

Force Management Functional Area

1. Introduction

a. Purpose. Force Management is a critical operating function for the Army. It encompasses the many processes that generate future requirements and ensure the Army is efficiently and effectively organized, manned, equipped, trained, and sustained. Force Management provides trained and ready forces to Combatant Commands, now and in the future. FA50 officers — Army Force Managers — understand the art and science of “how the Army runs.” The Force Management FA provides critically skilled officers who integrate and implement changes to the force. FA50 officers provide synchronized delivery of capabilities and translate strategy into structure while advising Army leaders on the second and third order effects of their Force Management decisions. They are self-disciplined, strategic thinkers. FA50s are problem solvers for Army and Joint senior leaders.

b. Proponency. FA50 (Force Management) is managed within the Operations Support functional category. The DCS, G-8 is the proponent for FA50. The Director of Force Development is appointed as executive agent. For more information, contact the FA50 Personnel Development Office (PDO), Office of the Deputy Chief of Staff, G-8, Directorate of Force Development, 700 Army Pentagon, Washington, DC 20310-0700.

(1) Officers are encouraged to contact the PDO for general professional development advice and information as well as for education, training, and other opportunities. Officers should also maintain a close dialogue with the FA50 HRC assignment officer/career manager.

(2) HRC directly manages AC and USAR Title 10 AGR officers (LTCs and below). USAR manages USAR officers' assignments and professional development opportunities. ARNG manages all ARNG FA50 officers, including AGRs.

c. Functions. Force Management officers lead and execute the organizational and materiel changes that are fundamental to Army Modernization. These officers are critical to accomplishing the Army's Title 10 responsibilities for organizing, manning, training, equipping, stationing and supporting land combat forces. FA50s are highly educated and trusted advisors who serve as the Army's subject matter experts on the technical processes of requirement management, documentation, and budgeting. They are experts at Force Development, the process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions; Force Integration, the synchronized, resource constrained execution of an approved force development program to achieve systematic management of change, including: the introduction, incorporation, and sustainment of doctrine, organizations, and equipment in the Army; coordination and integration of operational and management systems collectively designed to improve the effectiveness and capability of the Army; and knowledge and consideration of the potential implications of decisions and actions taken with the execution process; and Force Generation, the procedures and processes at Joint and operational Army levels to plan for, request, mobilize, deploy and redeploy forces. FA50 officers serve primarily at division and corps headquarters, ASCCs, ACOMs, the Army Secretariat and its Field Operating Agencies, Joint Command Headquarters, the Joint Staff, on the Army staff in G-3/5/7 & G-8, OCAR, and NGB, DRUs and their supporting commands, ARNG state headquarters, and Army Reserve general officer commands.

2. Officer characteristics required

a. Characteristics required of all officers. All officers are expected to possess the basic characteristics that will enable them to develop into agile and adaptive leaders for the 21st century. Characteristics

such as a successful basic branch record and an advanced degree in management and policy best serve as force managers. Our leaders must be grounded in Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across the spectrum of conflict. They must be able to operate in JIIM environments, and leverage capabilities beyond the Army to achieve Army objectives. Further explanation of these characteristics can be found in FM 3-0 and in Part One of DA PAM 600-3.

b. Functional competencies. Force Management is a demanding and rewarding career field that provides officers an opportunity to directly assist and influence the future of the Army as well as its current operations. A Force Management officer:

(1) Designs organizations to support Army and Joint warfighting concepts, doctrine, and requirements.

(2) Supports the development of TOE, Basis-of-Issue Plans (BOIP), and Manpower Requirements Criteria.

(3) Helps determine requirements for modernized equipment.

(4) Determines the structure and composition of Army operating and generating forces through the Total Army Analysis process.

(5) Determines Army and unit manpower and equipment allocations within the Planning, Programming, Budgeting, and Execution (PPBE) system.

(6) Develops, synchronizes and executes organizational authorizations (TDAs and modification TOEs). Conducts affordability, supportability, and ongoing operational assessments; and adjusts execution of programs through the Concept Plan and Command Plan processes.

(7) Coordinates unit activations, inactivations, reorganizations and redesignations.

(8) Develops, processes and analyzes Joint Urgent Operational Needs Statements (JUONS) and Operational Needs Statements (ONS); operates within the Rapid Acquisition Process.

(9) Analyzes cost effectiveness of personnel and materiel changes.

(10) Develops requirements for new training programs, training devices and simulations.

(11) Determines cost effectiveness and risk mitigation factors.

(12) Develops and synchronizes new equipment fielding plans and new equipment training.

(13) Assists operational planners in the identification, requesting and tracking the movement of Army Forces into and out of a combatant commander's area of responsibility.

(14) Develops and synchronizes Army Stationing plans for units.

c. Required skills. The Force Management FA requires officers to be problem solvers who are skilled in leadership at all levels; who understand military operations; who possess strong Army Values, leader attributes and skills; and who fully understand the key leadership actions that must be taken to adapt the Army as change occurs. Force Management officers also have the technical aptitude necessary to grasp complex, abstract ideas. Force Management officers at all levels must be able to:

(1) Operate routinely in high-level staff assignments where guidance may be minimal and close interaction with senior-level decision makers is frequent.

(2) Express their ideas clearly, concisely, and accurately in both oral and written communication.

(3) Thoroughly develop and clearly articulate recommendations, and potential second and third order effects, to senior-level decision makers.

(4) Reduce raw data for effective use by senior-level decision makers.

(5) Organize, integrate, and lead work groups of military and civilian specialists to solve specific force management problems.

(6) Conduct innovative research on evolving force management processes or developmental Army systems or capabilities.

(7) Operate independently when on broadening assignments and present a positive representation of the FA and the Army.

d. Unique knowledge and skills. As the Army's subject matter experts on organizational and materiel change, Force Management officers require detailed knowledge of Army organization, structure, and doctrine. FA50 officers must possess a thorough understanding of—

(1) Army Force Management processes, gained through specialized education and training and through varied Force Management assignments at operational and strategic levels of the Army.

(2) The organization of the Army, ARNG, and USAR, their Title 10 and Title 32 USC responsibilities, and the missions, roles and functions of their major commands.

(3) The Defense Planning, Programming, Budgeting and Execution (PPBE) process.

(4) The organization of the DOD; the principal strategic planning documents (National Military Strategy, National Defense Strategy, National Security Strategy, and Defense Planning Guidance). Joint warfighting concepts; the Joint Strategic Planning System; and the formal and informal procedures and processes for resourcing DOD and the Services.

(5) How national issues, including political, military, economic, social, intergovernmental, and international/multinational challenges influence Army and Joint Force Management.

(6) The Joint Capabilities Integration and Development System (JCIDS) - the formal DoD procedure which defines acquisition requirements and evaluation criteria for future defense programs.

(7) Army and joint stationing processes.

e. Voluntary Transfer Incentive Program (VTIP). Functional designation is currently accomplished via the Voluntary Transfer Incentive Program (VTIP) for officers at their seventh year of service or later. Details of VTIP are explained in Part One of DA PAM 600-3. Officers desiring to join FA50 should monitor the bi-annual VTIP announcements from HRC. This program allows officers to transfer into another branch or FA. The VTIP panel meets twice per year. Submission of a VTIP packet does not guarantee branch transfer. FA50 seeks field grade and branch qualified company grade officers of all branches who are well grounded in tactical-level planning and who understand the capabilities and limitations of the Army Operating Force. It is highly desired that officers have exhibited, through performance and job selection, the skills or aptitude to develop the skills described in this section. Prior to accession into a functional area, officers must gain branch technical and tactical skills and gain important leadership experience in key and developmental (KD) company grade assignments. Officers must be considered basic branch qualified before accession into FA50. Officers must submit a DA Form 4187 (Personnel Action) (signed only by the officer requesting the transfer, block 9), a memorandum for record (MFR) stating reason for request and one letter of recommendation from a lieutenant colonel or higher. Officers must submit their request electronically to usarmy.knox.hrc.mbx.opmd-retention@mail.mil. Any questions or concerns about the VTIP program or eligibility can be addressed via email at usarmy.knox.hrc.mbx.opmd-retention@mail.mil. Officers with a masters degree in business management or administration area are highly desirable.

3. Officer development and assignments

a. Officer development model. The officer development model focuses on encouraging a wide range and variety of experience, rather than on specific gates or assignments required to progress. Flexible assignment timelines enable officers to serve longer in developmental assignments ensuring adequate time to gain skills and experience and also support unit readiness and cohesion.

b. FA development. The Active Army (AA), Title10 ARNG AGR, or Title10 USAR AGR Force Management officer typically begins his or her FA career by attending the 14-week FA50 Qualification Course followed by an initial assignment at HQDA or a three- or four-star level headquarters to develop

a deep understanding of force management processes and to enhance future utility in subsequent assignments at operational Army level. Following this initial assignment, the Force Management Officer should seek to broaden and hone skills, knowledge, and experiences at every grade. For FA50 majors, for example, the “1-of-1” positions at the Division HQs, ESC HQs and TSC HQs level are considered to be particularly critical and challenging developmental assignments. A “1-of-1” assignment is a KD position deemed essential to the development of an officer. Because of the importance of such an assignment, these assignments are normally left for the second or third FM jobs. These billets are located in organizations in which there is only one Force Management officer to advise the commander. Examples are: – Division HQ, ESCs & TSCs, AWG and 20th CBRNE. A “1 of Few” assignment is a KD position deemed vital to the development of an officer. These are normally the first FM jobs following the successful completion of FA50 Qualification Course. These billets are located in organizations in which there are several Force Management Officers and other functional SMEs to advise the commander. Examples are: – HQDA (G-3 or G-8), ASCC, Corps HQs. Success depends not on the number or type of positions held, but rather the quality of duty performance in every assignment. Force Management Officers can increase their expertise and broaden their skill sets by seeking subsequent assignments that alternate between operating and generating forces and across echelons between Army Staff, ACOM, Operational Units (ASCC, Corps, Division), and Joint levels as they progress through their careers.

(1) *The FA50 Qualification Course.* The FA50 Qualification Course is 14 weeks of Force Management study taught by the Army Force Management School at Fort Belvoir, VA. The FA50QC has two phases of instruction. The first 4 weeks of the FA50 Qualification Course coincide with the How the Army Runs Course (HTAR), and provide a basic understanding of the logical flow from strategic guidance to operational concepts, requirements determination, capabilities-based assessments, organizational design and documentation, equipment and manpower resourcing, and materiel acquisition and fielding. The following 10 weeks incorporate an intense focus on the principles of Army force development and force integration, practical exercises, and the Joint Capabilities Requirements Managers course.

(a) All officers designated into FA50 since 2005 must complete the FA50 Qualification Course within 12 months of designation. The FA50QC is the fourteen-week functional component of Intermediate Level Education (ILE) credentialing course for officers accessed as FA50s and is required for an officer to be considered functionally qualified for promotion. Completion of the Qualification Course is highly desired prior to the initial FA50 assignment. It must be completed prior to consideration for advanced civil schooling, Training With Industry or any Internships or fellowships. Officers assigned to the National Capital Region will sign in to their organizations prior to attendance. Others will likely attend in a TDY-and-return or TDY enroute status.

(b) Because DOD and DA-level policies and force management processes are constantly changing, officers who transfer to FA50 and have attended the 4-week How the Army Run Course (HTAR) within 1 year may request to attend weeks 5-14 only. Officers who transferred into the functional area prior to 2005 and have completed the 4-week How the Army Runs Course (HTAR), are strongly encouraged though not required to attend the full 14 week course. Officers who have not attended How the Army Runs Course (HTAR), or who did so more than a year previous, must attend the full 14 week Qualification Course. Exceptions to policies are to be directed to the Chief, FA50 Personnel Development Office (PDO) for review and approval prior to officers are enroll in the courses.

(2) The Broadening Opportunities Program is managed by the FA50 PDO in coordination with HRC. Select FA50 officers will be afforded the opportunity to obtain additional training or education. These opportunities include graduate education, Training With Industry, or various Army fellowships. Most FA50 broadening opportunities are internally board selected. FA50 views their officers selected for limited graduate and fellow programs as above their peers in performance and potential. Officers are encouraged to pursue such opportunities. These experiences should enhance the adaptability and intellectual scope of officers for the diverse and evolving needs of the present and future Army without affecting the officers’

career timeline. In order to be considered for any of the below programs officer must be functional area qualified at his / her specific grade.

(a) *Advanced Civil Schooling.* FA50 qualified MAJs may compete for a fully funded master's degree once they are FA qualified. Any MA or MS program in a field that supports the work of an Army force manager (for example, Business Administration, Systems Management Administration, Industrial Engineering, Organizational Management, Project Management, Public Policy Administration, Procurement and Contract Management, and so forth) should be considered. Officers accepted into the Advanced Civilian Schooling Program incur a two year ADSO upon completion of their studies, in accordance with AR 350–100. Selected officers will serve a 2 year utilization tour in a validated billet, per the Army Education Requirements System.

(b) *Fellowships.* After becoming functionally qualified, FA50 majors may compete for any Army sponsored Fellowship open to the FA. For example, FA50 regularly sends officers to serve a 12-month tour with MITRE Corporation and the RAND Arroyo Center. Upon successful completion of the 1-year tour, the officer incurs a three year ADSO in accordance with AR 621–7. Qualified officers may also apply for the Joint Chiefs of Staff/OSD/Army Staff Internship Program, Army Congressional Fellowships and other opportunities if career timeline permits. Interested officers undergo a rigorous selection process to ensure that the best-qualified officers represent the force management community. Officers interested in competing for a Fellowship must meet the requirements outlined in AR 621–7 and the specific requirements of each program.

(c) *Training With Industry.* FA50 also has Training with Industry arrangement with the FEDEX Corporation in Memphis, TN and Amazon Corporation, in Seattle WA. Selected Officers spend 12 months at the corporate headquarters and various places within the organization, to observe and learn state-of-the-art organizational and management skills useful to the Army, and to represent the Army to industry. Upon successful completion of the program, the officer incurs a three year ADSO in accordance with AR 621–7. Selected officers will serve a 2 year utilization tour in a validated billet, per the Army Education Requirements System

(d) *Broadening opportunities.* Broadening Opportunity Programs are governed by AR 621–7 and AR 621–1. Broadening Opportunity Programs are defined as: The purposeful expansion of a Leader's capabilities and understanding provided through opportunities internal and external to the Army throughout their career, gained through experiences and/or education in different organizational cultures and environments resulting in a leader who can operate up to and including the strategic level in multiple environments. Officers are encouraged to seek Broadening Opportunity Programs that vary both in type and echelon of major headquarters, achieve a balance between strategic, generating and operational force levels. There are also Broadening Opportunity Programs in the academic world, civilian industry, Joint/Multinational commands, various levels of government and other federal agencies. Short and long-term assignments are available and all FA50 officers are encouraged to compete for these opportunities. Broadening opportunities may vary in scope, responsibility, and developmental outcomes and typically fall in four major categories listed as follows: 1. Functional/Institutional. 2. Academia and Civilian Enterprise. 3. Joint/Multinational. 4. Interagency/Inter-governmental.

(3) *Self-development.* Lifelong learning, supported by both civilian and military education, provides critical opportunities to develop both joint and expeditionary competencies. Expeditionary competencies are those needed by officers in an expeditionary force—regional knowledge, cultural awareness, foreign language, diplomacy, statesmanship, and all other elements of the governmental cooperative structure. The ever changing nature of the Army requires extensive self-development by Force Managers.

(c) *Captain development prior to functional designation.* FA50 very few captain positions, but the tactical, operational and leadership experience gained during basic branch, company grade assignments provide the foundation for future effectiveness as FA50 officers. Officers must be considered basic branch qualified before accession into FA 50.

(d) *Captain development.* FA50 officers are typically completing their last basic branch assignment, and then attend the FA50 Qualification Course (Phase 1 & 2) before their initial force management assignment. However, ACC captains desiring to serve in a force management assignment prior to or upon functional designation should work directly with the HRC FA50 career manager concerning options for the last company grade assignment prior to consideration for promotion to major. All FA50 captain positions are considered developmental assignments, that is, fundamental to the development of the officer's FA competencies. Positions are normally located at the Army Staff, ACOM, and Operational (ASCC) levels, which allows the FA50 captain to be directly mentored by a larger population of more senior and experienced force managers. Additional short-term broadening assignments are being developed, and FA50 captains are encouraged to compete for these opportunities.

(e) *Major development.* Majors serve as force management specialists or as individual action officers with specific focus in force management areas of responsibility. Officers should seek force management assignments that provide additional breadth to their experiences and skill sets, and should strive to serve in positions that exercise force development or force integration processes at several levels. To be considered functionally qualified at the rank of major an officer must complete the following requirements:

(1) Education.

(a) Intermediate Level Education Common Core. All FA officers are required to complete ILE prior to the 15th year of commissioned service. ILE provides a quality education for all field grade officers and prepares them for their next 10 years of service. The ILE Common Core Course is taught at Fort Leavenworth and at selected satellite locations by the Command and General Staff College. Officers selected for resident attendance will complete ILE either at Leavenworth or at a resident 14 week satellite campus. Officers not selected for resident attendance will complete ILE by Distance Learning

(b) FA50 Qualification Course. Most officers complete the FA50 Qualification Course as a major. The ILE Common Core and the FA50 Qualification Course provide the officer the required training and education for intermediate career education requirements and JPME 1 qualification.

(2) Key developmental assignments. All FA50 major positions are considered KD. KD positions are specified positions that are considered fundamental to the development of the officer's FA competencies or deemed critical by the senior Army leadership. The goal is to provide majors the opportunity to serve 24 to 36 months in KD positions. FA50s should complete at a minimum 24 months in one or more of the following KD positions:

Table 1	
Key developmental assignments for Majors	
Assignment	Cmd level
Force Management Officer	Div HQs
Force Management Officer	ESC
Force Management Officer	TSC
Requirement Synchronization Officer	HQDA G-3/5/7
System Synchronization Officer	HQDA G-8
20th CBRN Cmd	Cmd
Army Alaska	Cmd
Asymmetric Warfare Group (AWG)	AWG

(3) Broadening assignments. Officers are encouraged to broaden their expertise through opportunities described in preceding information in paragraph 3b (2). Related broadening assignments might be:

(a) Nominative assignments. Opportunities to compete for nominative assignments are available to the Force Management officers to the extent that the FA can support. However, the Army's intent is to utilize its Force Managers in positions that make the best use of their force management experience.

(b) Joint duty. FA50 positions also exist on the Joint duty assignment list for major and above. Officers seeking assignments at the Joint commands, Joint Chiefs of Staff, or OSD should first successfully complete at least one Army Force Management assignment, preferably at the HQDA or ACOM staff level.

(c) Operational Force Management. FA50 officers should be aware that, because of their training and experience and their unique skills as “problem solvers,” many officers, particularly majors, find themselves performing duties related to operational-level planning, readiness reporting and other areas outside the typical scope of Army Force Management duties and responsibilities. As with all assignments, successful performance is the benchmark.

(f) *Lieutenant Colonel Development.* Lieutenant Colonels serve as force management supervisors and senior action officers at major headquarters and HQDA. They are expected to have a broad understanding of the Army Force Management Model, including the programmatic underpinnings of requirements determination, capabilities development, force design, authorization and documentation, and resource programming and funding. They guide and review the force management work of subordinates and apply analytical assessment techniques to a wide range of military force management and managerial issues. Officers should seek force management assignments that provide additional breadth to their experiences and skill sets, and should strive to serve in positions that exercise force development or force integration processes at several levels. A masters degree in a force management related area, as described in paragraph 3b (2) (a), is significantly beneficial for an officer’s career.

(1) *Joint Professional Military Education level II.* Currently, a limited number of FA50 billets are Joint duty assignment list positions that provide Joint credit upon reaching 36 points (one point per month for non-deployed joint positions, 3 points per month for deployed joint positions). FA50s going into joint billets can expect to attend the Joint Combined Warfighting School (JCWS) in route to their assignment. Officers currently in joint positions who did not attend JCWS should coordinate with the HRC Career Manager to complete JCWS. RC officers can attend advanced JPME in lieu of JCWS. Both JCWS and advanced JPME confer ASI 3H (Joint Planner).

(2) *Lieutenant Colonel Billets.* To be considered functionally qualified at the rank of lieutenant colonel, an officer should have completed the FA qualifications for major, including the FA50 Qualification Course, and successfully complete at least 24 months in a KD assignment or a CSL billet. A CSL billet is a duty assignment at the lieutenant colonel-level requiring specific, highly developed skills and experience that is deemed so critical to the organization’s mission that an officer is centrally selected.

Table 2	
Key Developmental / CSL Assignments for Lieutenant Colonel	
Assignment	Cmd level
I Corps	Corps HQ
III Corps	Corps HQ
XVIII Airborne Corps	Corps HQ
3A/ARCENT (CH, Structure)	ASCC
3A/ARCENT (CH, Integration)	ASCC
USARPAC (CH, Integration)	ASCC
USARPAC (CH, Structure)	ASCC
USAREUR (CH, Integration)	ASCC
USAREUR (CH, Structure)	ASCC
USARAF (SETAF)	ASCC
ARCYBER (CH, Force Integration Branch)	ASCC
ARNORTH	ASCC
INSCOM	DRU

KD assignments are FA50 coded positions that are considered fundamental to the development of the officer's FA competencies.

(3) *Broadening Opportunities.* Professional development and broadening assignments within the FA exist, as discussed above under major development and, in paragraph 3b (2). Opportunities to compete for nominative assignments are available to the extent that the FA can support. Joint experience is highly encouraged, though not required for an FA50 officer to be promoted to colonel. Officers seeking assignment opportunities within the Joint Commands, Joint Chiefs of Staff, or OSD should first successfully complete at least one Army force management assignment, preferably at the HQDA or ACOM/ASCC staff level.

(g) *Colonel Development.* Colonels are considered members of the Army Strategic Leadership. The Chief of Staff's colonel assignment framework considers recent operational experience, Joint experience, enterprise management exposure and experience, and input from the Army Senior Leadership. Army Staff experience is highly desirable. Experience in multiple geographic venues is encouraged. Officers should work with the colonels HR manager to assist them in their career assignments and development.

(1) *Qualifications.* FA50 colonels should have broad Army and FA expertise. As senior force managers, colonels serve in assignments requiring leadership, technical force management knowledge and skills. They oversee and direct complex force management efforts and analytical studies to determine the most feasible solutions to Army, Joint, and DOD organizational, developmental and modernization issues. Colonels should have a broad background in analytical processes, and are encouraged to possess the following qualifications:

- (a) Joint qualified (3A or 3L, and JPME 2).
- (b) SSC graduate.
- (c) Serve successfully in an FA 50 colonel FA authorized position.

(2) *Colonel billets.* To be considered functionally qualified at the rank of colonel, an officer should have completed the FA qualifications for lieutenant colonel and completed at least 24-36 months in a KD assignment or a CSL billet. A CSL billet is a duty assignment at the colonel-level requiring specific, highly developed skills and experience that is deemed so critical to the organization's mission that an officer is centrally selected. Colonels eligible for CSL selection will be contacted by the Senior Leader Development Office.

Table 3	
Key Developmental / CSL assignments for Colonel	
Assignment	Cmd level
*FORSCOM	ACOM
*USARPAC (CH, Structure)	ASCC
*3A/ARCENT (CH, Structure)	ASCC
ARCYBER	ASCC
Notes:	
* FA50 CSL position	

KD assignments are FA50 coded positions that are considered fundamental to the development of the officer's FA competencies.

(3) *Education.* FA50 colonels are also encouraged to attend one of the SSCs, resident or nonresident, or one of the many available fellowships to obtain MEL SSC education status. An officer attending a fellowship should work with the colonels' HR manager in the Senior Leader Development Division to arrange attendance at JPME-II instruction either prior to, or after, fellowship attendance.

(4) *Broadening assignments.* Broadening opportunities described in paragraph 3b (2) are available to all FA50 officers. Colonels are encouraged in their career plans to consider the post MEL FA50

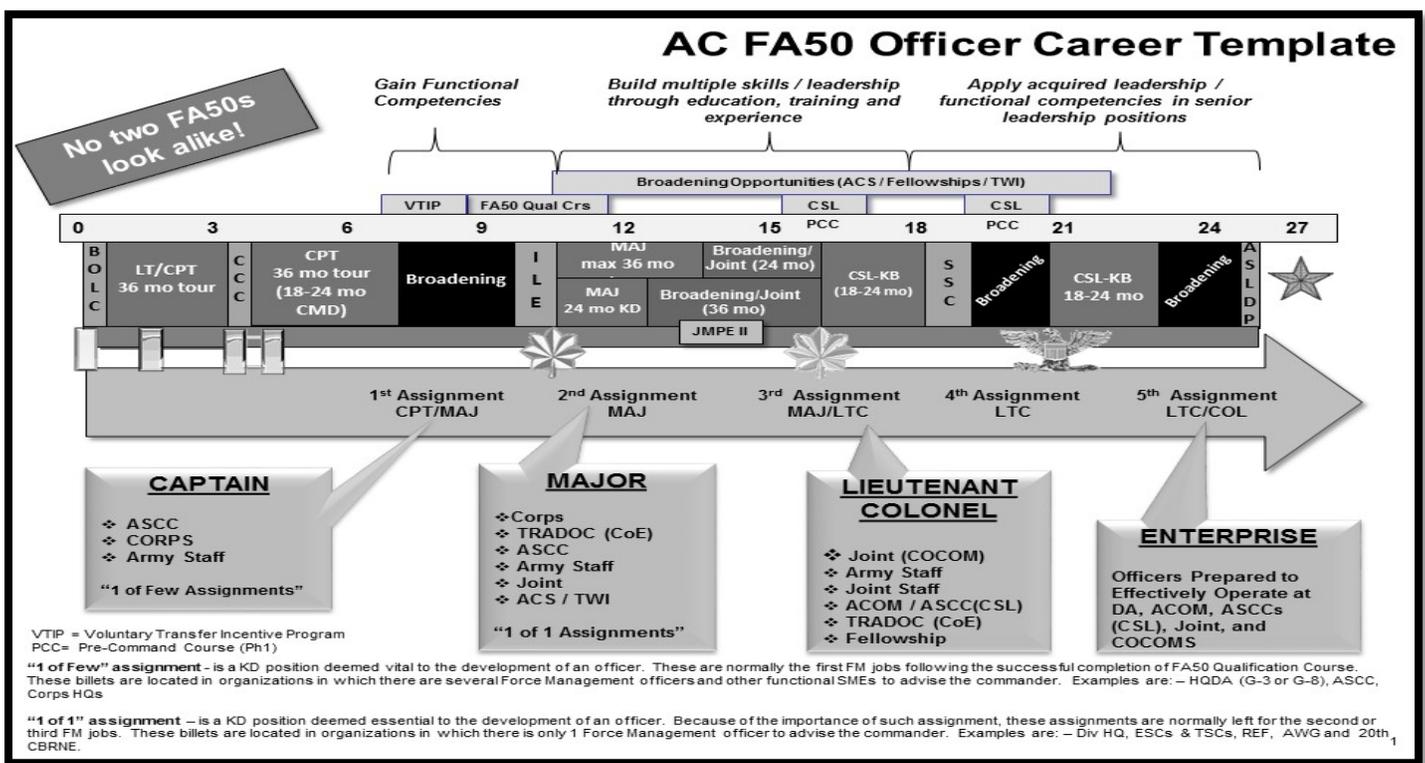
Fellowship at Northwestern University Kellogg School of Management. More information can be found in the list of post MEL 1 fellowships, AR 621-7.

(5) *Self-development.* There is a wide variety of schools and professional development opportunities available to an officer serving at the grade of Colonel. The available list can be accessed at the senior leader Web site at <http://www.srleaders.army.mil> or by contacting the HR manager.

(6) *Desired experiences.* The CSA's guidance for colonel assignments is discussed above. Junior officers, to prepare themselves to serve at the rank of colonel, should pursue FA assignments that provide operational, Joint, and Army Staff/Enterprise level experience.

(7) *Mentorship.* Army wide, colonels are expected to help develop future leaders. Every effort should be made to participate in the future FA50 formalized mentorship program. The Army Career Tracker (www.actnow.army.mil) has been developed and implemented for FA50 officers to aid with mentorship and career development on an individual basis.

Figure 1. AA FA50 Officer Career Template



(h) *Life-cycle development model.* Figure 1 shows typical sequences of assignments and training/education for an AC FA 50 Force Management officer.

4. Requirements, authorizations, and inventory

(a) *Key officer life-cycle initiatives for the Force Management officer.* FA50's goal is to sustain a cadre of highly-qualified Force Management officers while providing a viable career path to colonel for high potential FA50 officers. The FA50 officer inventory must be optimized and prioritized to fulfill Force Management's current and future force requirements while providing sufficient time for FA qualification, education and broadening prior to consideration for promotion. The number of FA50 authorizations, by grade, will vary as force structure decisions are made and actions to implement them are taken.

(b). *Assignment preferences and precedence.* The assignment sequencing in a FA is not as rigid as that of a branch. FA assignments should professionally develop FA50 officers in a variety of environments. After receiving their initial training, FA50 officers should seek different types of responsibilities within the FA50 force structure to provide breadth to their experiences and professional development. Officers desiring more information on current authorizations or inventory should contact the HRC FA 50 career manager/assignments officer.

(1) *Preferences.* The FA50 career development path provides for many diverse opportunities. The objective of these opportunities is to develop FA50 officers with the ability to help commanders and staffs achieve the full organizational potential at increasing levels of responsibility in both Army and Joint assignments. Normally, officers will attend the FA50 Qualification Course prior to their initial assignment to an FA50 position.

(2) *Precedence.* Assignments to FA50 positions in support of operational units will have precedence during this era of persistent conflict. FA50 officers will complete an Army FA50 assignment before a Joint assignment. KD assignments and key billets are discussed above for FA50 majors, lieutenant colonels, and colonels.

5. Warrant officer development

There are no AA warrant officers managed under FA50 at this time.

6. Army Reserve Force Management Officers

(a). *General.* USAR Force Management officers in the Title 10 AGR program in an active status perform the same roles and missions as their AA counterparts. Title 10 TPUs for USAR, perform similar but not identical roles as AA FA50s. The roles and missions Title 10 TPU FA50s perform are dependent upon the type and level of the organizations they support. The unique nature of the reserve status RC officers' roles as "citizen Soldiers" poses challenges for professional development. Despite these challenges, USAR officers are expected to follow AA officer development patterns as closely as possible, with the exception that USAR officers have increased windows to complete mandatory educational requirements. To meet professional development objectives, USAR officers in a reserve status (Title 10 TPU) must be willing to, whenever feasible, rotate among USAR units, IRR, and IMA programs both within and outside of their respective components. The AGR professional development assignments are managed separately by each component's force programs directorate. Geographical considerations and time on station, as well as the need to provide as many officers as possible the opportunity to serve with troops in leadership and staff positions necessitate these transfers. Every attempt will be made to assign USAR Force Management officers in developmental positions. Unlike their AA counterparts, USAR Force Management officers may have to revert to basic branch assignments to continue their reserve participation and career development. For guidance on USAR officer development, see Part One of DA PAM 600-3.

(b). *Assignment opportunities.* Title 10 AGR Force Management officers can expect assignment opportunities that mirror those of AA officers, as well as positions applicable exclusively to the USAR. Title 10 AGR FA50 officers serve at all levels within DOD, and must fully understand and be conversant with the roles, missions, and composition of the USAR as an integral component of the Total Army. The success of a Title 10 AGR Force Management officer is not measured by length of service in any one component or control group, but by the officer's breadth of experience, duty performance, and adherence to FA requirements. Assignments in FA50 are available throughout the RC (AGR, TPU, and IMA).

(c). *Assignment opportunities for USAR FA50s not in Title 10 AGR status.* USAR TPU FA50s' assignment opportunities are not as broad as their Title 10 AGR and AA FA50 counterparts. FA50s are documented in the Divisions and Sustainment Commands for the USAR. In the USAR, FA50s are primarily found in the Major Subordinate Commands (major general level), USARC, OCAR, HQDA Staff and Joint Staff.

(d). *Qualification and professional development.* The USAR Force Management officers satisfy FA qualification requirements and become competitive for promotion when they attend military schools and then seek assignments in positions of increased responsibility.

(1) *Qualification.* Requirements for qualification depend upon component and status. For USAR officers, functional qualification and professional development requirements are the same as for AA FA50 officers as outlined in paragraph 3. Constructive credit consideration requirements are:

(a) Have completed the 4-week AF Army Force Management Course.

(b) Have completed the ARNG Force Management Course (2 weeks).

(c) Have accumulated 2 years of force development/force integration experience in the past 5 years.

(d) Receive endorsement from the Division Chief, Force Management (ARNG FM).

(2) *Professional development.* The following standards listed below must be met for Title 10 TPU officers to be considered a qualified FA50 for promotion to the next higher rank unless otherwise noted. Length of service in a given position should not be narrowly construed; key is assignment diversity, level of participation, diverse experiences and skill set and sufficient time within each assignment to develop competence:

(e). *Warrant officer through captain ranks.* Title 10 TPU FA50s warrant officers through captains have the opportunity to attend force management training at the Army Force Management School and serve in FA50A-coded positions, once they have completed any basic branch requirements and schooling. The USAR does not have a FA50 warrant officer program.

(f). *Major.*

(1) Education.

(a) Majors must successfully complete the CCC and ILE Common Core. AGR Title 10 officers must complete the FA 50 Qualification Course as part of their ILE requirement.

(b) Complete the 4-week Army Force Management Course. Further professional development opportunities include the FA 50 Qualification Course and advanced civilian schooling/Training With Industry/RAND fellowships.

(2) Key developmental assignments. Title 10 TPU Majors as a minimum should successfully serve in a 50A-coded position for 24 or more months in one or more of the following KD positions:

Table 4	
Key Developmental assignments for Majors	
Assignment	Cmd level
Force Management Officer	OFTS
Force Development Officer	OFTS
Force Modernization Officer	OFTS
Force Development Officer	TRADOC
Force Development Officer	USARC
Force Modernization Officer	USARC
Organizational Integrator	USARC
Systems Integrator	USARC
Manpower Officer	USARC
Force Modernization Officer	OCAR

Plans Officer	OCAR
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(3) Broadening assignments for USAR Majors:

Table 5	
Broadening assignments for Majors	
Assignment	Cmd level
Army Congressional Fellowship	
Association of the U.S. Army (AUSA) Fellowship	
CGSC Interagency KD/Post MEL4 Fellowship	
CSA Strategic Studies Group (SSG)	
Defense Advanced Research Projects Agency (DARPA)	
White House Fellowship	

(g). *Lieutenant Colonel*.

(1) Education.

(a) Successfully complete ILE Common Core and the Army Force Management Course.

(2) Key developmental assignments.

(a) Serve successfully in a Lieutenant Colonel Grade level, force management position. Optimally qualified officers will have 24–36 months in a 50A position of which 12 months should be in an O5 position. KD positions are those at HQDA, ARNG Readiness Center, OCAR, TRADOC, Joint Staff, or USARC Staff. Civilian Force Management service such as time spent as a Career Program 26 Series (Manpower and Force Management) employee will be taken into consideration. Civilian force management service must be annotated on the biography submitted to promotion boards.

(3) Officers are also encouraged to pursue additional non-MEL producing educational opportunities. Such as:

(a) AJPME (USAR).

(b) RC National Security Course (USAR).

(c) Defense Strategy Course (USAR).

(4) U.S. Army Reserve. At the O5 level, Division Chief, Branch Chief, at the two-star or higher-level operational/ functional, training and support commands and the Army Force Management School's Deputy Commandant, are all considered battalion command equivalent positions.

Developmental assignments for USAR Lieutenant Colonels:

Table 6	
Key Developmental assignments for Lieutenant Colonel	
Assignment	Cmd level
Chief, Force Development	OFTS
Director, Force Management	OFTS
Chief, Force Integration	OFTS
Chief, Manpower Requirements Division	USARC
Chief, Organization & Integration Division	USARC
Chief, Force Plans, Documentation & Accounting Division	USARC
Chief, Operating Force Integration Division	OCAR
Chief, Generating Force Integration Division	OCAR
Chief, Plans, Policy, & Integration Division	OCAR
Chief, Force Development Integration Division	OCAR
Force Integrator	OCAR
Organizational Integrator	HQDA G-3/5/7
USAR Command Manager	HQDA G-3/5/7

(5) Broadening assignments for USAR Lieutenant Colonels:

Table 7	
Broadening assignments for Lieutenant Colonel	
Assignment	Cmd level
Force Modernization Officer	OCAR-SED
Force Management Staff Officer	HQDA
OPS Officer	HQDA G-3/5/7
Force Integration Officer	HQDA G-3/5/7
FS Program Officer	HQDA G-3/5/7
System Integrator	HQDA G-8
USAR Force Manager	HQDA G-8
JT Requirements Officer	HQDA G-8
SSO (USAR)	HQDA G-8
Association of the U.S. Army (AUSA) Fellowship	
CGSC Interagency KD/Post MEL4 Fellowship	
CSA Strategic Studies Group (SSG)	
Defense Advanced Research Projects Agency (DARPA)	
White House Fellowship	

(6) USAR key Development assignments and Broadening assignments for USAR Colonels:

Table 8	
Key Developmental assignments for Colonel	
Assignment	Cmd level
Director Force Management	OCAR
Deputy Director	HQDA G-3/5/7
Asst Director	HQDA G-8
Table 9	
Broadening assignments for Colonel	
Assignment	Cmd level
Commandant, AFMS	HQDA G-3/5/7
DASA, Force Structure Officer	ASA (M&RA)
Director, Reserve Affairs	RPAC
Asst COS USAR	TRADOC

7. Army National Guard Force Management Officers

(a). *General.* ARNG Force Management officers in the Title 10 (T10) AGR program are in an active status and perform the same roles and missions as their Active Army (AA) counterparts. Unlike their AA counterparts, ARNG Force Management officers may have to revert to basic branch assignments to command a battalion, to stay competitive for O6 or to support other state missions (i.e. deployments). ARNG officers and warrant officers in the Title 32 (T32) program perform similar but not identical roles as AA FA50s. The roles and missions these officers perform are dependent upon the type and level of the organizations they support. Unlike the T10 program, where the FA50 force is made up of officers and Department of the Army Civilians (DACs), states often employ warrant officers in their force integration readiness office. The Army National Guard officer's role as "citizen Soldier" poses challenges and opportunities for professional development: Particularly, if recalled to his or her basic branch for assignment by the owning state. In both the T10 and T32 program, an FA50 may be selected for battalion command or to participate in a T10/T32 swap for a broadening experience. ARNG officers are expected

to follow the AA officer development patterns as closely as possible. One exception is when ARNG officers in a T32 status have increased windows to complete mandatory educational requirements. AGR professional development assignments are managed separately by ARNG Human Capital Management (HCM) for T10 officers and the individual state or territory for T32 officers. Every attempt will be made to assign force management officers in developmental positions. For general guidance on RC officer development, see Part One of DA PAM 600-3.

(b). Assignment opportunities. T10 AGR Force Management officers in the ARNG can expect assignment opportunities that mirror those of AA officers, as well as positions applicable exclusively to the RC. T10 AGR FA50 officers serve at all levels within DoD; they must fully understand and be conversant with the roles, missions, and composition of the ARNG as an integral component of the Total Army. The success of these Force Management officers is not measured by length of service in any area of force management; but by the officer's breadth of experience and duty performance is extremely important to become a senior force manager. Within the T32 ARNG program, FA50 opportunities are at the division and the state.

(c). Assignment opportunities for ARNG FA50s in T32 status. ARNG T32 assignment opportunities are not as broad as their T10 AGR and AA FA50 counterparts. FA50s are documented in the Divisions and Sustainment Commands for ARNG, the majority of ARNG T32 officers can be found at individual state Joint Force Headquarters, performing duties as Force Integration and Readiness Officer (FIRO) or Mobilization Readiness Officer (MRO). T32 officers are required to belong to a federally recognized ARNG unit where they may serve in a force management capacity, per the authorization document, or as a basic branch assignment.

(d). Qualification and professional development. ARNG Force Management officers satisfy FA50 qualification requirements and become competitive for promotion when they attend military schools and then seek assignments in positions of increased responsibility.

(1) FA50 Qualifications. Requirements for qualifying ARNG Soldiers depend on employment status, T10 versus T32 status. In the T10 AGR program, functional qualification and professional development requirements mirror AA FA50 officers, outlined in paragraph 3. For ARNG officers in T32 status, constructive credit may be awarded in accordance with AR 310-1 and submitted through the State or Territory of membership to ARNG Chief, Force Management for approval. Minimum criteria for constructive credit consideration:

(2) Education:

(a) Army Force Management School How the Army Runs course (4-week)

(b) ARNG Force Management Course (2 weeks)

(3) Experience:

(a) 2 years of force development/force integration experience in the past 5 years.

(4) Approval:

(a) State leadership will recommend constructive credit to be awarded in a memorandum and sent to Chief, Force Management Division (ARNG FM).

(b) Recommendations will be reviewed, validated, and awarded by Chief, ARNG Force Management (CFM). ARNG, FM will coordinate with the state joint force headquarters to award the FA50 Advanced Operations qualification and the state will publish the order.

(c) Constructive credit for functional qualification purposes does not meet AA/T10 AGR requirements for Soldiers that change their employment status.

(e). Professional development. The following standards listed below must be met for Title 32 officers to be considered as a qualified FA50. Length of service in a given position does not automatically qualify

a candidate as an FA50. Some key discriminators are: Education, experience, skill set and sufficient time within each assignment to develop competence is vital.

(f). *Warrant Officer through Captain ranks.* ARNG Title 32 officers designated to fill 3R or FA50 coded positions must first finish their basic branch requirements, graduate the 4-week “How the Army Runs” course and the recommended 2-week FIRO Course “ARNG Force Management Course” to understand National Guard specific processes.

(g). *Major.* Must successfully complete basic branch requirements to include CCC and CGSOC Common Core, graduate the 4-week “How the Army Runs” course. Further professional development opportunities for T32 officers include the 10-week “FA50 Qualification Course.” Title 10 AGR officers are required to complete the “FA50 Qualification Course.” Additionally, advanced civilian schooling is also recommended including the following: a Graduate Degree, Training with Industry, and RAND fellowships when available.

(1) *Key developmental assignments.* T32 majors, as a minimum successfully serve in a 50A coded position for 24 months in one of the following KD positions:

Table 10	
Key developmental assignments	
Assignment	Command level
Force Integration Readiness Officer	State JFHQ
Assistant Mobilization Readiness Officer	State JFHQ
*Organization Integrator	ARNG-FM
*Systems Integrator	ARNG-RMQ
*Force Integrator	ARNG-FM
*Program Analyst	ARNG-RMQ
Notes: *as part of an OTOT or T10/T32 swap	

(2) ARNG and T10 AGR KD assignments at the O4 level. The following positions are deemed fundamental to the development of an officer in his or her FA50 competencies:

Table 11	
Key developmental assignments	
Assignment	Command level
Force Integrator	ARNG-FM
Program Analyst	ARNG-RMQ
CoE Staff Officer	TRADOC
Staff Synchronization Officer	HQDA

Requirements Synchronization Officer	HQDA
Force Management Officer	USAFMSA
Notes:	

(h). *Lieutenant Colonel.*

(1) Education. ARNG FA50 LTCs should have successfully completed CGSOC/ILE Common Core and the Army Force Management Qualification Course. To be considered qualified at the rank of lieutenant colonel, an officer should complete the FA50 qualifications for major, and successfully complete at least 24–36 months in one or more of the key billet positions. These leadership positions require specific, highly developed skills and experiences, and are critical to the unit's mission. The individual exercises judgment and recommends actions to the commander.

(2) Key Developmental Assignments. Serve successfully in a lieutenant colonel grade level, force management position. Optimally qualified officers will have 24-36 months in a 50A position of which 12 months should be in an O5 position. KD positions are located at HQDA, ARNG Readiness Center, or TRADOC. Civilian Force Management service such as time spent as a Career Program 26 Series (Manpower and Force Management) employee will be taken into consideration. Civilian force management service must be annotated on the biography submitted to promotion boards. Officers are also encouraged to pursue additional non-Military Education Level producing educational opportunities.

Table 12	
Key Developmental T32	
Assignment	Command level
Mobilization Readiness Officer	State JFHQ
Force Management Officer	Div HQ
Notes: *	
Table 13	
Key / Key Developmental T10 AGR	
Assignment	Command level
*ARNG Force Manager (FDR)	HQDA
*Chief, TAA	TRADOC
*Branch Chief	ARNG FMF / RMQ P&I
Branch Chief	ARNG FM / RMQ
Organization Integrator	HQDA
Force Integrator	HQDA
ARNG Force Manager	HQDA
Program Analyst	HQDA
Requirements Synchronization Officer	HQDA

ARNG Force S&A Development Officer	ARCIC / TRADOC
ARNG Force Management Officer	USAFMSA
FM Command Manager	HQDA
Notes: *Key (nominated position)	

(3) Opportunities to compete for nominative assignments are available for FA50s at the LTC level both at state for command and nominated key positions at HQDA and TRADOC. While ARNG FM Division needs to utilize its senior force managers in positions that make the best use of their skills and experience, this is balanced with the need for the officer to serve the needs of the state as well and further diversify his or her experiences.

Table 14	
Broadening assignments T10 AGR	
Assignment	Command level
Battalion Command	State
Notes:	

(i). *Colonel.*

(1) Successfully complete CGSOC/ILE and the Army Force Management Course.

(2) Serve successfully in at least one 50A coded position. Preferably, qualified officers will have served 48 months in 50A positions of which they should serve 12 months in an O5 50A position as a Lieutenant Colonel and 12 months in an O6 50A position as a colonel. As senior force managers, Colonels serve in assignments that require leadership, technical force management and managerial skills. They should be able to oversee and direct diverse force management efforts. They should pursue an advanced civilian degree, complete Senior Service College (SSC), and potential senior-level fellowships.

(3) *Key developmental positions.* Certain jobs for ARNG AGR officers are critical for career progression. At the O6 level, the Chief, Force Management Division is considered a brigade command equivalent position.

Table 15	
Key / Key Developmental assignments	
Assignment	Command level
*Chief, Force Management	ARNG
*Chief, Materiel Programs Division	ARNG
*FM Division Chief	HQDA
*FD Division Chief	HQDA
Assistant Chief of Staff	ARCIC

Notes:	
*Key (nominated position)	

Table 16	
Broadening Assignments	
Assignment	Command level
Brigade Command	State
Notes:	

(j). Civilian acquired skills. Many ARNG officers are qualified force management officers in their civilian profession, but do not possess FA50 qualification. These officers are strongly encouraged to request the FA50 designation. The ARNG CFM in coordination with the corresponding State or Territory will be the approval authority for all ARNG FA50 requests. Civilian force management assignments will be considered as developmental equivalents when qualifying these officers for positions of increased responsibility.

Figure 2. The AA Life-cycle Development Model for FA50

AA FA 50 Career Path

RANK/YEARS	CPT										MAJ								LTC				COL						
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
Professional Military Education	VTIP										ILE (Common Core)												SSC						
Additional Training	CCC										FA 50 Qual Crs (14 weeks) <small>Ph I HTAR Crs (4 Weeks) + Ph II Qualification Crs (10 Weeks)</small>																		
Typical Assignments	Successful completion of CO Grade Leader development in Basic Branch Assignments Grounded in The Operational Army and its doctrine										Development & Utilization Assignments <small> Rqmts Synch Off (RSO) at Army G3 Force Mgt. Off at ACOM, ASCC, USAFMSA or Army G3 Force Mgr Off at Div, Corps System Synch Officer (SSO) at Army G8 Joint Force Manager at Joint Staff J8 or at Army G8 Force Management Program Analyst at Army G8 Force Structure Analyst at ACOM or Army G8 Force Design Officer at ACOM Force Mgmt Officer at TSC / ESC </small>								<small> Deputy Division Chief at Army G3 FM Branch Chief at ACOM, ASCC, Army G3 or G8 Br Chief at Corps HQs (CSL) Force Integration Br Chief at ASCC (CSL), ACOM or Army G3 Force Structure Br Chief at ASCC (CSL) or ACOM / DRU RSO / SSO at Army G3, G8 Joint Force Mgr at JS J8 or Army G8 Cmd Mgr at Army G3 </small>				<small> Division Chief at ACOM, ASCC, Army G3 or G8 Chief FM at JS Deputy Dir, USAFMSA </small>						
Self Development											BROADENING Opportunities (ACS/TWI / Fellowships)																		

The combination of the ILE (common Core) and the completion of the 14 weeks (Q Crs) qualify the officer for JMPE1 accreditation

Figure 3. The USAR Life-cycle Development Model for FA50

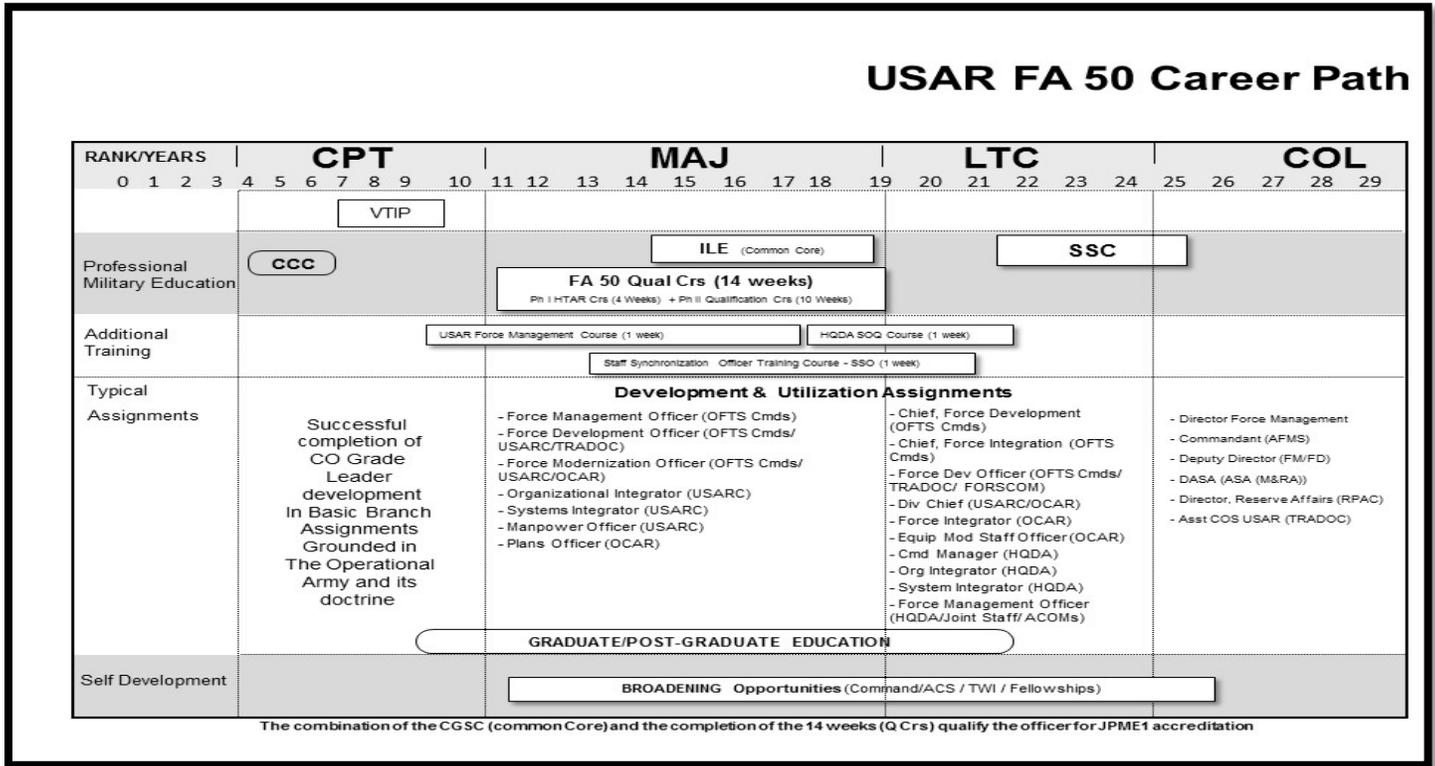


Figure 4. The ARNG Life-cycle Development Model for FA50

