanistan, Feb. 16, 2011. Airmen from the 807th Expeditionary Air Support Operations Squadron at FOB Lagman ensured the dirt landing zone was safe for aircraft to land and depart. (U.S. Air Force).

Army Strategy into the Army's force structure and the Global Force Management process does the same for the Chairman of the Joint Chiefs of Staff and CCDRs. Both processes not only provide the initial structure but revise it, help sustain it and serve as integrators to ensure that all facets of DOTMLPF are considered in both the request and the sourcing of capabilities to support the warfight.

## Way Ahead

In order to implement this change there are a few areas that will require action. First, we must identify

Finally, once personnel authorization changes have been determined, Human Resources Command and the Personnel Proponent must develop a plan to grow and train the appropriate number of FA50 personnel, synchronizing documentation of authorizations with the Army's capacity to provide individuals with these skills.

### Conclusion

Recognizing FA50s as the Army's experts on Global Force Management must occur immediately. First, there is a need to designate someone as responsible for GFM training in order to build expertise in a

process that is essential to fighting and winning the Nation's wars. The current reliance on OJT for new GFM personnel is unsatisfactory. Individuals should not arrive in theater without the requisite knowledge to support their Command, then leave having gained this knowledge only to never use it again. Second, the Army needs to pick the right people to perform this function and FA50 (Force Management) is the best choice. Army Force Managers are specifically trained to build, manage, and maintain Army structure under guidance from the Chief of Staff of the Army. They can and should do the same for CCDRs. 🎨

## FA 50 MILESTONES

### Fourteen FA50s were named recently as having been selected for promotion to Major:

CPT (P) MICHAEL E. ASTIN  
CPT (P) RAYMOND CANZONIER  
CPT (P) CORY JOHN COUSINS  
CPT (P) ELVIN CRUZ RIVERA  
CPT (P) LYHOMAR GONZALEZ  
CPT (P) CARTER J. HALFMAN (bz)  
CPT (P) SAKINAH A. JEWETT

CPT (P) JOHN W. KIMBALL  
CPT (P) ROY ALLEN LINKOUS  
CPT (P) TIMOTHY P. MAUNTLER  
CPT (P) ROBERT D. PRESLEY  
CPT (P) MICHAEL G. ROE  
CPT (P) RAIMOND G. WILLIS  
CPT (P) ADAM M. WINOGRAD

### And, three FA50 Soldiers have been selected for Senior Service College attendance in Academic Year 2011-12. Congratulations to:

COL John Jones (AWC)  
LTC John Nolden (Naval War College)  
COL Dave Shugart (ICAF)

**Congratulations and well done!**

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

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### National Guard Officers

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### CP 26 Careerists

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

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

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.



# “The Battle of Niihau”

## America’s First Victory in World War II

by MAJ Rob Hobbs, FA50

In honor of the recent 69th Anniversary of the attack on Pearl Harbor on December 7th, 1941, I thought I’d add my own Pearl Harbor story from growing up in the islands in the early 1970’s. It was well known tale in Hawaii back then but it seems to be forgotten nowadays. At the time it was called America’s First Victory in World War II.

It all concerns the island of Niihau (Ni’ihau being the Hawaiian spelling of the name), the smallest and westernmost of the eight main Hawaiian Islands. It is still privately owned by the Robinson family, descendants of the original owner, Elizabeth Sinclair. She had purchased it in 1864 from King Kamehameha V, the ruling monarch of Hawaii, for \$10,000 in gold.

Due to its remoteness and a mandate by the Robinson family that no one ever go there except for either Robinson relatives or island residents and a few guests, it was known locally as the “the Forbidden Island.” I tried to visit the place myself in 1975 when I was on the neighboring island of Kauai but they turned me down flat. I could see it in the distance but that was as close as I could get.

The Robinsons, who employed practically everyone on the island in one capacity or another, wanted to maintain the place as it was in old days of the Hawaiian Kingdom. The locals still spoke Hawaiian as their primary language as they do today. Even when I lived in Hawaii in the early 1970’s the island still did not have electricity or any other modern conveniences. They generally lived in serene agricultural isolation from the rest of the

world, spending their time fishing, farming, raising their sheep and cows and also making their popular shell jewelry.

Their relative isolation ended on December 7th, 1941 when a battle damaged Japanese Zero crash landed on a field on Niihau. Fresh from the second wave attack on Pearl Harbor, this Zero, piloted



Niihau is the smallest of the inhabited Hawaiian Islands in the U.S. state of Hawaii, having an area of 69.5 square miles (180 km<sup>2</sup>). Niihau lies 17.5 miles (15.2 nmi; 28.2 km) southwest of Kaua’i across the Kaulakahi Channel.

by 22 year old Naval Airman 1st Class Shigenori Nishikaichi, couldn’t make it back to the carrier Hiryu. Niihau was the designated landing area for damaged Japanese aircraft. It was later learned that the Japanese thought that Niihau was uninhabited and a submarine was standing by to pick up any aviators who landed there. In fact, there were 136 full time residents on the island, three of whom later proved to be Japanese collaborators.

Niihau continued on page 19

Airman Nishikaichi was unconscious when a local resident, Hawila "Howard" Kaleohano, pulled him from the cockpit and, noting that he was in a Japanese military aircraft, took the precaution of relieving him of his pistol and a packet of personal papers. Even on remote Niihau, the people were aware that there was trouble brewing between America and Japan though they did not know that the war had broken out that very morning.

When the pilot revived, the Hawaiians found he spoke only Japanese and a little English. He was treated as a guest and even given a luau while the Hawaiians sent for some Japanese speakers. There were three Japanese nationals resident on the island, one Issei (born in Japan) and two Nisei (born in America). First on the scene was the Issei, a fellow named Ishimatsu Shintani, who apparently learned from Nishikaichi that he had attacked Pearl Harbor and that Japan and the United States were now at war. He didn't translate this cosmic revelation but left shortly thereafter. The next to arrive were the resident island supervisor, Yoshio Harada and his wife Irene Harada, both born in the Hawaiian Islands of Japanese ancestry and who were trusted Robinson employees. They too quickly learned that their country was now at war with Japan, but they didn't pass it on to the local Hawaiians either. They also learned that the pilot desperately wanted his top secret papers and pistol back from Kaleohano and was willing to do anything to get them.

That night the local Hawaiians, via a battery powered radio, learned that Pearl Harbor had been attacked by Japan and that they had not a guest, but a deadly enemy in their midst. Confronting both him and the Haradas, the Hawaiians finally got the truth out of them. Placed under house arrest and under guard by the Hawaiians,

they intended to keep them until the usual Monday supply boat arrived from Kauai when they would hand them over to the authorities. Unfortunately, the military had stopped all inter-island shipping traffic in the Hawaiian Islands and the supply boat never came.



**Twenty-two year-old Airman 1st Class Shigenori Nishikaichi piloted the Mitsubishi A6M2 Zero fighter.**

In the meantime, Nishikaichi was not idle. He and the traitorous Haradas soon overwhelmed their guard. They recovered Nishikaichi's pistol, Mr. Harada acquired a shotgun, and they went looking for Kaleohano. Shintani had already attempted to buy the documents for the then-fabulous sum of \$200 but Kaleohano wouldn't part with them. But he did take the precaution of secreting these all important papers in a hiding place with a relative.

Catching up to Kaleohano at his home, Nishikaichi and Harada tried to capture him but Kaleohano made his escape under fire and alerted the other residents of the islands. They, being unarmed, took to the hills. Frustrated, the two Japanese set

fire to Kaleohano's house, assuming Kaleohano had secreted the papers somewhere in the house and by torching it they would destroy them as well.

Also according to the tale, Nishikaichi went back to his plane and managed to work loose the machine guns from the aircraft. However, two other brave Hawaiians, Kaahakila Kalima and Ben Kanahale (a 51 year old local man noted for his great strength and size) had hidden most of his ammunition so that reduced that threat considerably. Nishikaichi attempted to use his plane's radio to contact either his ship or the lurking Japanese submarine but was unsuccessful with that as well. So he and Yoshio Harada set fire to the plane to prevent it from falling into the hands of the Americans.

Folks on the adjoining island of Kauai were aware that something unusual was going on at Niihau since the residents were flashing signals by mirror and

lamps and had even lit a huge bonfire. However, the inter-island travel ban and the lack of any direct communication left the inhabitants of Niihau at the mercy of the armed Japanese. Finally in desperation, Kaleohano and five other Hawaiians braving rough seas paddled for over 10 hours in an outrigger canoe or whale boat (the accounts vary) to Kauai, 17 miles away, to spread the alarm and get help.

On the 13th of December 1941, Nishikaichi and Harada captured a Hawaiian couple, Ben and Ella Kanahale, and forced Ben to go search for Kaleohano. Ben Kanahale soon learned that Kaleohano had left the island, and returned to protect his wife from the increasingly maniacal Japanese. According to the story, Nishikaichi announced he was going to kill them both for not helping him. Seizing a moment when Nishikaichi was distracted, Ben in a do or die effort, hurled himself on Nishikaichi. Ella also attacked Nishikaichi but she was in turn attacked by Harada. In the struggle Nishikaichi shot Ben three times (five times in some accounts) but the big Hawaiian managed to hurl him into a stone fence crushing his skull, then cut his throat with a hunting knife. Then he turned to deal with the traitorous Harada. After seeing his compatriot killed, Harada turned his shotgun on himself and committed suicide. Thus ended the "Battle of Niihau" and the only Japanese control of a portion of sovereign US territory in the Hawaiian Islands during World War II. The next day, Kaleohano returned to Niihau with a squad of American Soldiers from the 299th Infantry, but the fighting was done. They were able to get Ben Kanahale to a hospital on Kauai to recover from his multiple gunshot wounds. Kaleohano also recovered Nishikaichi's papers, which consisted of maps, photos, assigned targets and attack orders, and passed them to Army Intelligence. They were probably the only intact set ever recovered from the Japanese Pearl Harbor attack force.

On 15 August 1945, Ben Kanahale was awarded two presidential citations, the Medal of Merit and the Purple Heart for his actions by the Military Governor of the Hawaiian Islands, LTG Robert C. Richardson, Jr. Hawila Kaleohano also received the Medal of Merit and

other awards for his actions during the rampage by the Japanese. A popular wartime song commemorating the incident was composed by R. Alex Anderson in 1943 called "They Couldn't Take Niihau No-How." It was still played occasionally on the radio in the islands while I was living there. It is quite a catchy tune, sung with the Hawaiian words and an island lilt to it.

As for the remaining collaborators, Irene Harada and Ishimatsu Shintani spent the rest of the war imprisoned on the mainland, though they both returned to Hawaii afterwards. Interestingly enough, Shintani applied for US citizenship in 1960 and returned to live in Niihau though it was said that his fellow islanders bore him a lifelong grudge for his part at the beginning of the war. As for Irene Harada, she never returned to Niihau. She settled on Kauai and scratched out living as a seamstress, insisting till the end that she was not a traitor.



The remains of the Zero are currently on display at Ford Island in Pearl Harbor at the Pacific Aviation Museum. As for Airman First Class Shigenori Nishikaichi, it wasn't until years after the war that his family learned what had happened to him. His hometown, the seaport of Hashihama, Japan, erected a granite column in his honor with the words "His meritorious deed will live forever."

MAJ Hobbs has contributed several articles to past issues of the Oracle. This account is based on stories he heard while in Hawaii. Many of the details have been published before, and are also available at [en.wikipedia.org/niihau](http://en.wikipedia.org/niihau). MAJ Hobbs is currently stationed at Camp Henry, Taegu, ROK. 🧩

AEERC 14.0 4-8 APRIL 11



*The latest Army Enterprise Equipping and Reuse Conference 14.0, convened in the Pentagon Conference Center 4-8 April. Headed off by BG Heidi Brown, G-8 DOI, FA50 participants included G-8 FD MG Tom Spoehr, COL Ed Agee (AMC), COL Dave Komar(FDP), and soon to return to G-8, COL Jim Chappel.*



# FROM AFMS: A MAJOR SYSTEM REDESIGN HAS BEEN ACCOMPLISHED FOR EQUIPPING THE FORCE (EQUIPFOR).

by Joe Albert

The EQUIPFOR application is part of the Army Equipping Enterprise System (AE2S) that allows G8 Synchronization Staff Officers (SSO) and other designated individuals in G-4, Army Material Command and Special Operations Command to modify and view fielding/distribution planning for both new procurement and

redistribution of existing equipment over the 24-month Execution Period (one past quarter **plus 7 future quarters**). AE2S and EQUIPFOR are predictive.

EQUIPFOR provides these capabilities for fielding of HODA Line Item Numbers (LIN) in procurement or undergoing reset / recap. It is web enabled and visible by registered users. EQUIPFOR also provides a suite of

reports that is exportable to MS Office

applications.

A new update for EQUIPFOR (Build 15) was released August 2010. This new release was a major system redesign.

**EQUIPFOR predicts...**

**AE2S predicts...**



EQUIPFOR continued on page 23

Equipping the Force - Microsoft Internet Explorer provided by Army Force Management School

FOR OFFICIAL USE ONLY

# Equipping the Force

EQUIPFOR App • Data View • Related Apps FAQ • Help Events • Calendar • Notifications

## Home

### Welcome to EQUIPFOR

The EQUIPFOR application allows G8 Synchronization Staff Officers (SSO), and other designated individuals, to modify and view fielding/distribution planning positions for both new procurement and redistribution of existing equipment over the 24-month Execution Period (one past quarter plus 7 future quarters). EQUIPFOR provides these capabilities for fielding of HQDA LIN in procurement or undergoing reset/recap. It is web enabled and visible by registered users (G8-permitted personnel). EQUIPFOR provides a suite of reports that is exportable to MS Office applications.

### What's New

- The EQUIPFOR authorization and on hand data will be locked until after AEERC 13. This is to allow the SSO and other action officers the opportunity to create their distribution plans. The current authorizations are from the JUN 2010 SACS file, the on hand assets are as of 8 AUG 2010 and the DARPL is as of 12 AUG 2010. All other AE2S data products and applications will continue on their normal update cycle.

### General business process:

- SSOs enter available quantity from all sources of procurement, except NGREA. Sis populate NGREA available quantities. SSOs then allocate quantities to COMPOs and Commands for distribution to the AA-level.
- For many systems, Sis enter distributions and redistributions to Battalions and Separate Companies (AA-level UICs). SSOs have primary responsibility for AA-level distribution for APS and many COMPO 1 Commands.
- SSOs merge in SI-entered distribution and redistribution quantities, and then publish their planning positions for consumption by downstream data users (e.g., PMs, Unit Integrators, G8-data analysts, etc.)
- Data users access EQUIPFOR information for their specific needs. AE2S provides a suite of reporting capabilities that include EQUIPFOR output. Various reports can be found within EQUIPFOR, within the Reports Management System, and within the BI tool.

To acquaint you with this major redesign AE2S has also released EQUIPFOR Online training located on the AE2S Homepage Help and Training page at <https://afm.us.army.mil/trngport/>.

# AMERICA'S ARMY: THE STRENGTH OF THE NATION™ EQUIPFOR LIN Dashboard

The screenshot shows the EQUIPFOR LIN Dashboard interface. It includes a navigation menu with 'Home' and 'LINS' selected. The main content area displays a table of LIN items with columns for 'Last Updated', 'Fill Percentage', and '% Avail Allocated'. Callouts provide the following information:

- Last time LIN data was updated:** Points to the 'Last Updated' column.
- Displays what percentage of available quantities you've allocated to either COMPO or Wedges over entire EQUIPFOR period:** Points to the '% Avail Allocated' column.
- Will be a Working Plan Report Link for each LIN (not available at time of screen-shot):** Points to the LIN ID column.
- Click a LIN to load dashboards:** Points to a LIN ID in the list.
- For Projected OH (SSO OH + Available), Available only includes non Reset and Recap Quantities to avoid double counting of inventory. Also only includes from the current month forward to avoid double counting past procurements already included in OH:** Points to the 'Fill Percentage' column.

LIN	Last Updated	Fill Percentage	% Avail Allocated
T65594		N/A	N/A
T67068		N/A	N/A
T67136	18-Feb-2010	87%	99%
T67374		N/A	N/A
T67442		N/A	N/A
T67578		N/A	N/A
T67680		N/A	N/A
Z00687		N/A	N/A
Z00726		N/A	N/A
Z00862		N/A	N/A
Z00908		N/A	N/A
Z64995		N/A	N/A

FOUO - For Internal Army Use

## Major enhancements include:

- 1) One planning position per LIN. Read-only users can only view the published version of the SSO planning position.
- 2) New tab-based layout that includes role-based dashboard summaries and grouping of similar functions.
- 3) New Available/Allocated tab that help track available quantities from various sources, including NGREA, Joint Procurement, Reset, and Recap.

4) Notifications that bring pending actions and system information to the users fingertips.

5) The ability to create periodic archive points for plans and to rollback to a previous plan that is in the archive version.

6) Numerous other updates (page design) and usability improvements (increased functionality) that were based on customer input have greatly improved the ease of use.

The EQUIPFOR LIN Dashboard and Web Dashboard have numerous new features to aid in keeping the

The screenshot displays the EQUIPFOR Web Dashboard for LIN A21633 (AERIAL SCOUT HELICOPTER: OH-58D). At the top, a summary bar provides key metrics: Last Updated (20-Jul-2010), Fill Percentage (62%), and % Avail Allocated (50%). Below this, the 'TOTAL ARMY ASSETS' section features a bar chart comparing 'Assets' (346) and 'Distro and Assets' (33). The main area contains two tables: 'Collaborative Positions' and 'Collaborative Commands'. The 'Collaborative Positions' table lists COMPOs with their status (e.g., 3/14), readiness (No), and last updated dates. The 'Collaborative Commands' table lists various commands like ATEC, EUSA, and FORSCOM with their respective status and readiness. A legend at the bottom left identifies asset flavors: OH W/O SUBS, SUBS, ALLOCATED, AVAIL BUT UNALOC, and AUTH. Buttons for 'Merge All' and 'Merge Ready' are visible at the bottom of the tables.

Summary info for LIN listed across the top

Summarizes the Collaborative Position for all shared COMPOS

Summarizes the Collaborative Position for all shared Commands

Total Army Assets shows all flavors of CURRENT OH, Available, and Auth

Merge all Collaborative Positions SIs have Marked as Ready

FOUO - For Internal Army Use

user informed of key events in the Army Equipping process. Some of the new features of EQUIPFOR Build 15 are shown and described herein.

The EQUIPFOR LIN Dashboard provides the LIN owner a one stop shop for his or her LINS/ plans. This view is only available to the LIN owner or to the user that the LIN owner provides LIN Dashboard access.

For each LIN the dashboard provides a status of that LIN across COMPO and Commands.

Mr. Joe Albert is a retired Army Ordnance Officer and the Computer Lab Director at the Army Force Management School. He and AFMS have taught AE2S to more than 10,000 students. Contact Mr. Albert at 703-805-2822 or e-mail him at [joseph.albert@us.army.mil](mailto:joseph.albert@us.army.mil) if you have any questions about EQUIPFOR and for any questions about other AE2S models and tools contact Mr. Albert or call the AE2S Help Desk at 703-704-2768 or e-mail [ae2s.helpdesk@us.army.mil](mailto:ae2s.helpdesk@us.army.mil).

**JUST ANOTHER REMINDER...**



**FA50**



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