

The Oracle

Volume 8 • 3rd Quarter FY11

OPM-SANG MODERNIZATION FA 50S IN ACTION IN SAUDI ARABIA

by MAJ Phil Radzikowski

At the request of the Program Manager, Office of the Program Manager-Saudi Arabia National Guard (OPM-SANG), the ARSTAF sent a two Officer team (one Force Manager from HQDA G-8 and one from HQDA G-357), to conduct an organizational assessment on how to better integrate the Doctrine, Organizational, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) requirements associated with expanding the Saudi Arabia National Guard (SANG). Over the course of 5 weeks (March - April 2011), we made process and organizational recommendations to help facilitate DOTMLPF integration.

Force Managers are the Army's professional corps of officers who analyze, integrate and execute the force development process. We evaluated the primary functions of the OPM-SANG divisions and supporting staffs and made recommendations on how to optimize its organization to assist in the modernization of the SANG.

OPM-SANG is the US Army organization that advises, assists, trains and manages the foreign military sales (FMS) investment in the Kingdom of Saudi Arabia's National Guard military modernization effort. OPM-SANG's mission is to "assist the Saudi Arabian National Guard modernization efforts to develop a more capable, self sufficient defense force while enhancing the vital partnership between the Kingdom of Saudi Arabia and the United States of America" (Turner). OPM-SANG is the premier security assistance team advancing the strategic partnership between the US and the Kingdom of Saudi Arabia (KSA) by modernizing the Saudi Arabian National Guard (SANG).

The strategic partnership between US and the KSA is key to our nation's national security interests in the Middle East. KSA is home to the holiest sites in the Muslim world, giving the King of Saudi Arabia a secure position as the cultural and religious leader of the Middle East. Additionally, Saudi Arabia controls twenty-five percent of the world's oil reserve. This makes them the most

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FROM THE EXECUTIVE AGENT: — — — — —

Force Managers are...the hardest working, most talented people I have ever served with.



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

Teammates, I am being reassigned to USF-I in July. Two years as the Functional Area 50 Executive Agent have flown by. Force Managers here on the Army Staff, uniformed and civilians in both G-357 and G-8, and all the others around the Army, are some of the hardest working, most talented people I have ever served with. The job you do every day, ensuring our units are organized and equipped to support the Combatant Commanders, is one of the most complex in the Army. It's not just a bumper sticker on a briefing slide when I say Force Managers are the "Architects of the Army." I am proud to refer to myself as an "Honorary FA 50."

These past 24 months have seen some remarkable accomplishments for our small community. We conducted the first two Senior Force Managers Seminars, in which our COLs and GS15s from around the Army gathered to hear from Army leaders and exchange views; through the efforts of our Proponency Office we launched a largely successful defense of our structure in the Grade Plate review; the Qualification Course has increased from two to three iterations per year, and included new material on Global Force Management, ARFORGEN, RFF and other topics requested by officers in the field; and we have been able to increase course attendance by USAR, ARNG and CP26 Force Managers. The TRADOC FA50 initiative has been re-energized; the functional area gained two FA50 GOs (BGs Mealer and Dyess); and our first CSL COLs have been selected. Later in this newsletter Patsy will be telling you about some new Training with Industry and ACS opportunities, too.

In my new duties at United States Forces-Iraq, I intend to continue to call on the unique skills of our Force Management cadre, the Soldiers, civilians and contractors who know how the Army runs. My sincere thanks to you all and your families for your service to our Nation, and my best wishes for your future.

*ARMY STRONG!
MG Tom Spoehr*

Smart Quote:

For a war to be just, three conditions are necessary -- public authority, just cause, right motive.

—St. Thomas Aquinas

Total Army Analysis Will Require a Full Team Effort

**MG Anthony R. Ierardi, Director
Force Management, Army G-3/5/7**



**MG Anthony Ierardi,
Director FM, Army 3/5/7**

I am very pleased to contribute to this quarter's edition of the Oracle. The United States Army continues to do the Nation's bidding in two wars, while conducting numerous operations in support of the Combatant Commands across the globe.

Our Soldiers are performing magnificently and will succeed in the most challenging missions. As force managers, you know well that the Army is always adapting, and always changing to meet the needs of the Nation. This year's Total Army Analysis will be an important event to plan the future force and to sustain our commitment to the Nation in the years ahead. I would like to briefly share with you the outline of this TAA.

Over the past several years the Army has grown to meet the demands of the war fight. Since 2006, and with the support of Congress and the American people, the Army grew over eighty thousand Soldiers and completed a major reorganization of our formations to become more effective and to create a more sustainable force generation model. Our force management predecessors diligently focused

on integrating across all resource categories to help grow and sustain the Army. Our task now is to properly plan for the future of the Army in an environment of tighter budgets. Accordingly, this year's Total Army Analysis will be the venue by which the Headquarters Department of the Army, working closely with the Army Commands and the Reserve Components, will analyze alternatives and provide our senior decision-makers with options and recommendations to: assess and adjust force structure to meet reduced end strength targets in the active component, as directed; re-allocate force structure as the Army plans to operate in future strategic and operational environments; allocate force structure in the institutional Army to support generation of properly equipped, trained and resourced units to combatant commands; adjust the field grade officer structure in the force and achieve a sustainable Officer Grade Plate; and, recommend stationing plans for our units that best supports our units, Soldiers and their families.

In the coming months, the Army will rely heavily on force managers in the Commands and across the ARSTAF. Synchronizing and completing the detailed planning and execution of TAA will require a full team effort, and I look forward to working with you as we take on these tasks.

MG Anthony R. Ierardi has been the Director, Force Management, Army G-3/5/7, since July 2010. 🇺🇸

AN FA50'S HALF-MARATHON CHALLENGE

MAJ Felicia O'Neal is Running across America, 13.1 Miles at a Time

By Steven Dayley

MAJ O'Neal recently departed the G-8, where she has served in FDL as the Watercraft and JLTV SSO and XO. Her next duty station is Yongsan, South Korea, where she will be an FA50 Force Development Synchronization Officer in the J-7, US Forces Korea (USFK). She can be contacted at felicia.oneal@us.army.mil.

Nothing is more physically challenging than running great distances, not to mention a half-marathon, but MAJ Felicia O'Neal runs them for a hobby! "Throughout the past year during my travels, I have met great people experienced and seen a lot of great history of the United States," she says, adding that her favorite runs were the Walt Disney World Marathon and the Nashville Country Music Half-Marathon. Running is an amazing source of exercise and the chain of command, even the Commander in Chief, is promoting fitness more than ever before.

As military operations continue in two theaters, the importance of "resilience" comes into play every day. Resilience is the process of adapting well in the face of adversity. "Comprehensive Soldier Fitness" is the Army's holistic fitness program for Soldiers, family members, and civilians designed



to increase performance and build resilience. Setting goals is key to fully realizing the idea of CSF.

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

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influential member of the Organization of Oil Exporting Countries (OPEC), the governing body that controls the price and output production of the world's oil market. There is a mutually supportive informal agreement with the West: western nations provide military support (procurement of systems, advice and assistance) and the Kingdom provides regional and economic stability (though oil output stability).

OPM-SANG forges key relationships with the tactical, operational and strategic leaders within SANG. Additionally, OPM-SANG coordinates the US military school partnership: SANG has been actively sending officers to attend US military schools for the past three decades. The current SANG leadership includes graduates of the Command and General Staff College, the Army War College, and the Industrial College of the Armed Forces, as well as Airborne, Ranger, Sniper, Officer Basic and Captains Career Courses and many other formal military schools. OPM-SANG has thus been able to foster and encourage military diplomacy that affect civil-military partnerships throughout the world.

By maintaining a SANG-US military relationship, it also frees up US military warfighting capabilities to be used in other, non-established regions that require military intervention to promote stability.

OPM-SANG's is a model *advise and assist* mission. It is organized into four functional divisions: Maneuver, Support and Sustainment, Technical Affairs and Health Affairs. Each division is responsible for advising and assisting their respective SANG counterparts at the operational, tactical and strategic level, and support materiel modernization efforts. There is also a small

integration staff within OPM-SANG that is responsible for synchronization of DOTMLPF modernization requirements. OPM-SANG also serves as the contract evaluator of a significant number of support contractors who provide direct support to the SANG, Vinnell Arabia (VA). VA provides life support, trainers, staffs integrators, logistic and actual contract trainers that work daily in support of SANG. They are directed and supervised by OPM-SANG military advisors.

The entire OPM SANG effort is one hundred percent funded by Saudi Arabia through a Foreign Military Sales



Author with Sheik Abdul Moshen Tuwajjiri (Second in command of SANG)

(FMS) case – even the military salaries are refunded back to the DOD budget through this case. The only costs to the US Army are opportunity costs through the SANG's utilization of military manpower.

SANG

To understand OPM-SANG modernization effort, it is important to understand the Saudi Military Forces and the role they serve in the KSA. The Saudi Military Forces are under the direction of two independent

OPM-SANG continued on page 7

FROM THE PDO CHIEF:

FA50 to Partner with FEDEX in “Training With Industry” Program

FA50 recently obtained authorization and funding for one Training With Industry (TWI) slot in partnership with FedEx, at the main corporate offices in Memphis, Tennessee. FedEx, of course is the worldwide network of companies providing its customers with a broad array of supply chain, transportation, business and related information services. The objective of this TWI opportunity, therefore, is for FA50 officers to gain insights at both the corporate and execution levels into the management techniques and technologies of a major corporation that is in much the same business as they are.

Because this opportunity “gelled” rather quickly, we used an “abbreviated selection process” to get our the first participant on orders by 31 May for assignment by 30 September. To accomplish that (and for this initial tour ONLY) HRC, in coordination with the Proponent Office, reviewed a list of potential qualified candidates, and asked who might be interested and also willing to make a twelve-month move to Memphis, TN, by September 2011. After this initial tour there will be an annual application process just like for Advanced Civil Schooling.

Major Donald Smith was selected as the initial TWI participant. He has already begun work to address the initial tasks required for this experience, conducting research and interviews within HQDA G-3/5/7 and G-8 to make sure he is fully aware of potential returns for the Army as well as research about FedEx’s programs. He will report to FedEx sometime in August.

During his year at FedEx, MAJ Smith will also help us determine whether the corporation did indeed prove appropriate for an FA50 TWI, and provide a written report based on the experience and recommendations for the way-ahead to make this the most beneficial for FA50s. As the officer establishing FA50 credibility with FedEx, the individual must also be willing to do preliminary groundwork to present himself and Army Force Management as capable and ready to fit into the FedEx environment.

In the future, this TWI opportunity will be open to FA50 LTCs or senior MAJs who are functionally qualified (ILE and Q Course), experienced force managers with at least two successful 50A assignments. If selected, officers must be able to fulfill the TWI assignment requirements (location, travel, report dates, etc.) and agree to incur a three year active duty service obligation (ADSO).

Applications for the 2012 FA50 TWI will be solicited before the end of FY11. Watch the FA50 and new HRC FA50 websites for that announcement.

Patsy Campbell

Patsy Campbell, Acting Chief, FA50
Personnel Development Office

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governmental ministries: the Ministry of Defense and Aviation (MODA) and the Saudi Arabian National Guard (SANG). Both MODA and SANG are commanded by members of the Royal Family and are considered ministry level positions. MODA is comprised of the Royal Saudi Land Forces (RSLF), Royal Saudi Air Force (RSAF), Royal Saudi Navy (RSN) and the Royal Saudi Air Defense (RSAD) and is responsible for the confronting external security challenges. The SANG is the king's personal premier fighting force, responsible for domestic security as well as ensuring stability throughout the Arabian Peninsula.

...the Bedouin have a long history of switching allegiances as soon as it is determined who is the more powerful force. "When a battle goes against a chief, it is his Bedouin followers who turn first on his tents, for why should the enemy, they ask, enjoy all the spoils? Have we not served you longer? Have we not earned the first share?" (Lacey). To understand this nuance of the Bedouin culture is to see the inherent challenge of ensuring order amongst the many different Bedouin tribes and other inhabitants of Arabia.

The history of the Saudi Arabian National Guard goes back to the founding of Saudi Arabia.

Prior to becoming an independent wealthy nation, the Arabian Peninsula was home to a fragmented collection of warring Bedouin tribes wandering seasonally through the badlands and coastal areas. Warfare (or raids) was a way of life for the Bedouin and Arab inhabitants of the Peninsula. Raiding was so common that it was governed by etiquette:

"You raided to take camels, not merchandise, land or life, and the protocol was precise: no raiding between midnight and dawn, no stealing of sheep or goats and no molesting of women. Even if you raided a camp in a serious war, the women were inviolable. To touch or harm women would be a 'haram,' a shameful thing,

and should you destroy other tents, you should always leave at least one for the women, with provisions, cooking things and coffee pots: for though you might be a victor today, tomorrow it might be your own mother or sisters at the mercy of some one else's raid." (Lacey).

In addition to the common raiding exploits, the Bedouin have a long history of switching allegiances as soon as it is determined who is the more powerful force. "When a battle goes against a chief, it is his Bedouin followers who turn first on his tents, for why should the

enemy, they ask, enjoy all the spoils? Have we not served you longer? Have we not earned the first share?" (Lacey). To understand this nuance of the Bedouin culture is to see the inherent challenge of

ensuring order amongst the many different Bedouin tribes and other inhabitants of Arabia.

It was Abdul Aziz ibn Saud (Ibn means 'son of', it is also commonly spelled 'bin') who was able to conquer a rival family tribe (the Rasheeds) after being exiled to Kuwait. By leveraging his Bedouin upbringing, his natural charisma and courage, he was able to mass a large number of Bedouin tribes to support his attack on the Rasheeds. By modifying the contemporary tactical approaches to standard raiding etiquette he was able to swiftly and entirely defeat the Rasheeds and in 1902 rode triumphantly into the city of Riyadh, which would become the capital of Saudi Arabia. (Nydell)

Over the next two decades, Abdul Aziz's coalition network of tribes was challenged by many outside

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

WHAT IS IT?



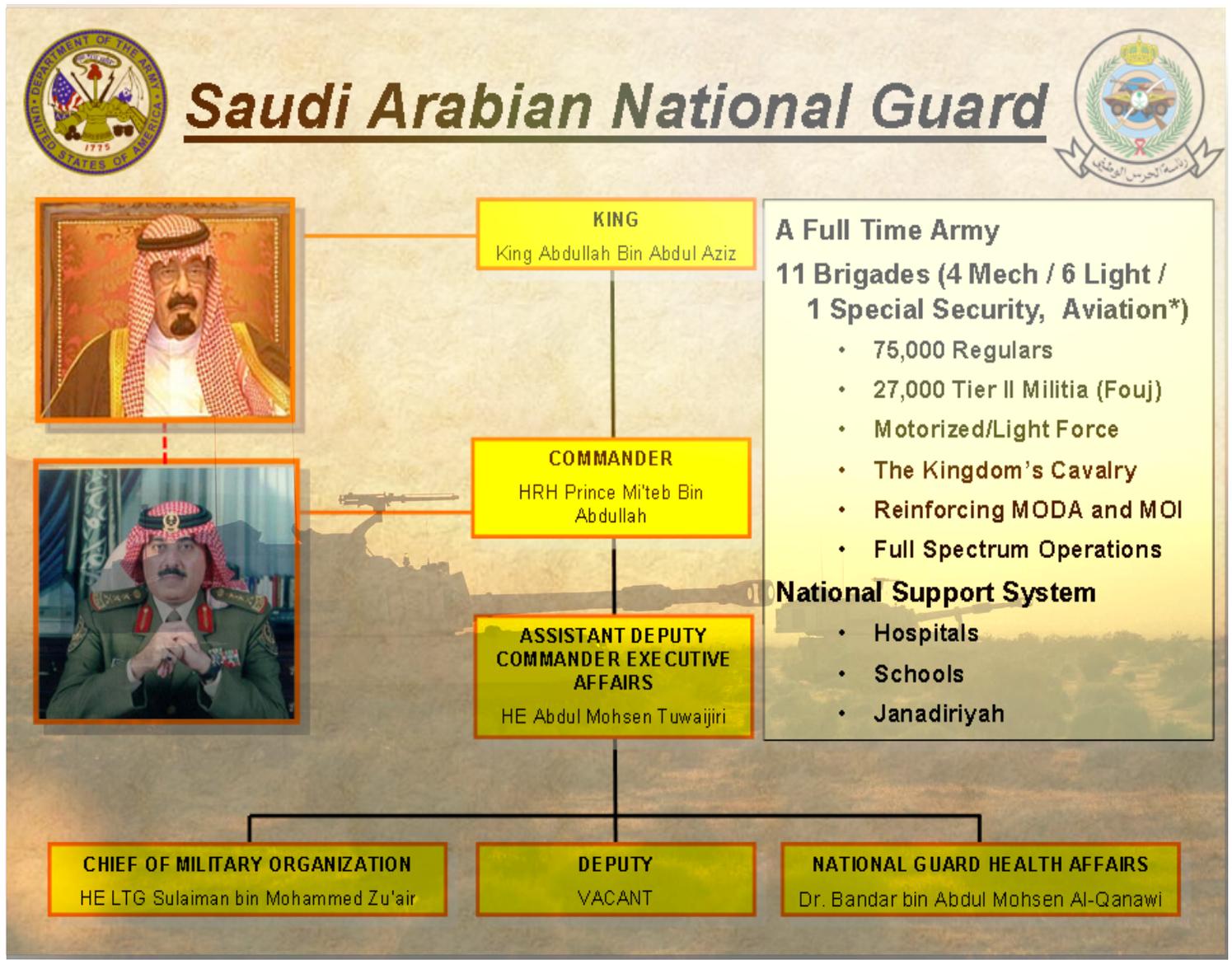
CPT John P. Smith at G-3/5/7 FM, USARC Fwd, Fort Bragg, correctly identified last issue's Whatzit as the late but not lamented M56 1GamaGoat, a sort-of-amphibious articulated 5/4T truck, designed for use in South East Asia in the 1960's. It had six wheels, endless U-joints and lube points, an engine that sounded like the biggest chain saw in the world, and bilge pumps as standard equipment. It was, you could say, "maintenance intensive." The Army bought about 15000 Gama Goats for use as cargo and troop carriers, communications vehicles, mortar carriers, ambulances and radar carriers.

influences, some political, some tribal, some international. He was, however, able to maintain unity with warring factions of Bedouin tribes throughout the Arabian Peninsula, and quell negative outside influences.

Ikhwan

The Ikhwan (Arabic for brothers) was a twentieth-century Islamic religious revival militia based on the preachings of Muhammad ibn Abdul Wahhab. The Ikhwan formed the main military force of Abdul Aziz

and played a key role in establishing him as ruler of most of the Arabian Peninsula, in his new state of Saudi Arabia. When Abdul Aziz's charisma and family ties were not enough to ensure tranquility and cooperation throughout his ever expanding Kingdom, he, as a practicing Wahhab Muslim, was able to steer the religious fanaticism of the Ikhwan to his personal allegiance. Abdul Aziz used the Ikhwan militant interpretation of Islam to capture cities, expand his kingdom, and if need be, brutally crush any tribes that started to break away. The Ikhwan felt duty bound to



Saudi Arabian National Guard Organization Chart

OPM-SANG continued from page 9

support this Bedouin king because in addition to being a Wahhab, he was the custodian of the two holiest locations for all of the Muslim world: Medina (the city where Muhammad was raised) and Mecca (where God spared Abraham's son 'Ishmael- Father of the Arabs'). The Ikhwan became the king's personal military reserve.

Modern Day SANG

Today, the SANG tribes are direct descendants of the original Ikhwan warrior tribes with royal family members injected into the tribal command structure to ensure allegiance. The SANG is the armed military force that ensures the internal security and stability of the KSA. The SANG defends holy sites and developmental achievements along with the other armed forces of the KSA. Some of their other missions include: Protection of vital and strategic installations assigned to the National Guard, participation in the development and implementation of disaster plans, participation in maintaining the security of pilgrimages during the Hadj (and providing aid, assistance, religious guidance, and health care for them), maintaining the National Heritage and publicizing the national culture, contribute to the nation building role and help develop the capabilities of the citizens, and to cooperate with the other official agencies within the realm of the regulations and orders in serving the public interest. The SANG is not a part-time reserve force to be called on in time of national emergency, rather it is a visible, standing force that receives the highest priority in modern equipment and training. This is why King Abdullah, the current king, until recently was the commander of this force. The SANG is now commanded by his son, Prince Mi'teb Bin Abdullah. Although he is not the crowned prince, his standing as the commander of SANG has been elevated to a ministry level. The King maintains a personal interest to ensure the US Army works to advise, assist and modernize the force with the best possible equipment. (Turner)

The SANG are divided into eleven brigades (both Light infantry and mechanized infantry). Each brigade is commanded and staffed by members of specific tribes. There are two regional command headquarters

(East and West) that are subordinate to the SANG headquarters. The SANG headquarters also has direct control over the center region brigades.

The events of the recent decade have caused great concern to the king. He is concerned by the militarization of Iran, the instability of Yemen and ongoing extremism by religious fundamentalists in his own country. Recognizing this threat, he has pushed the SANG to become a more agile and modern fighting force. This includes adding two additional Light Armored Vehicle (LAV) brigades and three combat Aviation brigades, in addition to modernizing individual units with updated weapons, radios and body armor.

Summary

After analyzing the missions, decisive efforts, lines of operations and the SANG's modernization requirements, we recommended incorporation of a "Force Integration Council" (FIC) decision making process as well as a "no growth" reorganization of OPM SANG's functional divisions to streamline the main mission of advising and assisting. The FIC will review all aspects of Force Integration Functional Areas (FIFA): manning, equipping, training, sustaining, stationing (facilities), organizing, readiness, deploying and funding, to ensure that SANG's 4th and 5th LAV Brigades and Aviation Brigades attain desired readiness levels or better upon activation (E-date). It will provide a venue dedicated to focusing on DOTMLPF synchronization on a recurring bi-weekly basis.

"No Growth" reorganization recommendation takes into account the current force structure constraints on the entire Army. Our recommended creation of a new functional division with the specific task of strategic integration and advising can be accomplished by consolidating existing structure and redefining their roles and responsibilities. This "Strategic Operations Division" will be responsible for analyzing and integrating DOTMLPF requirements for SANG Modernization as well as advising and assisting the SANG Strategic Headquarters to develop their own DOTMPF integration process. They will execute the

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OPM-SANG continued from page 10

FIC process within OPM SANG and through strategic engagement with the SANG.

This assignment has been an experience that accentuates all of the functions that are required of an Army Force Manager. Analyzing the DOTMPLF requirements that this organization has to accomplish and applying available resources to meet the requirements of integrating materiel systems into the SANG is the what we, as force managers do.

Major Phil Radzikowski is currently assigned to the Army G-8, Joint Requirements and Assessments Division (DAPR-FDJ). Contact him at Phillip.radzikowski@us.army.mil, or 703-695-4500. 🧩

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Constantly challenging and pushing yourself to the limit helps make you resilient for the times when you and your family face adversity.

Exhibit A for the idea of Comprehensive Soldier Fitness is Force Manager MAJ Felicia O'Neal, who just a year ago committed herself to running a half marathon in all 50 states. To date she has completed 12 half-marathons in 10 states (from Washington all the way to Florida) and one in DC. She has also completed the Cherry Blossom Ten-Miler, two Army Ten Milers and the Marine Corps 10K, all in DC. When asked why she took up this self-imposed task, "Bottom line, I love a challenge! I love the sense of accomplishment. And what better way to see and

experience the great history of our United States but traveling and running the roads of our great country?"

MAJ O'Neal has the "bling" to prove her recent accomplishments but she doesn't plan to stop there; she has 40 more states to run half-marathons in and after she's done traveling in the US she plans on going international!

We are all cheering her on.

Steven Dayley is a summer intern for the FA50 Proponent Office. He is studying Computer Engineering at Virginia Commonwealth University in Richmond, VA with the intention of pursuing a career in cyber security. 🧩



FA50 SENIOR FORCE MANAGERS SEMINAR



2011 FA50 Senior Force Managers Seminar

by Gloria Stewart, Senior Military Analyst, Eskridge Research Corporation

Thirty senior officers and civilians converged for the second annual FA50 Senior Force Managers Seminar (SFMS) held 10-12 May 2011 at the Pentagon Conference Center (PCC) and the Army Force Management School (AFMS).

This year's leadership line up featured four General Officers and two Senior Executive Service leaders. A dynamic mix of subject matter experts addressed an array of force management issues, priorities,

and initiatives that shape the FA50 mission. Topical presentations on the Army Leadership Development Strategy (ALDS) 2011, Army Learning Concept (ALC) 2015, the Profession of Arms, and Cost Culture, coupled with dynamic demonstrations, updates and the latest in equipment and equipping innovations from PEO Soldier, the Night Vision Lab and the Rapid Equipping Force, also enhanced the force management body of knowledge. The Army Force Management School offsite offered an insider's vantage point of equipping

Force Managers – Architects Building a Resilient & Adaptive Army...





María Hurtado photo

LTG Troy shares his thoughts on Leadership style.

and manning to include a social hour hosted by MG Spoehr at the Fort Belvoir Officers Club.



COL Gellert reviews OPERATION TOMODACHI.

Leadership Highlights

• Kicking off the seminar, BG Edward Donnelly engaged participants in candid discussions about broadening career field assignments and opportunities for expansion.

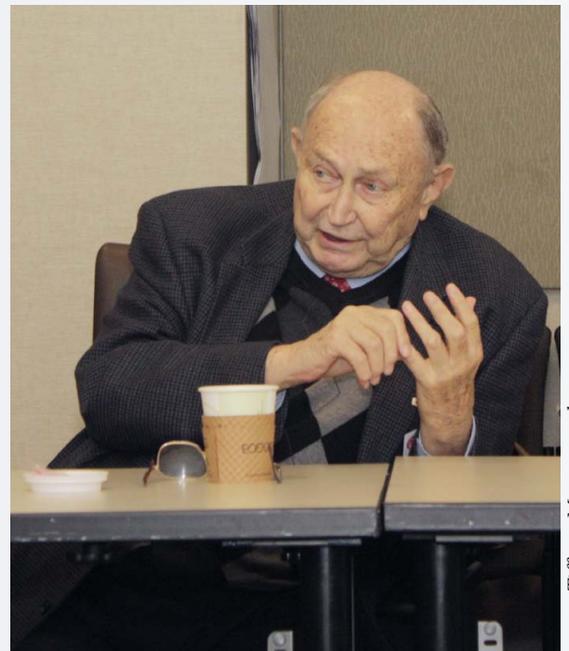
• LTG William Troy, Director of the Army Staff (DAS), promoted “command climate” as integral to the current fight and key to the success of leaders for the 21st century.

• MG Joseph Martz, Director PA&E, addressed the impact of budgetary constraints on reset and sustainment.

• Mr. E.B. Vandiver III, Director, Center for Army Analysis, reinforced the vigilance force developers must exercise in reshaping the Army during periods of war and peace while maintaining current capabilities and preserving future options.

• LTG (r) Richard Trefry, a Force Management Hall of Famer, challenged participants to recognize and resist group think (conformity) in strategic decision making.

• A newly introduced “reports from the field” segment received rave reviews. This year’s report by COL Fred Gellert highlighted joint experiences as an FA50 participating in an international effort during “**OPERATION TOMODACHI.**” This United States Armed Forces assistance



Tiffany Metzger photo

LTG (R)Trefry

operation supported Japan in disaster relief following the 2011 Tohoku earthquake and tsunami.

- Culminating the event, MG Anthony Ierardi, the Director of Force Management, stressed the key actions and focal points force managers must consider with budget reductions, congressional factors, grade plate reviews and stationing.



FA50 professionals question MG Ierardi.

Here's how to reach the website:

1. Logon to AKO (An active AKO session is required).
2. Copy this address into your browser's address bar: <https://securewebako.hqda.pentagon.mil/ako/g8site/FA50SFMS>



MG Ierardi explains his point.

Marla Hurtado photos

Feedback

Positive comments revealed participants regard this seminar as key to their ongoing senior level professional development and instrumental to their success as force managers. Panel presentations and group discussions were highly interactive and useful.

2012 Seminar

COLs and GS14s and 15s, mark your calendars! Next year's seminar will be 8-10 May 2012 at the Pentagon Conference Center.

Briefings/presentations, reference materials and photos from the 2011 Seminar are now available. 2012 SFMS activities will be posted in early January 2012.

The website will be updated as plans for the next Seminar progress. In the meantime, you are invited to upload suggestions and recommendations in the "call for topics" section.

POCs

If you have any questions, comments or suggestions please contact:

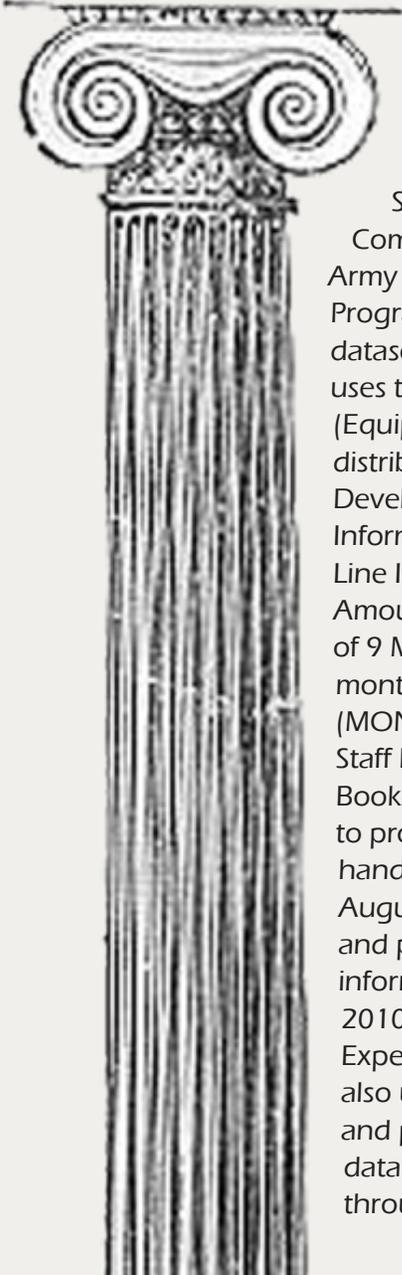
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FROM AFMS:
THE ARMY EQUIPPING ENTERPRISE
SYSTEM (AE2S)
NEWEST DEVELOPMENTS

New Data Sets and Four Updates in the New and Improved AE2S Training Portal

by Joe Albert



DATA SETS:

The April 2011 Structure and Composition System Total Army Equipment Distribution Program (APR11 SACS TAEDP) dataset has been published. It uses the Equipping the Force (Equip For) allocation and distribution plans and Force Development Investment Information System (FDIIS) Line Item Number Quantity Amount (LQA) data as of 9 May 2011. Also, the monthly historical data set (MONTHLY HIST) file for AE2S Staff Books and Functional Books has been updated to provide equipment on-hand information from August 2010 thru April 2011 and personnel on-hand information from August 2010 thru April 2011. The Expert System history file was also updated with equipment and personnel on-hand data from September 2000 through April 2011.

AE2S Training Portal:

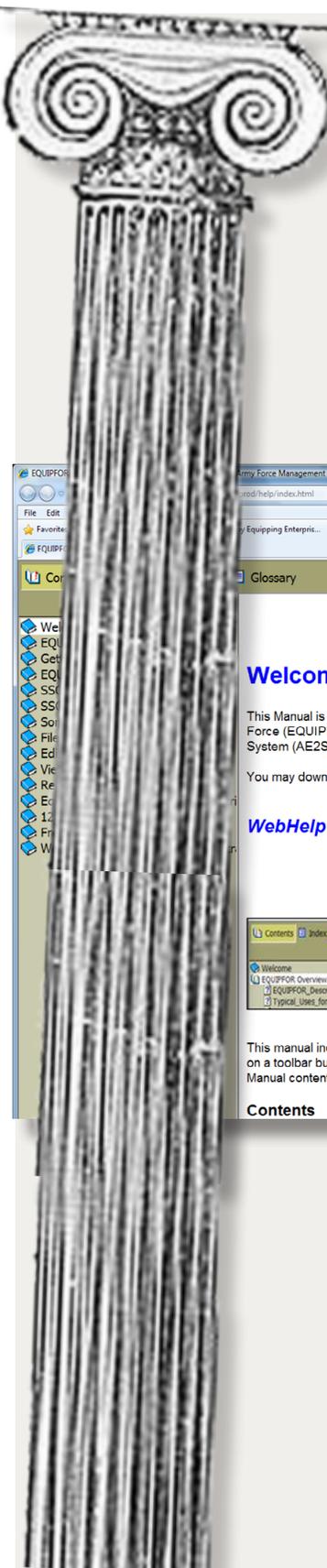
There are four new updates at the help and training portal.

- Equipping the Force (EQUIPFOR) Web-based Searchable Help Manual
- Updated Strategic Equipment Common Operating Picture (SECOP) Self-paced Training
- AE2S Overview for New Users - A high level overview of the AE2S vision, common terminology, army analysis over time, structure, processes, products and services.
- Updated Transparency Self-paced Training

For more information, contact Mr. Joe Albert, AFMS Computer Laboratory Director/Instructor/Author, at (703) 805-2822.



AE2S continued on page 16



FOR OFFICIAL USE ONLY

Army Equipping Enterprise System (AE2S)

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AE2S Application Menu

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AE2S Training and Help Home Page

Welcome to the new and improved AE2S Training Portal. Choose an application from the left menu to access self-paced training modules and help tools.

AE2S Instructor-led Training Schedule: [Training Calendar](#).

For help with any of the applications of the Army Equipping Enterprise System call DSN 654-2768 (preferred) or 703-704-2768 or e-mail the help desk at AE2S.HelpDesk@us.army.mil.

What's New

EQUIPFOR Web-based Security Help Manual

Equipping the Force - WebHelp Manual

Glossary

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Welcome

This Manual is designed to provide information and support for users of the Equipping the Force (EQUIPFOR) application. EQUIPFOR is hosted on the Army Equipping Enterprise System (AE2S) homepage.

You may download a printable PDF version of the contents of this Manual [here](#).

WebHelp Manual

This manual includes on a toolbar button to Manual content is displayed.

Contents

- Welcome
- EQUIPFOR Overview and Purpose
- EQUIPFOR Description
- Typical Users for SSO_S

Army Equipping Enterprise System (AE2S) Interactive Training Series

Strategic Common Operational Picture (SECOP)

Welcome to the SECOP Web-based Training (WBT). This WBT explains SECOP's purpose and demonstrates the range of reporting capabilities of the tool.

We recommend you progress through the topics in the prescribed sequence.

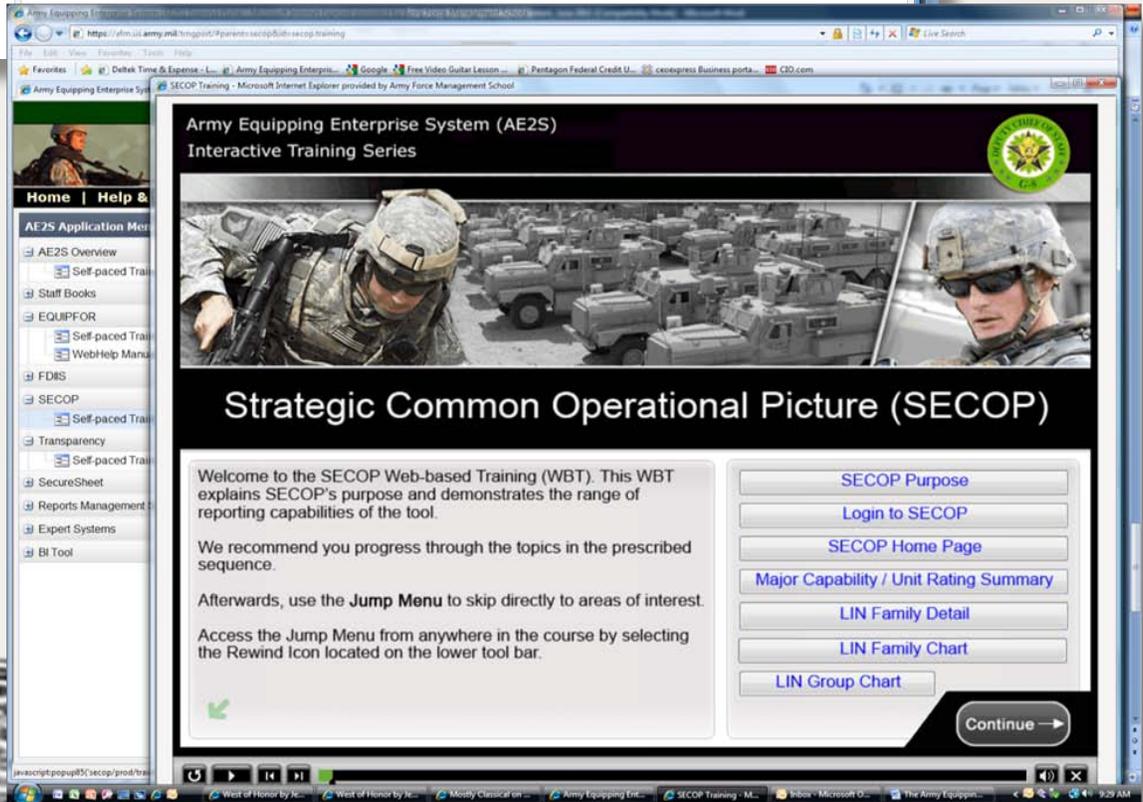
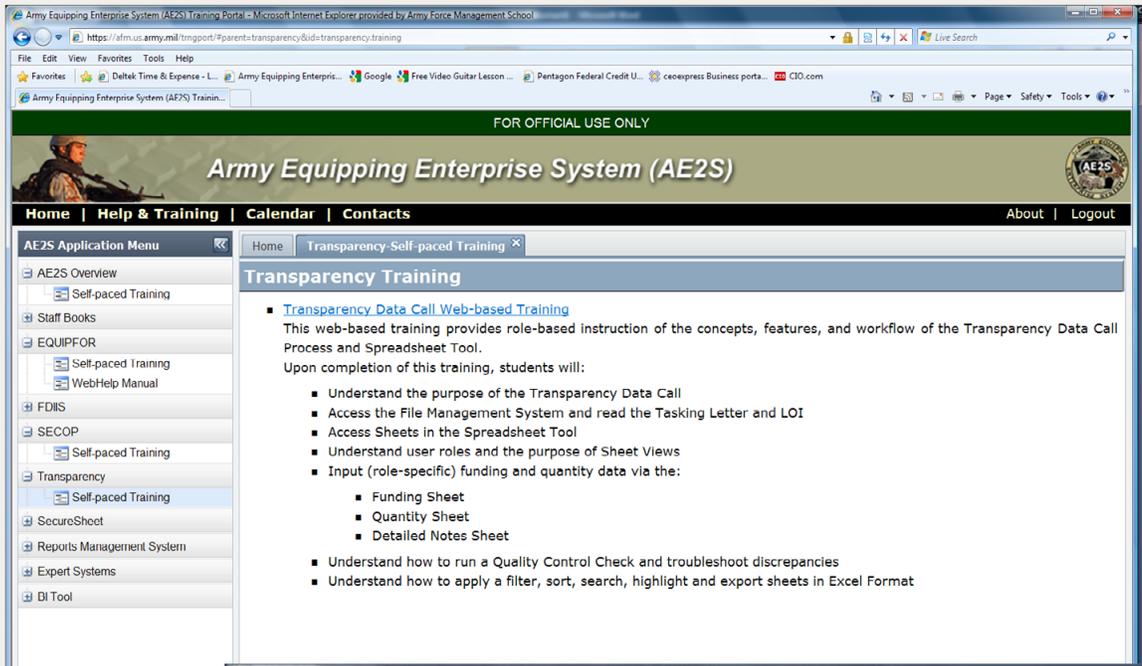
Afterwards, use the **Jump Menu** to skip directly to areas of interest.

Access the **Jump Menu** from anywhere in the course by selecting the **Rewind Icon** located on the lower tool bar.

Jump Menu:

- SECOP Purpose
- Login to SECOP
- SECOP Home Page
- Major Capability / Unit Rating Summary
- LIN Family Detail
- LIN Family Chart
- LIN Group Chart

Continue →





HRC CAREER MANAGER'S PAGE



LTC Eric A. Hoggard
FA 50 OS, OPMD

Hope everyone is having a great Summer! I'd like to talk about two things that are popular topics of discussion when officers call HRC.

"Why does it take so long to get my RFO?"

Believe me, I understand the frustration. But contrary to popular belief, HRC Assignment Officers (AOs) cannot arbitrarily "cut RFOs." Every assignment for every officer must be coordinated with several agencies, depending on each officer's individual circumstances. For example, it will take far longer for HRC to process a complex RFO for an officer in a joint billet with an exceptional family member who has requested to break stabilization than for an officer without these caveats, simply because different offices within (and sometimes external to) HRC must concur with the assignment instructions.

The RFO Process

Based on the positions available and discussion with the officer, the AO builds the assignment instructions in TOPMIS, the Total Officer Personnel Management Information System, providing the "5Ws" (who, what, where, when, why) of the PCS, then attaches all the documentation required (SECDEF waivers, EFMP approvals, etc.) and submits for staffing. TOPMIS identifies each office that must concur with the assignment for the RFO to move forward.

At a minimum, the AO, the Functional Area Branch Chief, the losing and gaining commands and the Operations Support Chief will all examine and approve each RFO - for more complex assignments,

other offices may also get involved. When you consider the number of US Army officers, then you can quickly realize that key leaders at HRC must examine and electronically "vote" on a very large volume of RFOs every day.

Depending on the size of the population and number of officers moving during an assignment cycle, each AO typically has 20-50 RFOs pending at any given time. Every branch chief, in addition to his/her regular duties, must approve all of them for every rank WO1 through LTC; every division chief must approve all for each branch, etc. Upon final approval, the AO can release the RFO.

It is time consuming - but it **does** ensure that every factor of your pending assignment is closely examined to ensure HRC is meeting all policy guidelines and doing the best for our FA50 Soldiers, their careers and their families.

"What's so important about the ORB?"

The Officer Record Brief (ORB) is the one-page snapshot of your career, providing your chain of command, promotion/selection boards, and your Assignment Officer with an overview of your career to-date. It is important this document be maintained and updated. An up-to-date ORB shows pride in your career.

When should I update my ORB?

Before a deployment. Updating your ORB will be very difficult while deployed.

Following a deployment: Make sure your ORB reflects the deployment, including the correct number of days, and any decorations.

Before a promotion board: Don't wait till the last minute to update your records.

HRC continued on page 19



Whenever you're notified that you're in the window to PCS: Your assignment officer will need up-to-date information on your career.

Before you depart your post to PCS: You don't want to arrive at your next unit with out-of-date records.

ORB Fundamentals

"Incoming Personnel", "Known Losses", and "Overstrength" are automated entries on your ORB reflecting an administrative transaction in Personnel channels. If your ORB contains those entries, fix them with your S1. In fact, 95% or more of ORB updates can be done at the unit level.

- Your ORB should be uniform throughout: "S2" vs. "S-2," for example.
- Be familiar with Skill Identifiers (SI) and ensure that any SIs you have earned are annotated.
- Ensure that your ORB and OMPF match. If an award or school is on your ORB, the supporting documentation should be in your OMPF.

KEY DATES

01 Jul 11: Last day to submit applications for the HQDA G-3/5 Strategic Education and Development Program

08 Jul 11: Last day to submit applications for the FY13 Army Congressional Fellowship Program

18 Jul 11: Last day to submit applications for the JCS/OSD/ARSTAF Intern Program; FY12/13 Arroyo Center Fellowship

07 Sep 11: Last day to submit applications for the Olmsted Scholarship

16 Sep 11: Last day to submit applications for the Army Regional Fellowship Program (YG97 or older)

Announcements on HRC's FA50 page

I'll be posting info and announcements on HRC's FA50 page (<https://www.hrc.army.mil/site/protect/branches/officer/os/forcemngt/index.htm>) and on the PDO's pages. Coming soon will be the next ACS/TWI announcement and the Summer 2012 slate of available jobs.

v/r

LTC Eric A. Hoggard
Branch Chief Functional Areas &
Assignment Officer FA 50 OS, OPMD
O: (502) 613-6681--DSN (312) 983-6681



Smart Quote:

"Victory belongs to the most persevering."

—Napoleon Bonaparte French General and Politician

FA50 Frequently Asked Questions

What kinds of things do FA50s do? Especially in this era of transformation and modularity, FA50 Force Management Officers consider themselves to be the “Architects of the Army.” We ensure Army forces are organized and equipped to support the missions of the Combatant Commanders. FA50s design new organizations and build force structure in the Total Army Analysis process; allocate Army manpower and equipment (Plans, Programming, and Budget Execution); coordinate unit activations, inactivations, and reorganizations; build Army-level investment strategies through the POM process; and most visibly, manage equipment distribution and new equipment training (NET) throughout the Army. FA50s at Joint Staff or COCOM levels are the commanders’ experts on Army force structure, capabilities and readiness.

Are there any specific qualification requirements to be designated FA50? The only fixed requirement is that officers must be at or beyond the seventh year of service and basic branch qualified. Officers with the technical aptitude to grasp complex, abstract ideas and understand key leadership actions that must be taken to adapt the Army as change occurs will find the most success as an FA50. Undergraduate degrees in business, finance, project management, organization management, and human resources are highly encouraged.

I am interested in using the Voluntary Transfer Incentive Program (VTIP) to get into FA50. How should I proceed? The Voluntary Transfer Incentive Program (VTIP) is a means for eligible Officers to apply to transfer to a different branch/functional area. The VTIP panels are held quarterly and the eligibility and applications requirements can be found in the latest MILPER message <https://perscomnd04.army.mil/milpermsgsf/nsf/> covering the current quarter’s VTIP panel. Eligibility is primarily based on Branch/Functional Area Year Group strength. Our Career manager at HRC, LTC Eric Hoggard (502-613-6681) can also help.

What will influence my selection for FA50? Officers in the rank of captain must have completed their basic branch KD requirements to include CCC. Experience of at least 24 months in KD positions in a Brigade, Division or Corps Headquarters are preferred. If you have or are filling a Force Management-related position, or have staff experience at brigade level or higher, you’ll want to include that information. Any education or training that you have received or experience related to equipment fielding, capabilities development or budgeting, is also useful information to include on your VTIP application.

What if I have not completed CCC or had a Company Command? FA50 requires officers to be branch qualified before beginning their Force Management careers. The FA50 HRC career manager will work with you and your branch career managers regarding the branch requirements if you are in the process of completion when you submit for VTIP.

Where is FA50 training conducted, and is it considered a PCS? All newly accessed Active Duty FA50 officers attend the 14 week FA50 Qualification Course (including the 4 week prerequisite, the Army Force Management Course), currently taught at the Army Force Management School, Ft. Belvoir, Va. Officers typically attend in conjunction with the first FA50 PCS assignment which most often is in the metro DC area. Officers attending enroute to assignment outside the DC area will have notation in their orders with specific instructions.

Where are FA50s assigned? Do they deploy? FA50 Force Management Officers are assigned throughout the Army at Division and Corps headquarters; at Theater Army and Army Service Component Command HQs such as ARCENT/3A, USAREUR/7A, USARPAC, Eighth Army and Army Space and Missile Defense Command; at Combatant Command HQs such as CENTCOM, PACOM, AFRICOM and US Forces Korea. Almost half of the Active Component FA50s and most Title 10 AGR FA50s are here in the Pentagon, either in the Army G-8, G-357, OSD or

FA50 Frequently Asked Questions (cont.)

the Joint Staff. Besides normal unit deployments, we also have about 17 FA50 officers tasked to support Worldwide Individual Augmentee System (WIAS) requirements in Kuwait, Iraq and Afghanistan.

Do FA50's get the opportunity to go to graduate school? Advanced Civil Schooling (ACS) is a Human Resources Command (HRC) Program. FA50 is currently allocated 3 slots per year for officers to attend ACS. A board of senior FA50 officers selects ACS candidates from applications submitted annually. Selected officers may attend any program for which they can be accepted as long as it is first approved by the Proponent. Degrees in Organization Development, Public Administration, Business Administration or Human Resource Management are preferred. In the ACS program, you will be in a fully funded status for the duration of your studies (usually 18 months), attending in resident status and receiving all pay and allowances for that location while earning a Masters degree. For more information check out: <https://www.hrcapps.army.mil/SITE/protect/branches/officer/LeaderDev/CivSchool/index.htm>.

Where and when do FA50s attend ILE? Currently, Operations Support Career Field officers, including FA50s, attend resident ILE at one of the satellite locations – Fort Belvoir or Fort Lee, Virginia; Fort Gordon, Georgia; or the Navy Postgraduate School at Monterey, California. The curriculum is identical to ILE at Leavenworth. If you are being assigned to the NCR, we will normally try to get you into ILE at Belvoir during your assignment there. Technically, "ILE" completion, which results in the officer being awarded Military Education Level (MEL) 4, includes the "core" course which awards Joint Professional Military Education (JPME) I, and the appropriate functional area qualification course. Either course may be done first, but both parts must be completed by the end of your 15th year of service.

If I become an FA50 will I ever command again? There are currently no command positions designated specifically for Force Managers. However, FA50 does have several LTC and COL level Centralized Selection List (CSL) positions. Officers competing for these positions are selected by a DA command and CSL board and are considered comparable to unit commanders at the same rank.

I'm interested in using the Call to Active Duty to enter FA50. Can you help?

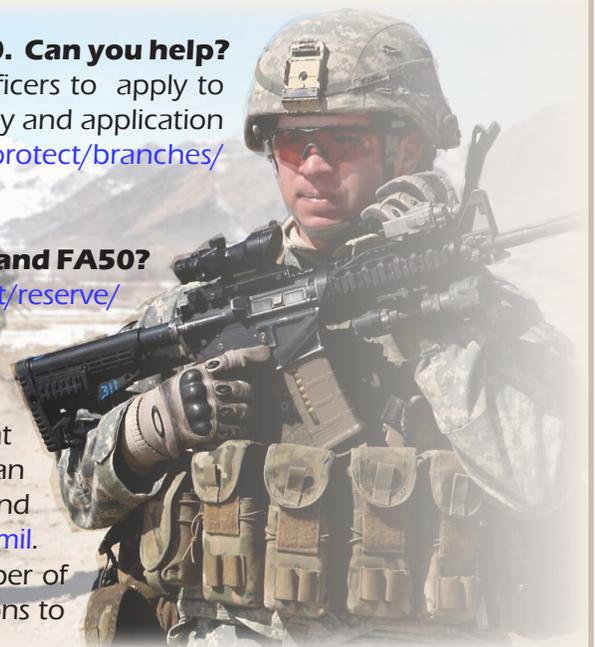
The Call to Active Duty (CAD) Program is a means for eligible Officers to apply to come on active duty. The most up to date information on eligibility and application criteria can be found at: <https://www.hrcapps.army.mil/site/protect/branches/officer/Operations/Accessions/CAD/CADProgram.htm>.

Where can I find more information about the AGR Program and FA50?

Please visit the following link: <https://www.hrc.army.mil/site/protect/reserve/soldierservices/programs/agr/agrprogram.htm>.

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.



RESERVE COMPONENT ON THE MOVE DESIGNING THE AFGHAN POLICE FORCE OF THE FUTURE

by LTC Okal Onyundo and LTC Patricia Socha

As we continue to engage in what is now the longest war in US history – having only recently added the new resources, structures, and people needed to carry out a comprehensive civil-military counterinsurgency campaign – our core objective remains the same: to help build an Afghanistan that can secure and govern itself and ensure that it does not once again become a sanctuary for transnational terrorism. To accomplish this herculean task, the Force Management community, together with our Afghan partners, is charged with designing an Afghan National Police Force (ANP) that can successfully contribute to a National Security Force that is capable of securing Afghanistan.

Director must balance the needs of the operational force against those of the institutional force with a goal of providing the most effective, capable, and self-sustained force to secure the country. Balancing national and ministerial priorities creates complex challenges and a host of questions with which the Force Management Directorate must wrestle:

–How do we organize a force of over 157,000 officers to meet the needs of governmental entities while providing citizens a safe and secure environment in which to live and prosper?

–What capabilities does this force require?

–How do we most effectively use limited resources?

Guided by the National Police Strategy, the MoI developed the National Police Plan (NPP). The NPP is a two year plan that defines the goals, objectives and vision of the Minister. The NPP drives requirements for the future force.

To address the challenge of balancing force structure requirements against available resources the Force Management Directorate adopted the Command Plan Review (CPR) process, which enables MoI to take a comprehensive look at current force structure and compare it to future mission requirements. The CPR is an annual event designed to account for and document force structure decisions and directives from MoI leadership to include those changes requested by the pillared police organizations.² The CPR provides commanders, organizations and agencies the opportunity to address their organizational concerns with the first of two approving bodies. The CPR Commission is a standing organization headed by



The Ministry of Interior (MoI) is responsible for organizing forces to secure Afghanistan's population of 32.7 million¹ people. Within the MoI, the Force Management Directorate is responsible for developing the ANP, which is divided into six separate and distinct "pillars." The Force Management

¹ Brookings Institute Afghanistan index (Nov 2010)

² Solar Year 1391 Command plan Guidance, May 2011

the MoI Force Management Director with assistance from representatives from the International Security Assistance Force Joint Command, NATO Training Mission–Afghanistan, and the European Union Police Liaison. The commission considers each change request against the priorities of the Ministry to determine the best solution for the ANP. Each member of the commission weighs the advantages and disadvantages of the new capabilities provided by this new or modified structure. The Commission then prioritizes all requests and other inputs, and then presents the recommended future force structure changes to the CPR Board.

The CPR Board is the executive level body made up of Afghan and coalition partners. Led by the Deputy Minister of Security, the Board receives a condensed briefing on the recommended force structure adjustments for validation. The Board deliberates the commission's recommendations and selects and prioritizes force structure changes for Minister of Interior approval to document and release prior to the start of the next solar year.

This is an arduous process, but it sets the basis of how the Ministry of the Interior provides the most capable force with FINITE RESOURCES to secure all of Afghanistan within the Afghan National Security Force construct. Coalition force managers past and

present have brought tremendous experience to bear in support of the Ministry's development of the process and gained much themselves in the process of building from scratch versus the evolutionary changes often seen through their own systems. In future instances of supporting war-torn countries, force managers should be immediately provided by coalition forces to ensure adequate attention is paid to this challenge. 🧩



Smart Quote:

We have not completed the education of our Nation in what it means to be supplied with an All Volunteer Force. That it is a living national treasure. A treasure that must be cultivated and nurtured with great care. It must be tended to as it reflects the very best our society has to offer.

–GEN Peter W. Chiarelli



RESERVE COMPONENT CORNER

A RAND ARROYO FELLOWSHIP A UNIQUE OPPORTUNITY FOR USAR OFFICERS

by LTC David Bolduc, USAR RAND Fellow

Given the fast paced careers most AGR officers are experiencing these days a RAND fellowship is one of those unique opportunities. It provides officers a rich, and eclectic self paced experience beyond the traditionally regimented military career path most AGR Officers find themselves pursuing.

RAND Arroyo is based out of Santa Monica California and is one of the Army's Fully Funded Research and Development Centers (FFRDC) and one of three FFRDC's within RAND. The Arroyo center provides the Army and its leadership with research products and services, training and education, subject matter experts and research documentation in order to improve Army policy and decision making at the strategic level. Some current Arroyo research topics include addressing strategic challenges, effects of OPTEMPO, managing current and future development of the force, managing theater level inventories and manning the all-volunteer force.

Beyond Arroyo RAND performs critical research for a number of clients encompassing subject matter across a broad spectrum of compelling issues including health care, law enforcement, global risk assessment, energy and the environment, workforce planning, supply chain and logistics management, information management and security and strategic planning in highly uncertain environments. As a 50A at RAND I was pleased to find that in addition to my participation in studies that addressed Force Management issues I had the flexibility and was often encouraged to participate in research focused in any area RAND was involved. There are also opportunities to conduct your own research on subjects with strategic policy implications.

What I found after arriving at RAND in the summer of 2010 was a very diverse culture, highly intellectual and sometimes perplexing environment that challenged me to think and ask questions right away, from perspectives

outside my comfort zone. RAND staff is friendly as well as engaging and not afraid to get right to the point on issues in a way that almost always invites a rich debate. Opinions here are abundant and although not always popular they tend to open discussions that lead to a broader understanding of important strategic concern. The pace of research is very flexible and you can, for the most part, set the demands on your time to match your goals for the year. In other words there is plenty of time for family and outside interests while engaging in focused research during your fellowship year. There are opportunities to travel while working with projects, both in the U.S. as well as abroad. You may also take classes at the Pardee Graduate School in Santa Monica, a highly regarded post graduate institute.

As an Army Fellow at the RAND Arroyo Center I have had the opportunity to work with world class researchers on strategic issues in such areas as Global Presence, Escalation Management, Foreign Military Acquisition Trends, and Foreign Military Size and Composition. I continue to gain a perspective here at RAND that more often than not questions my traditional Army point of view while simultaneously drawing from my military experiences to enrich discussions at the strategic policy making level. What I have enjoyed the most about this experience so far is being a part of an organization that requires you to set aside your first (in my case typically constrained) thoughts about an issue and consider the infinite number of ways that it might be addressed no matter how strange they may at first appear. This process can be a very liberating experience for an Army officer.

I would encourage any Major or Lieutenant Colonel that is interested in strategic and national security policy issues to apply for this fellowship, it will provide you with unprecedented access to some of the sharpest minds in the country and enrich your Army career in ways that are invaluable. 🧩