

# The Oracle

Volume 9 • 2nd/3rd Quarter FY13

## BE FLEXIBLE, LEARN, ADAPT & GROW

by MAJ Benjamin K. Bennett



CJ35 staff officers outside of International Security Assistance Force Headquarters in Kabul, Afghanistan. Included are US, Turkish, French, Albanian, Canadian, Irish, German, Australian, and Spanish officers. CPT(P) now MAJ Benjamin Bennett top row second from the left, and MAJ Jason Bartlett bottom row center 5th from the left are two FA50's.

The greatest but most challenging thing about being an FA50 officer is the diversity of job assignments. While the FA50 course is designed to give you a broad overview of what you'll experience as an FA50, each job assignment is unique and has its own challenges. Most recently I was assigned to a Worldwide Individual Augmentation System (WIAS) tasking to Afghanistan, working at HQ ISAF and doing Global Force Management. I found myself the youngest and lowest ranking member of a 4-star staff interacting across services and with Soldiers from over fifty coalition partner nations!

Read About It In

The Oracle

### COVER STORY

**Be Flexible, Learn, Adapt & Grow  
FA50s Prepare for Action**

by MAJ Benjamin K. Bennett

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**FROM THE EXECUTIVE AGENT:** — — — — — . . . . .

## Force Management Practitioners,



MG Robert Dyess, Director  
FA50 Executive Agent

Yes, the Army will have fewer resources and force structure is coming down... but this is exactly the time and place where your force management talents and training will have a lasting impact on our Army. Just as I discussed with every "Q" Course class, I expect each FA50 officer and CP26 DA civilian to help his/her boss solve their command/staff problems.

The CSA requires every GO and SES to attend a week long Force Management course. In my discussions with each class, I discuss the attributes of our Force Managers; several have sought me out to praise the work of the FA50s who worked for them. I ask them all to consider changing an O1A or O2A staff position to be an authorized Force Manager. When I was the "FM" at FORSCOM and the "requirements" guy at ARCIC/TRADOC, I successfully converted several spaces to FA50. At the larger command and staff organizations, I ask you and your bosses to consider the same. Our best advertisement is the work that you all accomplish on a daily basis.

Congratulations to John George for being nominated by the President for promotion to Brigadier General and welcome to the officers newly arriving in the functional area.

Thanks for what you do every day for our Soldiers and our Army!

Thank you,

*MG Robert Dyess*

**ARMY STRONG!**

### Smart Quote:

**"Never forget that no military leader has ever become great without audacity. If the leader is filled with high ambition and if he pursues his aims with audacity and strength of will, he will reach them in spite of all obstacles."**

— Karl von Clausewitz



# A FUNCTIONAL AREA IN TRANSITION

With the normal summer rotations going on, the leadership of the FA50 community is going through some changes as well. First and foremost, the Chief of FA50, COL Keith Rivers, is leaving us. Originally a Quartermaster officer, COL Rivers has been an FA50 since 2005. Since becoming an FA50, he has served in Afghanistan, Fort McPherson and the Pentagon. COL Rivers' next assignment is attendance at the Army War College. We wish him the best of luck as he continues his military education and in his follow on assignment.

COL Rivers is replaced by LTC Stephon Brannon, who comes to us from ARCENT HQs. Although LTC Brannon started out as an Infantry officer, he has been an FA50 since 2005. Since joining the functional area, in addition to ARCENT, he has served at Fort Hood and Fort McPherson. We wish LTC Brannon the best of luck and look forward to working with him. We are certain his background and experience will be a real "plus" for the functional area.

The Army Force Management School (AFMS) is also going through some changes too. We say good bye to Mr. Bill Laster who has been with the school since January 2011. The contract for the school has recently changed from MPRI to Calibre Systems. The new Program Director is Mr. Bienvenido (Ben) Rivera. Originally from Puerto Rico, Mr. Rivera was commissioned in 1982 as a Quartermaster officer. He became an FA50 in 1997 and after serving with distinction in numerous FA50 billets, he retired in 2009. Since his retirement, he's been working in the Army's Office of Business Transformation. We wish Mr. Laster and Mr. Rivera the best of luck and look forward to a continued, excellent working relationship with the AFMS.

The PDO office would also like to welcome Mr. Sean Tuomey, who replaces Mr. Bob Fleitz. Bob has retired (again) and moved to El Paso, Texas. We have more information on Bob's departure at the end of this edition. Mr. Tuomey has worked in the G-8's Force Development Directorate, in various positions, for more than a decade as an SSO, an analyst, an action officer and as a branch chief. In fact, Mr. Tuomey was in the FA50 PDO previously, from 2005 to 2007. Mr. Tuomey is a retired Colonel, who has served as a battalion and brigade commander, with more than 16 years of total command time during his military career. Mr. Tuomey holds masters degrees from Illinois Institute of Technology and the Army War College.

Lastly, the FA50 PDO has moved. We have relocated from Fort Belvoir to room 2D349 in the Pentagon. If you are ever in the area, stop by and visit!

Enjoy the rest of your summer! 🎲



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

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[www.fa50.army.mil](http://www.fa50.army.mil)



**COL Keith Rivers, Former FA50 Chief  
Personnel Development Office**

## Be a Leader, Be Educated,

have served on multiple deployments in many different jobs with our sister services. That is why, in this issue, we are conducting another review of Joint Credit and the process to possibly obtain credit for your service. Also, another FA50 to join the General Officer ranks.....Congrats.

For those of you looking forward to continuing your education and pursuing a broadening experience, you're provided with our annual professional development opportunities overview. We need more of you to become interested in a life of learning and apply for these FA50 programs offered by the Army. What better way to take a break from wearing the uniform than 18 months of intense studying at an institution of higher learning, and once it is over you are presented with a master's degree. Training with Industry (TWI) or a fellowship (any fellowship) is a very good experience for 12 to 24 months. As I've stated before, you are not confined to only applying for the opportunities that the FA50 proponent office announces. Later this fall you should watch out for other messages for programs like joint and congressional fellowships.

Sharing knowledge has always been one of the cornerstones that have kept our Army strong and the Force Management community strong. This is what many of our teammates do in each addition of this important publication with their stories, insights and updates. I ask that you continue to tell us what's happening in your Force Management world.

## Teammates;

In this edition of The Oracle, we are focusing on some key events that have occurred over the last few months. Inside you'll discover a wide range of articles concerning our community. I invite you to check them out; we have a short article on transitions within the proponent office and the Army Force Management School. Many of you



# Be an Expert in your Craft, and until we meet again Be Persistent...

In closing, I've had the pleasure of serving as your FA50 Proponent Chief for the last 24 months and now the time has come for my family and I to move on to our next chapter. I thank you for allowing me this great opportunity to work with you as we strived to make our community better. Please show LTC Stephon Brannon the same level

of support, if not more, as he and the team move us forward, forward, forward. Continue to be strong leaders to those Force managers that follow, and be personally persistent to achieve your goals. Now there is a good word—Persistence (perseverance, determination, doggedness, diligence). President Calvin Coolidge put it best; and I quote:

“Nothing in the world can take the place of persistence.

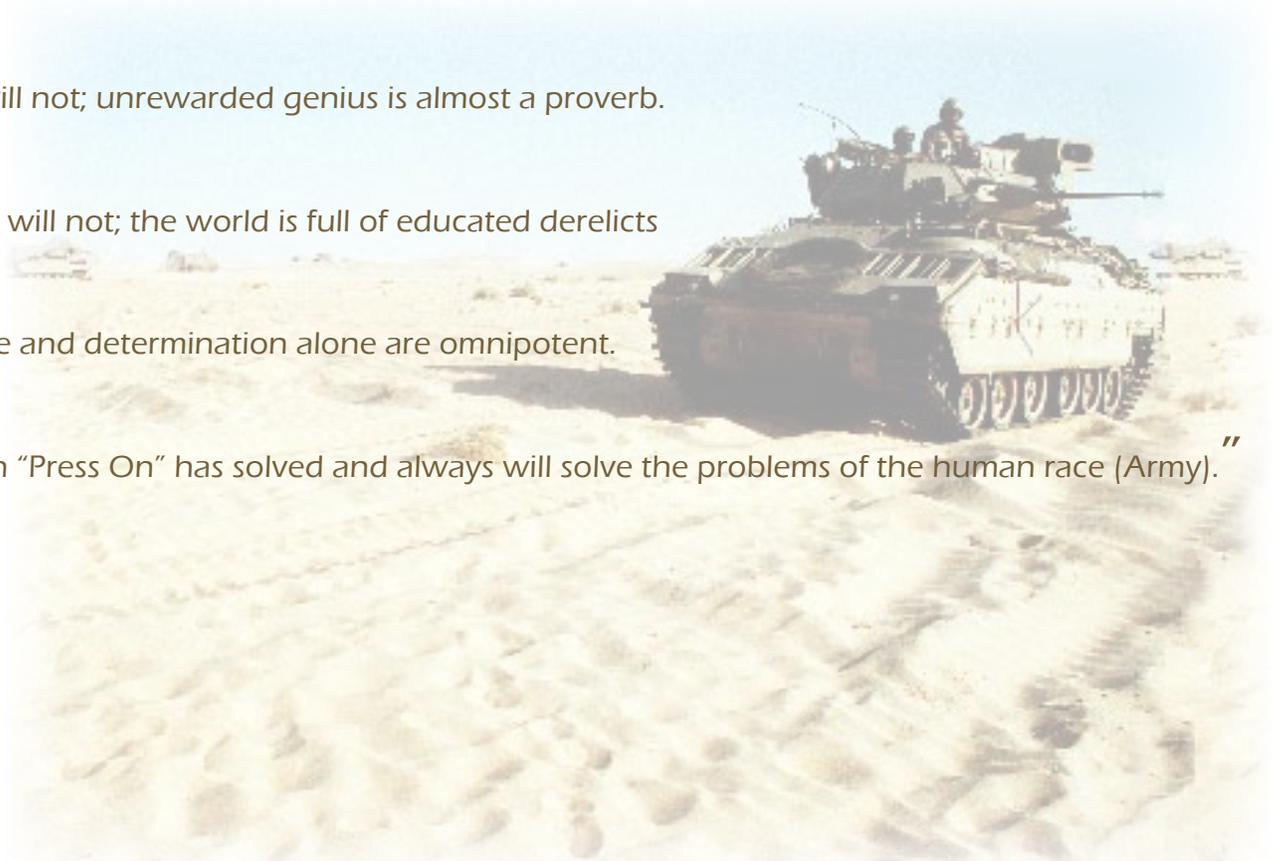
**T**alent will not; nothing is more common than unsuccessful men(or women) with talent.

**G**enius will not; unrewarded genius is almost a proverb.

**E**ducation will not; the world is full of educated derelicts

**P**ersistence and determination alone are omnipotent.

**T**he slogan “Press On” has solved and always will solve the problems of the human race (Army).”





**Four FA50s– MAJ Tyrone Nelson, MAJ Benjamin Bennett, MAJ Jason Bartlett, and LTC Paul Romano at the Canadian National Support Element. MAJ Bartlett and I were replaced by MAJ Nelson and LTC Romano.**

One of my daily responsibilities was developing statements of resources and force requirements in support of ISAF strategy and plans. This required generating Requests for Forces (RFFs), and monitoring/tracking them as they progressed through the different levels of concurrence. The different levels of concurrence in order are the weekly Action Officer Working Group (AOWG), the weekly Force Generation Requirements Board (FGRB)/ Council of Colonels, getting approval from the Deputy Chief of Staff for Operations, passing the requirement through CENTCOM, and passing the requirement through the Joint Staff, before finally getting published and formally approved in the bi-monthly Secretary of Defense Operations Book (SDOB).

Another key task that I performed was integrating the reporting from personnel for forty different commands and then preparing daily, weekly and monthly US Boots-On-Ground (BOG) reports. The BOG reports were compiled by taking the daily JPERSTAT from the units and then applying the Secretary of Defense business

rules for BOG accountability. The business rules give exemptions to BOG accountability for things such as RIP/TOA, service members that are TDY, and service members that are assigned to the Combat Support agencies such as DIA, DLA etc. These BOG reports were important because they facilitated an assessment of whether units were in compliance with their assigned Force Management Level (FML), whether they could bring additional forces into theatre, or whether they had to send forces home. One of my most memorable work related experiences was being the first person to identify that we'd reached the presidentially mandated force management level of 68,000 prior to 01 October 2012. The information filtered all the way up the chain of command, and the Secretary of Defense at the time, Leon Panetta, made the announcement in a press conference the next day that we'd reached a 68,000 boots on ground accountable force.

A great thing about this assignment was that it refreshed Army jargon that was introduced during the

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Spanish National Day

FA50 Q-course. Terms and data systems such as Force Management Level (FML), Global Force Management Allocation Plan (GFMAP), Boots on Ground (BOG),

Time-Phased Force Deployment Data (TPFDD), Joint Capabilities Requirements Manager (JCRM), and the Force Requirements Enhanced Database (FRED) became much clearer when put into practical application. As equally rewarding and important as the day to day work were the relationships I was able to forge with our coalition partners.

I strongly believe that encouraging strong international relationships can lead to global stability and prosperity. The joint environment at HQ ISAF was a great location to facilitate this. The officers assigned to HQ ISAF were all top notch and the friendships that I made will be lasting. Some of my fondest experiences were running in a 5k for Spanish National Day and eating paella afterwards, sipping chai at the Turkish NSE, barbecuing at the Canadian NSE, drinking non-alcoholic beer and smoking cigars at the German NSE, and playing poker at the Australian NSE. All of these experiences and interactions helped build cultural awareness and camaraderie, fostering lifelong bonds.



Officers from the CJ35, including Albanian, Australian, Spanish, Greek, and US Soldiers outside of the HQ ISAF building in Kabul, Afghanistan following their award of the NATO ribbon. FA-50 personnel receiving the NATO medal are FA50's CPT(P) now MAJ Bennett top row second from the right, and MAJ Bartlett top row third from the right.

If you get the opportunity to fill a WIAS tasking I suggest that you do it. It's an opportunity to apply the skills you've learned and learn new skills as a force manager in a forward deployed environment. There's no question that the experiences that you will have will help you grow both professionally and personally.

*MAJ Bennett is a Program Analyst in the Army G8 Force Development Programs and Priorities Division (DAPR-FDR). He completed the FA50 Qualification Course in August 2011. He can be reached at [benjamin.k.bennett1.mil@mail.mil](mailto:benjamin.k.bennett1.mil@mail.mil).* 🇺🇸



# The FA50 Education and Officer Broadening

By Patsy Campbell, Program Manager, FA50 Personnel Development Office



The Chief of Staff of the Army (CSA) recently approved an updated definition for Officer Broadening: **The purposeful expansion of an officer’s capabilities and understanding provided through opportunities internal and external to the Army throughout their career; that are gained through experiences in different organizational cultures and environments resulting in an officer who can operate at the strategic level in multiple environments.**

There is much to absorb from the definition but suggested key phrases for the purpose of this article are “purposeful expansion” and “throughout their career.”

“Purposeful expansion” indicates that the officer decides, by personally planning, to reach beyond the typical knowledge and skill of a chosen career field to enrich personal development.

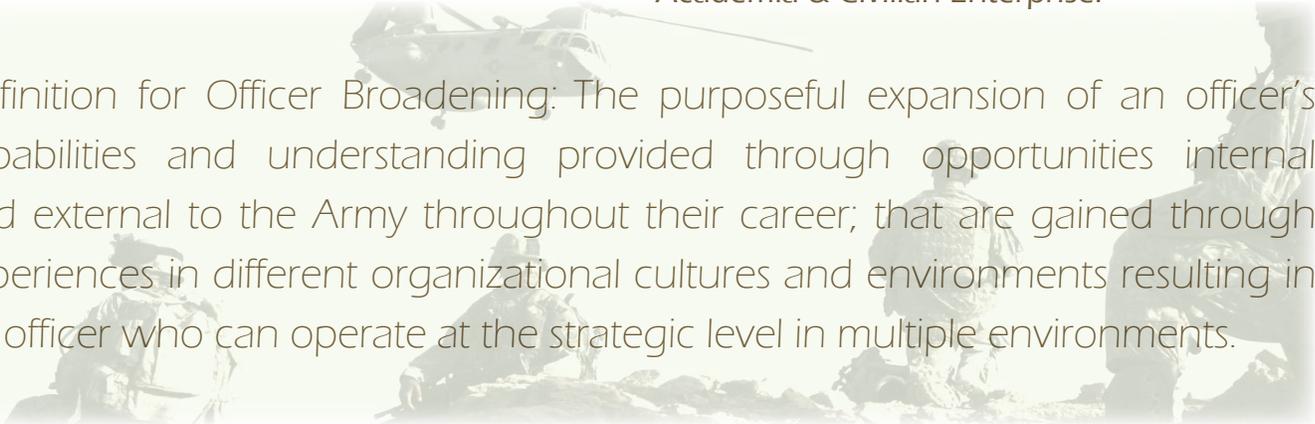
“Throughout their career” directs that broadening be something that is planned at each stage of

development rather than restricted to one point in time or rank.

The FA50 Personnel Development Office (PDO) works to establish officer opportunities but encourages officers to take personal responsibility for the “design” of their careers. In accordance with this policy, FA50 participates in the Army Career Tracking Program. (<https://actnow.army.mil>) Officers set up profiles in this program and, working with a chosen mentor, map out a career timeline using the FA50 opportunities posted along with Army-wide programs.

The Army’s Broadening Program, which will be discussed in the next edition of DA PAM 600-3, lists 4 categories. You will find the categories reflected in many of FA50 PDO’s efforts for development of the career field. Two categories are Joint/Multi-national and Inter-agency/intergovernmental. Possibilities in these categories are less apparent and still under development. The FA50 PDO continuously seeks to expand 50A/assignment opportunities and incidental options in Joint and governmental areas. Two more defined categories are Institutional/Functional and Academia & Civilian Enterprise.

Definition for Officer Broadening: The purposeful expansion of an officer’s capabilities and understanding provided through opportunities internal and external to the Army throughout their career; that are gained through experiences in different organizational cultures and environments resulting in an officer who can operate at the strategic level in multiple environments.



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**Institutional/Functional** includes the FA50 designed training (i.e. FA50 Qualification Course and FA50 Senior Force Managers Seminar) and 50A assignments. To expand training, officers are encouraged to seek out short-term force management related training throughout their careers. In assignments officers are encouraged to work with the FA50 assignment officer to diversify experiences and work across the Army and DoD versus remaining stationary in one location. This broadens awareness of multiple environments and how the Army runs in relationship to varying elements inside and outside the Army.

**Academia & Civilian Enterprise** opportunities are readily available to all FA50s. These opportunities were extensively outlined in the ORACLE, 3rd Quarter FY12 (see ORACLE Archives on the FA50 website). Opportunities beyond the FA50 community can be found on the HRC website (HRC>Officer(top option bar)>Leader Development Division/Advanced Education Programs Branch(option at bottom of page). Officers are urged to explore the Broadening Opportunity Programs listed there and to coordinate application with the FA50 assignment officer to determine timeline availability within assignment obligations.

The FA50 PDO in coordination with the assignment officer conducts annual selection of officers to participate in FA50 specific Academia & Civilian Enterprise opportunities. A message will be released for the HRC Assignment officer in the next few weeks announcing the timeline and process to compete for these programs – watch for and respond to the announcement.

**ADVANCED CIVILIAN SCHOOLING (ACS):** If you do not have a masters degree, that's the place to start. Once an officer is functionally qualified

(completed FA50 Q-course plus ILE plus at least one successful 50A assignment), they can submit a packet to compete for a fully funded advanced degree. Unlike other career fields, FA50s are not restricted to one stylized degree. The ultimate objective is to make the FA50 a more agile, adaptable, diverse officer. You know yourself better than anyone. Assess your knowledge and skills and seek a degree which will help you personally grow as a force manager.

**TRAINING WITH INDUSTRY (TWI):** This 12 month experience is in Memphis, Tennessee. The officer currently assigned, Major Terrence Purnell, reports a highly rewarding experience at FEDEX with multiple transferrable skills. The objective with a TWI experience is to enhance your managerial skills and develop a greater understanding of how the industry processes can be transferred to Army processes.

**FELLOWSHIPS:** FA50 has three established 12-month, FA50-specific fellowships.

**The Kellogg Fellowship**, located at Northwestern University, is restricted to senior lieutenant colonels and colonels. This one-year work-study program is managed by FA50 senior leadership and not processed through the annual announcement procedure. Interested officers should contact the Director of the FA50 PDO.

**The Arroyo Center (Rand) Fellowship** has two locations (Arlington, VA and Los Angeles, CA). The selected officer can select the location. This provides the opportunity to research and work on policy issues at this Army-Federally funded research and development center.

**The MITRE Corporation Federal Employee Fellowship** in Mclean, VA is a limited opportunity for military officers (one to each Service and FA50

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# “JOINT MATTERS” JOINT CREDIT UPDATE



## “J-I-I-M” “INTEGRATED FORCES” “JQO” “JQS”

By Patsy Cambell

**T**hese terms need to be prevalent in every FA50's vocabulary. They were covered in earlier copies of ORACLE (Volume 5, Quarters 3 & 4, FY09) when information about the new “JQS” (Joint Qualification System) was presented. These articles can be accessed from the FA50 Website by clicking on “Archives” in the upper right-hand corner ORACLE box.

FA50s are urged to become “JQO” (Joint Qualified Officers). Understanding the Joint community is increasingly important for FA50s. Joint qualification becomes career significant when officers reach the 06 level. Both DoDI 1300.19, DoD Joint Officer Management Program, and CJCSI 1330.05, Joint Officer Management Program Procedures, were revised

in 2010 with a current directive reference CJCSI 1330.05 released in February 2013.

Two paths exist to become joint qualified. There is the “standard” path which applies to officers serving in JDAL positions. Considering the low number of JDAL positions the “standard” path does not identify the number of officers who are “joint matters experts”. Officers can self-nominate to gain qualification through the “experience path” “Joint Matters” (per 10 USC 668)

(1) .... means matters related to the achievement of unified action by integrated military forces in operations conducted across domains such as land, sea, or air, in space, or in the information environment, including matters relating to—

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**Joint Matters** continued from page 10

- (A) national military strategy;
  - (B) strategic planning and contingency planning;
  - (C) command and control of operations under unified command;
  - (D) national security planning with other departments and agencies of the United States; or
  - (E) combined operations with military forces of allied nations.
- (2) In the context of joint matters, the term “integrated military forces” refers to military forces that are involved in the planning or execution (or both) of operations involving participants from—
- (A) more than one military department; or
  - (B) a military department and one or more of the following:
    - (i) Other departments and agencies of the United States.
    - (ii) The military forces or agencies of other countries.
    - (iii) Non-governmental persons or entities.

This article is meant to prompt action not provide all the details. Extensive information about joint qualification can be found at the HRC website through the OFFICER tab in the top information bar then going to the JOINT POLICY BRANCH link at the bottom of the page. The Joint Policy Branch has worked to make the self-nomination process easy for you, even establishing a Joint Qualification Website which walks you through each step. But don't jump right into completing a self-nomination package - you have to do your homework first. Read the reference documents to include the board after action reports in the left menu box. There you will find pointers about the

joint experience summary (JES) which can make the difference in approval or disapproval of your package. Observations include “officers did not accurately and completely answer the questions on the JOS website” and “officers must focus on improving the quality of JES input....clear, concise and accurate articulation of joint matters; spell/grammar check; and (use of) acronyms..” “Clear and concise” – you are limited on the number of “strokes” used in your summary (strokes include spaces as well as characters). Spelling and grammar – don't depend on software; have someone read it who will recognize the difference between “made” and “maid”.

Educate yourself. Read the ORACLE articles, the JOS Primer, Joint Qualification Book and the references. Know the 4 levels of qualification and key terms with definitions. Write, rewrite, proofread, count strokes before you enter the information on the website. Most importantly get started – accurate and current record information make a difference. 🎲





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

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### FA50 Website:

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FA50 on Facebook: <https://www.facebook.com/Army.FA50>

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 this issue's "What'Z'it"?



### LAST ISSUE'S WHAT'Z'IT...

COL Stebbins, LTCs Anderson, Phillips and Reid, MAJs Hobbs, Smith, Rogne, CPT(P) Denisar and surely others, correctly ID'd the Grand Army of the Republic membership badge in the last issue. The GAR was a fraternal organization founded in 1866 by Union veterans of the Civil War. It was dissolved when its last member died in 1956. As one of the first organized advocacy groups in American politics, it supported voting rights for black veterans, lobbied for veterans' pensions, and established the practice of recognizing May 30 as Decoration Day (today's so-called Memorial Day.)



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has the Army option). This provides leadership development opportunity focused on organizational development and change management.

**The FA50 Professional Development Announcement** is distributed annually from the HRC FA50 assignment officer. (Watch your email for the distribution.) That message has details about all the programs described and gives application guidance and a suspense date. (See AR 621-1 for more on both ACS and TWI. Fellowship program guidance is in AR 623-7.)

NOTE: the programs described here are for Active Duty officers. COMPO 3/Reserve officers should contact the FA50 Assignment Officer or OCAR for information.

*Ms. Patsy Campbell has extensive experience as Program Manager in the Army G-8's Force Management Proponency, FA50.* 🎲

*Patsy Campbell*

Patsy Campbell, FA50  
Personnel Development Office



## **Congratulations!**

**A hearty congratulations goes out to one of our FA50s, COL John George, for his nomination for promotion to Brigadier General. He started out as an Infantry officer. COL George has been an FA50 since 2000. Since becoming an FA50, COL George has served at: JSRC Southeast (NATO), Izmir, Turkey; Army G-8; CSTC, Kabul, Afghanistan; and the Office of the Secretary of the Army. COL George is a graduate of the USMA, and holds two masters degrees from Penn State and the Industrial College of the Armed Forces. His next assignment will be in the Directorate of Force Development, HQDA, G-8. He will be the Director of Joint and Integration.**



**FROM A TWI FELLOW:**

**Training with Industry Update from Federal Express  
...Force Management Continuing to Deliver**

**By MAJ (P) Terrence C. Purnell, FA50, TWI Fellow**

I am completing my assignment as a participant in the Training with Industry (TWI) program at Federal Express (FedEx). With Force Management being relatively new to the TWI program at FedEx (2nd yr), I have been able to build on the groundwork laid by our first TWI officer, MAJ Donald Smith. The bulk of my work here has been to solidify the functional area's positioning within the corporation while gaining knowledge on how this Fortune 500 company goes about developing new capabilities or services and the principles behind which it uses to establish manpower requirements. I have been welcomed by organizational leadership, which has made the task of understanding FedEx's culture, organizational structure and uniqueness rather painless. The organization is large and very impressive and shares a common mantra, the "Purple Promise". Like our oath of office and the Soldier's Creed, the Purple Promise, "I will make every FedEx experience outstanding", is the core element that guides the commitment of every FedEx employee.

Operating Company	Core Function(s)
FedEx Corporation & FedEx Services	Provides strategic leadership and consolidated financial reporting for all FedEx companies; coordinates sales, marketing and information technology support for all FedEx companies.
FedEx Express	Provides reliable, time-definite express service to over 220 countries with delivery typically within one to three days.
FedEx Ground	Provides small package, business-to-business shipping, plus business-to-residential shipping through FedEx Home Delivery.
FedEx Freight	Provides Less-than-truckload (LTL) freight services for shipments over 150 pounds, specializing in regional and interregional delivery throughout the United States.
FedEx Custom Critical	Provides door-to-door delivery for urgent shipments or those requiring special handling.
FedEx Trade Networks	Provides custom brokerage, international freight forwarding, and trade facilitation solutions.
FedEx Office	Provides various services pertaining to document management solutions and business services.

Because speed and accuracy of execution are directly tied to revenue, the concept of Service Quality Indicators (SQI) has been implemented across the organization. SQIs aid in identifying the types of service problems that are most important to customers. They also form the basis of reportable metrics that determine the relative impact to customer satisfaction and the positive or negative impacts to corporate revenue. At the beginning

of FedEx's fiscal year (1 June through 31 May), monthly goals are established for each SQI element to measure the quality of services provided across the enterprise. For FedEx, SQIs are similar to Commander's Critical Information Requirements (CCIR) for Army commanders.

FedEx's approach to portfolio and organization reviews hinge on three lines of effort.

- 1) Vision Summit: an annual forum chaired by FedEx's Marketing Division that brings together senior organizational leadership and program leads in a comprehensive effort to decide the future of initiatives and proposals. The decisions made during Vision Summits directly impact corporate revenue and help shape priorities of work and funding efforts for the near future (1-3 years).
- 2) Enterprise Portfolio Management Team: this team is composed of organizational Vice Presidents and Directors and provides oversight and input for ongoing initiatives. Many of the deliverables and decisions made by this entity assist with setting the strategic vision for the enterprise.
- 3) Everest Process: designed to establish a predictable, scalable product/capability development process that is easy to understand and applied consistently across the organization. The Everest Process was introduced to create more upfront project definition and planning, to establish procedures to effect ongoing decision making, to increase collaboration between functions, and to foster more efficient communication and project management.

FedEx uses an Operations Technology Innovation Team to focus on future technologies to identify strategic avenues that may create opportunities for advancement and to create a competitive edge across the industry. This organization relies on the tenants of the STEEP Analysis Tool to conduct analytics on external environmental factors such as down turns in the economy, and a lack of investment in innovation to determine the significance to the firm's strategic options.

FedEx orchestrates development and integration of new capabilities/services across the enterprise through their Cross-Functional Development Process (CFDP). The CFDP is a five phase process: Phase 1 – Concept; Phase 2 – Definition; Phase 3 – Planning; Phase 4 – Development; Phase 5 – Launch. I was able to witness the planning and execution of Phase 5 occur across the organization for a new service being introduced to the field. The success of Phase 5 is heavily reliant on the planning and execution of Alpha and Beta tests. Alpha testing is done within the confines of the organization but took every step to replicate the conditions, services, and the customer experience. Designated field locations (stations, ramps or hubs) were targeted and monitored closely until test objectives were achieved. Beta testing included a limited amount of real customers and was aimed at confirming the results from Alpha testing. It also provides a final opportunity to validate system performance before the product/capability is fully launched.

In addition to accomplishing Force Management specific training, I have been able to coordinate activities with the other TWI participants (all Logistics Offices – 1ea Army, 1ea Navy, and 1ea Air Force). Teaming up with my DoD counterparts here has allowed me to gain a better understanding of the specific training objectives that other TWI services, branches and proponents are striving to accomplish and expose me to other organizational leaders, facilities and operations across the enterprise that I may not have seen otherwise. 🧩



## FORCE MANAGEMENT FUNCTIONAL AREA 50 (FA50)–

### Primer

**WHY HAVE AN FA50?** FA50 officers - Army Force Managers - know "how the Army runs". Force Management officers integrate and implement changes to the force across the full spectrum of organizing, manning, training and equipping the Army. This includes requirements determination, organizational design/change, Total Army Analysis (TAA), manpower and equipment allocations, POM development and the Operational Needs Statements (ONS) process. They translate strategy into structure, and advise Army leaders on the second- and third-order effects of force structure, organizational and equipment changes. FA50s are problem solvers.

**WHAT TO LOOK FOR IN OUR OFFICERS:** FA50s should be evaluated on their performance in **Force Management positions**. Well-rounded FA50 officers should possess a **blend of Generating and Operating Force** experience. **Deployment experience** indicates the officer can apply FM processes in a combat environment. FA50 officers should complete the appropriate Army educational requirements, i.e., Intermediate Level Education (ILE) and the **Force Management Qualification Course**. Key developmental assignments include **Force Modernization Officer** at Division level, **Requirements/Systems Synchronization Officer** on the HQDA staff and **Force Developer or Force Integrator** at all levels. LTC/COL FA50s should have **Branch Chief or Team Chief experience**. **Joint** experience is valuable, but not required. FA50 has 15 COL and LTC **Centralized Selection List (CSL)** positions - the **Chief Force Management Division** billets at Corps, Army Service Component Command (ASCC) and Army Command (ACOM). Six COL slots at HQDA G-3/5/7 and G-8 are considered **post-CSL**, our equivalent of Former Brigade Commander (FBC) positions. Majors should have at least one successful FA50 assignment, and LTCs should have three or more successful FA50 assignments. FA50 officers compete for professional development opportunities in three areas: Advanced Civil Schooling, Training with Industry and Fellowship programs.

**WHERE ARE FA50 OFFICERS?** FA50 officers are found primarily at Headquarters Department of the Army G-3/5/7 and G-8, ACOM and ASCC headquarters, Corps and Division headquarters as well as OSD, the Joint Staff and eight Joint Command headquarters.

#### UNIQUE KNOWLEDGE, SKILLS & CHARACTERISTICS

- Army Force Managers approach Force Management as an art and a science.
- Army Force Managers execute and synchronize the complex processes that **define the force** (force development) to reshape our Army, and **build the force** (force integration) in support of the Warfighter.
- FA50s have expertise in: Requirements, Documentation and Equipping.
- FA50s are self-disciplined adaptive leaders, resourceful strategic thinkers, insightful change managers, and effective communicators.

#### OFFICER DEVELOPMENT/CAREER PROGRESSION

Initial assignment at HQDA/ACOM level, when possible, provides officers a solid grounding in Department of the Army force management policy and processes, enhancing future utility for "1-of-1" assignments in the operational Army.



## FA50–Primer (cont.)

<b>Captain</b>	<ul style="list-style-type: none"> <li>• <b>Branch Qualified, has acquired basic technical and tactical skills</b></li> <li>• <b>Working knowledge of military operations and Army doctrine</b></li> <li>• <b>Assessed into FA50 via the Voluntary Transfer Incentive Program (VTIP)</b></li> <li>• <b>Normally promoted to Major within 2 years of accession</b></li> </ul>
<b>Major</b>	<ul style="list-style-type: none"> <li>• <b>Complete ILE Core and the 14-week FA50 Qualification Course</b></li> <li>• <b>Key developmental positions at Army G-3/5/7 and G-8</b></li> <li>• <b>At least one Force Management Division level, ASCC or ACOM assignment</b></li> <li>• <b>Qualified Majors and LTCs eligible for ACS, TWI or Fellowship consideration</b></li> </ul>
<b>Lieutenant Colonel –/ Colonel</b>	<ul style="list-style-type: none"> <li>• <b>Senior Army Force Managers</b></li> <li>• <b>Have successfully completed FM leadership jobs in a deployed environment</b></li> <li>• <b>15 CSL positions</b></li> <li>• <b>Army and Joint Staff; FM Branch and Division Chiefs in the Operational Force</b></li> <li>• <b>Officers should have about three FA50 assignments by this time</b></li> </ul>

**Where can I find information about FA50?** You can find information about FA50 in DA PAM 600-3 Chapter 31 and at <http://www.fa50.army.mil/>. If you have an AKO account, you can also check out <https://www.us.army.mil/suite/page/194547>, and the Force Management Net forum at <https://forums.bcks.army.mil>. Log in using your CAC and request permission to become a member of Force Management Net to learn more. You can also email questions to [FA50PP@conus.army.mil](mailto:FA50PP@conus.army.mil). 🎲





# CONGRATULATIONS TO THE FOLLOWING OFFICERS FOR SELECTION TO JOIN FA50:



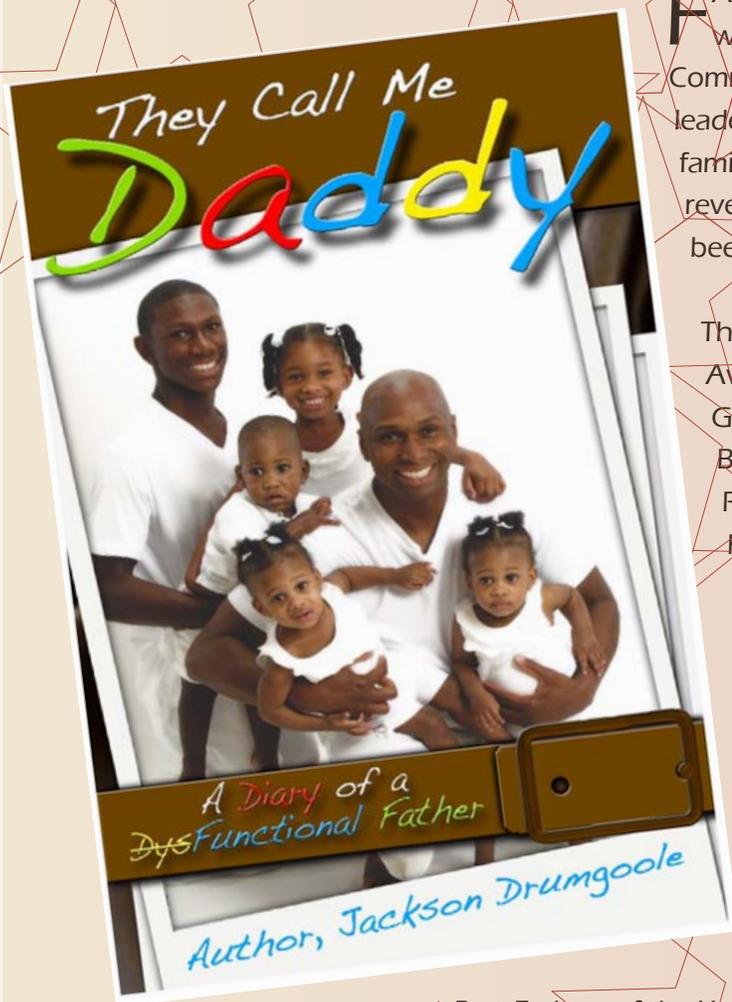
CPT VIVIANA RODRIGUEZ  
CPT KYLE R LUOMA  
MAJ JESSICA F HEGENBART  
CPT JEFFREY S SWINFORD  
LTC JASON S LIGGETT  
LTC JESSICA L GREGRIS  
MAJ MATTHEW A GREEN JR  
CPT GLEN E CARR II  
CPT ANITA M SCATTONE  
MAJ STERLING J HUFFMAN  
CPT JOHN M OLIVER  
CPT ELIEZER D RIVERALOPEZ



You are joining our ranks at a crucial time in the history of our nation and the Army. Never before has the Army needed the knowledge, skills and abilities FA50s have to offer. We are now more relevant than ever. We welcome you and we are certain you will find your duties as a force management officer challenging and rewarding.



# ALL-STAR DAD



**F**A50 Force Manager Major Jackson Drumgoole II was recently honored by the National Father's Day Committee, which recognizes "contemporary lifestyle leaders of our culture whose lives are dedicated to family, citizenship, charity, civility, responsibility and reverence." His award is in recognition of his having been named the 2013 Ashok Sani "All-Star Dad."

The award was conferred at the Father of the Year Awards luncheon on Tuesday, June 11, 2013 at the Grand Hyatt Hotel, New York City. Former President Bill Clinton and Terry J. Lundgren, Chairman, President, and CEO of Macy's, Inc. will also be honored.

The National Father's Day Committee is a not-for-profit, non-commercial organization that strives to heighten the meaning and observance of Father's Day, raise funds for philanthropic purposes and present "Father of the Year" Awards to deserving fathers of high accomplishment in their chosen fields who have also exhibited enormous achievement as parents.

Past Fathers of the Year have included Shaquille O'Neal, Generals David Petraeus, Colin Powell and George W. Casey, Jr., Senator John Edwards, and LL Cool J.

MAJ Drumgoole, a father of five, is author of an ebook (available on Amazon) which encourages men to raise their children and build better relationship with their children.

Below is a link to Father of the Year Awards ceremony last month:

<http://www.patrickmcmullan.com/site/search.aspx?t=person&s=Major+Jackson+Drumgoole+Jr>

# twobooks

## COMMAND CULTURE:

The Generals: American Military Command from World War II to Today  
New York: Penguin, 2012

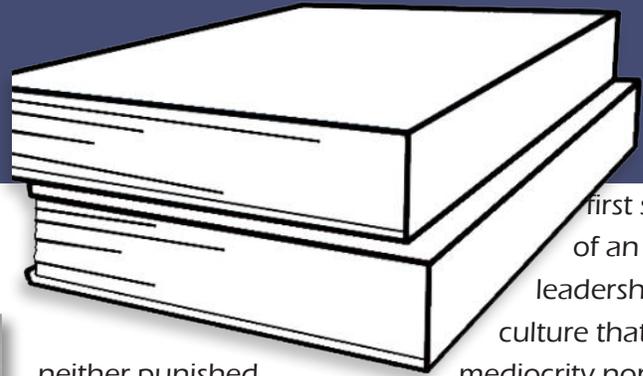
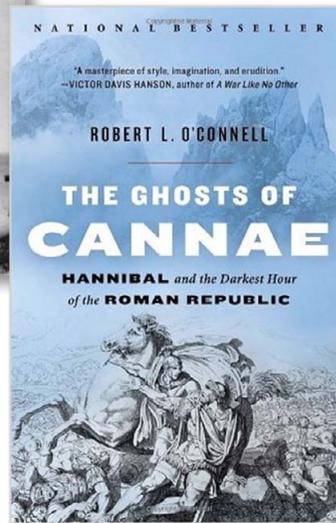
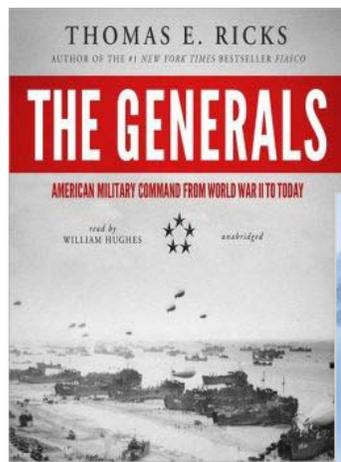
### The Generals

Authored by Thomas E. Ricks

History has been kind to the American generals of World War II—Marshall, Eisenhower, Patton, and Bradley—and less kind to the generals of the wars that followed. In *The Generals*, Thomas E. Ricks sets out to explain why that is.

In part it is the story of a widening gulf between performance and accountability. During the Second World War, scores of American generals were relieved of command simply for not being good enough. Today, as one American colonel said bitterly during the Iraq War, “As matters stand now, a private who loses a rifle suffers far greater consequences than a general who loses a war.”

In *The Generals* we meet great leaders and suspect ones, generals who rose to the occasion and those who failed themselves and their soldiers. Marshall and Eisenhower cast long shadows over this story, as does the less familiar Marine General O. P. Smith, whose fighting retreat from the Chinese onslaught into Korea in the winter of 1950 snatched a kind of victory from the jaws of annihilation. But Korea also showed the



neither punished

particularly rewarded daring..In the Vietnam War, the

problem grew worse until,

finally, American military leadership bottomed out.

The My Lai massacre, Ricks shows us, is the emblematic event of this dark chapter of our history. In the wake of Vietnam a battle for the soul of the U.S. Army was waged with impressive success.

It became a transformed institution, reinvigorated from the bottom up. But if the body was highly toned, its head still suffered

from familiar problems, resulting in tactically savvy but strategically obtuse leadership that would win battles but end wars badly from the first Iraq War of 1990 through to the present.

Ricks has made a close study of America’s military leaders for three decades, and in his hands this story resounds with larger meaning: about the transmission of values, about strategic thinking, and about the difference between an organization that learns and one that fails.

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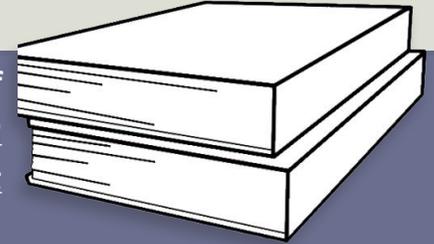
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Two Books continued on page 21



# twobooks (cont.)



According to barnesandnoble.com, "A stirring account of the most influential battle in history. The Ghosts of Cannae: Hannibal and the Darkest Hour of the Roman Republic

## The Ghosts of Cannae: Hannibal and the Darkest Hour of the Roman Republic

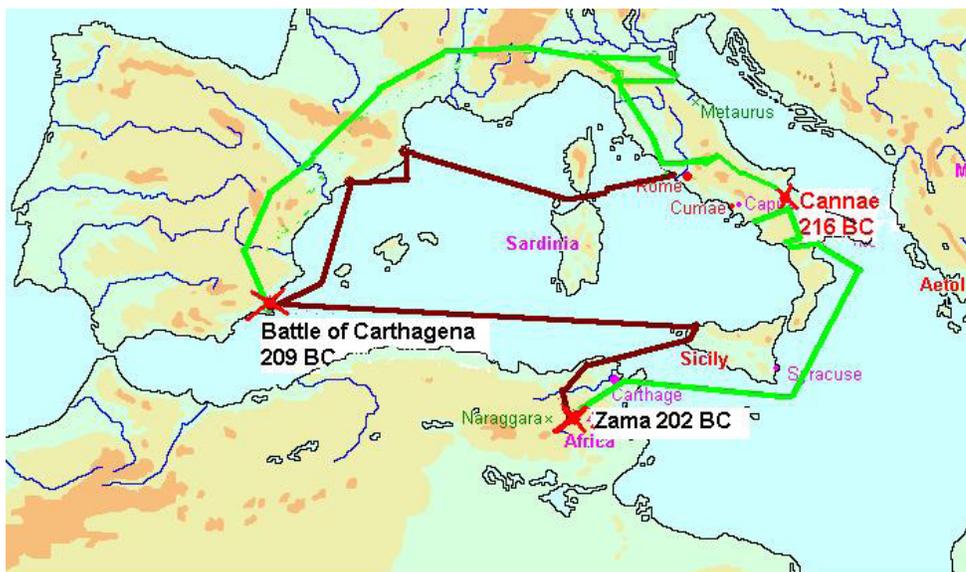
Authored by Robert L. O'Connell (Random House, 2011)

For millennia, Carthage's triumph over Rome at Cannae in 216 B.C. has inspired reverence and awe. It was the battle that countless armies tried to imitate, most notably in World Wars I and II, the battle that obsessed legendary military minds. Yet no general ever matched Hannibal's most unexpected, innovative, and brutal military victory—the costliest day of combat for any army in history. Robert L. O'Connell, one of the most admired names in military history, now tells the whole story of Cannae for the first time, giving us a stirring

account of this apocalyptic battle of the Second Punic War, and its causes and consequences. The Ghosts of Cannae then brilliantly conveys how this disastrous pivot point in Rome's history ultimately led to the republic's resurgence and the creation of its empire."

The details of Cannae - Hannibal's years-long campaign through the Italian peninsula, the Fabian strategy of non-engagement, and finally the "massive knife fight" which virtually destroyed a huge but poorly trained, poorly led Roman army - are all familiar to most officers.

But Mr. O'Connell then tells us "the rest of the story." The "Ghosts" of the title are the Roman survivors of the battle, most from the 5th and 6th Legions, who were either outside the encirclement or somehow broke out and escaped the slaughter. They were exiled for years, as punishment for failure, to garrison duty on Sicily until Scipio Africanus made them the nucleus of a new army that got its revenge at Zama in 202, ending the Second Punic War. Half a century later, after the Third Punic War, Carthage was no more and Rome was on the way to empire. The rest, as they say, is history. 🎲



**Hannibal's Route**      **The Second Punic War 218-201 BC**  
**Scipio's Route**

<http://historywarsweapons.com/the-second-punic-war/>



# FLEITZ

## A man in Transition ...

### “Please submit all material for publication and comment to Mr. Bob Fleitz”



Bob Fleitz, retired  
FA50 PPO Communications Officer

You’ve seen this notice in the ORACLE almost since it was first published. This time the notice must change. Bob has hung up his FA50 proponent hat and put on his Texas Stetson. He and Janie have moved to their ideal retirement home in the Lone Star State. Bob joined the FA50 office in time to become the editor for the third issue, **Volume 1, 3rd Quarter, FY05** and every issue since. He has served as the POC for Strategic Communications and Sustainment under at least seven FA50 office chiefs and almost as many proponent general officers. In that role he has managed multiple versions of the FA50 media communication outlets (AKO, Lessons Learned, Senior

Force Management seminar page and Facebook) in addition to a redesigned FA50 website. Bob is the master craftsman behind hundreds of FA50 briefing slides, the most recent version of the FA50 chapter of DA PAM 600-3 and the soon to be published “State of the Functional Area Report”. The FA50 Hall of Fame is another of Bob’s contributions to the FA50 community.

Bob – we wish you and Janie farewell with reluctance, but wish you both a restful and rewarding retirement. The FA50 and Force Management community will miss you. 🍷

### Smart Quote:

**In Italy, for thirty years under the Borgias, they had warfare, terror, murder and bloodshed, but they produced Michelangelo, Leonardo da Vinci, and the Renaissance. In Switzerland they had brotherly love, they had five hundred years of democracy and peace, what did they produce? The cuckoo clock.**

–Orson Welles