

The Oracle

Volume 8 • 1st Quarter FY12

The Army and Congress: A Primer for Force Managers

by MAJ Michael McInerney

In July 2011, the Force Development branch of G-8 conducted an OPD led by MAJ Phil Radzikowski and the Office of the Chief of Legislative Liaison (OCLL) on the relationship between the Army and Congress. The OPD culminated with a visit to Capitol Hill, including a Q&A session with several congressional staff members involved in the Defense authorization and appropriations process. This article is the first of a two part summary of lessons learned from that visit for the Force Management community.

As a force manager, you are the subject matter expert in the art and science of building America's Army. At some point you may be called upon to help educate members of Congress and their staffs on what Army programs are important, explain where money is needed, justify how previously appropriated money was spent, and defend the President's budget.

Now – maybe more than ever – knowledge of how Congress works is critical for force managers. The Nation's precarious debt situation and the continuing economic downturn are combining to exert significant downward pressure on the Defense budget. This era of declining fiscal resources will challenge the Army to more skillfully compete for the capital necessary to maintain a relevant and balanced land force, reset after a decade of war, and invest

Read About It In

The Oracle

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by MAJ Mike McInerney,
FA50, USMA

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LTC Rivers

As 2011 draws to a close, we have lots of positive news in the proponency/ career development business. First, I want to welcome 15 new FA50 officers as a result of the most recent Voluntary Transfer Incentive Program (VTIP) board or DA4187 exceptions. We also graduated a new Q Course class of 13 officers and DA civilian force managers on 16 December; selected 3 officers for Advanced Civil Schooling in FY13; and learned the results of the Colonels selection boards, where Functional Area 50 saw three Compo 1 (Active Component) officers and three Compo 3 (USAR) LTCs tapped for well-deserved promotions. More details are later in this issue of the Oracle. In addition, we've sent our first officer to Training with Industry (TWI). MAJ Don Smith now is at FEDEX in Memphis for a year, he'll tell us about his experience there in a future newsletter. Congratulations to all these uniformed and CP26 Force Managers.

I am glad to report that we are building our FA50 presence within Training and Doctrine Command. A total of 16 spaces are being recoded as 50A, and this summer the Fires, Intell and Sustainment Centers of Excellence, as well as the Combined Arms Center and ARCIC HQs will begin receiving more Force Managers. I fully expect we'll get requests for even more "Architects of Change" when these officers demonstrate the value added that comes from having a cadre of Force Management professionals on hand. This

success story, is largely the work of Ms Patsy Campbell, BG Bo Dyess and BG Ed Donnelly. My thanks to all of them.

Finally, the functional area has gained a number of new requirements at the US Army Manpower Analysis Agency. USAMAA has always been strictly civilian manned, but with its work becoming more important as decisions are made about the Army's future, especially in the Generating Force. BG Robin Mealer and a group of Force Managers and ORSAs will be assisting the work of the manpower experts at Ft Belvoir. Like many of our positions, it won't be glamorous, but it will be critically important. We all know what's coming.

So at the end of the year we have survived the grade plate reviews with our existing FA50 structure largely intact, gained requirements at TRADOC and USAMAA, and significantly grew our inventory. In 2012, our challenge will be to qualify those officers and put them where they'll show the Army just what Force Management is all about. Stay tuned for information on Officer Leader development through assessment tools, broadening assignments, promotion boards and DA PAM 600-3 revisions. Planning is under way for the next Senior Force Managers Seminar and a Hall of Fame induction ceremony, our websites will soon have a new look, and as always I invite all of you to share your experiences and photos with your FM colleagues, though the Oracle or on Facebook. This is going to be a great year!

*- LTC Keith Rivers
Chief, PDO*



RC

CORNER

2011 Army Reserve (AR) Force Management (FM) Workshop

“We have an obligation. It is clearly defined. It guides all of us who serve our great nation. And the February 2010 Quadrennial Defense Review maps it out for us: Prevail in Today’s Wars; Prevent and Deter Conflict; Prepare to Defeat Adversaries and succeed in a wide range of contingencies; and Preserve and Enhance the All-Volunteer Force.” These

responsibilities lead to many tasks, including executing seminars that convert strategic vision into workable actions in the organizations we so proudly serve.

COL Eddie Rosado, Director, AR G-3/5/7 FM, hosted such a seminar for more than 250 attendees from 61 commands, including participants





Army Reserve Operational and Functional commands, generating forces and the senior AR leadership. Topics discussed via breakout sessions included institutionalizing ARFORGEN in the Army Reserve, the Stationing Facility Forum, the AR as an enduring operational force and the technical aspects of FM.

Institutionalizing ARFORGEN has FM implications. The AR is moving from a “demand-based”

from the US Army Recruiting Command (USAREC), Army Materiel Command (AMC), US Transportation Command (TRANSCOM), US Army North (ARNORTH), USARPAC, US Army Medical Command (MEDCOM), US Africa Command (AFRICOM), the Office of the Provost Marshall General (OPMG), US Central Command (CENTCOM), US Army South (USARSO) and US Southern Command (SOUTHCOM), US European Command (EUCOM), US Pacific Command (PACOM), HQDA and the Career Program (CP) 26 proponent office. The keynote Speaker was MG Anthony Ierardi, Director of Force Management at HQDA G-3/5/7.

model focused on DEF units, to a CEF-focused “supply-based” ARFORGEN model. Another operational change on the horizon is that the AR is going to RESET forces starting in FY12 to a 1:4 BOG/dwell, with a nine month BOG (“boots on the ground”) inside of a 12 month mobilization. Sourcing of units, training and readiness aim points and force flow will adjust accordingly. For CEF units, the force flow for the SW or NW Asia theatre is going to require 82% of the force, therefore AR training will change and improve to meet the requirement. Changing our focus to the training environment, rather than simply the number of training days, creates more challenging training for AR units. In fact, force structure actions across the AR will be looked at by force managers at the operational level to address the impacts of facilities and equipment in an era of constant change.

FM professionals from all over the Army Reserve, both CONUS and OCONUS, gathered from 15-17 August 2011 at the Gaylord National Convention Center at National Harbor in Maryland, just south of Washington DC. The National Harbor provided an appropriate backdrop as the theme of the conference was “Launching into the Force Management Galaxy of 2020.” The workshop participants acquired training, shared information and addressed FM actions and issues among members of

From an operational level perspective, the Stationing Facility Forum (SF2) reinforced that the FM objective, in terms of stationing, is to create pockets of capability for career progression for Soldiers within a particular geographic area. An overarching goal is the synchronization with the facility Real Property Review Boards

(RPRB) hosted by the RSCs. Each of the four RSCs discussed their 1-N lists with the group. At their quarterly RPRBs, a mid-planning board in spring time and a final planning board in late summer or early fall timeframe, the RSCs' goals are to communicate information regarding RBRP as early as possible so the Operational and Functional Commands can plan to attend and participate as key stakeholders in the process.

An Enduring Operational Force also has its implications for the FM community. The message from AR Senior Leadership is to operationalize the force. The Chief of Army Reserve (CAR)'s vision is a sustainable operational AR force that the Army can depend on to provide trained and ready Soldiers through ARFORGEN. To assist with shaping the operational force, FM is determining how many of our 3000+ above the line (ABL) spaces can be put in below the line structure to improve unit readiness. A possible side effect of AGR rebalancing and relocation may be a change of the current AGR system into a jobs program rather than a career program, based on the removal of authorizations from ABL structure. Career progression for some AGRs may be lost as a result. A study will determine what the career progression pyramid will look like with the intention of making it similar to the AC's. The CAR is also looking at instituting a tour program, understanding that there is a steep learning curve for Soldiers conducting single tours.

The various breakout sessions at the conference provided the engagement and training on the technical processes of FM. The stationing session focused on the key aspects of packet submission and the need to use the Stationing Tool Army Reserve (STAR) system throughout the administration of stationing packets. The

training on concept plans provided reinforcement and additional insights on the process. Likewise, the TAA 14-18 session relayed the importance of executing the directives coming out of the USTRUC in a timely manner to meet the warfighting requirements of an operational force. The Full Time Support breakout session gave an overview of how authorizations are determined at the unit level and changes taking place in the PATL/OPATL model. Clearly, the breakout sessions provided the most hands on information and tools to use at the operational level.

All of the information shared and presented at the conference was directed toward creating the AR structure that will allow the Army to execute its strategy. With the success of the 2011 AR FM workshop, the Army Reserve Force Management community is better prepared to fulfill its obligations and contribute to the needs of the Nation.

About the Authors:

LTC Brian Burkett, LG/FA50, is the Force Management Maneuver Support Branch Chief at HQ US Army Reserve Command, Fort Bragg, NC. CPT Angela Hughes, AG/FA50 is the PSS Organizational Integrator at USARC. LTC Kenneth Pittman, MP/FA50 is the Military Police Force Integrator and FA50 Proponent Office Liaison in the Office of the Chief of Army Reserve, Fort Belvoir, VA.





AFGHANISTAN:

It's not just about winning the war, it's about winning the hearts and minds of the people

My tour is up and I am back stateside having spent a year in Kabul, Afghanistan working as a Force Development officer in the Police Integration team. I served as the Deputy for the team and actually got to work in my field. The work was long and hard but rewarding. What I enjoyed the most about my tour were the local children. Right outside the gate there were numerous children always greeting the soldiers. One family of kids we supported with food and hygiene items which we received from family and friends from back home.

It is strange to see the children dirty and begging on the streets, it is not our way of life. Our instinct is the help and protect. I grew to love getting off the camp so I could bring some joy to their life however small it was. As it got closer to my departure I no longer wanted to visit because it was hard knowing that I would leave Kabul and leave their small faces and most likely never see them again. I am only one person and I wanted to leave my mark on them letting them know that American's are compassionate and we care

about them and their country and we want them to succeed.

-Trish Socha, LTC

***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.**

Headquarters Department of the Army
Office of the Director, Force Development DAPR-FPO
FA 50 (Force Management) Proponency Office
700 Army Pentagon
Washington, DC 20310-0700

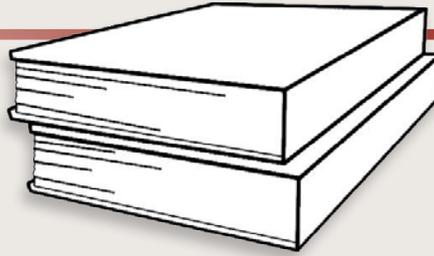
Please submit all material for publication and comment to Mr. Bob Fleitz at 703-545-1782 or email robert.j.fleitz@us.army.mil

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two books



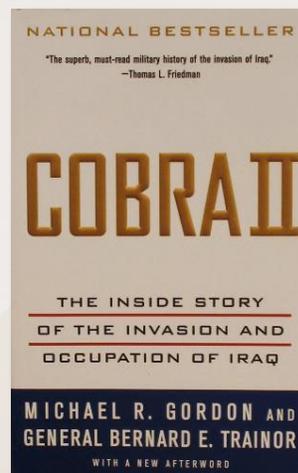
In the recent past the Chief of Staff, the Army War College, other schools and senior leaders, and even this newsletter have published recommended professional reading lists. GEN Odierno's is at armylive.dodlive.mil. These lists are meant to supplement the formal officer education system, to enhance our preparations for higher levels of responsibility, or simply to increase our understanding of current events, military history, and the basic tenets of our chosen profession.

With this issue we are instituting a feature titled **Two Books**, in which we'll highlight a couple of works that may contain thought-provoking ideas and information relevant for our dynamic Army today and that can serve as a springboard for additional reading, study, and contemplation. Below are two books that Mr. Bill Laster uses during his talks with students at the Army Force Management School. (By the way, neither Mr. Laster, AFMS, the G-8, the Army, nor this newsletter have any financial or other interest in the publishers or distributors of any books recommended, nor do we necessarily agree or disagree with the authors' views, opinions or interpretations. We don't care if you buy the

book, borrow it from a library or your buddy, or read over someone's shoulder on the train.)

Give us your own recommendations for future editions of **Two Books**. Tell us what you're reading and why, and why other Force Managers might be interested. (FA50PP@conus.army.mil or Robert.j.fleitz@us.army.mil).

Informed by unparalleled access to still-secret documents, interviews with top field commanders, and a review of the military's own internal after-action reports, *Cobra II* is the definitive chronicle of America's invasion and occupation of Iraq—a conflict that could not be lost but one that the



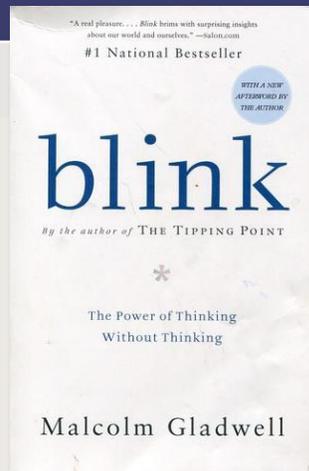
**Gordon, Michael R.
and Bernard E. Trainor.
COBRA II: The Inside
Story of the Invasion
and Occupation of Iraq.**

New York: Vintage, 2006, 2007.

(DS79.76.G67 2006)

United States failed to win decisively. From the Pentagon to the White House to the American command centers in the field, the book reveals the inside story of how the war was actually planned and fought. Drawing on classified United States government intelligence, it also provides a unique account of how Saddam Hussein and his high command developed and prosecuted their war strategy.

Written by Michael R. Gordon, the chief military correspondent for The New York Times, who spent the war with the Allied land command, and Bernard E. Trainor, a retired Marine Corps lieutenant general and former director of the National Security Program at Harvard University's John F. Kennedy School of Government, *Cobra II* traces the interactions among the generals, Defense Secretary Donald Rumsfeld, and President George W. Bush. It dramatically reconstructs the principal battles from interviews with those who fought them, providing reliable accounts of the clashes waged by conventional and Special Operations forces. It documents with precision the failures of American intelligence and the mistakes in administering postwar Iraq.



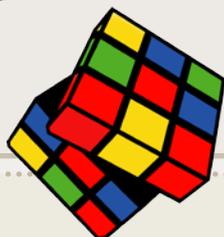
Gladwell, Malcolm.
Blink: The Power of Thinking without Thinking. New York: Little, Brown, 2005 (BF448.G53 2005)

Blink is a book about how we think without thinking, about choices that seem to be made in an instant-in the blink of an eye-that actually aren't as simple as they seem. Why are some people brilliant decision makers, while others are consistently inept? Why do some people follow their instincts and win, while others end up stumbling into error? How do our brains really work-in the office, in the classroom, in the kitchen, and in the bedroom? And why are the best decisions often those that are impossible to explain to others?

In *Blink* we meet the psychologist who has learned to predict whether a marriage will last, based on a few minutes of observing a couple; the tennis coach who knows when a player will double-fault before the racket even makes contact with the ball; the antiquities experts who recognize a fake at a glance. Here, too, are great failures of "blink": the election of Warren Harding; "New Coke"; and the shooting of Amadou Diallo by police.

Blink reveals that great decision makers aren't those who process the most information or spend the most time deliberating, but those who have perfected the art of "thin-slicing"-filtering the very few factors that matter from an overwhelming number of variables.





Contact Info:

FA50 Personnel Development Office
Chief, PDO
LTC Keith Rivers
703-545-1807
keith.rivers@us.army.mil

Program Manager/Proponency
Ms. Patsy Campbell
703-545-1838
patsy.campbell@us.army.mil

Program Manager/Training and Structure
Mike McDaniel
703-545-1665
mike.mcdaniel1@us.army.mil

Strategic Communications
Mr. Bob Fleitz (MPRI)
703-545-1782
robert.j.fleitz@us.army.mil

HRC FA50 Career Manager
LTC Eric Hoggard
502-613-6681
Eric.a.hoggard@us.army.mil

Army Reserve Officers
OCAR, Chief, Force Programs
COL Charles Coursey
703-601-0652
charles.coursey@us.army.mil

National Guard Officers
Chief, Force Management
COL Juan Esteva
703-607-7801
juan.esteva@us.army.mil

CP 26 Careerists
Mr. Edward C. Clarke
703-695-5437
edward.clarke@us.army.mil

www.fa50.army.mil

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

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

in essential future capabilities. The purpose of this two-part article is to help force managers better engage with Congress in the course of their duties. Part one contains “need to know” information to better understand the structure and culture of the Congress. The following issue will contain information on OCLL and lessons learned for how to effectively prepare for and communicate with members of Congress and their staffs.

Congress 101

Though we tend to focus on guidance from the Commander in Chief, the Secretary of Defense, and other senior leaders when conducting our day to day duties, the United States Constitution guarantees Congress a large and active role in national defense programming, policy making, and oversight. Article 1, Section 8 exclusively grants to Congress the power to draw money from the Treasury in order “To provide for the common defense...To raise and support Armies...and, To provide and maintain a Navy.” The Constitution also empowers Congress “To make rules for...the land and naval forces...To declare war...And to make laws which shall be necessary and proper for carrying out the foregoing powers.”

The Congress is composed of the 435 member House of Representatives and the 100 member Senate. Variations between the two Houses of Congress dictate how each approaches issues in a different way. For example, members of the House of Representatives are only elected for 2-year terms and are drawn from relatively small districts. Therefore, they are “always running for office” and must stay very responsive to the interests of the constituents in their districts. In order to organize the diverse 435 member body into a cohesive entity, a strict set of regulations are enforced by the House Rules Committee. Led by the Speaker of

the House, the powerful Rules Committee has total control over how bills are debated, amended, and voted on in the House.

In the Senate, individual Senators are elected to six year terms. Each Senator represents their entire state rather than a single district, meaning Senators usually take a broader and longer term view of the issues. An old saying in the Senate states that “Senators serve four years for the Nation and two years for the folks back home.” Without a rules committee to control activity in the Senate, individual Senators have enormous power. Debate is unlimited and no one controls the clock on any piece of legislation. All bills require unanimous consent to move forward to a vote, meaning any one Senator can stop a bill dead in its tracks for any reason. This process, known as the filibuster, ensures that Senators must work with each other to find common ground. While this process seems inefficient, it was intentionally designed that way by the Founders to ensure a stable and limited government protected from the unruly whims of direct democracy or the despotic efficiency of a powerful monarchy.

Contrary to movies like “Mr. Smith Goes to Washington,” very little business or debate actually takes place on the floor of Congress. On the morning that our group from G-8 visited the House of Representatives, Rep. Charles Rangel (D-NY), delivered a speech on the House floor to an almost empty room. The purpose of this strange spectacle was simply to get his remarks into the Congressional Record and onto CSPAN. The vast majority of the debate and real work of Congress takes place out of the public view within smaller working groups known as Congressional Committees.

Committees hear testimony from experts, debate the merits of proposed legislation, add and

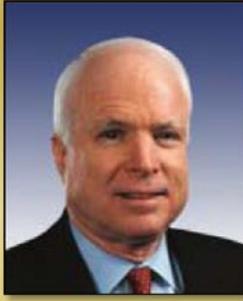
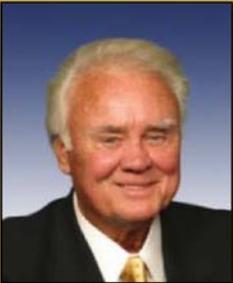
delete language from bills and add or decrement funding in a process known as “mark-up”, and are the gatekeepers for what legislation ever makes it through to a vote. Most proposed bills die in committee and never make it through to the floor for a vote.

In a very general sense, there are two main types of Congressional committees. Authorization committees make laws, set policy, and authorize how money collected from taxpayers and government borrowing may be spent. The second type of committee, known as appropriations committees, controls the purse strings of government and actually allocates funding to the various government agencies.

Congressional Interaction with the Army

While several committees come into contact with the military on a regular basis, the four most critical to the force management community are the Senate Armed Services Committee (SASC), the House Armed Services Committee (HASC), the Senate Appropriations Committee Subcommittee on Defense (SAC-D), and the House Appropriations Committee Subcommittee on Defense (HAC-D) because they produce the Defense Authorization and Defense Appropriation Bills each year. The division of labor between the authorizers on the SASC and HASC and the appropriators on the SAC-D and HAC-D is somewhat similar to the division of labor between the G-3 and the G-8 on the Army Staff.

112th Congress Defense Committee Leadership “The Big 4”

U.S. House of Representatives		U.S. Senate	
House Armed Services Committee (HASC)		Senate Armed Services Committee (SASC)	
Chairman	Ranking Member	Chairman	Ranking Member
			
B. McKeon (R-CA)	A. Smith (D-WA)	C. Levin (D-MI)	J. McCain (R-AZ)
House Appropriations Committee (HAC-D)		Senate Appropriations Committee (SAC-D)	
Chairman	Ranking Member	Chairman	Vice Chairman
			
B. Young (R-FL)	N. Dicks (D-WA)	D. Inouye (D-HI)	T. Cochran (R-MS)
Source: http://www.house.gov		Source: http://www.senate.gov	

As we all learned from School House Rock's "I'm only a Bill on Capitol Hill", each house of Congress must separately pass an identical version of the same bill for it to make its way to the President's desk for signature. The Army's annual budget request follows this same process. Every year, Congress passes an authorization bill and an appropriations bill for the military. The National Defense Authorization Act (NDAA) sets priorities for the Department of Defense through legislative changes to Title 10 and establishes fundamental defense policies such as Service end strength, military pay raises, and procurement quantities. The Defense Appropriations Act appropriates money to actually pay for the programs approved by the NDAA.

Once the Army's budget request leaves the Pentagon, it begins life on Capitol Hill each year as part of the President's Budget request. The President traditionally delivers this request to Congress following his State of the Union Address during the first week in February. The Congress receives the President's request and then assigns it to the various committees (discussed below) for review and amendment.

The authorizers on the HASC and SASC initiate the process with the NDAA, which basically allows programs to exist and recommends funding levels. The HASC and the SASC conduct "posture hearings" with senior members of the executive branch, the Department of Defense, and Services to discuss the programs in the Defense budget, procurement quantities for major weapon systems, and end strength. These hearings then lead to additional inquiries by Professional Staff Members (PSMs) known as the Department of the Army Systems Coordinator (DASC) parades, where programs are presented to PSMs for review. Typically the House version of the NDAA emerges from committee and is voted on by the full House in mid-spring.

The more deliberative Senate debates the bill more slowly, typically passing a final version by mid-summer.

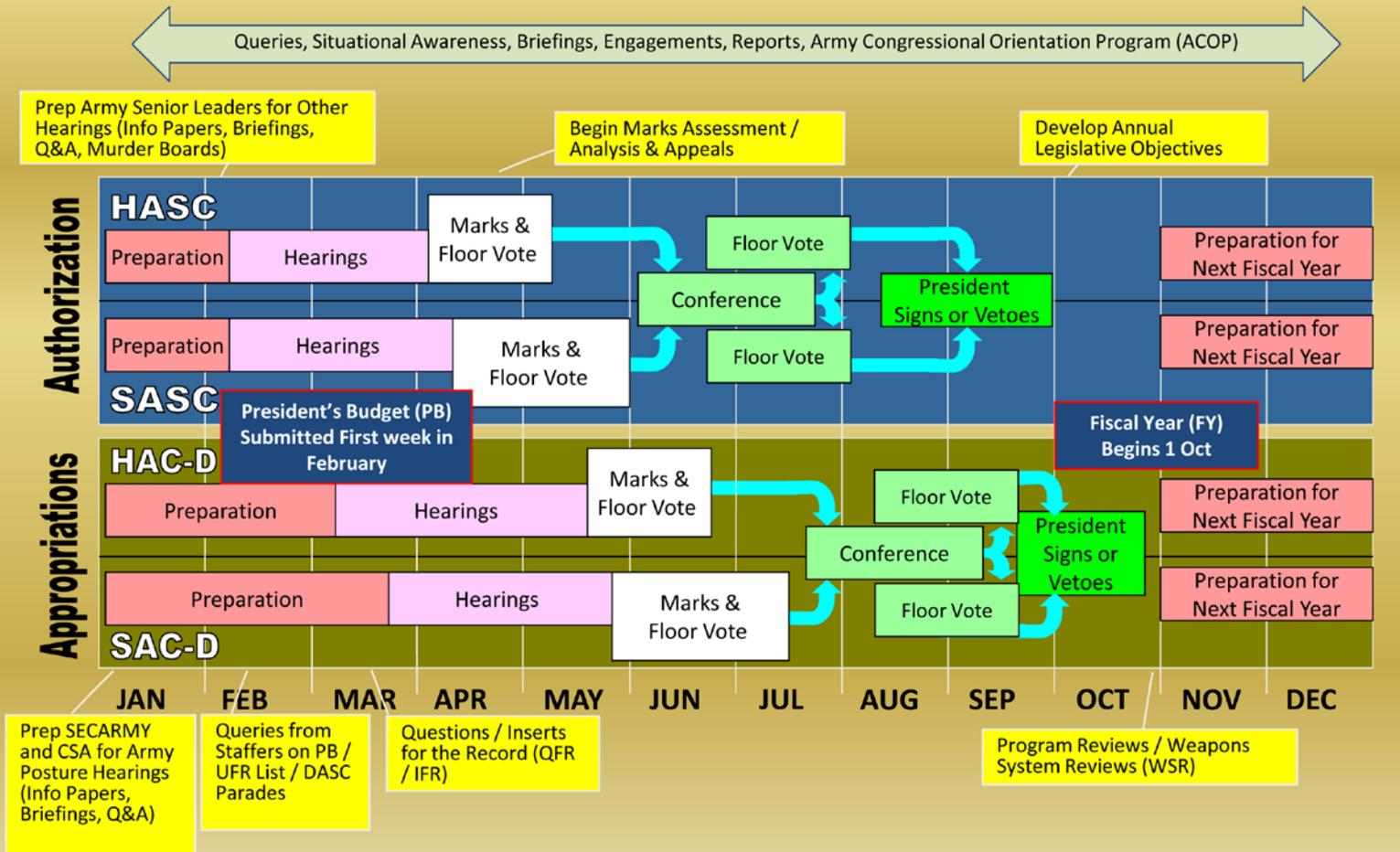
The next step in the process is appropriation. The appropriators on the HAC-D and SAC-D also hold "posture hearings" on and make amendments to the Defense Appropriations Act throughout the spring. Ideally by late summer the different versions of the NDAA and the Defense Appropriations Act from the House and Senate are being hashed out in "Conference"; a special ad hoc committee composed of members from both houses. The final version of the bill, as along with a Conference Report, is then forwarded to the President for signature. The bill is the actual law, while the Conference Report provides the committee's intent.

In a perfect world, this all takes place before the new fiscal year begins on October 1st so there is no interruption in funding to the government. Of course, we live in the real world. Accordingly, bills may not be signed into law until after the expiration of the fiscal year (in 2010 no budget was ever passed by Congress). As a stop-gap measure, Congress may pass short-term "continuing resolutions" to keep the government running while they continue to work into the next fiscal year.

With the multitude of complex issues that Congressional representatives deal with on a day to day basis, there is no way for them to be an expert on every one. Like senior leaders in the military, Congressmen rely upon expert analysis and candid input from their staffs to make decisions. There are two "types" of staff members that force managers should be aware of when dealing with Congress.

Personal staff members work directly for an individual Representative or Senator. While typically under the age of 30 years old and unlikely to be an expert on the military, they are usually very

The Budget Cycle & Associated Tasks



Source: G-8 & Office of the Chief of Legislative Liaison

well educated, exceptionally aware of the political realities on the Hill, and have the utmost trust and confidence of the Member they work for. Military members will deal with personal staff members most often when the issue is related to a constituent interest in a member's district like a production line or stationing issue.

Professional staff members are employed by the Committee they represent and work for the Committee Chairperson. They are usually older, more experienced, and less partisan. It is likely that they have worked on your program for many years and may know it better than you do. While these PSMs are few in number, they have enormous influence over the budget and deep knowledge. Establishing a good working relationship with them

is absolutely critical to a program's success. As a point of protocol, all staff members are treated with the equivalent of two-star rank.

With regard to the Army's program funding requests, there are four areas of persistent concerns that typically emerge from Congress. The first are requirements issues that affect funding, authorization, or documentation for a program. Second, program issues such as unanticipated fielding delays or production backlogs are a major concern. The third area includes funding issues, such as when funding exceeds production capacity, funding is not executable, or funding is already provided in Overseas Contingency Operations. Finally, but most importantly, cost and program growth is a major focus area.

Staff Synchronization Officers (SSOs) can mitigate these concerns by working with their ASA (ALT) counterparts and the Program Managers to ensure that congressional staff members are fully aware of the program requirements and any potential issues related to production, funding, or cost overruns that may adversely impact the program. To do so, SSOs should ensure a thorough understanding of their program, to include prior year congressional concerns. SSOs must ask the tough questions at the Weapons Systems Reviews (WSR) to ensure congressional concerns have been addressed and request that the Congressional Affairs Contact Officer (CACO) schedule an engagement with congressional staff when issues arise that they should be aware of.

Part two of this article will discuss the functions of the Office of the Chief of Legislative Liaison and present ways to ensure a productive and mutually beneficial working relationship with Congress members and their staffs.

MAJ Mike McInerney is an FA50 currently assigned as an instructor of American Politics in the Department of Social Sciences at West Point. Please email him with comments or feedback at mike.mcinerney@us.army.mil. 🍀



Members of G-8 Force Development visit the Senate Foreign Relations Committee Room



MILESTONES



Q Course Grads: Thirteen officers and CP26 civilian Force Managers graduated on December 16th from the FA50 Qualification Course at Ft Belvoir. Congratulations to the members of Class 1-12:



(first row) LTC Langdon J. Lucas, CPT James M. Price, BG Mealer, CPT Jorge Enrique Vargas, CPT Jean R. Pierre
(middle) LTC Todd M. Peterson, Ms Deborah L. Lee, LTC John A. Stewart (Class Leader), Ms Barbara G. Burrell, CPT Tyrone Nelson
(top row) MAJ Patrick A. Hassert, MAJ Lyhomar J. González, LTC Glyn C. Goldwire, MAJ Nicholas R. Dotti

Welcome New FA50s: The following 15 officers have joined the functional area through the Voluntary Transfer Incentive Program (VTIP)

MAJ John A. Baumann • MAJ Timothy Bible • CPT Joseph A. Cosci, Jr. • CPT Clarence K. Graham
CPT Jonathan D. Haley • CPT Steven J. Hershfeldt II • CPT Joseph K. Kidder • CPT Lauren Anne Koban
CPT Rodney A. Landrum • LTC Robb Mitchell • CPT Preston J. Sexton • CPT Stephen T. Snyder
CPT Matthew N. Walenta • LTC Forte Ward • CPT Jeffrey D. Warstler



MILESTONES



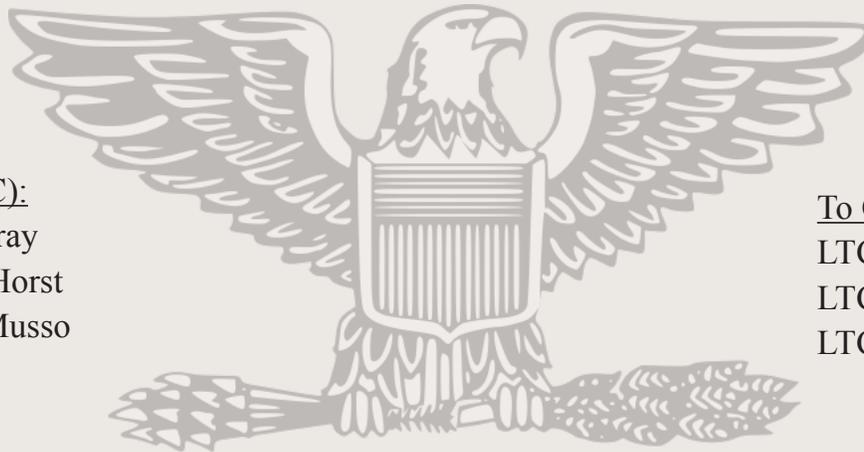
Selected for Advanced Civil Schooling, to begin their studies in October 2012:

MAJ Louis Morris, MAJ Brendan Taylor, MAJ Bradley Rudder, and MAJ Daniel Poole (alternate)

Selected for 2012 Training with Industry:

MAJ Michael DeCicco

PROMOTION RESULTS



To COL (AC):

LTC John Bray
LTC Kelso Horst
LTC Mike Musso

To COL (USAR):

LTC Donna Williams
LTC Pedro Colon
LTC John Worthington

These officers recently retired from military service.

Their contributions to our Army and to Functional Area 50 have been immeasurable.

We thank them all for their service:

COL Edward E. Agee
LTC Jeffrey L. Applegate
COL Charles C. Bush
LTC Timothy J. Callahan
LTC Dave Delmonte
MAJ William G. Fitzhugh
MAJ Martin A. Griffith
LTC Harold M. Knudsen



LTC Richard P. Lawson
LTC Victor C. Lindenmeyer
MAJ Barbara Jean Mason
LTC Christopher S. Moore
MAJ John B. Nalls
MAJ Carlos A. Rivera
LTC Roderic Spencer



FORCE MANAGEMENT HALL of FAME

Call for Nominations

The floor is again open for nominations for the Force Management Hall of Fame. Many of you who work in or visit the Pentagon have seen the plaques in the G-8 hallway outside the Conference Room. The Hall of Fame is part of the FD Historical Murals project launched by the G-8 in 2005. The first class of inductees was selected largely by the G-8 and FD, but since then the nomination process for this bi-annual event has been opened up to the entire Force Management community. The 2010 honoree was GEN (Retired) Donn A. Starry, former Commanding General TRADOC, and the author of AirLand Battle doctrine and the force structure and equipping changes which enabled it.

A Force Management Hall of Fame nominee should meet the following criteria:

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



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

Nominations from individuals or organizations may be forwarded not later than 29 February 2012 to the FA50 Proponent Office. A sample nomination packet can be provided, but the preferred format is a simple memo naming your nominee with a few sentences detailing why he or she warrants induction into the Force Management Hall of Fame, accompanied by a detailed justification and a summary of service to the Army Force Management community. Forward by endorsement as appropriate.

The PPO will collect and review nominations and present them to an FA50 Council of Colonels. The CoC recommendations will be briefed to the G-8 FD, G-3/5/7 FM and G-1 (CP26) for approval, and confirmation by the Army G-8. The 2012 induction ceremony will be conducted in conjunction with the Senior Force Managers Seminar during the week of 8-10 May, 2012, in the Pentagon Conference Center.



In the Next Issue:

- Pt 2 of The Army and Congress
- XVIII Airborne Corps FA50s in Iraq
- Army Force Management: the view of two CP26 Interns at SMDC/ARSTRAT

Deadline for articles, photos, letters, comments, etc is **29 February 2012** to LTC Rivers or Bob Fleitz. Target date for publication is **30 March**.

Police Force Management Division



2011 Merry Christmas

***Merry Christmas and Happy Holidays from COL Fred Gellert
(FA50, front row center) and the Force Management Division,
NATO Training Mission-Afghanistan/Combined Security Transition
Command-Afghanistan***

