

# NEWSLETTER The Oracle

Volume 12 • 4th Quarter FY16

## Total Army Expeditionary Mindset

Read About It In

The Oracle

### COVER STORY

**Total Army Expeditionary Mindset**  
by CPT Howard K. Markel

### INSIDE THIS ISSUE

**Tasks as Force Managers**  
From the Executive Agent

**Voluntary Transfer Incentive  
Program & Key Billets**  
FA50 Proponency Office Chief

**Centralized Selections**  
a "how to" guide...

**FA50 Broadening Opportunities**  
by Dr. Ginette A. Braziel

**From the FAB:**  
Meet LTC Daniel Curtis, Chief

**Q-Course grads deserve congrats!**

**Process of Centralized Selections**

**Assignment Considerations**

**FA50 FY17 Education  
& Training**

**HRC Career Manager's Update**  
by LTC Andy Erickson

**Modernization in Industry**  
by MAJ Robert Woodruff

**Contact Us**

### The Most Critical Contributor to Success

by Captain Howard K. Markel, U.S. Army, FA50

The expeditionary mindset is the most critical contributor to success. It generates combat power and flexibility to accomplish diverse missions around the world. – *Marine Corps Warfighting Publication 6-11, Leading Marines.*<sup>1</sup>

From 2001 to 2011, the Army deployed more than 500,000 Soldiers in support of Operations Iraqi and Enduring Freedom.<sup>2</sup> During that timeframe forward operating bases (FOB) grew in size, quality of life programs (OOLP), and what many considered "nonessential luxuries". Location dependent, Soldiers grew to expect niceties including Green Beans Coffee, KFC and even TGI Friday's. Numerous senior leaders recognized this as a serious issue and expressed their displeasure with such establishments. They described these ever-growing FOBs as amusement parks operating in the middle of a warzone.<sup>3</sup>

## FROM THE EXECUTIVE AGENT: — — — — — . . . . .



BG(P) John A. George, Director  
Director of Force Development  
FA50 Executive Agent

### Team,

I want to thank the entire FA50 community for the warm welcome and support since becoming the Director of Force Development (FD) and FA50 Executive Agent (EA) in August. I look forward to working with our outstanding professionals across the Army. I particularly anticipate supporting the continued advancement of the Force Management career field and ensuring FA50's are able to effectively impact organizational change for the Army during a time of high operational tempo and limited resources.

Improving the combat effectiveness of the current and future force is our task as Force Managers. The Army has focused equipment

modernization investment over the last 15 years on meeting urgent needs for on-going military operations, as opposed to the requirements for high-end warfare against a near-peer adversary that will challenge the U.S. military in air, sea, land and cyber domains. Potential near-peer adversaries used the last 15 years to modernize for high-end warfare. As a result, Army capabilities overmatch has diminished, and leaves the Army behind in areas including long-range precision fires, electronic warfare, air defense, counter unmanned aerial systems, and the ability to operate without dependable air dominance. With diminished resources for modernizing the force, we must think clearly about future armed conflict, provide analytically sound recommendations founded in logic, and prioritize our efforts and investments essential to mission accomplishment. FA50s are well trained and have the right experience to tackle these challenges for our Army.

In closing, I want to recognize my predecessor MG Cedric Wins for his outstanding tenure as the FD and congratulate him as the new Research, Development, and Engineering Command (RDECOM) Commanding General. MG Wins left a proud legacy of finding solutions for our Army and putting the best equipment into the hands of Soldiers. I look forward to continuing that legacy.

Finally, thank you for working every day to enhance readiness and improve capabilities for our Army.

BG(P) John A. George

*BG John George*

**ARMY STRONG!**

Director of Force Development  
Executive Agent for Functional Area 50

Today, the Army has turned its focus to the Asia Pacific theater while still contending with issues in Europe and drawdown in the Middle East. With this shift in priorities comes the expectation for a globally responsive, expeditionary force. Former Chief of Staff, General Odierno, called for a rapidly deployable Army, able to fight and win whenever and wherever national interests are threatened.<sup>4</sup> However, an expeditious mindset will not rapidly emerge following a decade of operations initiated from expansive bases with local merchants providing all the comforts of home. As a result, units must adjust the way they prepare for, and operate in combat environments.

To change the current mindset of Soldiers to that of an expeditionary force three initiatives should be undertaken: pre-deployment training to austere environments that do not allow for host nation and/or state support; limited morale, welfare and recreation service (MWR) during deployment; and the delayed implementation of further quality of life programs (QOLP) until Phase IV stability operations have concluded.

## Mindset Changes Start Before Deployments

The first approach to changing mindsets is through modifications to home-station training and combat training center (CTC) rotations. These events offer the best chance for Soldiers to practice and instill the common mantra, “train as you fight.” This concept stems from remarks made by General Odierno, calling for the reinvigoration of home-station training using live, virtual and constructive capabilities that provide tough, realistic scenarios to build soldier, leader and unit competency.<sup>5</sup>

This vision by the former Army Chief of Staff urges three responsibilities from leaders at all levels: one, get away from the hangars and motor pools when conducting collective training; two, don’t rely on training centers to correct your deficiencies just because they can; three, provide Soldiers refresher training on long-forgotten or ignored tasks. In the end, training in unfamiliar surroundings, on unfamiliar tasks, with the possibility of failure provides a baseline mentality to build on.

Operations Iraqi and Enduring Freedom placed a major strain on the Army’s ability to produce

---

1. The use of this passage from Marine Corps doctrine addresses the continuous need for an expeditionary mindset starting with leadership. If leaders accept required efforts to obtain an expeditionary mindset, the expectation is for Soldiers to follow closely behind. accessed 7 July, 2016, <http://www.marines.mil/Portals/59/Publications/MCWP%206-11%20Leading%20Marine.pdf>

2. The Army’s Vice Chief of Staff requested the original study by Rand in 2008. Results provided came following in-depth research and verification in December 2011. The number does not include Soldiers with more than one deployment. The actual overall total is 1.5 million troop-years. Dave Baiocchi, “Measuring Army Deployments to Iraq and Afghanistan,” Rand Corporation, accessed 7 July, 2016, [http://www.rand.org/content/dam/rand/pubs/research\\_reports/RR100/RR145/RAND\\_RR145.pdf](http://www.rand.org/content/dam/rand/pubs/research_reports/RR100/RR145/RAND_RR145.pdf)

3. Geoffrey Ingersoll, “You Know America is Ending its War in Afghanistan When TGI Fridays Closes,” Business Insider, accessed 26 June, 2016, <http://www.businessinsider.com/kandahar-tgi-fridays-closes-2013-9>

4. Dan Parsons, “Odierno Calls for Expeditionary Army after Afghanistan,” National Defense (blog), accessed 26 June, 2016, <http://www.nationaldefensemagazine.org/blog/Lists/Posts/Post.aspx?List=7c996cd7-cbb4-4018-baf8-8825eada7aa2&ID=1310>

5. Ibid.

adequate recovery time between deployments. Because of this frenetic pace, junior leaders traded home station collective training opportunities for time with their families. In place of NCOs taking squad members to field environments that replicated battlefield conditions, training occurred on-post, with access to dining facilities, shopettes and the ability to sleep in their own bed each

evening. They instead hoped a pre-deployment rotation to Fort Irwin or Fort Polk would provide the necessary time in the future to address deficiencies.

Today, with minimal rotations to Iraq and Afghanistan these same leaders must take advantage of dedicated training time. Company commanders need to encourage squad and platoon tactics practiced over the course of multiple days in rural areas while exercising long forgotten field feeding measures. An additional concern requiring attention is the use of hardstand buildings or fabricated shelters. Leaders should only authorize the employment of assigned equipment (i.e. tents, shelters) during field exercises. These initiatives need continued reinforcement through multiple iterations before company and battalion maneuvers at CTCs. Following unit evaluation and certification, Soldiers will then believe in their own capabilities without relying on those already in place when they arrive downrange. This is a huge first step in creating an expeditionary mindset.

Following these initial efforts, the next steps for reform come at the various CTCs. In 2013, senior leadership sought major investment into stateside training centers to better replicate Soldiers' experiences gained in combat. In response, the Army provided funding to extend the length and complexity of rotations. Beginning in fiscal year 2016, units now spend four extra days "in the box" with two additional battle periods. Despite these efforts, there is more room for improvements.

To begin, the elimination of unit reliance on evaluators for mitigation of deficiencies needs acknowledgement. It is common for units to forget equipment only to have cadre provide a replacement. With the exception of specific IT



**The Oracle** is the quarterly newsletter published by the U.S. Army's FA50 Personnel Development Office (PDO). Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community and keep us all informed.

Headquarters Department of the Army  
Office of the Director, Force Development DAPR-FDZ  
FA50 Proponency Office (PDO)  
5850 21st Street, Bldg 211  
Fort Belvoir, VA 22060-5939

**Please submit all material for publication and comment to FA50 PDO**  
**Mr. Sean Tuomey at 703-692-4462**  
**or email [michael.s.tuomey.civ@mail.mil](mailto:michael.s.tuomey.civ@mail.mil)**

Disclaimer: The information in The ORACLE represents the professional opinions of the authors and does not reflect official Army position, nor does it change or supersede any official Army publications or policy. Questions and comments are welcomed and encouraged. Material may be reprinted provided credit is given to The ORACLE and to the author, except where copyright is included.



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

systems (due to installation network requirements), no additional items should be available for procurement. If a unit deploys without tents or cots, they sleep on the ground. If they fail to bring a combat platform of the future, they have a degraded picture of the battlefield. Cadre must begin holding units responsible for planning failures to prepare them for expeditionary operations. With two additional battle periods built into rotations, observer/controllers can be critical in their initial evaluations while providing future time for retesting and displayed proficiency.

In addition, training centers must be aware of previous unit deployments to capitalize on new experiences. Too often Soldiers have an abundance of information from past rotations. They know exactly what to expect because their area of responsibility and graded scenario are near identical, with minor changes. To ensure expeditionary preparedness, units should not operate out of the same area for two sequential years or the same training center if possible. A better mindset emerges from new competencies gleaned while operating in multiple, unfamiliar environments.

Finally, by conducting training at remote sites, personnel possess an opportunity to practice numerous duties executed by civilian enablers since the beginning of the global war on terrorism. This is a well-noted necessity among leaders responsible for sustainment personnel. By utilizing local national and/or contractor support for an extended period, the Army negated many of the lessons learned during advanced individual training (AIT) or the officer basic course (OBC).

LTG Gustavo Perna, Army Deputy Chief of Staff, G-4, echoed these sentiments concerning the

readiness of logisticians in a post 9/11 Army. He stated:

We have a generation of senior noncommissioned officers and officers who have no experience with tactical water and fuel distribution, Army field feeding, forward ammunition handling, field maintenance, and many other basic life-support functions because we have been paying contractors and host-nation personnel to perform these tasks. The Army they know is an Army of nearly unlimited resources.<sup>6</sup>

LTG Perna's remarks also hold true for other branches including engineers, military police, and the chemical corps. While the Army did not outsource their duties to third-party enablers, the ability to perform basic, corps-specific tasks degraded due to non-utilization. A majority of these Soldiers performed a fraction of trained duties while deployed, focusing on areas such as route clearance, base security, or quick reaction forces in their place. However, these assigned responsibilities were out of necessity, not design.

As the Army moves forward, it is imperative to reestablish basic branch proficiencies while provided the time. This reaffirms the ability of Soldiers to execute duties in the wake of unknown and unpredictable environments as a contributing factor to future successes.

### **No More "Boardwalks" in the Combat Zone**

Limited QOLPs during deployments is the second

6. Gustavo Perna, "An Expeditionary Mindset: Ready for Anything," TRADOC News Center, accessed 26 June 2016, <http://tradocnews.org/an-expeditionary-mindset-ready-for-anything/>

# MESSAGE FROM THE PDO CHIEF



Lt.Col. Edwin Serrano  
Chief, FA50 PDO

Teammates; Let me say we salute all you outstanding officers who made the Centralized Selection List! In order to continue the success in supporting our Army, we will continue to defend our FA50 authorizations across the board and expand on those organizations that express interest on gaining force manager officers.

## Voluntary Transfer Incentive Program (VTIP)

FA50 will continue to actively participate on the Voluntary Transfer Incentive Program. As we all know VTIP is a force balancing program. Next Board is

scheduled for 1Q FY17. As per guidance from the FA50

CoC, HRC will continue to assign new FA50 to "one of few" organizations such as HODA, ACOM, ASCC or other organizations where there are several levels of FM civilians and FA50 military leaders to mentor officers while gaining exposure to Title 10 functions. Follow on assignments at "one of one" will prepare the officers for potential selection to CSL positions or other developmental assignments.

## CSL-KB and Post-CSL positions

FA50 PDO in conjunction with HRC and SLD, continues to manage the sourcing of 16 Centralized Selection List Billets and 14 Post-Centralized Selection List Billets. Tables below, reflect the CSL and Post-CSL organizations and number of positions for FY17.

Endstate		Functional Area CSL Billet	GR	KEY BILLET
3 Odd Year CSL Billets	COL CSL	FORSCOM	O6	CHIEF FORCE INTEGR DIV (FT BRAGG)
		USARPAC	O6	CHIEF, FORCE MGT DIV (FT SHAFTER)
		3A/ARCENT	O6	CHIEF, FORCE MGT DIV (SHAW AFB)
5 Odd Year CSL Billets	LTC CSL	XVIII Abn Corps	O5	CHIEF, FORCE MANAGEMENT (XVIII CORPS)
		USAREUR (CH, Integration)	O5	CHIEF, FORCE INTEG BR (WIESBADEN GE)
		USARPAC (CH, Integration)	O5	CHIEF, FORCE INTEG BR (FT SHAFTER)
		3A/ARCENT (CH, Structure)	O5	CHIEF, STRUCTURE BRANCH (SHAW AFB)
		USARAF (SETAF)	O5	CHIEF, FORCE MANAGEMENT (CP EDERLE, IT)
8 Even Year CSL Billets	LTC CSL	ARCYBER (CH, Force Mngt Div)	O5	CHIEF, FORCE MANAGEMENT (FT BELVOIR)
		III Corps	O5	CHIEF, FORCE MANAGEMENT (FT HOOD)
		I Corps	O5	CHIEF, FORCE MANAGEMENT (JBLM)
		USAEUR (CH, Structure)	O5	CHIEF, FORCE STRUCT BR (WIESBADEN GE)
		USARPAC (CH, Structure)	O5	CHIEF, FORCE STRUCT BR (FT SHAFTER)
		3A/ARCENT (CH, Integration)	O5	CHIEF, INTEG BRANCH (SHAW AFB)
		ARNORTH	O5	CHIEF, FORCE MANAGEMENT (JBSASH)
INSCOM	O5	G-3 FORCE MGT DIRECTORATE		

Table #1 - Reflects the complete CSL-KB slate for COLs and LTCs for each of the commands. For more information contact the HRC Career Manager.

# MESSAGE FROM THE PDO CHIEF (CONT.)

CMD	UIC	PARA	LN	PARATITLE	TITLE	GRADE
CS	W0Z2AA	805	02	DAMO-FMF INTEGRATION DIV	DEP, FORCE INT DIV	O5
CS	W6APAA	500	04	DIRECTOR, FD	FA 50 PROPONENCY OFF	O5
CS	W6APAA	512	02	DOM MNVR DIV	FORCE MANAGER (Soldier Br)	O5
CS	W6APAA	517	07	TRANS DIV	FORCE MANAGER	O5
CS	W6APAA	522	02	JT RQTS&ASSESS DIV	JT REQUIREMENTS OFF	O5
CS	W6APAA	522	03	JT RQTS&ASSESS DIV	JT REQUIREMENTS OFF	O5
CS	W6APAA	522	05	JT RQTS&ASSESS DIV	JT REQUIREMENTS OFF	O5
CS	W6APAA	532	02	PGM/PRIORITY BR	ORSA (Br Chief)	O5
TC	W6KRAA	300	025	BDE MOD INT DIV	CH, CAP & ANALYSIS	O5
NG	W39LAA	350B	02	FORCE REQ BR	TEAM LEAD REQ INTEG	O5
CS	W0Z2AA	806	01	DAMO-FMF INTEGRATION DIV	CHIEF, FORCE PROG DIV	O6
CS	W6APAA	029	01	JT RQTS&ASSESS DV-FDJ	CHIEF - FDJ	O6
CS	W6APAA	532	01	PGM / PRIORITY	CHIEF - FDR	O6

Based on Senior Leader Panel (GOSC)

1. Do not add additional LTC positions to G-3 FM, Retain 1 x LTC and 1 x COL
2. Delete USAFMSA COL position as Post CSL, and replace FDF with FDR as the Post CSL

Table #2 - Reflects the latest approved Post-CSL positions. These positions are considered a close second in importance behind the CSL-KB billets. These positions allow our leadership to shape organizations by managing desired talent in order to meet capability gaps and emerging requirements.

are also a great source of "intelligence" on what's going on in the Army and how FA50 can remain relevant.

Again, thanks for all your hard work and dedication!

**ARMY STRONG!!!**

*Ed Serrano*

LTC Edwin Serrano

Chief, FA50 Personnel Development Office

Ms. Ginette Braziel is your POC for the FY 17 Broadening Opportunities program. The Selection panel will convene 27 Oct 2016 at the Army Force Management School (FT Belvoir) more information on later pages.

Thanks for what you are doing for Functional Area 50 and the Army. The FA50 PDO is standing by to entertain any of your questions or any of your recommendations. As you well know, you officers in the field are not only our greatest source for recruiting; you

initiative required to achieve and maintain an expeditionary mentality. However, implementation of this statement will prove easier said than done. In 2010, during his tenure as US and International Security Assistance Force Commander, General Stanley McChrystal ordered all American owned fast food restaurants to close. However, he possessed no control over Afghan owned franchises and witnessed similar establishments replace those no longer in business. McChrystal and other senior leaders believed these businesses were both impeding the flow of supplies and taking valuable space for their storage.<sup>7</sup>

Soldiers did not see this as a problem and spoke badly of the commander for removing reminders of home. Before their closures, many would travel from outposts near and far just to eat a hamburger or slice of pizza on Kandahar's famous boardwalk. This unwarranted travel by itself provides previously unstated reason for concern. More Soldiers flying or driving to Kandahar, or other large FOBs, equates to more helicopters in the sky, trucks on the road, and overall greater risk to enemy fire. In addition, if a Soldier's focus is on a hamburger instead of security or route clearance, the risk for that individual and those around them increase exponentially.

Today, as the Army's focus widens to incorporate the Asia Pacific and European theaters, leaders have an opportunity to learn from past mistakes.

With the exception of doctrinally based MWR programs, the implementation of other Soldier programs is inadvisable. Field Manual 1-0, Human Resources Support, provides a thorough list of support programs for commanders of deployed Soldiers. However, despite an extensive list that includes libraries, clubs and internet facilities, the manual limits support during early operations. It clarifies initial MWR support as follows:

During the initial deployment and early sustainment phase of military operations, only minimum MWR services are provided. Minimum services include brigade sports equipment, health and comfort packs, American Red Cross support, and limited AAFES.<sup>8</sup>

Following early operations, the combatant commander determines and resources additional MWR requirements through their J-1 and J-4. METT-TC considerations drive the support provided, with decisions contingent upon the duration of deployment, theater conditions, and higher command requirements.

With this in mind, commanders need operation orders that include the minimum MWR services, nothing more. This is in response to future engagements likely occurring in austere environments with limited support capacity on unknown timelines. By increasing support services, commanders potentially assume responsibility for

7. Jason Motlagh, "Kandahar Air Base: Part Afghanistan, Part Jersey Shore," Time Magazine (Online), accessed 26 June 2016,

<http://content.time.com/time/world/article/0,8599,2001475,00.html>

8. U.S. Army. Human Resources Support. Department of the Army. FM 1-0. Washington, D.C.: Government Printing Office, 2014, accessed 26 June, 2016,

[http://www.ag.s.army.mil/FM1\\_0Jan15.pdf](http://www.ag.s.army.mil/FM1_0Jan15.pdf)

additional nonorganic personnel. In addition, the expansion of logistics requirements become an increasing concern. Finally, increased services, personnel, and supplies lead to infrastructure expansion and the added requirement to protect more land.

Ultimately, the elimination of numerous programs increase security and assist with Soldiers' mindsets. As the number of QOLPs continue to grow, the reliance of personnel and desires for these services grow correspondingly. However, if they never reach the battlefield, Soldiers cannot miss them while out on patrol. Furthermore, injecting this same standard into home station and CTC exercises will result in diminished battlefield expectations. Addressing programs available at home supports the expeditionary mindset expected during future operations.

### **Reestablishing the Importance of Transition Operations**

The final initiative to fully embrace an expeditionary mindset is the delayed implementation of further quality of life programs until Phase IV operations conclude. The only exceptions to this are the above-mentioned minimum MWR services. This argument is along the same line of thought discussed regarding the importance of focused Soldier thoughts and efforts. Prior to deploying, Soldiers should

receive additional training concerning duties during the reconstruction phase. This way, once deployed, their concentration is on assisting with stabilization and reconstruction efforts in lieu of updating their Facebook status. This tradeoff allows for a faster transition to enabling civilian government and the Army's ultimate withdrawal.

The inability to effectively coordinate and execute past Phase IV operations kept the Army in conflicts longer than initially anticipated. The tendency was to quickly jump from domination operations to civilian governance with minimal efforts in between. This mistake has second and third order effects that commit us to becoming an occupying force instead of expeditionary. Moreover, poorly planned or executed transition operations can still lead to strategic defeat despite a war tactically and operationally won.<sup>9</sup>

This problem begins when senior leaders do not appropriately plan for stability operations. They fail to realize that the US and international nation-building communities cannot keep pace with their overwhelming joint fires and rapid maneuver. This causes the simultaneous collapse of both enemy forces and national leadership. The result is failure of internal security, emergency services, public services and transportation infrastructure. Finally, the area of responsibility experiences a power vacuum

---

9. Staff members participating in the military decision-making process do not adequately anticipate the resulting effects of a shock and awe campaign that quickly disables the enemy. This leads to poor planning and misinformation provided to commanders for follow-on efforts.

Conrad Crane, "Phase IV Operations: Where Wars Are Really Won," *Military Review*, May-June 2005: 27-36, accessed 26 June, 2016,

[http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview\\_2008CRII0831\\_art006.pdf](http://usacac.army.mil/CAC2/MilitaryReview/Archives/English/MilitaryReview_2008CRII0831_art006.pdf)

because of fleeing military and government personnel.<sup>10</sup>

At this point, US forces should help fill the void left by their actions as they await State Department personnel and international humanitarian assistance. However, they opt to take a “tactical pause” as conditions around them deteriorate. The risk for Soldiers grows considerably as displaced civilians fail to see an improvement after their “liberation” by US forces. Escalation of disputes between feuding populations can also occur as they await the emplacement of a new government. Additionally, this fragile status provides an opportunity for acts of retaliation, further placing Soldiers’ lives in harm’s way. Commanders must realize that sustainable peace is not possible without addressing social well-being.<sup>11</sup>

Circumstances such as those above are the reason for restricted implementation of additional MWR programs. Instead of improving and increasing Soldier comforts on the FOB, the aforementioned reconstruction skills from pre-deployment training enhance stabilization efforts in conflict areas. The Army can no longer wait on external enablers to arrive, but must assume that role of nation builder in their absence.

This is the fundamental situation for cultivation of an expeditionary mindset; Army units must be able to quickly strike the enemy in an austere environment, assist with stabilization efforts, and transition to a peaceful government, before quickly redeploying without becoming an occupying force. All of the initiatives throughout this paper culminate with the successful execution of this scenario.

## Conclusion

The call for an expeditionary mindset is nothing new. In 2004 the Honorable Les Brownlee, Acting Secretary of the Army, and General Peter Schoomaker, Army Chief of Staff, issued a joint statement very similar to the arguments above. Their vision of an expeditionary force coincidentally came towards the beginning of conflicts in Iraq and Afghanistan. With the distinct possibility for future engagements in unfamiliar environments, their words need revisiting before we make the same mistakes again.

*Soldiers with a joint and expeditionary mindset will be confident that they are organized, trained, and equipped to go anywhere in the world, at any time, in any environment, against any adversary, to accomplish the assigned mission.<sup>12</sup>*

---

10. The Army rarely enjoys dealing with State Department officials but should include them in campaign planning to effectively address the aftermath of initial conflict.

Brian Watson, “Reshaping the Expeditionary Army to Win Decisively: The Case for Greater Stabilization Capacity in the Modular Force,” Strategic Studies Institute, 2005, accessed 26 June, 2016

<http://www.strategicstudiesinstitute.army.mil/pubs/display.cfm?pubID=621>

11. Jason Lacroix, “Challenges & Concerns – Phase IV Stability Operations,” United States Marine Corps Command and Staff College, 2012, accessed 26 June, 2016

<http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA602731>

As the Army of today continues to evolve, the focus is shifting from conflicts in Iraq and Afghanistan to Europe and the Pacific. As this happens, the need for an expeditionary mindset increases. In order to change the current mentality of Soldiers leadership needs to develop and implement three initiatives; pre-deployment training, deployed quality of life programs, and delayed implementation of MWR during Phase IV operations.

Pre-deployment training requires focused attention on long forgotten tasks, performed in unconventional environments, with only assigned unit equipment. Quality of life programs need limits as to their size and composition or commanders assume the associated risks of additional nonorganic personnel, logistics requirements and expanding infrastructure. Finally, campaign success directly correlates to the Army's ability to perform effective Phase IV operations. Limited quality of life functions keep Soldiers focused on the assigned mission until complete while additional reconstruction skills assist with the Army's expedited secession. Combined,

these three initiatives will begin to change a mindset established after a decade of war.

---

***CPT Howard K. Markel received his commission through OCS in 2009 following 13 years of service as a laboratory technician. He holds a B.S. in Clinical Management and Leadership from George Washington University and M.S. in Human Resources from the University of Louisville. Before becoming an FA50, he served in the Adjutant General Corps with the 3rd Brigade Combat Team, 4th Infantry Division and 12th Combat Aviation Brigade. He currently serves in the Force Management Branch of the Mission Command Capabilities Development and Integration Directorate. CPT Markel is married with four children.***

---

12. This statement proved important as it demonstrates senior leaders understanding of the expeditionary mindset problem, formulation of a solution to embrace it, delivery of message to subordinates, yet the inability to effectively instill it. Les Brownlee & Peter Schoomaker, "Serving a Nation at War: A Campaign Quality Army with Joint and Expeditionary Capabilities," *Parameters*, Summer 2004, accessed 17 July, 2016

<http://strategicstudiesinstitute.army.mil/pubs/parameters/articles/04summer/schoomak.htm>

## The FA 50 Broadening Opportunities Selection Process

By Dr. Ginette A. Braziel

The FA 50 Personnel Development Office (PDO), in coordination with the FA 50 Human Resources Command (HRC) Career Manager, manages the FA 50 Broadening Opportunity Programs. The programs provide opportunities for officers to broaden their experience through continued education and experience with industry. Selected FA 50 officers can expect to experience proven practices that will enhance the skills, knowledge, tools and attributes to successfully articulate, manage and lead change in Force Development and the Force Integration field. Applications for ACS, TWI (FEDEX and Amazon Corporations), and Army Fellowship programs (RAND and MITRE) are accepted annually. Guidance and selection procedures are formalized to assure objectivity and equal opportunity.

This year in order to give the Officers ample time to submit their application, the initial call for applications was issued by FA 50 PDO via email along with the Professional Opportunities Guidelines on 29 April 2016, with a suspense of 23 September 2016. The FA 50 PDO will source 5x ACS, 1x RAND, 2x MITRE, 1x FEDEX and 1x Amazon candidate.

Each Broadening Opportunity Candidate will incur an Army Duty Service Obligation (ADSO), follow on assignment, approved by the FA 50 PDO and the HRC Assignment Officer.

- Army Fellowship Program - minimum of 3 year ADSO
- Training with Industry - minimum of 3 year ADSO
- Army Civilian Schooling - minimum of 2 year ADSO

This year The FA 50 PDO added two additional documents to the application packet. The Letter of Intent and a Memorandum of Agreement.

- The Letter of Intent is required before the applicant submits a packet he/she must get the chain of command to sign a letter of intent notifying the immediate supervisor of the applicant's intent to submit an application for the Broadening Opportunities Program. A signature may be obtained by the 1st O6 in the supervisory chain of command or a GS-15 equivalent.

- The Memorandum of Agreement is required upon selection into the Broadening Opportunities Program. This Memorandum of Agreement will be signed notifying the Officer of his/her agreement to serve and Army Duty Service Obligation IAW AR350-1, AR 621-7 and AR 621-1, which here by states that you will incur an obligation to your approved application.

The selection window is currently closed and the Panel Selection Board will convene on 27 October 2016. The timeline below will give you an idea of how the Broadening Opportunities process works once the applications packets are received.

Timeline:

1. 23 September 2016 all applicants' packets must be in to the FA 50 PDO POC Ms. Ginette Braziel for content review.
2. 27 October 2016 the selection panel will assemble to review all applications and establish an Order of Merit List. Selected packets are reviewed by FA 50 PDO Chief and the HRC Assignment Officer in order to include officers into the slating brief to the Executive Agent for approval. Shortly after selected officers are notified.
3. January thru May 2017 HRC assignment Officer will work on final details with the selectees in order to provide an RFO.
4. June thru August 2017 All Selectee will report to their prospective programs.

If you have any questions your POCs are, FA 50 PDO Broadening Opportunities Program Manager: Dr. Ginette A. Braziel, [ginette.a.braziel.civ@mail.mil](mailto:ginette.a.braziel.civ@mail.mil), and alternate POC, HRC Assignment Manager LTC Robert (Andy) Erickson, [robert.a.erickson16.mil@mail.mil](mailto:robert.a.erickson16.mil@mail.mil).



**HEADS UP!**



## **FA50 Broadening Opportunities and Professional Development Selections Submissions Due**

The FA50 PDO in coordination with the HRC assignment officer conducts annual selection (normally during the 1st quarter of each year) of officers to participate in FA50 specific Academia & Civilian Enterprise opportunities. A message was released by FA50 PDO on 2 May 2016, announcing the timeline and process to compete for these programs. Applications must be submitted to HRC NO LATER THAN 23 Sep 2016, and FA50 Selection Panel will convene 27 Oct 2016.

**ADVANCED CIVILIAN SCHOOLING (ACS):** If you do not have a master's degree, that's the place to start. Once an officer is functionally qualified (completed FA50 Q-course plus ILE plus at least one successful 50A assignment), they can submit a packet to compete for a fully funded advanced degree. Unlike other career fields, FA50s are not restricted to one conventional degree.

The ultimate objective is to make the FA50 a more agile, adaptable, diverse officer. IAW DA Pam 600-3, FA50 PDO encourages officer to seek Master of Arts (M.A.) or Master of Science (M.S.) program in a field that supports the work of an Army Force Manager such as Business Administration, Systems Management Administration, Industrial Engineering, Organizational Management, Project Management Public Policy Administration, Procurement and Contract Management.

**TRAINING WITH INDUSTRY (TWI):** This 12-month opportunity to gain insights on the management techniques and technology of a major corporation – **FEDEX**, Memphis, TN, and **Amazon Corporation**, Seattle, WA. The objective with a TWI experience is to enhance your managerial skills and develop a greater understanding of how the industry processes can be transferred to Army processes.

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

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

II. **The MITRE Corporation Fellowship** in Mclean, VA is a limited opportunity for military officers.

NOTE: The programs described here are for Active Duty officers. COMPO 2 and 3 officers should contact their Assignment Officer for information.

# INTRODUCING FUNCTIONAL AREA BRANCH CHIEF LTC DANIEL CURTIS



LTC Daniel Curtis  
Chief, Functional Areas Branch (FAB)  
Human Resources Command (HRC)

## Force Managers,

I just wanted to take a moment to introduce myself. I am a FA50 currently serving as the Functional Area Branch Chief within HRC which consists of nine functional areas (FAs: 30, 40, 46, 47, 49, 50, 52, 57 and 59). In total, this branch is in the business of recruiting, assessing, training, world-wide assignments and career management of over 3300 active duty officers from Captain to Lieutenant Colonel across those FAs.

There are undoubtedly some questions out in the field concerning the differences in roles and responsibilities between a Proponent Officer and the Assignment Officer. A quick, but somewhat incomplete answer, is the Proponent does “spaces” and the Assignment Officer does the “faces”. Going to back for more clarification to the regulation, AR 600-3, The Army Personnel Development System, Personnel Developers (formally called Proponents) “advise and assist Commander, HRC on all branch personnel matters except individual personnel management decisions.” I am clear in the understanding of those roles and also cognizant of where my paragraph line number traces back to. In addition to my roles and responsibilities as a HRC Branch Chief of those nine FAs, I do see myself as an asset of the FD. With that being said I also serve by extension in support of both the FA 50 Proponent office and the FA 50 AO as and when required. In short while in this capacity, I am an extra set of eyes and ears to assist as needed to the 50 community. I look forward to help serve you and am proud to have this opportunity

Respectfully,  
Dan

LTC Daniel Curtis  
Chief, Functional Areas Branch (FAB)  
Human Resources Command (HRC)  
O: 502-613-6683  
[daniel.j.curtis4.mil@mail.mil](mailto:daniel.j.curtis4.mil@mail.mil)

FA50 QC Class 02-16!

*Congratulations*

# ARMY FORCE MANAGEMENT SCHOOL



## **FA50 Qualification Course (FA50QC) Class 02-16, 31 May - 05 August 2016 Fort Belvoir, VA**

Front Row (L to R): CPT Charles L. Marshall, MAJ Chevelle P. Malone, BG (P) John A. George, Ms. Jennifer D. Wolf, CPT Lidia G. Gatchalian, MAJ Stephanie K. Flowers; Second Row (L to R): CPT Christopher D. Cartier, CPT Erik Anderson, MAJ Jason G. Karluk, CPT Joseph A. Yetter, MAJ Robert C. McVay, LTC Andrew H. Warninghoff; Third Row (L to R): CPT Howard K. Markel, MAJ Jennifer Whitehouse, CPT Katherine E. Smith, LTC Benjamin P. York, CPT Jacob A. Bowen, CPT Robert J. Houk, MAJ Eric M. Jayne; Fourth Row (L to R): CPT Kelly A. Giraud, Mr. Kenneth Samples, MAJ Cecil Wolberton, CPT Jonathon H. Gambrell, LTC Michael B. Bailey, Ms. Libby D. Lipscomb

# PROCESS OF CENTRALIZED SELECTIONS

## **Centralized Selection List – Command and Key Billet (CSL-CMD/KB)**

The centralized command and key billet selection system encompasses all aspects of the process for selection, slating, and assignment of officers to COL and LTC level commands and key billets. This system is a Chief of Staff, Army (CSA) program that places the best qualified officers in command and key billets who will best serve the Nation, the Army, and its Soldiers. The system is a year-round process. It includes the pre-board, board, pre-slate, slate, and post slate phases. The command/key billet slate is dynamic and changes throughout the year due to changes in unit and officer status (new Centralized Selection List (CSL) units, inactivations, declinations, deferments, extensions and curtailments). Each year, three HQDA selection boards convene to consider eligible Army Competitive Category (ACC) COLs and LTC (P)s for assignment to CSL – command and key billet designated positions. The selection boards convene according to the three officer personnel management functional categories of Maneuver, Fires, and Effects (MFE), Operations Support (OS), and Force Sustainment (FS). Board dates are announced by MILPER message. Officers provide their input by submitting preferences via an Army Knowledge Online (AKO) command/key billet Command Preference Designation (CPD) site. Each board selects officers by subcategories (Operations, Strategic Support, Recruiting and Training, Installation, and Key Billet). The Colonels Management Office slates the officers into specific units within each subcategory (based on CSA slating guidance). **The CSA is the approval authority for all CSL command/key billet slates.**

## **Declinations**

An officer may decline to compete, without prejudice, prior to the convening of the HQDA CSL – Command and Key Billet Board. Post-board declinations are considered “with prejudice.”

Formal declination of CSL command/key billet will be submitted to the officer’s Human Resource Manager (HRM) in writing through the officer’s first GO/SES in their chain of command.

## **Deferments**

There are three types of deferments (Operational, Personal, and Administrative). Officers must submit requests for deferment of command/key billet to Colonels Management Office within 60 calendar days of the official slate release date to receive “deferred principal” status if their request is approved, (sample request at link below).

## **Extensions/Curtailments**

Approval authority for COL level CSL extensions/curtailments:

- Commanders, MG and above – up to 30 days
- Commanders, ACOM, ASCC, or DRU – up to 60 days
- Requests for extensions/curtailments greater than 60 days must be approved by the VCSA
- All requests must be coordinated through chain of command and the Colonels Management Office, (sample request at link below).

## **CSL Constructive Credit – Command/Key Billet Tours**

Officer submits request for constructive credit through current chain of command to the Director, SLD. Officer must be listed as a “Primary” or “Alternate” on a current or future valid CSL for commands/key billets. The minimum tour length for an officer to receive constructive credit for a command/key billet tour is completion of one-half of the normal key billet tour in CONUS and long tour areas, or 5/6 of a one year short tour.

# ASSIGNMENT CONSIDERATIONS

**High School Senior (HSS) Program:** The High School Senior (HSS) Program provides assignment consideration to officers with children in high school. It is important for you to communicate the status of your family members to HRC as soon as possible in order to provide the maximum amount of planning time during the assignment process. Requests for high school senior consideration must be received at Senior Leader Development Office (SLD) during the summer between a child's sophomore and junior school years. While HRC will consider all HSS requests, the needs of the Army may dictate that the officer execute deployment or a short tour assignment in order to stabilize the family members. To apply officers must request enrollment in the high school senior program through their chain of command to the Chief, Senior Leader Development Division.

**Exceptional Family Member Program (EFMP):** Soldiers are responsible for keeping their EFMP enrollment current as exceptional family member conditions change or at least every three years, whichever comes first. The Exceptional Family Member Program (EFMP) is a mandatory enrollment program that works with other military and civilian agencies to provide comprehensive and coordinated community support, housing, educational, medical, and personnel services to families with special needs. Soldiers on active duty enroll in the program when they have a family member with a physical, emotional, developmental, or intellectual disorder requiring specialized services so their needs can be considered in the military personnel assignment process. Deletion from assignment instructions is not granted solely because of a soldier's enrollment in the EFMP.

Ref: [AR 608-75, Exceptional Family Member Program](#)

**Married Army Couples Program (MACP):** The Married Army Couples Program (MACP) provides regular Army service members married to other regular Army service members the opportunity to establish a joint domicile while fulfilling the Army's mission. CMO will coordinate with the two officers, the appropriate gaining commands and the Human Resources Command (HRC) as appropriate. If joint domicile cannot be accomplished, special instructions in the RFO will state that "a married Army couple assignment was considered but could not be accommodated". Army service members married to a member of the Reserve component or a member of another branch of the U.S. military may not enroll in the program, but may request re-assignment to join their spouse. (If married to a member of the Reserve component, the spouse must have been called to active duty for one year or more for joint-domicile consideration.) Readiness remains the number one priority, but we will strive to accommodate joint domicile assignments whenever possible. Ref: [AR 614-100, Officer Assignments Policies, Details, and Transfers, Paragraph 5-3a](#)

# FA50 - FY16 Education and Training

The purpose of the Army's Intermediate Level Education (ILE) program is to provide all mid-grade officers a basic foundation of professional military education and leader development training. It develops leaders prepared to execute full spectrum operations; trains and educates leaders in the practice and values of the profession of arms; and prepares leaders to operate in joint, multi-national and interagency environments. ILE prepares officers for duty as field grade commanders and staff officers throughout the Army, primarily at brigade and higher echelons.

## How the Army Runs Course, FT Belvoir, VA

### *Phase I of the FA50 Qualification Course*

Course #	Start Date	End Date
01-17	11-Oct-16	04-Nov-16
02-17	09-Jan-17	03-Feb-17
03-17	13-Feb-17	10-Mar-17
04-17	20-Mar-17	14-Apr-17
05-17	17-Apr-17	12-May-17
06-17	22-May-17	16-Jun-17

### *(Phase 1 cont.)*

07-17	10-Jul-17	04-Aug-17
08-17	07-Aug-17	01-Sep-17
09-17	05-Sep-17	29-Sep-1

### *FA50 Qualification Course, FT Belvoir, VA Phase II of the FA50 Qualification Course*

Course #	Start Date	End Date
01-17	06-Feb-17	14-Apr-17
02-17	29-Jun-17	04-Aug-17

## Intermediate Level Education FY2017 Schedule (Satellite Campus-Common Core)

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	4-Jan-17	5-Jan-17	20-Apr-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060
2	3-May-17	4-May-17	17-Aug-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060
3	28-Aug-17	29-Aug-17	14-Dec-17	128	Resident	CGSS SATELLITE CAMPUS	FORT BELVOIR	VA	22060

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	3-Jan-17	4-Jan-17	19-Apr-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801
2	2-May-17	3-May-17	16-Aug-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801
3	27-Aug-17	28-Aug-17	13-Dec-17	64	Resident	CGSS SATELLITE CAMPUS	FORT LEE	VA	23801

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	30-Oct-16	31-Oct-16	2-Mar-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905
2	9-Mar-17	10-Mar-17	22-Jun-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905
3	5-Jul-17	6-Jul-17	19-Oct-17	64	Resident	CGSS SATELLITE CAMPUS	FORT GORDON	GA	30905

Class	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
1	5-Jan-17	6-Jan-17	21-Apr-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898
2	4-May-17	5-May-17	18-Aug-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898
3	29-Aug-17	30-Aug-17	15-Dec-17	64	Resident	CGSS SATELLITE CAMPUS	REDSTONE ARSENAL	AL	35898



## HRC Hot Topics for our FM Team,

As HRC prepares to go into our busy season I wanted to take a moment to provide some updates to the field about what has occurred since my last update and provide information on upcoming events that will affect our population.

COMM: 503-613-6681  
DSN: 312-983-6681

— LTC Robert "Andy" Erickson  
Robert.a.erickson16.mil@mail.mil

In this quarterly update you will see the following items that affect our branch:

### 1st QTR 16 Voluntary Transfer Incentive Program (VTIP) Update

The health of the FA50 branch – and implications of this health for future assignment cycles.

Results and analysis of the FY16, FA50 COL Promotion board.

The current plan and timeline for the upcoming summer 2017 PCS cycle, including a prioritized unit vacancy listing and the FA50 slating methodology.

Information on the upcoming FY16 CSL board.

An update on all FY16 and FY17 upcoming boards for FA50s and how to prepare for them.

### FA50 VTIP UPDATE

The 1st QTR FY17 VTIP MILPER message was released on 26AUG17. FA50 will be open to Year Groups 2006, 2007, 2008, 2009, and 2010 for Officers to transfer into FA50. We are focusing heavily on Year Group 2006 for our primary target for this VTIP. Officers wishing to apply must be a CPT who is KD complete or a MAJ and is not a promotion risk. I have sent an email to the 80 most competitive VTIP candidates across all basic branches for YG 06. I ask that all FA50s reach out to strong officers within the open Year Groups to help us grow our branch. If you need my assistance please feel free to direct an officer my way or call me for a strength of file analysis on any potential VTIP Officer.

### FA50 VTIP Needs Analysis

Year Group	FA50s Needed	On Hand FA50s	VTIP Needed
2006	18	10	<b>8</b>
2007	17	16	<b>1</b>
2008	17	14	<b>3</b>
2009	14	7	<b>7</b>
2010	10	0	<b>10</b>



**FA50**  
Creative Managers of Change

# FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT    FORCE MANAGEMENT    FORCE MANAGEMENT    **FA50**    FORCE MANAGEMENT

## HEALTH OF THE BRANCH

**BLUF:** FA50 continues to lose talent at a higher rate than we are VTIP'ing Officers. This is most demonstrated in our MAJs. If this trend continues it will be harder for FA50 to fill our Majors Authorizations.

Current Strength				Projected Strength			Officer Disposition			
Rank	AUTH	On-Hand	% On-Hand	Approved RET/SEP	Tentative RET/SEP	PROJ % On- Hand	TTHS	% Avail to fill 50A AUTH	Officer in 01A	Officer not assigned FA50
COL	22	36	163.64%	1	0	159.09%	8	122.73%	6	0
LTC	75	95	126.67%	8	8	105.33%	7	96.00%	3	2
MAJ	110	100	90.91%	5	6	80.91%	13	69.09%	2	5 (VTIP)
CPT	10	38	380.00%	0	1	370.00%	3	340.00%	8 (VTIP)	16 (VTIP)
<b>TOTAL</b>	<b>217</b>	<b>269</b>	<b>123.96%</b>	<b>14</b>	<b>15</b>	<b>110.60%</b>	<b>31</b>	<b>96.31%</b>	<b>19</b>	<b>23</b>

### Health of the Branch Assessment

FA50 has increased its VTIP numbers to attempt to stop this negative trend. If VTIP numbers remain high, we should be back above 115% available over the next two to three VTIP cycles. One side effect of this trend of losses is that it is becoming more difficult to support all of our requirements. We will continue to support FA50 broadening opportunities (ACS, MITRE, FEDEX, RAND) for our Officers, however we will only support other HODA broadening opportunities on a case by case basis with approval of the FD.

The other large requirement that is causing FA50 shortages to units across the Army is Trainees, Transients, Holdees and Students (TTHS). These are officers who have been selected for programs to include Professional Military Education (SSC/ILE), ACS, Training with Industry, Fellowships, or other broadening programs. Below is a breakdown of our current TTHS account to demonstrate where these officers are.

FA50 TTHS Breakdown									
Rank	SSC	ACS	Rand	Mitre	Amazon	FEDEX	Resident ILE <sup>1</sup>	Interagency Fellow	TOTAL TTHS
COL	8								8
LTC	2	1		2 <sup>2</sup>	1			1	7
MAJ		7 <sup>3</sup>				2 <sup>4</sup>	2	2	13
CPT		3							3

1. Resident ILE is not approved for FA50. These two officers were sent by their basic branch.
2. There is actually one at MITRE but the other one has not signed in to their new unit yet.
3. Although we select 5 every year for ACS, the programs are 18-24 months and overlap.
4. There is actually one at FEDEX but the other one has not signed in to their new unit yet.

Until FA50 is above 115% available we will have to reduce units on hand MAJs.  
We will maintain Army Manning Guidance Minimums.



**FA50**  
Creative Managers of Change

# FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT    FORCE MANAGEMENT    FORCE MANAGEMENT    **FA50**    FORCE MANAGEMENT

## FY16 COL Board Results

**FA 50 Branch Message to the Field:** FA 50's overall promotion rate (AZ/PZ) is **4.7% over the Army average**. This reflects on the accession of competitive officers and their continued strong performance once in the branch.

FY16 ACC COL Promotion Analysis				
	AZ	PZ	BZ	DOPMA
Army	5.3%	41.4%	1.0%	52.4%
OPS	3.5%	44.1%	1.0%	52.3%
OS	6.6%	38.7%	1.0%	52.4%
FS	7.0%	39.7%	0.9%	52.4%
<b>FA50</b>	<b>6.9%</b>	<b>28.7%</b>	<b>0.0%</b>	<b>57.1%</b>

While above the Army average, the FA 50 selection rate does indicate higher scrutiny on the "total Soldier" in a more competitive promotion environment.

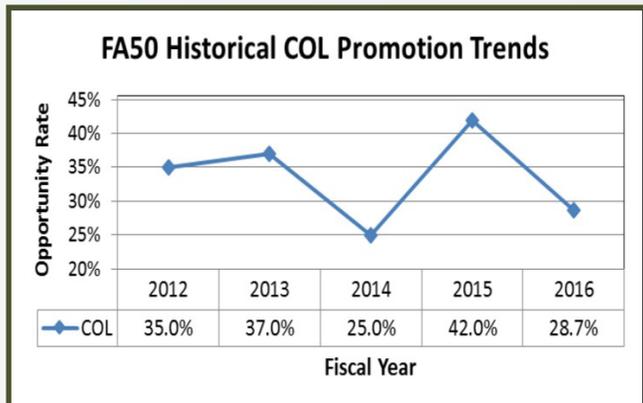
**Board Notes of importance:**

- For FA50s, 4 out of last 5 OERs had to be ACOM/MQ to be considered for promotion.

- For officers with 4 out of 5 ACOMs board discriminators appeared to be as follows: Senior Rater enumeration/strength of comments, civilian education level, operational experience (Outside of the Pentagon), numbers of months of combat time, and current dwell time. These are in line with the SECARMY guidance to the board.
- Although it is hard to ascertain a direct correlation between lengths of time assigned within the Pentagon to promotion rates, 60% of our COL non-selects had more Pentagon time than operational time. It appears that "homesteading" in the Pentagon could be potentially hurting our Officers.

**Next COL Board Analysis:**

The FY17 COL Board Primary Zone will be the first year of a full CSL cohort. All of these officers have extremely competitive files (4 of 5 or better). Additionally, non-CSL Primary Zone officers are also extremely competi-



tive. 30% (5 of 15) of next year's primary zone currently have a 5 of 5 file. 60% (9 of 15) have four or more ACOM/MQ OERs in their file. 47% (7 of 15) FY17 PZ officers are current or former CSL. This will make next year's board extremely hard to predict. It is quite possible that FA50 will have 4 of 5 ACOM officers not selected PZ. Initial analysis shows that CSL could be the biggest discriminator of this extremely strong year group. As FA50 moves forward we should maintain full cohort year groups of CSL which will make promotion to O6 difficult without being a CSL complete LTC.



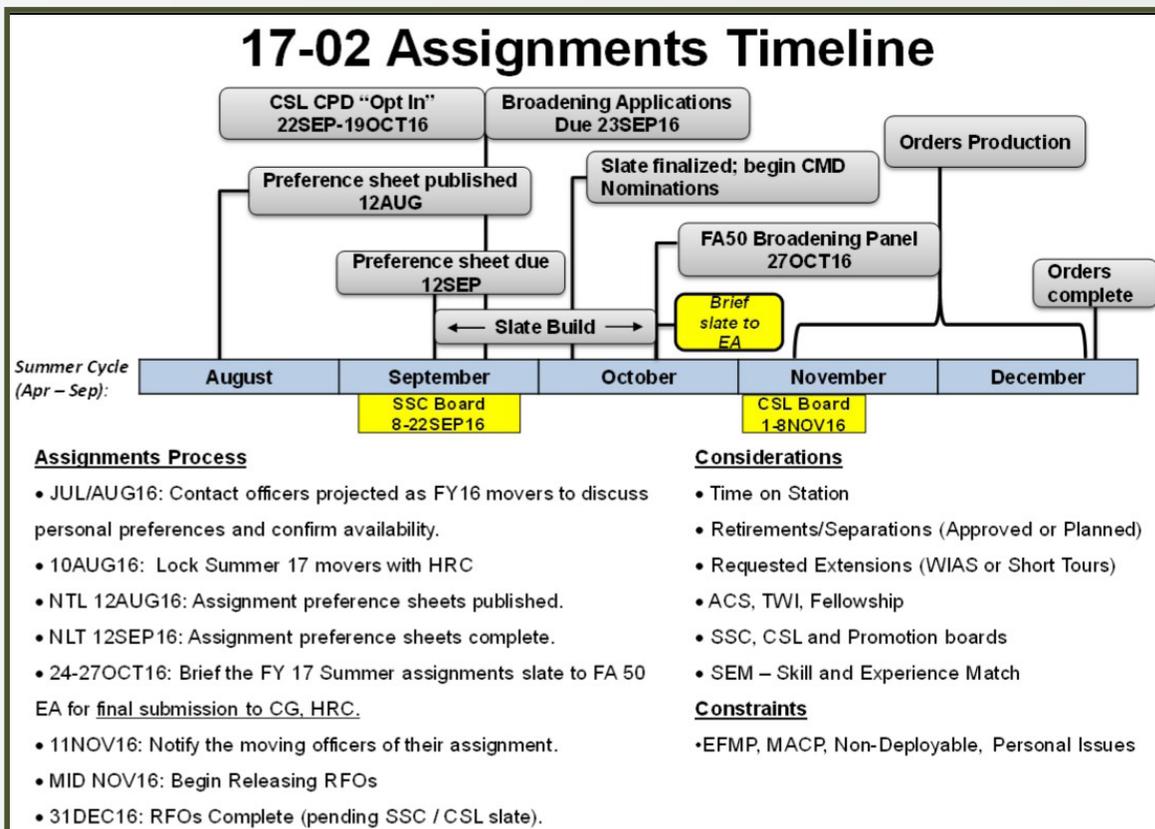
## Summer 2017 PCS cycle update

### PCS Cycle Timeline

HRC has begun work on the Summer 2017 assignment cycle. All officers identified to PCS next summer have been notified by email. If you think you are moving but did not receive the email please let me know as soon as possible so that I can account for your move. For your information, below is the current timeline that I am working towards for this upcoming cycle.

By the publication of this newsletter all movers will have received their preference sheets. Once all preference sheets are returned I will begin building the slate. The following pages of this update cover the FA50 slating methodology and provides information on the process of how I build the slate. Once the slate is finalized I will brief the FD for approval. Right now that is scheduled for the week of 27OCT16. Once the FD approves the slate I will release the finalized assignments. I anticipate that to be around the first or second week of November. Also, once the slate is locked I will begin orders production and releasing RFOs. My goal for this year is to have all RFOs completed by winter exodus. Inshallah.

If you have any questions or concerns about this timeline feel free to [contact me](#) to discuss.





# FA50 HRC QUARTERLY UPDATE

## Summer 2017 PCS cycle update (cont.)

### Summer 17 unit vacancies prioritized listing

Priority Tier	Sub Priority #	Unit	AUTH	Current OH	Projected OH	Unit Short	Vacancies / Notes
1	1	CSA	1	1	0	-1	1 X LTC
1		USFK	3	3	1	-2	1 X MAJ
1		Army Specops CMD	1	1	0	-1	1 X MAJ
1		SOCOM	3	2	2	-1	1 X MAJ
1		Eighth Army	1	1	0	-1	1 X MAJ
1		2 <sup>nd</sup> ID	1	1	0	-1	1 X MAJ
1		10 <sup>th</sup> MTN DIV	1	1	0	-1	1 X MAJ
1	2	1 <sup>st</sup> INF DIV	1	1	0	-1	1 X MAJ
1		1 <sup>st</sup> Armored DIV	1	1	0	-1	1 X MAJ
1		3 <sup>rd</sup> ID	1	0	0	-1	1 X MAJ
1		20 <sup>th</sup> CBRNE	1	1	0	-1	1 X MAJ
1		21 <sup>st</sup> TSC	1	1	0	-1	1 X MAJ
1		Army SF CMD	3	3	2	-1	1 X MAJ
1		19 <sup>th</sup> ESC	1	1	0	-1	1 X MAJ
1	3	REF	1	1	0	-1	1 X MAJ
1		TRADOC HQs	1	0	0	-1	1 X MAJ
1		Recruiting CMD	1	1	0	-1	1 X MAJ / CPT
1		SMDC	2	2	1	-1	1 X LTC
1		USARAK	1	1	0	-1	1 X MAJ
1		7 <sup>th</sup> ID	1	1	0	-1	1 X MAJ
1		4	1 <sup>st</sup> TSC	1	1	0	-1
1	I Corps		3	2	2	-1	1 X MAJ / YG07/08 CPT
1	III Corps		3	3	2	-1	1 X MAJ / YG 07/08 CPT
2	5	AFRICOM	3	3	2	-1	1 X MAJ (at Army Manning Guidance)
2		ARCYBER	6	3	3	-3	2 X LTC and 2 X MAJ (at AMG)
2		FORSCOM	8	7	5	-2	2 x LTC
2		HQDA G3	18	19	12	-6	2 X LTC and 5 MAJ
2	6	USARAF	2	3	1	-1	1 X CPT
2		NGB	2	2	1	-1	1 X LTC
2		TRADOC CAC	5	6	4	-1	1 X LTC (at AMG)
3	7	ARCENT	11	11	8	-3	2 X MAJ (at AMG)
3		USARPAC	10	10	8	-2	2 X MAJ (at AMG)
3		USAREUR	5	7	4	-1	1 X MAJ (at AMG)
3		ARNORTH	5	3	4	-1	1 X LTC (at AMG)
3	8	HQDA G8	34	36	35	1	3 X LTC and 3 X MAJ (at AMG)

This FD approved list demonstrates the priority and order of fill for Summer 17. This list is in line with the SECARMY manning guidance directed to the Army G1 and HRC. It fills all units to Army Manning Guidance percentage levels while accounting for the following priorities: 1. Joint 2. Operational Forces 3. Strategic Forces. If you have an issue or would like to discuss these priorities, please feel free to [contact me](#).



**FA50**  
Creative Managers of Change

# FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT

FORCE MANAGEMENT

FORCE MANAGEMENT

FA50 

FORCE MANAGEMENT

## Summer 2017 PCS cycle update (cont.)

### FA50 Slating Methodology

Officers will be slated using the Best Fit methodology against the unit priority listing.

–Best Fit (In order of priority) = 1. Needs of the Army 2. Skill and Experience Match (SEM)

3. Professional / Career Development 4. Preference

- Tie breaks will be based on Best Fit methodology. However, Strength of file and dwell time may be utilized for officers with similar SEM and professional / career development requirements.
- The FA50 Assignment Officer is no longer involved in individual WIAS selections. HQDA G3 now tasks units based on percent filled.

### FA50 Assignment Priorities

- “1 of 1” billets (Divisions, ESC/TSCs, Signal CMDs) and “1 of Few” (Corps) are the highest priority fills.
- Joint Billets are a very close second priority.
- Goal is to fill **ALL** valid positions
- **Assignment Priority for Majors:** “1 of 1,” “1 of Few,” Joint, ASCCs, Army Commands, National Capital Region
- **Assignment Priority for LTCs:** Joint, TRADOC / Army Commands, NCR

### How I build the slate

1. Prioritize all unit vacancies per SECARMY, HQDA G8 FD, and HRC guidance
2. Develop and distribute Preference Sheets
3. Create an 1-N list of all officers moving (This accounts for Strength of file, previous experience/assignments, career timeline, and Career development needs per DA Pam 600-3 and PCS considerations per AR 614-100 (EFMP, MACP, Utilization requirements)). Officers who have completed all of their DA PAM 600-3 requirements at their current grade are higher on the list.
4. Review Officer preference sheets for any units that were preference #1 by only one officer. If Career development / professional timeline supports—assign those officers to those units.
5. Start with Officer #1 Preference #1. If the unit is not already slotted and Career development / professional timeline supports, assign officer to that unit. Continue down Officer list until complete. If needed repeat the process for Preference #2 and #3 until all preferences have been accounted for. If any officers are remaining slate them to any remaining vacant units based on Career development needs and SEM.
6. Review the slate to ensure all AR 614-100 PCS considerations are feasible and that all units are filled to Army Manning Guidance levels.



**FA50**  
Creative Managers of Change

# FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50 FORCE MANAGEMENT

## FY18 FA50 CSL Board

The Fiscal Year (FY) 18 Lieutenant Colonel (LTC) Army Competitive Category (ACC) Centralized Selection List (CSL) - Command/Key Billet Boards Announcement MILPER was released 4AUG16. You can read the full MILPER here ([MILPER 16-213](#)).

### MILPER Highlights

#### Command/Key Billet eligibility and information

**Eligible Officers**—FY18 CSL Command/Key Billet eligibility will include promotable Majors and officers who have a date of rank to LTC of **1 September 2014** and after. Officers will have three consecutive years of eligibility which begins the first year an officer is selected for promotion to the rank of LTC. **(This year is Year Groups 2000, 2001, and 2002).**

**Eligible officers must take action to be considered for the FY18 LTC CSL selection board.**

Officers will submit their preference to compete for Command/Key Billet and then rank order units via the Command Preference Designation (CPD) online website at <https://knoxhrc16.hrc.army.mil/ahrc/ospp/home/htdocs/> and select "Command Preference Designation". All eligible officers will be able to enter the website and submit unit preferences from **22 September 2016 until 19 October 2016**.

Officers who are selected for command **will be slated per the CSA Command/Key Billet slating guidance**.

The CSA's slating guidance can be found on the HRC Command Management Division website at: <https://www.hrc.army.mil/content/CSL%20Slating%20Guidance>.

**Key Dates:**

Board Dates	OER Thru Date	OER to HRC	Photo to DAPMIS	My Board File	CMD Pref. Designation
1-8NOV16	2OCT16	25OCT16	21OCT16	2SEP—25OCT16	22SEP—19OCT16

#### FA50 FY18 LTC CSL Billets Available

Command	Change of Command Date
I Corps	15AUG18
USAEUR	15JUN18
III Corps	15JUL18
ARNORTH	30NOV17
ARCENT	14JUL18
INSCOM	13JUL18
ARCYBER	1OCT17



**FA50**  
Creative Managers of Change

# FA50 HRC QUARTERLY UPDATE

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50 FORCE MANAGEMENT

## FA50 BOARD TRACKER

Board Name	My Board Dates	Start	End	Anticipated Release	MILPER
<b>FY16</b>					
LTC ARMY (OPS,OS,FS) PSB and MAJ SELCON	Complete	2-Nov-15	24-Nov-15	Complete	<a href="#">15-247</a> <a href="#">15-298</a>
FY17 LTC (OS) CMD/KEY BILLET	Complete	17-Nov-15	24-Nov-15	Complete	<a href="#">15-249</a> <a href="#">15-298</a>
FY17 COL (OS) CMD/KEY BILLET	Complete	8-Feb-16	12-Feb-16	Complete	<a href="#">15-348</a> <a href="#">15-400</a> <a href="#">15-408</a>
COL ARMY PSB	Complete	23-Feb-16	11-Mar-16	Complete	<a href="#">15-382</a>
MAJ ARMY PSB & ACC ILE	Complete	13-Jul-16	10-Aug-16	10DEC16(T)	<a href="#">16-091</a> <a href="#">16-095</a>
SENIOR SERVICE COLLEGE ACC	10JUL16— 1SEP16	8-Sep-16	22-Sep-16	22JAN17(T)	<a href="#">16-150</a> <a href="#">16-171</a>
<b>FY17</b>					
FY18 COL (OS) CMD / Key Billet		17-OCT-16	21-OCT-16		
FY18 LTC (OS) CMD / Key Billet	2SEP16— 25OCT16	1-NOV-16	8-NOV-16	TBD	<a href="#">16-213</a>
LTC Army (OPS, OS, FS) PSB and MAJ SELCON		10-JAN-17	2-FEB-17		
COL Army (OPS, OS, FS) PSB		18-APR-17	5-MAY-17		
MAJ Army PSB / ACC ILE		11-JUL-17	3-AUG-17		
Senior Service College ACC		15-AUG-17	29-AUG-17		
FY 19 LTC (OS) CMD / Key Billet		11-SEP-17	19-SEP-17		

The next Board that will affect FA50s is the FY 18 SSC Board. It convenes 01 November 2016.

### Board Prep To Do List:

1. Discuss your next board at every rater / senior rater counseling session for OER timing. Once your board MILPER is released discuss your options for Complete the record OERs with your rater / senior rater.
2. Once the MILPER message for your board is released read it twice! The majority of questions that HRC receives about boards are already answered in the MILPER.
3. Check your OMPF early. Anything that is missing get with your local G1 to get documents in your OMPF.
4. Check your ORB. Coordinate with your local G1 to fix any errors.
5. Update your photo. The Regulation says 5 years but 2 is better. Less than 2 years if anything significant has changed. New awards, weight, rank, etc...

It is also a really good idea to read the HRC Board Pre Combat Checklist. You can view it by clicking here:

[HRC Promotion Board Pre-Combat Checklist](#)

FROM A TWI FELLOW:

## Modernization in Industry

by MAJ Robert “Josh” Woodruff, FA50

Training With Industry (TWI) Fellow, FedEx Express

FedEx has become the epitome of timely logistics, a professional workforce and a leader in innovation that maintains a global sustainable competitive advantage. It is virtually impossible to go anywhere in the world without seeing a FedEx truck, van or aircraft. In a large part, this is due to the vision of its founder and Chairman, as a Marine during entrepreneurial spirit has 40 years since his early This year marked the FedEx has ranked among Most Admired Companies ranking among the industry is quite evident members live out the



which states, “I will make every FedEx experience outstanding.” Also inculcated into the FedEx culture is the People-Service-Profit (P-S-P) philosophy – that states if we take care of our people, they will deliver excellent service to our customers, which will in turn generate profits for our company.

Mr. Fred Smith, who served the Vietnam War. His been exemplified for over days at Yale University. 16th consecutive year that the top 20 in the Fortune List, with 13 of those years top 10. The allure of this in the way that FedEx team Purple Promise every day,

### Reestablishing the Importance of Transition Operations

FedEx Express has been accepting TWI officers for over 15 years. Coincidentally, one of the first Army officers to participate in this program, Ms. Bobbi Wells, was recently promoted to Vice President of Safety and Airworthiness within the Air Operations Division of FedEx Express. Although other services are now participating in similar programs, military fellows assigned to FedEx Express have had little interaction over the years. This past year, however, FedEx Express reorganized the fellowship into the Military Fellows Program (MFP) and grouped all of the respective service participants under one coordinator in an effort to enhance the fellow’s corporate experience. Now, in addition to working projects in specific focus areas, the nine FedEx Express fellows collaborate,

exchange ideas, conduct site visits together, and participate in round table discussions with senior leaders – making the FedEx Express fellowship unlike any other fellowship experience. This increased structure and oversight has given me an opportunity to see many aspects of this Fortune 100 Company from both a strategic and tactical standpoint. Collectively, all military fellows divided their training objectives into three ‘bins’: Department of Defense (DOD), FedEx, and Personal objectives (Figure 1). The autonomy of this program allows fellows to explore focus areas both inside and outside of their field of expertise. After operational and institutional assignments, a tour with industry brings forth a whole new set of challenges from learning the business acumen to finding areas in which you can professionally contribute. Once rapport is built and relationships established, the possibilities

FedEx continued on page 28

DoD Objectives	FedEx Objectives	Personal Objectives
<b>Supply Chain Management:</b> Toured the Cold Storage and Supply Chain Management Facility	<b>District Truck Center (DTC)</b> Benchmarking FedEx Express DTC with US Army Truck Management	<b>Corporate Exposure</b> Conducted office calls with Express Executives, Call Center, Ground Hub
<b>Innovation</b> Assisted with ruggedized handheld surveys & AtBase app development	<b>MFP Standardization/Continuity</b> Developed MFP Purple Hub Page	<b>Refined Business Acumen:</b> Completed Global Leadership Institute Courses and in Process Improvement
<b>IT Management</b> Weight and Balance System, Route Selection and GPS improvement	<b>Recruitment and Retention</b> Service Member For Life Program, places separating personnel in jobs	<b>Historical/Cultural Awareness</b> Local Battlefield and Museum Visit
<b>Ground/Air Operations</b> Toured and observed operations at Global Operations Control Center	<b>Leadership Development</b> Quantico tour and benchmarking military vs corporate leadership styles	<b>Higher Education</b> Graduate School Participation Military/Industry periodical review
<b>Tech Development/Acquisition</b> Improve DODs pace on tech improve	<b>Employee Development</b> Improve communication of career opportunities	<b>Volunteer Opportunities</b> LaBonheur FedEx Family House Peak Season Assistance
<b>Maintenance Operations</b> Improvement ideas for Ground Support Equipment parts processing	<b>HUB Transportation Assistance</b> Evaluate free bus service in terms of improved retention and recruitment	
<b>Root Cause Analysis</b> Learn data driven decision making vice anecdotal decision making	<b>DOD/Industry Networking</b> General Officer/Senior Executive Service FedEx Site Visits	
	<b>Business Continuity Planning</b> Develop continuity of operations for Fuel Sourcing	

Figure 1: DOD, FedEx and Personal Objectives

to embed with specific divisions are endless. As the fifth FA50 to participate in this program, I've been able to capitalize on the previous efforts of my predecessors.

### Embedding with FedEx Express

My most significant embed occurred in January 2016, when I was asked to participate in the annual Tiger Summit by one of the managing directors in Global Planning and Engineering. This event is a gathering of executive vice presidents,

senior vice presidents, vice presidents, managing directors, operational managers and security specialists assessing current and emerging threats within the FedEx Express network that spans across 220 countries. The network refers to the lifecycle of a package from inception (pick-up) to delivery (to the customer). The magnitude of this operation can be witnessed at the Memphis Hub, FedEx's largest package sort facility, where over 1.5 million packages traverse seamlessly every day. Following the Tiger Summit, it was

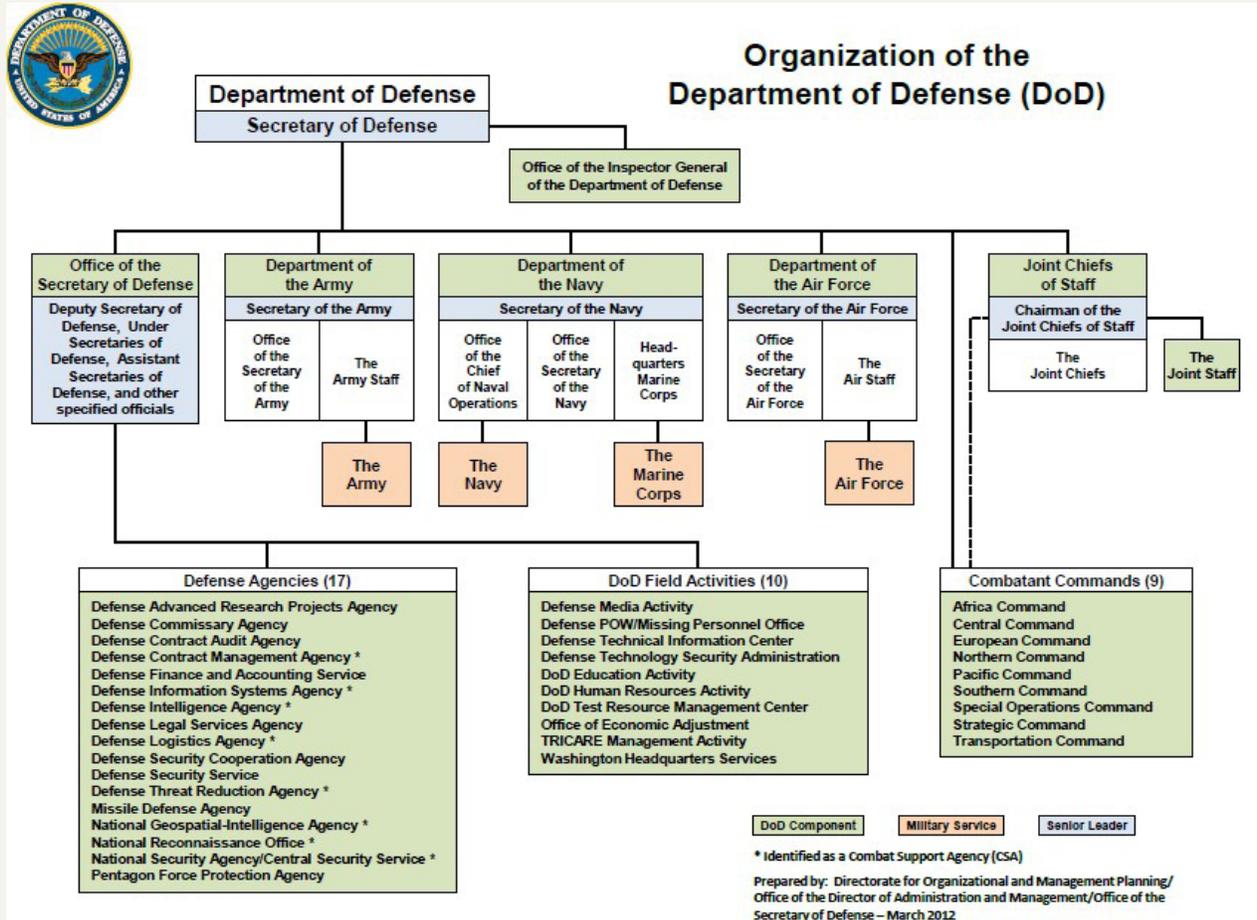


Figure 2: DOD Organizational Construct

quite evident that the U.S. Army and FedEx Express have many commonalities that can be communicated and leveraged to enhance effectiveness in our respective organizations.

Similarly, each Force Management Officer plays a crucial role in our network – the Joint Capability Integration Development System (JCIDS). Whether it is translating strategy to capabilities or validating materiel/non-materiel requirements, FA50s must understand the multi-faceted process to get capabilities into the hands of our warfighters. The Chairman of the Joint Chief of Staff Instruction 3170.011 states that “outputs of the JCIDS process are used to facilitate doctrine, organization, training,

materiel, leadership and education, personnel, facilities, and policy (DOTMLPF-P) changes.” The DOTMLPF-P framework is an easy way to highlight some examples of modernization I’ve witnessed over the past year at FedEx Express. I will attempt to elaborate on many of these, including Organization, Training, Materiel, Leadership and Education, Personnel and Policy.

**Organization:** Very similar to the DOD’s organizational construct with four military services (Figure 2), FedEx has four operating companies (OPCOS) that provide different services ranging from global air and ground delivery to IT support (Figure 3).



Figure 3: FedEx Organizational Construct

While the Army's active component end strength continues on its downward glide path to 450,000 Soldiers, industries like FedEx Express continue to grow substantially due to acquisitions. The largest in the company's history took place on May 25, 2016 with the \$4.8 billion acquisition of TNT Express. This propels FedEx Express into major competition within the European market and brings their total workforce to approximately 400,000 team members. As FedEx Express undergoes the integration process, the two companies will have to determine where they can leverage technology, infrastructure and other capabilities to ensure long-term success. As witnessed in the Army's Total Army Analysis (TAA), a certain level of risk must be assumed

and redundancies eliminated as organizations fluctuate in size.

**Training:** FedEx's foundational training is provided through the Quality Driven Management (QDM) modules. If the Purple Promise is what FedEx does, then Quality Driven Management is how FedEx does it. In military vernacular, QDM is FedEx's version of the Military Decision Making Process (MDMP). It is a unique methodology, engrained into the FedEx culture that quality is everyone's responsibility. It is the way FedEx optimizes its business processes in order to meet two critical and interrelated goals: To deliver the superior experiences that customers expect and to deliver superior business performance by

minimizing effort, time, and cost. These two goals reinforce the people-service-profit philosophy and purple promise.

### **QDM's six principles:**

1. **Customers define quality** – understand requirements and expectations.
2. **Be specific**—base decisions on facts and data, not guesses or opinions.
3. **Measure, measure, measure** – measure failures, measure variation.
4. **Optimize business performance** – minimize unnecessary effort, time, and cost.
5. **Quality involves teamwork** – see work as a collaborative process.
6. **View failures as opportunities** – seek the truth and end the blame game.

Complimentary to QDM, I also attended Lean 1 and 2 training, where the types of waste are identified and several practical exercises are facilitated on how to minimize waste. Also discussed was the foundational activities that improve quality, productivity, space utilization and safety such as a value stream map and the 5S+1 process.

I also had the opportunity to participate in Station One Training with other FedEx Express station managers. Station managers are considered the 'frontline' managers that oversee daily operations, but most importantly delivery to the last tactical mile. Station One Training provided an excellent experiential learning environment where station managers are taught how to retrieve and interpret engineering planning documents. This helps in forecasting requirements such as volume, flow rate, sort times, number of employees needed and belt speed. It's also a way to enforce standards

and hold employees accountable on established metrics. The venue is an actual FedEx Express station with functioning belts, trucks and scanners which fosters a realistic training environment.

**Materiel:** Innovation is the key ingredient when modernizing materiel. In 1973, FedEx led that charge with its introduction of an overnight delivery industry in Memphis, TN. Since then, other innovative examples include aircraft modifications, deregulation for air cargo and electronic tracking of packages. The most significant ongoing modernization is reducing the current air fleet composite from seven different airframes to just three. This achieves cross-functional efficiency, simplifies maintenance operations, decreases fuel consumption and reduces transit times to global markets. For example, the Boeing 777 Freighter will replace the MD-11 (McDonnell Douglas) with a payload capacity of 112 tons and a flight range of 6,675 land miles. This equates to more cargo, fewer stops and shorter cargo delivery times. The 777 also supports FedEx's goal to reduce their carbon footprint, with 18 percent fewer emissions than its predecessor. Now, FedEx is the only express carrier that offers nonstop service from the U.S. to the Middle East. As part of the military fellows' tour of the state of the art 777 simulator, I had the chance to fly out of the Memphis Hub and land in Dubai.

This is also important to the DOD because they rely on aircraft from commercial carriers to move passengers and cargo as part of the Civil Reserve Air Fleet (CRAF) program. In a national crisis, carriers participating in CRAF commit their aircraft to the DOD in support of military operations.

The MFP also worked with FedEx Express's Global Operations Technology and Research team in asset management/tracking, container/trailer

optimization and input robotics. Specifically, the military fellows assisted in collecting observations and surveying responses on the replacement options for the ruggedized handheld scanning device currently used by couriers and station operators. Managers conducting training at the Station One Facility were observed operating the new devices during document sort and later gave feedback on the most preferred device. The team is compiling data to support a request for purchase on the next generation of handheld field devices.

It was very interesting to see how the collaborative partnerships between industry and academia are manifested. One of the joint projects on autonomous vehicles warranted a visit to Mississippi State University's Center for Advanced Vehicular Systems. Undergraduate and graduate students alike are continually designing prototypes and models that will likely have industry-wide utility. While visiting FedEx Express, Mr. John "Jack" Daniels, Director of Resources, HQDA G-8, emphasized that approximately 80% of all programs fail and many never reach Technology Readiness Level (TRL) 6.4. Industries, such as FedEx understand long term benefits outweigh costs when developing innovative solutions.

I also attended the Strategic Counsel Design Sessions to solicit ideal software developments on the Mobile Managers program from IT designers, engineers and operations managers. Overall, the session highlights the significance of operationally grounded and relevant feedback that is directly imported to the requirements document. This is a critical lesson learned for capability and materiel developers within DOD. If the right stakeholders are not involved from concept to fielding, the original requirement may lose suitability or feasibility for the end user.

**Leadership and Education:** When the MFP met with Mr. Fred Smith, he explained that FedEx will continue to be successful long after he is gone due to the leadership culture that is fostered and succession plans that are in place.

The Global Leadership Institute serves as a major proponent for leadership training within FedEx Express. All military fellows attended the Leadership Explored Achieved Delivered (LEAD) 1 and 2 courses, which has proven to be a mutual payoff for both organizations. One military fellow was even designated by his class as 'most valuable' for demonstrating superior emotional intelligence (EI) and leadership abilities in LEAD 2. Highlights of the courses include a Strengths Based Leadership assessment, numerous practical exercises and using EI to lead others in a challenging environment. The learning outcomes and learner-centric activities are very similar to what is outlined in the Army Learning Concept (TRADOC Pam 525-8-2).

The Marine Corps fellow, Major Jim Hutchins, and I were the first military fellows to attend Leadership Principles (LP) 3, targeted for newly appointed managing directors. The closest equivalent would be the Army's Pre-Command Course for soon to be battalion and brigade commanders. This offsite course provided participants an opportunity to examine their role in implementing corporate strategies, creating and communicating a vision for empowering employees to accomplish corporate goals and objectives, and determining the most effective strategic direction for their organization and the Company. The course goals are divided into the three major areas of the FedEx Leadership Model: Understanding self, leading others and managing the system.

More recently, two of the directors that attended LP 3 asked the MFP to assist their organization in creating

**FedEx** continued from page 32

a leadership development program. The Army's ADP 6-22 and Army Career Tracker proved to be great tools when explaining how the Army develops leaders. We also shared vignettes from training exercises, combat deployments and Ranger School to accentuate leadership. This ongoing initiative is one of the greatest contributions to FedEx Express that I've witnessed over the past year.

**Personnel:** Talent management was a common theme, especially when discussing personnel recruitment, retention and generational diversity. FedEx Express is undergoing similar demographic shifts as the Army, with the recent surge of millennials and increased retirements of baby boomers. This massive turnover within the workforce presents challenges such as knowledge transfer from retirees to the younger generation and retention of younger employees. This is especially true for the civilian DOD employees where there is rarely a formal transition between the incoming/outgoing employees. FedEx Express is alleviating these issues in many ways by assisting with transportation costs, tuition assistance, training opportunities for aspiring managers and hiring within the company first. But there are still other means direct supervisors within FedEx Express and DOD can cultivate a challenging and rewarding work environment while offering unique incentives. Recently, the Secretary of Defense announced that he is seeking ways to send civilian DOD employees to FedEx as part of his "force of the future" initiative, which acts as a talent exchange program. Incentives such as these should be made available for all civilian career programs and touted as a key broadening opportunity in their respective professional development model.

**Policy:** One of the outputs of the annual Tiger Summit, in which I participated, was Global Security

Screening Policy and Procedures (P&P) updates. These critical updates provided overarching guidelines to safeguard FedEx's global network. Sections reviewed included Policy Overview, What "Security" Means to Our Global Network, Physical Screening, Package Screening and Personnel Screening. P&P adjudication can be very tedious when considering universal or global application. For example, we found that some procedures are more restrictive when dealing with the European Union or countries within the Middle East. Another challenge was facilitating the discussion to distinctly and succinctly separate policy from procedures. This is comparable to how the Army has 15 overarching Army Doctrine Publications to explain the 'why' and numerous Army Tactics, Techniques, and Procedures publications to explain the 'how'.

**Strategic Communications:** Although not one of the DOTMLPF-P domains, it is paramount that modernizations be accompanied by a strategic communication plan from inception to execution. Meeting with a former Air Force Captain and current Vice President of Corporate Communications, Neil Gibson, he emphasized the importance of consistent messaging, social media monitoring and timely responses. Mr. Gibson presented techniques that FedEx utilizes to maintain consistency in external and internal corporate messaging such as the social media hub, production studio and FedEx blog. Coincidentally, the MFP was highlighted in the Jul 16 FedEx blog. These outlets enable delivery of the organization's focus/vision to a broad audience. Protecting the brand is the ultimate mission. This is why social media must be tracked continuously for crisis response/management that could negatively impact the FedEx brand. Equally, it demonstrated how FedEx capitalizes on the "good news stories" that result from FedEx employees delivering the FedEx Purple Promise to its customers.

**FedEx** continued on page 34

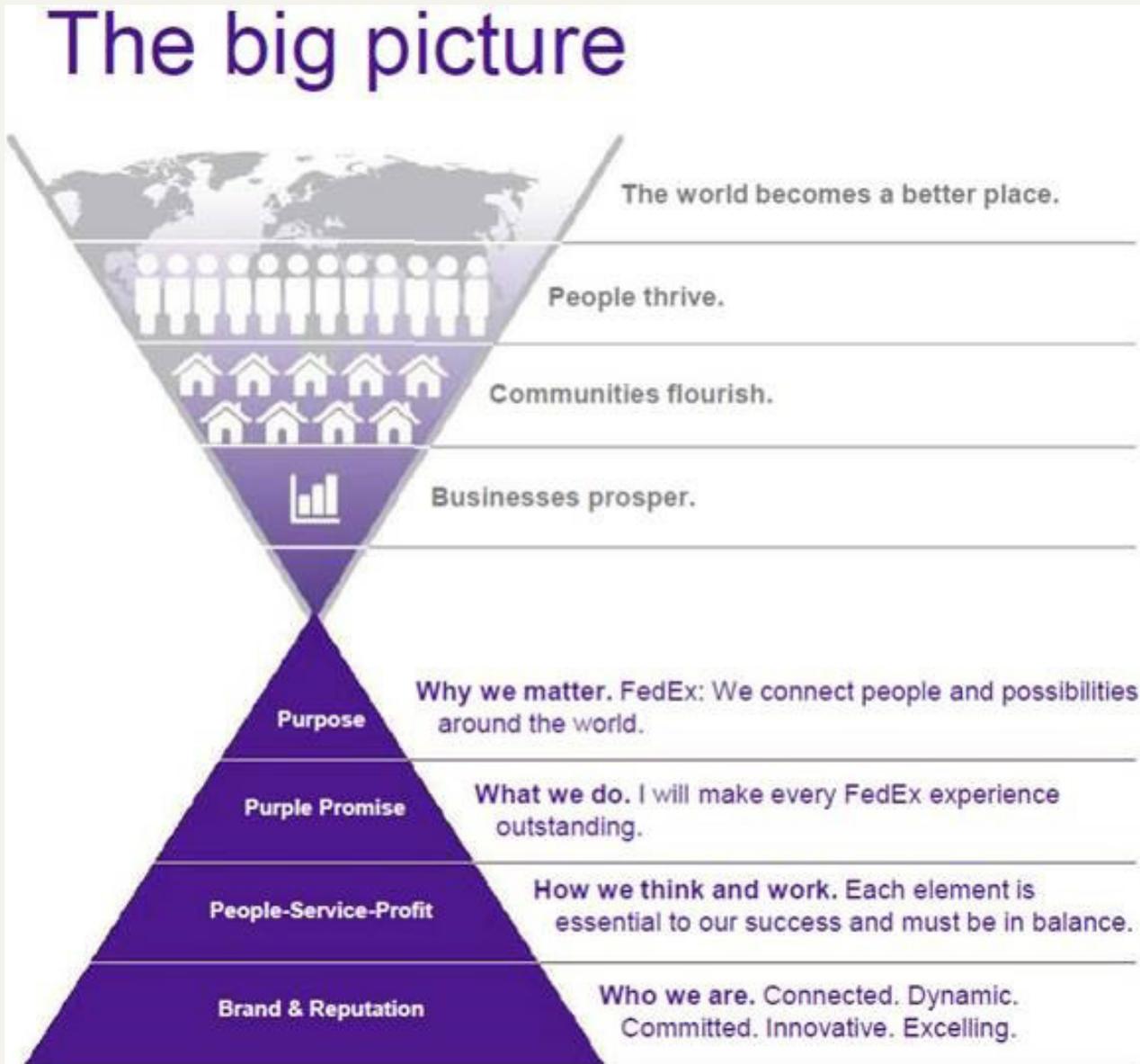


Figure 4: The FedEx Power of Culture at Work

Gibson explained how the Purple Promise and *People Service Profit* philosophy are nested within FedEx’s purpose of connecting people and possibilities. The outcome is that businesses prosper, communities flourish, people thrive and the world becomes a better place (Figure 4). How well FedEx propagates and reinforces a timely narrative to internal and external audiences is a constant battle to uphold the brand and reputation.

The Army has similar challenges in strategic communications and the information environment. The Army Posture Statement, Engagement Warfighting Function Capability Based Assessment and recent changes to FM 3-13 are mitigating factors on the strategic and operational levels; however, the current velocity of communications down to the tactical level can sometimes preclude damage control efforts which may have strategic implications.



**Figure 5: The MFP pictured with the FedEx Express Senior Vice President of Human Resources and MFP Sponsor, Mr. Shannon Brown (pictured 4th from the right) and MFP Coordinator, Mr. Brock Carlson (pictured 1st on the right). MAJ Robert "Josh" Woodruff is pictured on far left.** *The author's affiliation with FedEx Express is provided for identification purposes only, and is not intended to convey or imply FedEx Express's concurrence with, or support for, the positions, opinions or viewpoints expressed by the author.*

## Conclusion

At the core, both the U.S. Army and FedEx provide a service – but the people determine its value. I sincerely appreciate the people who have made this opportunity possible and I hope to use these experiences in shaping the future of our Army. Other FA50s should take advantage of this unique program as it is truly a broadening experience.

*Central and the Asymmetric Warfare Group. He is currently assigned to HODA G-37, DAMO-FM as a Command Manager. MAJ Woodruff is married with three children and enjoys camping, fishing and kayaking in his free time.*

---

*MAJ Robert "Josh" Woodruff is originally from Baxley, Georgia and received his commission through the University of North Georgia. He holds a bachelor of science degree in criminal justice and is currently pursuing a master of science in Public Administration from Central Michigan University. He has served in the Quartermaster Corps and Infantry before becoming an FA50 in 2009. Since then, he has served in US Army*

## Contact Info:

### Chief, FA50 Proponency Office

LTC Edwin Serrano

703-545-1807

[edwin.s.serrano.mil@mail.mil](mailto:edwin.s.serrano.mil@mail.mil)

### Program Manager, Policy, Plans and Training

Mr. Sean Tuomey

703-692-4462

[michael.s.tuomey.civ@mail.mil](mailto:michael.s.tuomey.civ@mail.mil)

### Program Manager, FA50 Broadening Opportunities

Ms. Ginette Braziel

703-545-1838

[ginette.a.braziel.civ@mail.mil](mailto:ginette.a.braziel.civ@mail.mil)

### Force Integrator, FS Documentation / TAA

CPT Patty DeViese

703-692-5067

[norma.p.deviese.mil@mail.mil](mailto:norma.p.deviese.mil@mail.mil)

### HRC FA50 Career Branch Manager

LTC Robert A. (Andy) Erickson

Human Resources Command

ATT: AHRC-OPB-E, Dept 220

Fort Knox, KY 40122-5200

502-613-6681

DSN (312)-983-6681

[robert.a.erickson16.mil@mail.mil](mailto:robert.a.erickson16.mil@mail.mil)

### Army Reserve Officers

OCAR, Chief, Force Management

COL Jeff Abel

703-806-7394

[jeffrey.m.abel.mil@mail.mil](mailto:jeffrey.m.abel.mil@mail.mil)

### National Guard Officers

Chief, Force Management

LTC(P) Edwin B. Rice

703-607-7801

[edwin.b.rice.mil@mail.mil](mailto:edwin.b.rice.mil@mail.mil)

### Manpower and Force Management

Career Program (CP26)

Ms. Beryl Hancock

703-695-5380

[beryl.a.hancock.civ@mail.mil](mailto:beryl.a.hancock.civ@mail.mil)

### FA50 Website:

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

### FA50 on Facebook:

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

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

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

HRC on-line: <https://www.hrc.army.mil>

### Milper Messages:

<https://persomnd04.army.mil/milpermsgs.nof>

### FA50s' DVIDS:

<https://www.hrc.army.mil/milper>

**Where can I find information about FA50?** You can find information about FA50 in DA PAM 600-3 Chapter 30 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>. You can also email questions to [usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnelproponent@mail.mil](mailto:usarmy.pentagon.hqda-dcs-g-8.mbx.fa50-personnelproponent@mail.mil).