

The Oracle

Volume 7 • 4th Quarter FY11



AFTER ACTION REVIEW: Iraqi Delegation Visit

by **LTC Tim Leitch**, HQDA G-357
and **LTC Russ Brownfield**, USF-I ITAM-Army

In September 2011, after two years of planning, the Iraqi Ministry of Defense's (MoD) Organizational Directorate with augmentation from the Ministry of Peshmerga's (MoP) Training, Plans, and Admin/Log Directorates visited the United States. LTC Russell Brownfield led this delegation to Ft Belvoir and the Pentagon for general officer level seminars at the Army Force Management School (AFMS), TRADOC/ARCIC, the Force Management Support Activity (FMSA), HQDA's G3-Force Management, G3-Training, and G8-Force Development. MG Anthony Cucolo, Director Force Development, Army G-8, and Mr. Bill Laster, Program Manager, Army Force Management School, were the primary sponsors for this event.

The intent of the trip was to give the Iraqi officers the opportunity to see how the U.S. Army uses the MTOE to document its Force Structure and to provide information to enhance their organizations' MTOE development and approval process. We also chose this group for the purpose of bringing together the Peshmerga (Kurds) and Iraqi Army (Arabs) M9 Organizations to work together to benefit the Iraqi Army as a whole.

The Iraqi Delegation included: Staff MG Jalil, COL Ayad, and COL Hussain from the MoD's Organizational Directorate; from the MoP, MG Salar, Admin/Log

Read About It In

The Oracle

COVER STORY

AAR: Iraqi Delegation Visit

by LTC Tim Leitch
and LTC Russ Brownfield

INSIDE THIS ISSUE

Introduction to the new EA

from the Executive Agent

Introduction to the new PDO Chief

from the PDO Chief

Global Force Mgmt during Operation ODYSSEY DAWN

by MAJ Michael DeCicco

O Course Graduation Photos

From 5 AUG 2011

The Army Equipping Enterprise System Datasets

by Joe Albert

Farewell to GEN Starry

FROM THE EXECUTIVE AGENT: — — — — —



**MG Anthony Cucolo,
FA50 Executive Agent**

It is great to be on board as the director of Force Development in the G-8 at Headquarters, Department of the Army, and right in the middle of the fight to keep Soldiers and units equipped across the Active, Guard and Reserve... but it is truly an honor to be the Executive Agent for the FA 50 force. The most rewarding thing about leadership responsibility as it increases at each ascending level of rank is to be able to have an impact on, have greater influence on, or just plain help the next generation of leaders rising up through the ranks. My “scar tissue” as the Executive Agent for another relatively small but high-impact proponent, FA 46 (Public Affairs) from 2006-2008, is still freshly on the surface – and on my mind as I approach these new duties. You can bet I am jumping right into the issues of the day – 600-3 descriptions of what we do, our assignment and professional development flow, quantity and location of CSL assignments, fellowships, training with industry opportunities, etc. –

from an all-compo view. I learned “riding herd” on FA 46, that the smaller proponents have to be loud and constantly engaging Human Resources Command and senior Army decision makers with what is necessary to develop leaders who will meet the needs of the Army. If not carefully managed, we in FA 50 will miss opportunities to attract, retain and advance high quality leaders...like the ones we have right now...

I cannot properly express in words how impressed I am to serve alongside you in this tumultuous time of fighting overseas while trying to make sense of the demands to re-structure and remain capable in the face of dwindling resources. Personally, I see great change on the Army horizon, and the FA 50 force will be called-upon during these next several years as never before – so if you wanted to be in a high demand, high impact, influential career field, you got it! I look forward to facing these challenges with you!

Best Regards,

Tony Cucolo
MG, USA

FROM THE PDO CHIEF:



LTC Rivers

I want to introduce myself to those of you whom I have not yet met. I am LTC Keith Rivers, the new Chief of the PDO. Here is a little background information regarding my past assignments. I've been an FA50 since 2003. I've completed multiple deployments, worked as an RSO in the G-3, as an SSO/Branch chief in the G-8 and as a Force Integrator at ARCENT. So, I'm excited to be back here, and look forward to working with and supporting you during these challenging times. I would like to share insights regarding what is happening and expectations that I have for the functional area.

There is a great deal going on in the Army impacting all of our lives in various ways. My staff and I are working closely with our new Executive Agent, our HRC Assignments Manager, and with the Army Force Management School (AFMS) to ensure you continue to receive the training and other professional opportunities that make Force Management such a rewarding career.

Over the next couple of weeks, important information will be posted regarding PDO initiatives via web postings, email and online forums. The FA50.army.mil website, FA50 AKO website, our new FA50 Facebook page and forums such as CALL and BCKS are all excellent avenues for sharing ideas and information exchange.

It is also important that I receive your feedback, via email (FA50PP@conus.army.mil) or phone, on how we're doing. I would be interested to know, for

example, how well the Q Course prepared you or your officers for the life of a Force Manager. What other professional opportunities would you like to see offered or made available?

And most of all, participate. If you have had some professional experience or developed in-theater TTPs that could benefit your FM colleagues, or thoughts on what the PDO or leadership could do better, write it up! We are always seeking interesting topics and experiences to share and publish in the quarterly ORACLE newsletter.

Again, I'm glad to be here and look forward to working with all of you!

*- LTC Keith Rivers
Chief, PDO*

***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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GLOBAL FORCE MANAGEMENT DURING OPERATION ODYSSEY DAWN

By Major Michael A. DeCicco, USAFRICOM

Operation ODYSSEY DAWN (OOD) was a multi-national coalition mission led by United States Africa Command (USAFRICOM) to protect civilians in Libya from March 19 to March 31, 2011. The command used the Global Force Management (GFM) process to acquire thousands of military forces and equipment to establish an Air Exclusionary Zone and enforce maritime embargoes. GFM is an annual process to allocate forces from the Services to meet force requirements of the Combatant Commands. Is GFM sufficiently flexible to react during Crisis Action Planning (CAP) when a commander needs forces right now? This paper proposes the answer is yes and explains it in two parts. The first generally describes GFM's process and offers professional guidance for Army Force Management Officers (FA50) assigned to a Joint GFM billet. The second section addresses events leading to OOD and an examination of USAFRICOM's GFM process management during the crisis.



C-17 on mission to support OOD

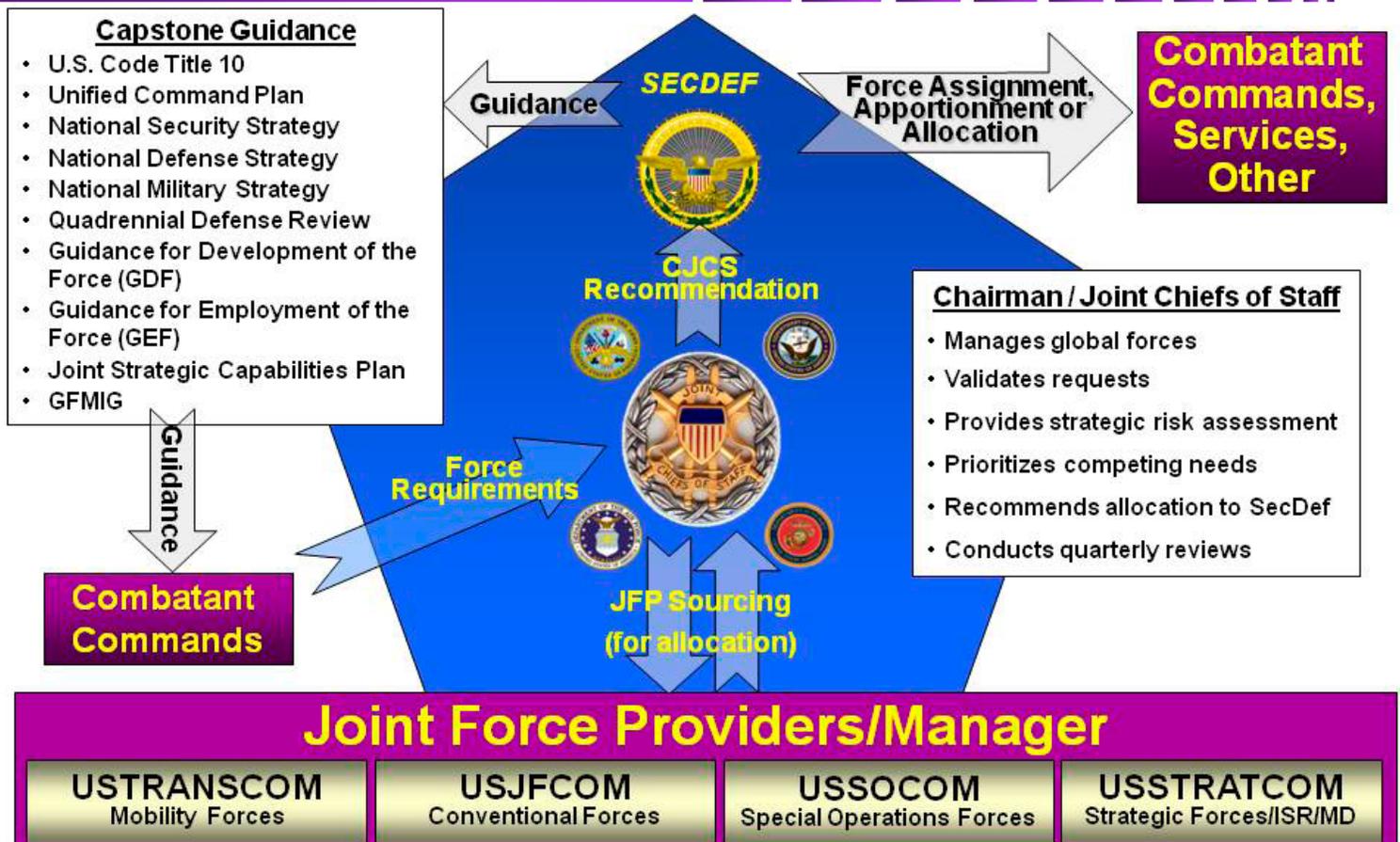
The Army's Force Management functional area (FA50) is a small career field consisting of professional force structure designers. They configure strategic choices in equipment and personnel distribution to ensure maximum Army readiness. In Joint commands, FA50s join other service counterparts to enable the global mechanism by which the Secretary of Defense (SecDef) allocates military units from one Title 10 authority to another to conduct activities for a set time period. USAFRICOM has minimal numbers of assigned operational forces, thus it relies on the GFM process to obtain allocated forces to execute various missions on the African continent.

The GFM two-track process is time consuming, multi-nodal, and technical with its procedures and computer programs. The Joint Capability Requirements Manager System (JCRMS) is GFM's record database to process

rotational and emergent force requests. The rotational force allocation process fills validated capability requirements with appropriate forces to execute continuous operations, like Combined Joint Task Force-Horn of Africa. The rotational track lasts approximately 15 months from entering initial requests, through Joint Staff (JS) vetting at GFM board meetings, to publishing results in the GFM Allocation Plan (GFMAP). The SecDef-approved GFMAP gives the designated Joint Force Provider (JFP), Combatant Command (COCOM), and military department authority for rotational allocation of capabilities, forces and units for the fiscal year two years out. (The JFPs are US Transportation Command, US Special Operations Command, and US Strategic Command.)

Emergent or un-forecasted capability requirements go through the Request for Forces (RFF) track. RFFs are for the current fiscal year and not for exercises, Joint Manning Document (JMD)/Joint Individual Augmentation (JIA) forces, or equipment without forces. The Joint Staff requires GFM planners to submit RFFs at least 120 days prior to a deployer's latest arrival date (LAD). In a crisis, the force allocation process may be adjusted by the SecDef, to ensure additional forces are available in case of a surge. Once JS validates the RFF, it tasks a JFP for a solution. The requesting GFM staff utilizes JCRMS to track the RFF's progress until a JFP provides feedback that it either can or cannot support. RFFs without sourcing follow a lengthy adjudication path, while JFPs return sourceable RFFs to the JS for entry into the biweekly SecDef Orders Book

Global Force Management: Process



(SDOB), which puts staffed RFFs before the SecDef for final decision. During crisis situations, the SecDef may sign a special SDOB weekly or even daily. Following approval, personnel assigned to fulfill an RFF receive deployment orders.

FA50s in COCOM GFM billets should recognize the differences between Army and Joint force management. Still, the functional nature of building, managing and maintaining structural capabilities remains similar. Key documents are the current National Security, Defense, and Military Strategies, the Unified Command Plan, Global Employment of the Force, the Joint Strategic Capabilities Plan, the Global Force Management Implementation Guide, and the Global Force Management Allocation Plan. Concentration should focus on understanding the national doctrinal values with attention to specific instructions directed at the COCOM to which one is assigned. Additional documents are the COCOM's own theater campaign plan and various engagement strategies. These readings translate national doctrine and instructions into meaningful applications which the COCOM uses for executing its mission.

Having this knowledge at the beginning of the Arab spring was a tremendous asset to understanding the capability range that USAFRICOM would need for mission sets in Northern Africa, if it had to respond to the transforming political-military dynamics. On December 17, 2010 a vegetable vender in Tunisia named Mohamed Bouazizi set himself ablaze outside a municipal building to protest his country's corrupt political system. His self immolation harkens back to the 1963 Vietnamese monks whose acts of defiance ushered a new wave of political protests that caused governments to tumble. Tunisia's government toppled first, followed by Egypt. Algeria lifted its 20 year "state of emergency." For the most part, these governments did not resort to drastic violent measures to contain the aggressive political activism. But events were different for Libya's 42 year ruler Moamar Qadhafi. When faced with a determined, organized resistance in cities like Benghazi, in February 2011, he responded with live ammunition into crowds of protestors, leaving dozens dead. Such brazen government repression shocked

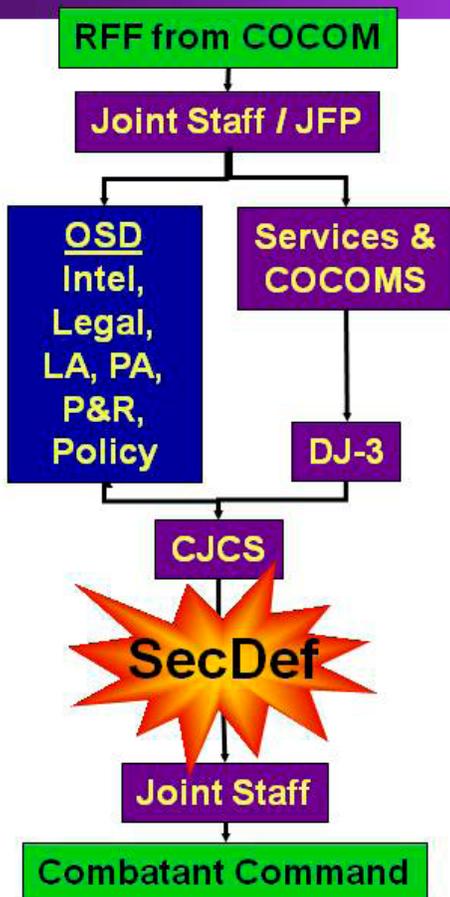
Western nations and even the Arab league. The United Nations (UN) responded on February 26, 2011 by passing an arms embargo and economic sanctions to isolate the tyrant's government, while referring him to the International Criminal Court. The US ambassador to the UN unequivocally stated, ". . . for the first time ever, the Security Council has unanimously referred an egregious human rights situation to the International Criminal Court. . .when a leader's only mean of staying in power is to use mass violence against its own people, he has lost the legitimacy to rule." (Rice, 2011).

The USAFRICOM GFM team observed Libya's political turmoil anticipating the COCOM's response. Qadhafi's acts inflamed the revolutionary movement and created uncertainty for the 10,000 US citizens there. The State Department (DoS) began evacuating non-essential personnel and eventually ordered all Americans to leave, including embassy personnel, using contracted and other government transportation means. USAFRICOM planned a non-combatant evacuation (NEO), but the eventuality of sailing into the Bay of Sidra to rescue our citizens proved unnecessary.

As Americans departed, USAFRICOM began planning an operation that became ODYSSEY DAWN. The COCOM chartered a Libya Joint Planning Team (JPT), a coalition coordination cell, and a fusion cell. The Libya JPT consisted of working groups, such as humanitarian assistance and targeting, to facilitate concentration upon various aspects of the crisis. As the conflict devolved from mass protests to open civil war, the United States and others, with Arab League backing, voted 10-0 on UN Resolution 1973 to utilize all available means short of ground invasion to protect civilians in Libya. This vote sped up AFRICOM's crisis action planning timeline to enforce an Air Exclusionary Zone (AEZ) and maritime embargo in conjunction with coalition partners from France, Sweden, United Arab Emirates, and numerous others.

The operation had to be precise. An AEZ's effectiveness originates in its capacity to disable the air defense threats against it. Since Qadhafi's air defense systems were stationed throughout the country in and around population centers, USAFRICOM targeting

SecDef Operations Book (SDOB) Approval Process



Days

120+ • Combatant Commanders submit Request for Forces to J-3

• J-3 staffs request to JFP for sourcing

14+ • JFP develops sourcing solution

• J-3 writes DEPORD (GFMAP MOD)

• Sourced RFF package is integrated into the SDOB

• Package simultaneously reviewed by OSD agencies, Services, COCOMs and JS

• CJCS makes recommendations

• J-3 Briefer presents SDOB to SecDef

1

• SecDef decision on SDOB

• Joint Staff releases orders to COCOMs

UNCLASSIFIED (U)

10 Joint Staff J-3 DDRO-JOD-GFM, GFM 101.ppt, 3/18/2011

needed precision to avoid human collateral damage. Taking lessons from the Persian Gulf War and the air campaigns over Bosnia and Kosovo during the 1990s, USAFRICOM determined to incapacitate Qadhafi's command and control systems, key regime aviation assets, and armament storage facilities. USAFRICOM successfully operated an AEZ and protected civilians for two weeks before transitioning authorities to a NATO-led coalition under Operation UNIFIED PROTECTOR. The OOD RFF process demonstrated GFM's enduring flexibility to successfully provide needed capabilities during crises. Two factors of success were synchronized communication with the JS and JFPs and integrated team functionality. The managerial system instituted within the J3 Operations Staff promulgated AFRICOM's capacity to handle an RFF surge. Altogether the command submitted several RFFs with various capabilities over three weeks.

Typically the Joint Staff GFM hosts weekly synchronization meetings to update each COCOM's emergent RFFs. This timeframe serves well during non-crisis mission planning. However, USAFRICOM needed more communication with those in the Pentagon who could validate OOD RFFs and push them quickly to the Joint Forces Command and other Force Providers. By the end of February, it became clear the JS would attend to Libya planning with quicker response times and daily video teleconferences. The initial RFF packages requested maritime, air power, and ground-based humanitarian relief capabilities. This package unprecedentedly increased assets within USAFRICOM's area of responsibility (AOR). The second RFF package set asked for intelligence, surveillance, and reconnaissance assets, followed by high demand-low supply capabilities such as personnel recovery, linguistics, information operations, and ambulatory services. Considering the few operational forces

assigned to the COCOM, receiving operational control of major maritime, air, and ground forces demonstrated GFM's flexible responsiveness during a crisis. Throughout the OOD GFM staffing, Joint Staff routinely provided feedback on its validation process and the next scheduled special SDOB, allowing USAFRICOM to continue leaning forward in its crisis action planning.

The RFF submissions created a planning chain reaction that goes largely unseen during crises. If USAFRICOM were to receive all these assets, where would they be stationed? The very nature of increasing a COCOM's footprint requires a streaming capacity to work with several national governments, as in this case, England, Greece, Italy, and Spain. USAFRICOM needed diplomatic clearances, basing rights, and

infrastructure to physically operate the allocated forces. The COCOM also had to build a supportable network for its tactical OOD mission executor, the Joint Task Force led by Naval Forces Africa, to operate from its command center on the USS Mount Whitney. Even with international political fervor turning against Qadhafi, internal political schemes within several nations added to the debate over how much activity would be allowed against Libya.

Integrated team functionality was the second critical factor for USAFRICOM to swiftly develop plans and request forces. With the J3's guidance, the GFM staff developed specialized tracking mechanisms to articulate each RFF to other staff sections. In turn, these mechanisms were broadcasted throughout the J3, J4, and J5 whose responsibilities were to



GEN Ham on Mt. Whitney OOD

plan according to each allocated asset's capability. USAFRICOM organized staff groups that cross-talked on a schedule designed and implemented through the Joint Operations Center (JOC). As OOD transitioned from the planning stage to a current operation, the JOC evolved into a full time battlewatch. It managed communications between the JS and USAFRICOM with special attention given to the Joint Task Force commander.

Among the unsung heroes conducting planning were several Joint Operations Planning and Execution System (JOPES) operators. These individuals were as important as any other team member, if not more, to the plan's success. JOPES personnel build the Time-Phased Force and Deployment Data (TPFDD) and provide In-Transit Visibility. They integrate what the JPTs and GFM staff request through the Joint Staff into a synchronized mobilization and demobilization schedule for all deployers transferring into and out of USAFRICOM's operational theater.

OOD was successful in terms of our ability to project power and proportionate force through the Global Force Management process. Nevertheless, a cursory glance at some aspects of the mission preparation could offer insights for future crisis action planning. One observation is that during the planning and execution of OOD, the Joint Task Force Staff had too few GFM personnel. The bulk of the GFM staff resided with AFRICOM headquarters, whereas the preponderance of mission requests originated within the JTF. As robust as the AFRICOM GFM staff was, it may have been better suited as a proponent in the GFM process leaving fewer action officers in the HQs to mediate between the Joint Staff and JTF. This course of action would mean a higher number of GFM planners assigned to the Joint Manning Document at the JTF level. The advantage to AFRICOM would be a better capability to continue its routine GFM planning for activities other than OOD, which were still occurring throughout the Libya crisis. A second observation was the minimal GFM support by the Joint Enabling Capability Command. Its mission is to deploy teams of highly skilled joint planners from its Joint Deployable Team (JDT) to provide expertise in

the functional areas of operations, plans, logistics and information superiority / knowledge management during crisis and contingency operations worldwide. The JDT provided two JOPES planners to AFRICOM and they were valuable in the technical integration of deployers into the theater of operations. Still, the bulk of the strategic force planning by the GFM staff could have benefited from an additional JDT member.

The question posed at the beginning asked if GFM is flexible enough to respond to crisis action planning. USAFRICOM demonstrated during OOD that given an intensely accelerated pace, GFM could fulfill requests for forces, thus validating its value to crisis action planning. As time passes and organizations analyze ODYSSEY DAWN, there certainly will be criticisms, praises, and lessons learned published. This paper may serve as an early reflection upon OOD from a Force Management officer's perspective on GFM's enabling contributions to crisis action planning. Both sections conveyed a familiarization of the general procedures and specific observations of USAFRICOM's GFM process. COCOMs can overcome Global Force Management's complexities during crisis action planning with synchronized communications and integrated team functionality to acquire the necessary capabilities for mission success.

MAJ Michael DeCicco is an FA50 assigned to USAFRICOM J-5, South East Division – Uganda. He can be reached at michael.decicco@africom.mil. 

Smart Quote:

“Success demands a high level of logistical and organizational competence.”

–General George S. Patton, Jr

AAR continued from cover



(from left) MG Qaraman, COL Ayad, COL Hussain, LTC Russ Brownfield, sMG Jalil, sBG Karazan, and MG Salar at Ft Belvoir

Director, MG Qaraman, Training Director, and Staff BG Karazan, Plans and Organization Director. Mohamed Alzobaidi and Serage Ibraheem accompanied this trip as the Interpreters. Joining the group on Thursday were sMG Jalil's first Advisor and Interpreter COL (Ret) Mark Kerry and Shehata.

Tuesday: The U.S. Army Force Management School's (AFMS) Jim Camp presented How the Army Runs, getting into political, strategic, and doctrinal implications, as well as covering DOTMLPF and the need for requirements and authorizations documentation. Zero sum trades and bill payers were also introduced in this session. These became common threads for discussion throughout the week's agenda.

ARCIC's Rickey Smith presented Capabilities, Force Design, Gaps and Solutions, Force Mix and Transformation. Differentiation was made between capabilities and capacity, giving the group a new perspective on how to look at the force.

Wednesday: AFMS's Dave Retherford addressed the importance of documentation prior to our visit to FMSA.

Dave introduced the concept of Military Occupational Specialty (MOS) Codes and Line Item Numbers (LINs) for equipment documentation and cross reference. MOS and LIN also became common threads for later discussions.

FMSA's COL Steve Stebbins focused on documentation and FMSWeb. The delegation was excited to see such a useful tool, and remarked about its abilities. Affordability of force structure in conjunction with required and authorized data was discussed. Tables of Distribution and Allowances (TDAs) were addressed in detail. All of the Iraqi (MoD and MoP) structure is documented on an MTOE vice some non-deployable units being on TDAs. Concepts that were brought out in this session included Budgeting, Transformation, and Modernization. It was mentioned that one reason to have a complete MTOE (Req, Auth, MOS, LIN, etc) is to use it as a tool for planning Man/Train/Equip and Resourcing. This point was very well received.

Thursday: G-357-FM's MG Anthony Ierardi began the day talking about Total Army Analysis (TAA) and the Quadrennial Defense Review as guidance for building the force. He mentioned that the US Army structure changes annually, and that we may soon be changing our capacity and force mix based on changes in our



The delegation with AFMS's Dave Retherford, Director Billy Laster (center) and Jim Waters



COL Steve Stebbins at FMSA discusses documentation

national budget. The point that we (the Army) are responsible to the American people to make sound decisions regarding the money we spend was a new concept to the Iraqis. Discussion ensued with regard to Force Management officers in theater, a requirement for Iraqi Force Management Officer Training, and the politics revolving around MoP equipping efforts.

G3-TR's COL (P) Todd McCaffery briefed training at the Department of the Army level and his office's relationship to both doctrine (and TRADOC) and subordinate levels of training. At the Department level it is all about setting the policies. Individual Training was presented with a focus on Basic Training and Specialty Training; Leader Development included training as it relates to career development and distance learning; and Collective Training for Company and below with reference to Command Post Exercises for Battalion and Brigade Staffs. Great discussion developed in this session as in the others that tied in the importance of MTOEs with planning numbers for Recruit/Train, MOSQ, and Officer Training (COL Kerry).

Prior to arriving at the FD's Office we had a surprise office call with the VCSA. In 2004-05 sMG Jalil was a brigade commander (40th IA BDE) under the 1st

Cavalry Division (US) in Baghdad, and was reunited with his old boss (GEN Chiarelli), his first advisor (Kerry) and first interpreter (Shehata).

G8-FD's MG Cucolo welcomed the delegation, remembering his Peshmerga brothers from 2010 when he was the MND-North Commander in Iraq, then launched into a discussion of Force Development, Materiel Solutions, Programming, Equipment Mix, Documentation and Planning in conjunction with Resourcing. MG Cucolo offered that in taking the next step toward improving their documentation they could form a tiger team to develop a best case MTOE, with the right grades and MOS of Soldiers, the right equipment (pure fleet at the battalion level), etc. This document could be staffed and informally circulated with MoD and MoP leadership touting all the benefits to a fully documented unit (Req, Auth, MOS, LIN, etc) and represent their way ahead for the coming years.

Friday morning's Special Session, led by LTC Brownfield, was a wrap up of the week's agenda and discussion of the way ahead. The preceding paragraphs cover what was discussed. G3-FM's Paul



MG Ierardi the G3's Director of Force Management with his Ministry of Peshmerga counterpart, sBG Karazan



MG Cucolo, the G8's Director of Force Development discusses force mix with the Iraqi delegation

Millard assisted with facilitation and drove home several points. Pure fleeing can be beneficial to program planning as well as operations and sustainment. Weapons with the same caliber and trucks with the same parts are less expensive than mixed fleets. Data queries by MOS or by LIN are quick and easy once the hard work of data input is complete. These queries can then inform planning for manning, training, equipping, and other resourcing. Integration of FD across the Iraqi staff (M1/PERS, M2/INTEL, M4/LOG, etc) is an area for emphasis. Political level decisions allowing a working relationship between the MoD

and MoP may need to be addressed.

This delegation and their agenda were the vision of MG Jeff Snow (former Director for Iraq Training and Advisory Mission- Army (ITAM-Army), BG Robin Mealer (former Director of Plans, ITAM-Army) in 2010/11 and COL (Ret) Chuck Bush in 2009. They saw the importance for our Iraqi colleagues to see for themselves "how we do it." The last item of note: all agreed that the two Colonels on the delegation represent the future of the Iraqi Officer Corps, and their buy-in offers the best chance of improving the Force Management and Force Development of the Iraqi Army (MoD and MoP).

LTC Tim Leitch is assigned as the Program Analyst (Equipping) in the Office of the Deputy Chief of Staff, G3/5/7(DAMO-CIR) in the Pentagon.

LTC Russell Brownfield, Jr. serves as the M9 Advisor to the Deputy Chief of Staff for Operations, Iraqi Training and Advisory Mission (ITAM)-Army, US Forces-Iraq, at FOB Union III. 🇺🇸



MG Qaraman the MoP Training Director with his US counterpart, G3's Director of Training, COL (P) McCaffery



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“Take a look at <https://actnow.army.mil>”



Q COURSE GRADUATION!



FA50 Qualification Course 03-11 was graduated 5 August 2011 at the Army Force Management School. BG Edward Donnelly, Director Joint and Futures, Army G-8, recognized CPT Bennett with an FD Coin for academic achievement during the 14-week course.

MAJ Stanton was presented a certificate and one-year membership in the US Organizational Managers Association (USOMA) by the USOMA president, COL Eddie Rosado. Congrats to all.



Front: CPT Robert Daniel Presley; MAJ Peter A Patterson; BG Donnelly; MAJ Jason Edward Franklin; LTC Wendy-Gayle Bluemmert
Middle: Ms Alva Hicks; CPT Benjamin K Bennett (Academics); CPT Justin E. Collins; Ms Amelia P. Weaver; CPT Adam Winograd;
CPT Timothy Mauntler; MAJ Anthony R. Blake
Top: MAJ Daniel Stanton (USOMA Award); CPT Raimond Willis; CPT Humberto Alvarez; LTC Rodney Rudolph (Class Leader)



FROM THE ARMY FORCE MANAGEMENT SCHOOL:

THE ARMY EQUIPPING ENTERPRISE SYSTEM (AE2S) DATASETS

The June 2011 Structure and Manpower Authorization System (SAMAS) and Structure and Composition System (SACS) Total Army Equipment Distribution Program (TAEDP) datasets are now available in AE2S.

The SACS TAEDP dataset uses:

- 1) the June 2011 SACS file which is an update of the 7 January 2011 Review Point.
- 2) the 3 August 2011 Logistics Integrated Warehouse (LIW) on-hand position.
- 3) equipment deliveries from Equipping the Force (EquipFor) and the Force Development Investment Information System (FDIIS) Logistics Quantity Amount (LOA) as of 3 August 2011.
- 4) The Dynamic Army Resourcing Priority List (DARPL) update as of August 2011.

These files reflect the FY 13 Command Plan. Command Plan 13 has been divided into two phases to accommodate senior leader guidance to incorporate Officer Grade Plate (OGP) and Tactical Wheeled Vehicle Study II (TWVS II) changes beginning in FY13. TWVS II primarily address vehicles in Echelons Above Brigade (EAB) formations. TOEs impacted by these studies are being updated and reviewed and should be available for implementation in Phase 2 of the Command Plan.

Phase II of the FY13 Command Plan will publish as many of the MTOEs with approved TOEs implementing OGP and/or TWVS II for Active Component and selected RC units. Additionally, TDAs and Augmentation TDAs will be published reflecting Officer Grade Plate changes.

These files also capture the Dynamic Army Resourcing Priority List (DARPL) position as of August 2011. This incorporates FY11 and FY12 sourcing solutions, as well as the latest guidance associated with the Army Resourcing Priorities List (ARPL) and the Integrated Resourcing Priorities List (IRPL).

The July 2011 Out Of Cycle (OOC) SACS TAEDP dataset has been published. It uses the requirements and authorizations from the July 2011 Out of Cycle SACS file and the asset information from LIW as of 8 AUG 11. It also uses the EquipFor allocation and distribution plans and FDIIS LQA quantities as of 8 AUG 11.

The monthly historical data set (MONTHLY HIST) file for Staff Books and Functional Books has been updated to provide equipment on-hand information from December 2010 thru July 2011 and personnel on-hand information from December 2010 thru June 2011. The Expert System history file was also updated with equipment and personnel on-hand data from September 2000 through June 2011.

POC is Mr Joe Albert, 703-805-2822, at the Army Force Management School. 🇺🇸

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

WHAT IS IT?

Last month's Whatzit was much too easy. Try this one:



Farewell to General (Retired) Donn Starry

2010 Force Management Hall of Fame Honoree General Donn Albert Starry passed away on August 26, 2011 at age 86. He was inducted into the Force Management Hall of Fame in June 2010 in recognition of his key role as the architect of the Army's post-Vietnam force structure changes and author of "AirLand Battle" doctrine. ALB was the cornerstone of the Army's offense-oriented, non-linear employment of new tactics, weapons and sensors, combined arms organizations, and training and leader development programs that were so dramatically successful in Operations DESERT STORM and IRAQI FREEDOM.



Starry graduated from the United States Military Academy in 1948 as a 2LT of Armor, after having enlisted in 1943. In 1969, he commanded the 11th Armored Cavalry Regiment in Vietnam, and led its attack into Cambodia in May 1970. In 1973, he became CG, U.S.

Army Armor Center and School, and then CG, V Corps (1976–1977), in Germany. GEN Starry was later CG TRADOC, and concluded his military career as Commander, U.S. Readiness Command, retiring from the Army in 1983.

His decorations include the Defense Distinguished Service Medal, two awards of the Army Distinguished Service Medal, the Silver Star, the Bronze Star with "V" device, the Soldier's

Medal, the Purple Heart, three Legion of Merit medals, the Distinguished Flying Cross, and ten Air Medals. He was also the Honorary Colonel of the Regiment for the 11th ACR.

In retirement, GEN Starry edited an anthology of U.S. armor warfare history and doctrine titled *Camp Colt to Desert Storm: The History of U.S. Armored Forces*. His select stories, papers, articles, and book excerpts were published in a two-volume set titled *Press On!*

The entire Army Force Management Community extends its condolences to Mrs. Starry and the General's family and friends.



GEN Starry and LTG Lennox at Starry's FM Hall of Fame Induction Ceremony

NEW! An On-line Repository for Force Management Lessons Learned

A new FM "Community of Practice" has been set up on the Army Lessons Learned Information System website, hosted by the Center for Army Lessons Learned (CALL). You now have an UNCLASS on line library to share your observations, documents and LL with other Force Managers and the Army at large.

From the Combined Arms Center webpage
<http://usacac.army.mil/cac2/>
select CALL.

Log in with your CAC,

Then select ALLIS

Use "Search" to find observations and documents in the library, and add your own.

Under Communities, you'll find the FA50 logo

This page will show you what's already in the FM "binder"