

## Expanding FA50 Opportunities in Capability Development and Integration Directorates

by COL Theodore "Ted" Thomas

in collaboration with LTC Andrew "Drew" Warninghoff and MAJ John P. Hartrich

Capability Development and Integration Directorates (CDIDs) underpin the majority of foundational changes to the Army. CDIDs are how TRADOC develops capabilities and integrates solutions across the doctrine, organization, training, materiel, leader development, personnel, and facilities (DOTMLPF) domains. All CDIDs have a common design, but differ marginally based on the requirements of their supported Center of Excellence (CoE). Their scope and functions make them extremely valuable to the Force Management community, providing exposure across multiple domains and excellent environments to expand the Force Management branch.

### Initial Concept, Structure and Functions

In 2005, General William S. Wallace, TRADOC Commanding General, directed an assessment be conducted to identify and implement actions to "adapt processes, relationships, and organizations to the realities of a dynamic joint operating environment."<sup>1</sup> The result of this assessment was developing the Centers of Excellence and design for the Capability Development and Integration Directorates. The approved CDID mission is to "Develop Center of Excellence-related concepts and requirements and conduct experiments to validate DOTMLPF-integrated combined arms capabilities that complement joint, interagency, and multinational capabilities."<sup>2</sup>

The foundational structure for all CDIDs consist of four divisions: Concepts Development, Requirements Determination, Battle Lab/

<sup>1</sup> Training and Doctrine Command. *Capability Development Integration Directorate Concept (CDID) Paper*, 7 June 2006

<sup>2</sup> Ibid.

Read About It In  
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#### COVER STORY

**Expanding FA50s in CDIDs: How FA50s can help TRADOC win in DOTMLPF Domains**  
by COL Theodore "Ted" Thomas

#### INSIDE THIS ISSUE

**Remembering an Outstanding FA50 Officer, LTC Rick Montandon**  
from the Executive Agent

**FA50 news**  
from the FA50 PDO Chief

**TRADOC'S BIG 6+1**  
by LTC Corey Chassé

**AEC FA50 Brown Bag Lunch**

**The Western Hemisphere Institute and the DRML Course**  
an FA50 PDO visit

**Celebrating Trailblazing Women in Force Management**  
by LTC Lisa Lamb

**Upcoming FY17 Senior Force Management Seminar ~ May 6-18**  
Save the Date—by Dr. Ginette Braziel

**See our new FA50 milSuite page**

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

**FA50 FYs 17 & 18 Education & Training**

**HRC Quarterly Update**  
by LTC Andy Erickson

**Centralized Selections/Assignment Considerations/ Snippets/ FA50 PDO Office Resources**

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



MG John A. George, Director  
Director of Force Development  
FA50 Executive Agent

**Team,** It's with heartfelt sorrow to have to share with you the passing of one of our own FA50 officers.

After battling an illness for quite some time, LTC Rick L. Montandon passed away on the 28th of March. Rick, for those who knew him, will always be remembered as a consummate professional always willing to do the hard work, make the hard decisions, a great leader, and most of all,



a great friend—loyal to the end.

Rick received his commission on April 23, 1996 through ROTC at the University of Kansas in Lawrence where he earned his Bachelor's Degree in Business Administration. Initially, he was designated as an Adjutant General Officer; however, he served in the Field Artillery Branch as part of the branch detailed program. He performed in multiple positions in both Field Artillery and Adjutants General Corps. Notably, in 2003, Rick deployed to Iraq in support of Operation Iraqi Freedom while Commanding Echo Detachment, 15th Personnel Support Battalion 1st Infantry Division. In 2006, Rick transitioned into the Force Management Functional Area. His assignments as a Force Manager included: Force Integration Officer in HQDA G-3/5/7, Deputy Division Chief at U.S. Army Force Management Support Agency, Executive Officer for the Director of Force Management, and Joint Light Tactical Vehicle Staff Synchronization Officer in HQDA G-8. Rick's performance as a Functional Area 50 officer was highly recognized, and as such, he was selected for Command Select List for the III Corps Headquarters Chief of Force Management position at Fort Hood. In 2015, he deployed with III Corps to United States Forces - Iraq in support of Operation New Dawn. In his final assignment, LTC Montandon served as the Chief of Force Management for Combined Joint Task Force Operation Inherent in Camp Arifjan, Kuwait.

Rick is survived by his wife Stacy and daughter Alyssa, father Ronald, sister Rhonda, and brother Bill. He will be buried at Arlington National Cemetery at a date to be determined. Donations can be made in LTC Montandon's name to the Cancer Society or Wounded Warrior Program. Please contact Mr. Sean Tuomey in the FA50 Profession Development Office for additional information.

Please keep Rick and his family in your thoughts and prayers.

MG John A. George

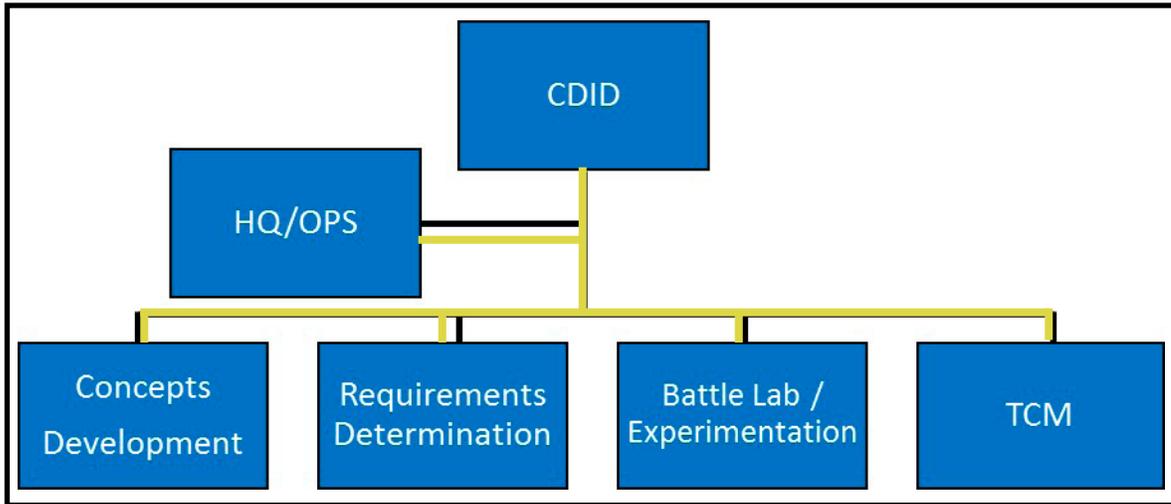
*MG John George*

Director of Force Development  
Executive Agent for Functional Area 50

Experimentation, and a TRADOC Capability Manager. Additionally, each CDID possesses a unique Headquarters and Operations Section.<sup>3</sup> The Concepts Development Division (CDD)

Battle Labs provide each CDID the unique capability to conduct experimentation and analysis. Battle Labs explore innovative methods of operations and concepts to assess their feasibility, evaluate their utility, or determine their limits to reduce risk in the current and future forces.<sup>6</sup>

Finally, the TRADOC Capability Manager (TCM) represents the end user to various materiel developers. It works in coordination with other CDID divisions to



**Fig. 1 Capabilities Development and Integration Directorate (CDID)**

provides the context for further assessments and analysis inside the JCIDS process. CDDs participate in the writing and development of the Capstone Concept, Army Operating Concepts, and Army Functional Concepts. CDD correspondingly validates scenarios and the operational environment, supporting the requirements for the future force.<sup>4</sup>

The Requirements Determination Division (RDD) leads the assessment of capabilities to identify gaps and develop integrated DOTMLPF requirements, resolving or mitigating deficiencies. RDD also supports the JCIDS Capability Based Assessment (CBA) by combining joint concepts with detailed analysis, resulting in the identification of capabilities-based requirements. Lastly, the RDD manages CoE operational architectures and organizational structures.<sup>5</sup>

integrate and synchronize DOTMLPF issues for assigned systems, capabilities and organizations. However, TRADOC's Commanding General charters the individual TCMs, transferring responsibility and authority for system management to respective CoE Commanders.<sup>7</sup>

These diverse roles and functions across the four divisions necessitate multiple horizontal and vertical lines for successful integration. Horizontal integration occurs between each CDID, their operational formations, and supported USAFMSA directorate. Vertical integration is present with each CDID's assigned CoE, the Army Requirements Capabilities Integration Center (ARCIC), the Combined Arms Center (CAC), and the Army Staff.<sup>8</sup>

As a final point, despite the command authority the CoE CGs possess over their respective CDID, the ARCIC Director retains higher authority to

<sup>3</sup> Training and Doctrine Command. *Capability Development Integration Directorate Concept (CDID) Paper*, 7 June 2006

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

<sup>6</sup> Training and Doctrine Command. *Capability Development Integration Directorate Concept (CDID) Paper*, 7 June 2006

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

# MESSAGE FROM THE PDO CHIEF .....



LTC Edwin Serrano  
Chief, FA50 PDO

Fellow FA50s;

There is a great deal going on in the Army impacting all of our lives in various ways. The PDO is working closely with our Executive Agent, our HRC Assignments Manager, and with the Army Force Management School (AFMS) to ensure you continue to receive the training and other professional opportunities that make Force Management such a rewarding career.

Dr. Braziel is fully engaged in quality control of Advanced Civil Schooling packets for the summer and fall starts, as well as developing the updated guidance for our Broadening Opportunities Program (BOP). She also is already planning the next Senior Force Manager Seminar, which is

scheduled for 16-18 May 2017 at the PCC, Rm B-6.

As many of you know, Mr. Tuomey was the lead for our update to DA PAM 600-3 to include details of our CSL program, better definitions to FA50 key developmental billets, Broadening Opportunities program (BOP), ADSO, and utilizations tours. His insight was key to clarifying the requirements for the AGR officer attendance to the O-Course. Also, he worked the approval for FA50 Attendance to Pre-Command Course, Phase 1 for CSL Selected officers.

As well, CPT Patty DeViese is still pursuing new authorizations for FA50s within Army and Joint organizations. You can help in this, if there are Force Management-related positions for CPTs, MAJs and LTCs in your organizations, particularly in Army Sustainment Command (ASC) and the Combatant Commands, give me a heads up and some information about why that slot should be re-coded as 50A.

And if all that isn't enough, we are in the process of relocating to back to the Pentagon. — Yeap, Again!

I appreciate what you are doing for Functional Area 50 and the Army. Don't forget our new milSuite site. We encourage everyone to explore the website, share professional insight and provide feedback.

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 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! **This is our Functional Area. Your contributions are vitally important to the impact we have today, tomorrow, and for years to come.**

LTC Edwin Serrano

*Ed Serrano*

Chief, FA50 Personnel Development Office

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direct each CDID in the execution of three core and two enabling functions. Directed functions include concepts, requirements determination, experimentation, modeling and simulations, and operational architecture. This unique relationship further complicates the internal processes of CDIDs as they diverge from the base concept.<sup>9</sup>

- Integrate solutions for warfighting functions, developing appropriate organizational frameworks, validating combined arms capabilities utilizing JCIDS and non-JCIDS processes.
- Mission Command capability development and experimentation efforts fully integrated

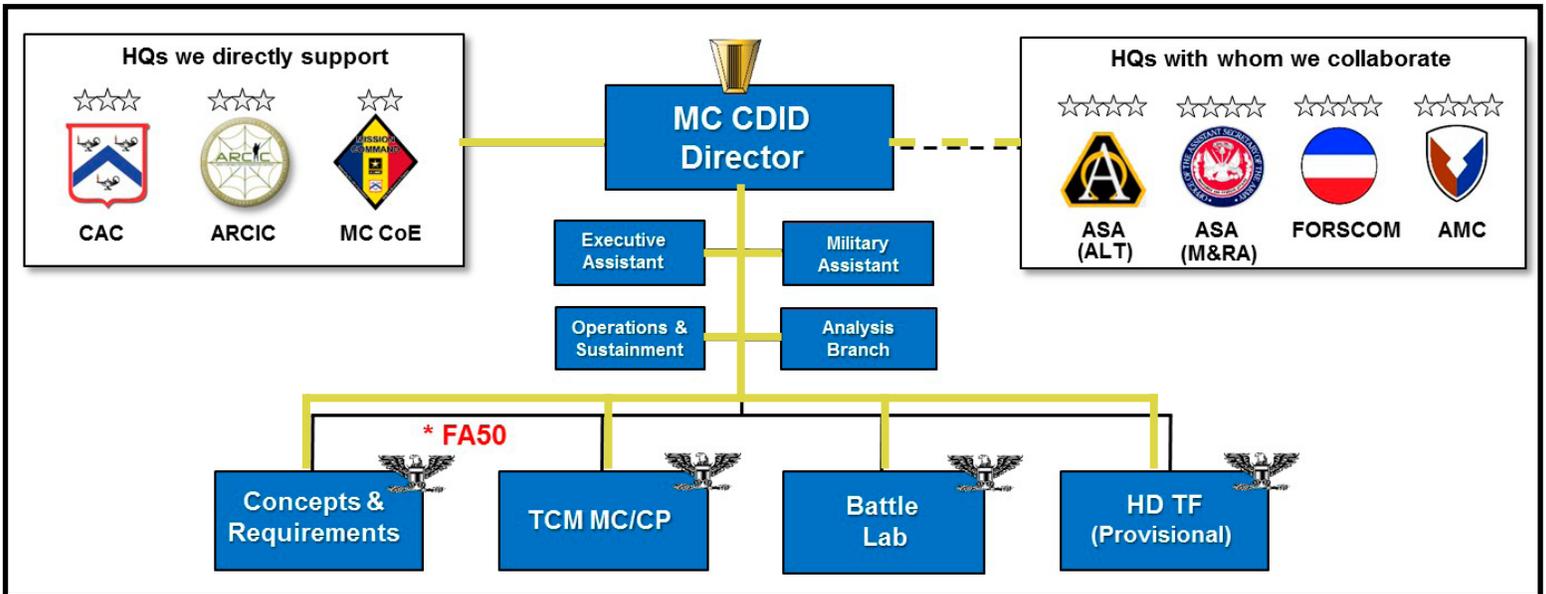


Fig. 2 Mission Command CDID

### Mission Command CDID Overview, Variances and Challenges

The Mission Command (MC) CDID conducts analysis and integration to identify future requirements and manage current capabilities that enable the Army, as a part of the Joint Force, to exercise Mission command and operationalize the Human Domain.<sup>10</sup> The MC-CDID integrates its efforts with other CDIDs, as these organizations develop capabilities as part of their functional areas. Its core functions and major responsibilities include:

across ARCIC, Centers of Excellence and HQDA.

- Institutionalize DOTMLPF solutions across the Army for Mission Command responsibilities including: Mission Command, Airspace Command and Control, Combined Arms Operations – Echelons Above Brigade, Unified Land Operations, Army Knowledge Management, Information Operations, Military Deception, Operations Security, Personnel Recovery, and Security Force Assistance
- Lead Mission Command responsibilities in support of Integrated Capability Development Teams (ICDTs).<sup>11</sup>

<sup>9</sup> Training and Doctrine Command. *Capability Development Integration Directorate Concept (CDID) Paper*, 7 June 2006

<sup>10</sup> U.S. Army. *Capabilities Development Integration Directorate (CDID)*. accessed 8 March, 2017, <http://usacac.army.mil/organizations/mccoe/cdid>

<sup>11</sup> CAC-CDID. *Organization and Functions, COMBINED ARMS CENTER CAPABILITY DEVELOPMENT INTEGRATION DIRECTORATE (CAC-CDID)*, 20 Jan 2009

The Headquarters, Operations and Sustainment section is responsible for the Operations Process (Plan, Prepare, Execute, and Assess) and assists in coordinating and synchronizing actions across the core operational competencies of the enterprise. It also manages organizational sustainment activities



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in the functional areas of Personnel, Budgeting, Contracts, and Facilities.<sup>12</sup>

The CDID Analysis Branch provides analysis support for concept and capabilities development, conducts most Acquisition Category (ACAT) II and III Analysis of Alternatives (AoA), supports the TRADOC Analysis Center (TRAC) in conducting ACAT I and select ACAT II AoAs, and provides analysis to support experimentation. Branch analysts support Mission Command (MC) proponents and CDID divisions with Cost-Benefit Analysis (C-BA) for materiel and non-materiel solutions.<sup>13</sup>

The Concepts and Requirements Division (CRD) serves as the MC-CDID lead for concepts development, assessments, and requirements determination within the Mission Command warfighting functional area. CRD develops and refines concepts and white papers focusing on the Mission Command Warfighting Function. They are also the proponent for Division/Corps/Theater Army Headquarters DOTMLPF domains and further support the Warfighter by recommending appropriate DOTMLPF solutions to mitigate gaps in required capabilities needed to execute unified land operations.<sup>14</sup>

The Human Dimension Task Force (HDTF) performs human dimension capability development processes and functions within resourced capacity for the Mission Command Center of Excellence (MCCoE), Combined Arms Center (CAC), and Army Capability Integration Directorate (ARCIC). The HDTF provides focused capability development to:

- Transition the human dimension from a stand-

<sup>12</sup> Mission Command CDID HQs, "CDID 101." May 2016. PowerPoint presentation

<sup>13</sup> Ibid.

<sup>14</sup> U.S. Army. *Concepts and Requirements Division (CRD)*. accessed 8 March, 2017, <http://usacac.army.mil/organizations/mccoe/cdid/cdd>

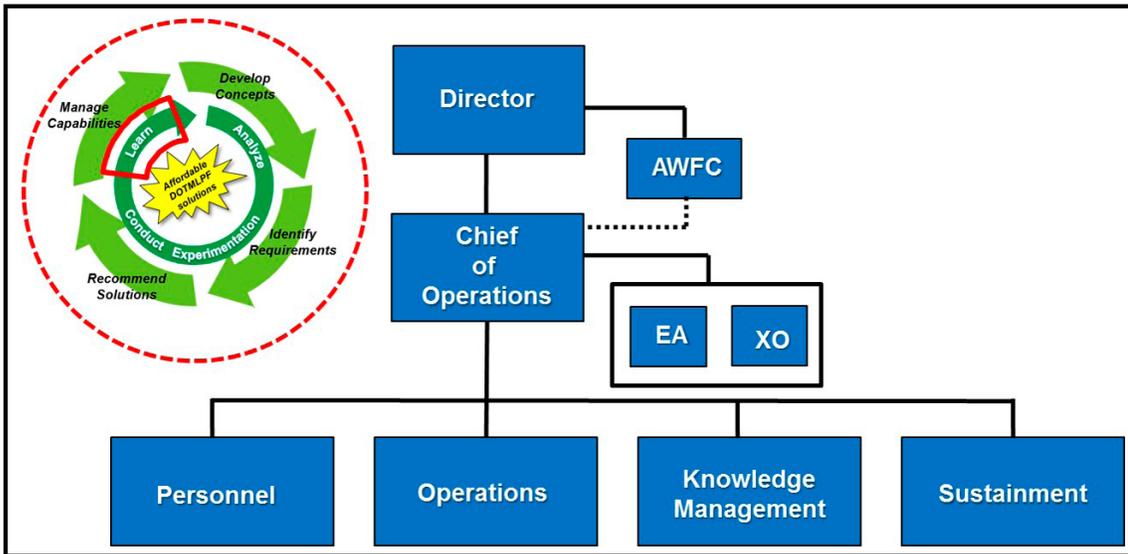


Fig. 3 Headquarters, Operations and Sustainment

- Conduct research and capture all the meta-data of existing research regarding key human dimension concepts. standards necessary for robotics to vault the Army into an era of increasing capabilities.<sup>15</sup>

The TRADOC Capability Manager for Mission Command and

alone concept and capability effort to an integrated effort across all Warfighting Functions.

- Describe and elaborate the human dimension components of the AWFC so that human dimension efforts remains nested and integrated with the AWFC analysis driving the Army's transition to Force 2025.
- Establish collaborative partnerships and coordinate the activities across the HD community of practice.

Command Posts (TCM-MC/CP), representing the Commanding General (CG), TRADOC acts as TRADOC's centralized manager for Mission Command capability development activities. TCM-MC/CP develops and manages DOTMLPF solution sets in support of the Army's MC/CP programs. They execute this mission by coordinating capabilities and materiel development activities to ensure all DOTMLPF-P areas integrate and synchronize to support fielding and operational requirements.

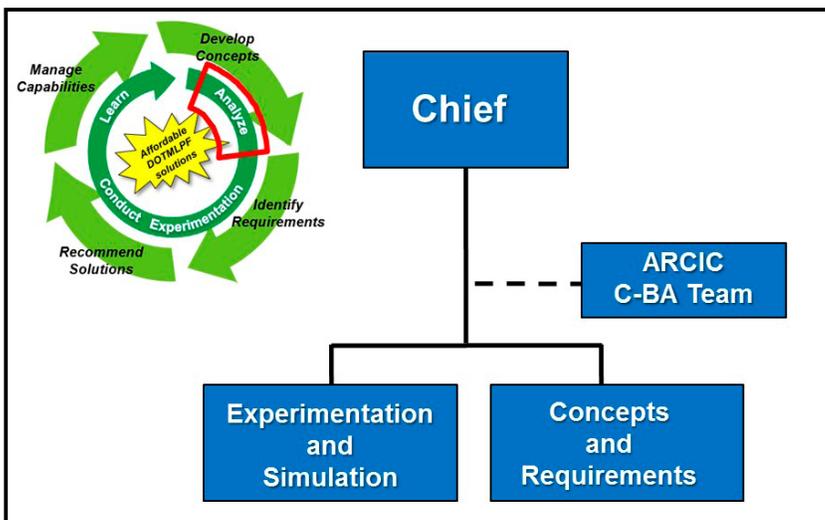


Fig. 4 CDID Analysis Branch

TCM-MC/CP is the TRADOC user representative for the Mission Command capabilities listed below. As such, TCM-MC/CP is responsible for all responsibilities and tasks outlined in TRADOC Regulation (TR) 71-12, U.S. Army Training and Doctrine Command Capability Management and TR 71-20, Concept Development, Capabilities Determination and Capabilities Integration.

TCM-MC/CP coordinates with capability developers, materiel developers, test and

<sup>15</sup> U.S. Army. Human Dimension Task Force (HDTF). accessed 8 March, 2017, <http://usacac.army.mil/organizations/mccoe/cdid/hdtf>

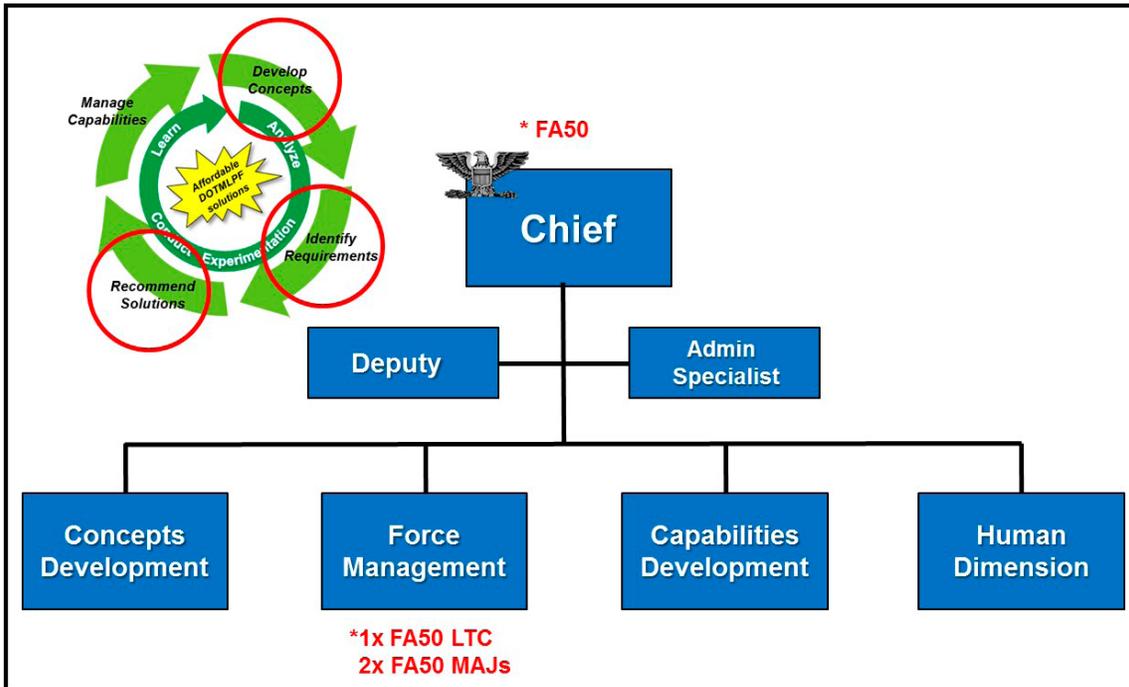


Fig. 5 Concepts and Requirements Division (CRD)

- Multilateral Interoperability Program (MIP)
- Command Post of the Future (CPOF)
- Command Web
- Common Operating Environment (COE)
- Command Post Computing Environment (CP CE)
- Integration and synchronization of all Command Post capabilities<sup>16</sup>

The Mission Command Battle Lab (MCBL) mitigates risk to current and future

evaluation personnel, Army command units with assigned mission command platforms, and Department of the Army and joint staffs on issues influencing the organization, fielding, deployment, and sustainment. TCM-MC/CP must incorporate procedures and properly address manpower and personnel integration (MANPRINT) considerations, while recording and tracking issues and/or concerns in appropriate program documentation.

Systems under management of the TCM-MC/CP include:

- Army Mission Command for Unified Action (AMCUA)
- Global Command and Control System - Army (GCCS-A)

Army forces by examining and evaluating

16 U.S. Army. TRADOC Capability Manager Mission Command/Command Posts. accessed 8 March, 2017, <http://usacac.army.mil/organizations/mccoe/cdid/tcm-mc-cp>

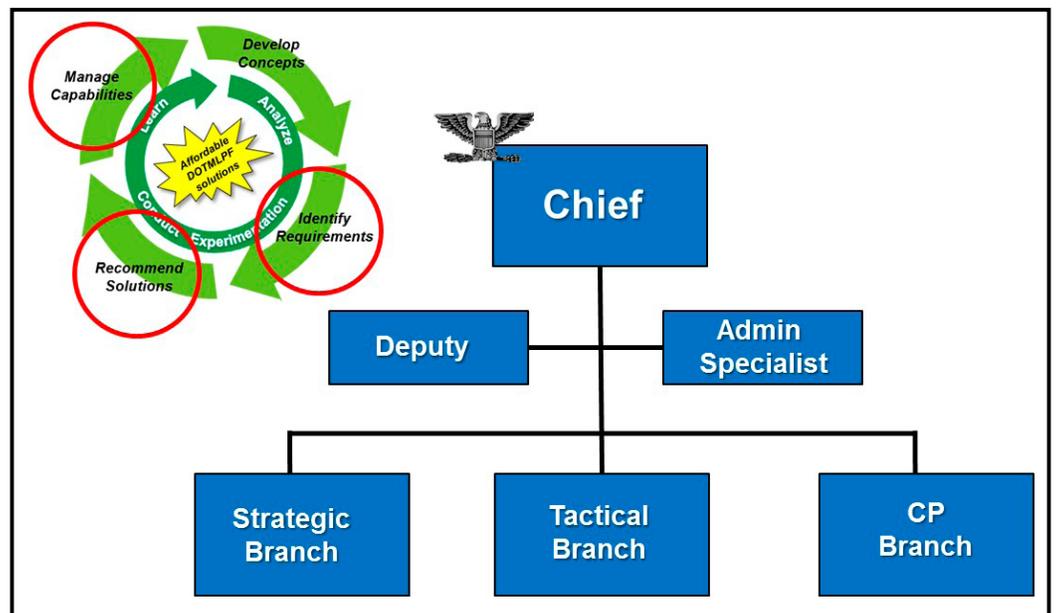
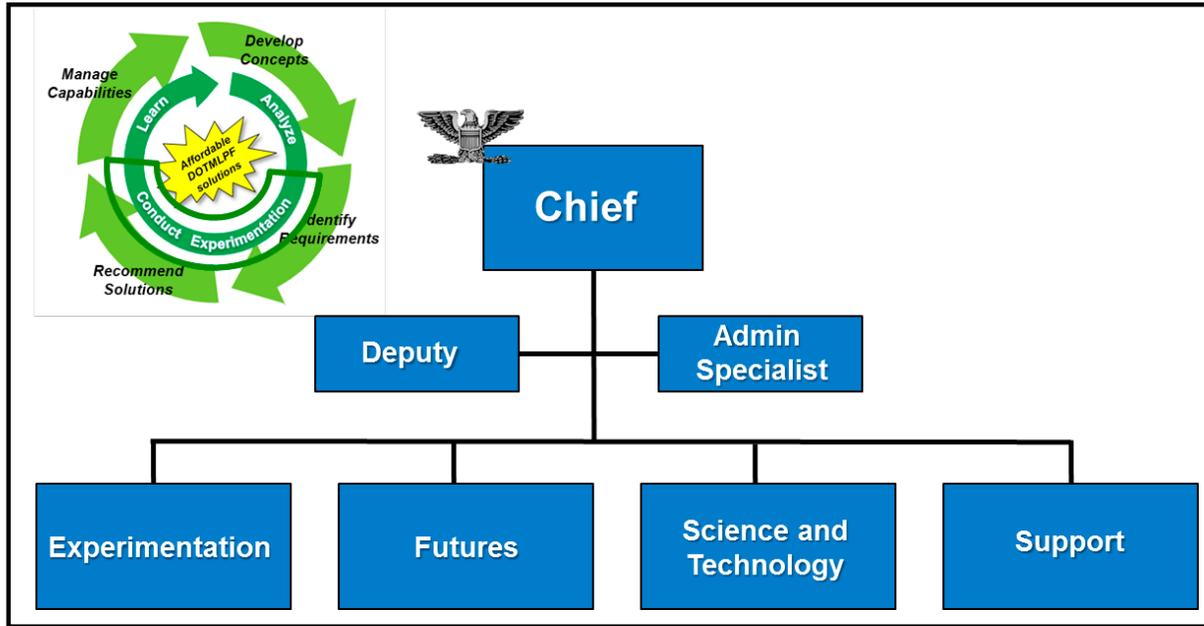


Fig. 6 TRADOC Capability Manager for Mission Command & Command Posts (TCM MC/CP)



**Fig. 7 Mission Command Battle Lab**

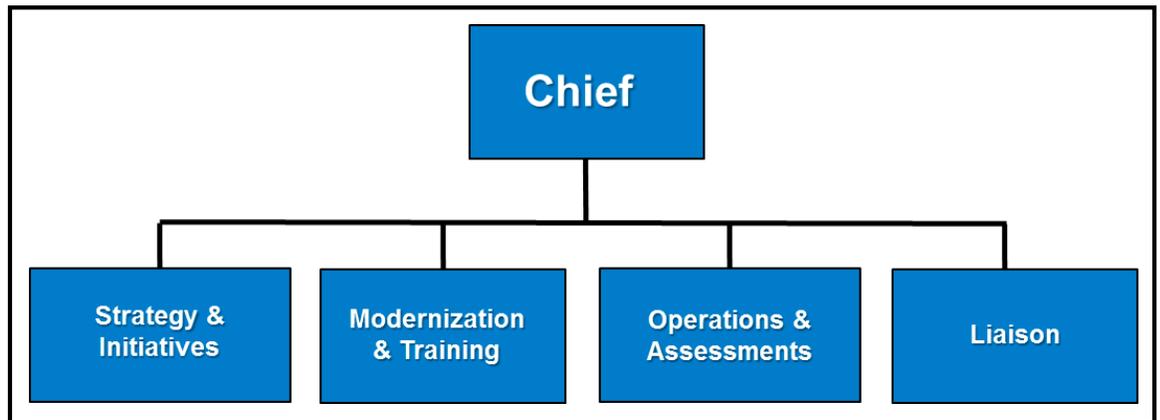
emerging concepts and technologies through experimentation, studies, prototyping, and network integration, while simultaneously informing the combat development and acquisition processes. Their purpose is to facilitate and expedite the effective development, assessment and delivery of improved Mission Command Capabilities across the Warfighting Functions to the Warfighter. Work performed extends locally in Leavenworth, Kansas to national and international entities.

The Mission Command Battle Lab’s focus is Mid-Term Capability Development and Delivery in the 2-7 year period, aligned with the DOD rhythms of Planning, Programming, Budgeting and Execution System, Defense Acquisition, JCIDS, and SRM. Additionally, they possess the capability to change focus to immediate

and near-term requirements based on urgent needs of commanders generated by the current operational environment capability to change focus to immediate and near-term requirements based on urgent needs of

commanders generated by the current operational environment.<sup>17</sup>

Mission Command Network Integration (MCNI) plans, coordinates, synchronizes, and manages key activities pertaining to the ‘science’ aspects of mission command and the network, ensuring



**Fig. 8 Mission Command Network Integration**

integrated DOTMLPF across doctrine, education, force modernization, lessons learned, and training efforts.<sup>18</sup>

<sup>17</sup> U.S. Army. *Mission Command Battle Lab (MCBL)*. accessed 8 March, 2017, <http://usacac.army.mil/organizations/mccoe/cdid/mcbl>

<sup>18</sup> U.S. Army. *Mission Command Network Integration (MCNI)*. accessed 8 March, 2017,

<http://usacac.army.mil/organizations/mccoe/cdid/mcni>

As seen in Fig. 8 previous page, the MC-CDID configuration closely mirrors the aforementioned base structure. However, small variances exist, increasing the complexity of daily operations. These inconsistencies make the MC-CDID more reliant on external support and input than other CDIDs.

To start, MC-CDID does not possess an internal doctrine division. Instead, it relies on the Combined Arms Doctrine Directorate (CADD), a capability supporting the MCCoE at large.<sup>19</sup> This reliance on an external organization creates possible friction points for concepts and doctrine integration that support force structure changes. Moreover, the incongruence in priorities of work between MC-CDID and CADD may potentially cause delays in supporting doctrine for Mission Command DOTMLPF solutions. An example of differing doctrine priorities is the impending production of ADP 3-0, Operations versus ATP 3-94.1, for the Digital Liaison Detachment formation.

The absence of a personnel proponent is another difference that significantly affects MC-CDID's ability to execute timely organizational transformation. Even with Mission Command being the proponent for EAB headquarters, all personnel proponentcies have authority over the Soldiers assigned to these formations. Therefore, any changes that affect personnel (including quantity, grade, MOS or ASI) require external

vetting through the respective proponent (Cyber, Maneuver, AMEDD, etc.). Conversely, structural and functional changes made by other proponentcies have direct impact on MC-CDID force structure (i.e. Personnel Services Delivery Redesign (PSDR), Motor Pool and Field Feeding force design updates). If proponents do not

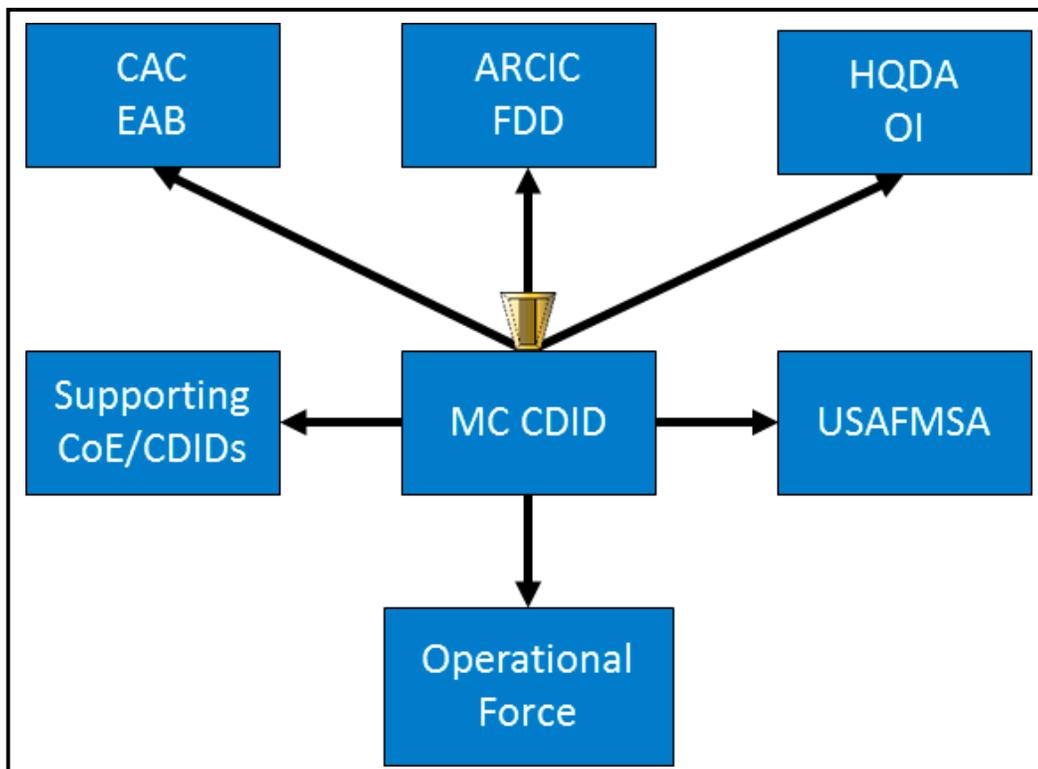


Fig. 9 CDID Coordination with External Agencies

coordinate personnel decisions with MC-CDID, they can potentially create a gap in required capabilities.

While the MC-CDID lacks some resident capabilities in comparison to other CDIDs, it provides greater opportunities for FA50 assignment and development. Currently, FA50s serve as the Concepts and Requirements Division Chief, Force Management Branch Chief and Mission Command Project Officers.<sup>20</sup> Augmented

<sup>19</sup> U.S. Army. *Combined Arms Doctrine Directorate (CADD)* accessed 16 March, 2017, <http://usacac.army.mil/organizations/mccoe/cadd>

<sup>20</sup> U.S. Army. *US Army Combined Arms Center and Ft Leavenworth Personnel Detail Report*, accessed through FMSWeb, 3 March, 2017

by a robust civilian workforce, including three CP26 equivalents, MC-CDID provides resident FA50s access to personnel having ~20-30 years of experience in force management.

Despite the depth and breadth of knowledge CDIDs offer, unexpected obstacles can affect their ability to complete tasks adequately using established processes and timelines. These events demonstrate lessons provided during FA50 instruction regarding how things “are” versus what they “should be.”

A snapshot of such problems manifest when viewing the Army’s rapid evolution along with the structure to support its required capabilities. With time always an enemy, senior leadership may unfortunately direct organizational solutions without unequivocally identifying gaps and other potential DOTMLPF solutions. The resulting changes made without in-depth analysis and assessment sacrifices the exploration/exploitation of second and third order effects. This leads to the hasty implementation of structural change minus gap identification and/or validation. Ultimately, this causes CDIDs to revisit implemented changes, mitigate gaps initially unseen and total more time cumulatively.

TRADOC further encumbers CDID efforts by assigning DOTMLPF leads to separate organizations. Although the Combined Arms Center manages Doctrine, Training, and Leadership solutions, ARCIC heads solutions across Organizations, Materiel, Personnel, and Facilities.<sup>21</sup> This requires CDIDs to work by, with and through the lead for each domain. If solutions and courses of action shift, CDIDs must collaborate through domain leads in both headquarters.

This issue exacerbates further when coordinating with additional stakeholders in future structure changes. All design updates require input and/or concurrence from numerous

<sup>21</sup> Training and Doctrine Command. *Capability Development Integration Directorate Concept (CDID) Paper*, 7 June 2006

agencies including those depicted below. Differing thoughts, opinions and priorities multiplied by each agency and individual involved can slow progress exponentially.

## Recommendations

Moving forward, FA50s should strive for CDID assignments. The knowledge and experience gained during their tenure are invaluable for future assignments. However, before this occurs members of the force management community require awareness and information concerning these organizations.

Students attending the Force Management Qualification Course receive a brief overview of CDID operations throughout various blocks of instruction. With only 13 documented FA50 positions,<sup>22</sup> it seems understandable why this area gets less attention than others do. In hindsight, course curriculum requires an update, including a block of instruction specific to CDIDs. This would prove beneficial to FA50’s assigned or proceeding to a Center of Excellence, and place additional emphasis on the importance of duty positions within.

Consequently, DA PAM 600-3, Commissioned Officer Professional Development and Career Management, does not recognize CDID assignments as key developmental (KD).<sup>23</sup> Disregarding the far-reaching effects of Officers presently serving in these organizations, leadership instead places more emphasis on success in “1 of” tactical-level assignments at Division and Corps headquarters. This is a substantial mistake due to the breadth and depth of operational-level experience gained during tours of duty in a CDID. These FA50s

<sup>22</sup> S. Army. *50A, Force Development Personnel Detail Report*, accessed through FMSWeb, 3 March 2017

<sup>23</sup> U.S. Army. *Commissioned Officer Professional Development and Career Management*. Department of the Army. DA Pam 600-3. Washington, D.C.: Government Printing Office, 2014, accessed 3 March 2017



## Conclusion

Capability Development and Integration Directorates are relatively new organizations, with a history of just over a decade. Prior to their existence, the Combat Development Directorate, Battle Lab, Analysis Branch and TRADOC Capability Manager operated independently with no central leader to coalesce their efforts. The CDIDs consolidated these capabilities under the Centers of Excellence, dividing authority between their commanding general and ARCIC.

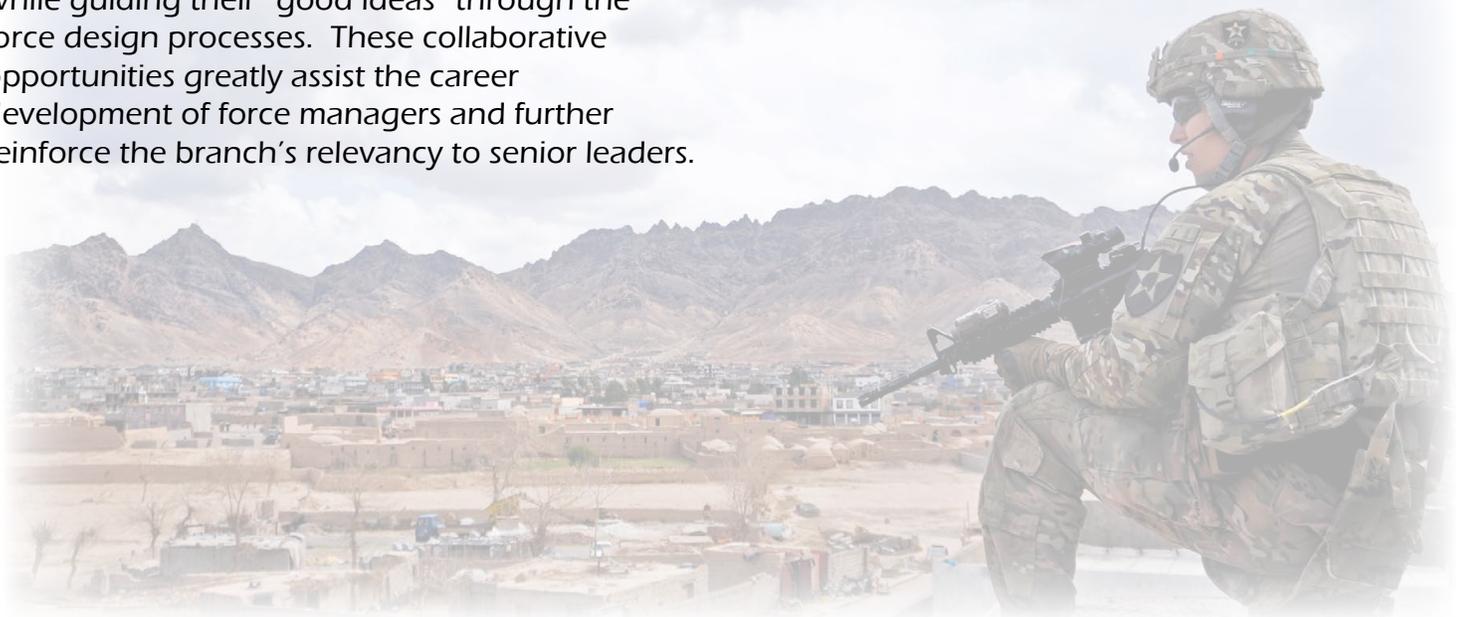
CDIDs provide extremely valuable opportunities for members of the force management community to expand their understanding and influence on the force management model. Their scope and functions provided are far reaching as they develop capabilities and integrate solutions across the Doctrine, Organization, Training, Materiel, Leader development, Personnel, and Facilities domains.

Future expansion of force management billets should include additional authorizations for CDIDs. FA50s' presence allow subject matter experts to focus on warfighting functions while guiding their "good ideas" through the force design processes. These collaborative opportunities greatly assist the career development of force managers and further reinforce the branch's relevancy to senior leaders.

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*MAJ John P. Hartrich (together with CPT Howard K. Markel) currently serves as Senior Mission Command Project Officer in the Force Management Branch, CRD. MAJ Hartrich, a former logistician, received his commission through OCS after earning his Bachelors of Arts from Marquette University,*



# TRADOC'S BIG 6+1 CAPABILITIES

by LTC Corey B. Chassé

Over the last 15 years of combat operations, and still today, the U.S. Army focuses on winning against irregular adversaries and challenges in Iraq and Afghanistan, which has limited the Army's capability to focus on modernizing for future fights. Meanwhile, threats, enemies and adversaries continued to modernize rapidly and become increasingly capable. These conditions point to an emerging future security environment in which U.S. ground forces are increasingly likely to face tactical overmatch (meaning to be more than a match for; surpass; or defeat) in some operations. In addition, decreases to the Army's overall budget over past years have compounded the challenges of modernization. Compared to the last two drawdowns of the Army (post-Vietnam and post-Cold War) not only has the Army taken a larger percentage cut than previously, but those two previous drawdowns came after the Army had already modernized much of the force.<sup>1</sup> As a result of increasing enemy capabilities and the reduction in resources available for modernization, Soldiers and missions are at unacceptable risk.

## REQUIRED CAPABILITIES OVERVIEW

To effectively meet the operational challenges and emerging threats in 2030, the Army must develop and focus on future capabilities to ensure overmatch in a multi-domain battlefield.<sup>2</sup>

<sup>1</sup> Edwin F. Williamson, "A Comparison of the Post-Cold War Defense Budget Reduction to Prior Post-Conflict Reductions after World War II, Korea and Vietnam," Sept. 23, 1993, <http://oai.dtic.mil/oai/oai?verb=getRecord&metadataPrefix=html&identifier=ADA273230>.

<sup>2</sup> Definition of multi-domain battlefield: Cross-domain operations in context of joint combined-arms maneuver that create temporary windows of superiority across multiple domains and allow joint forces to seize, retain and exploit the initiative.

The Domains are Air, Space, Maritime, Land, and Cyber. This must include the ability to operate freely in the electromagnetic spectrum, maintaining secure, reliable communications and accurate position, navigation and timing (PNT) capabilities. The Army must develop advanced protection systems (APS) to protect and defend ground platforms. Conversely, to defeat progressively more technologically advanced-threat protective systems, the Army must be prepared to advance the capabilities and employment of directed energy weapons along with enhanced conventional capabilities. Future Army forces will project power by applying cross-domain capabilities from land to create synergy across all domains, ensuring joint-force freedom of movement and action. In addition to working throughout multiple domains, the Army will have to develop effective capabilities to protect friendly forces, information and systems; detect adversary threats; react to indications and warnings; and restore capabilities when challenged by adversary systems or tactics. Systems (specifically electronics) must also be designed to degrade gracefully when attacked. Visit <https://www.us.army.mil/suite/doc/47289745> to see the video "Multi-Domain Battle, Ensuring Joint Force Freedom of Action", including TRADOC Big 6+1 Capabilities, I produced this for last year's AUSA (OCT 2016), and the TRADOC CG has it on his home page <http://tradoc.army.mil/index.asp> (lower left corner). Note that the CSA has not blessed off on the title "Army Big 6+1 Capabilities". So for now, it is "TRADOC Big 6+1 Capabilities". And it may go away, but let me tell you how it has focused and moved capabilities development in the right direction, in what was a fiscally constrained Army.

TRADOC (ARCIC) identified key capabilities and systems which require senior-leader oversight to increase the chances of successful delivery of capabilities. The TRADOC Big 6+1 Capabilities identified do not represent all the capabilities required for our Army, but focus on those that allow the Army to close critical capability gaps and fight in the context of the Army Operating Concept (AOC) dated Oct. 31, 2014.<sup>3</sup> These capabilities provide a framework to enable the Army to focus future force development and prioritize research, development and acquisition activities. As such, I have incorporated TRADOC Big 6+1 Capabilities into the current “Warfighters Science and Technology Needs” booklet, more specifically Chapters 1, 2, 3 & 4 are all Big 6+1. Albeit they are 1 to 2 pages each it was necessary to get this information into such documents, and up front. I also briefed Industry in December 2016, and the Army Senior Scientist Board in January to reinforce this with the TARDEC SES types. Also parallel with this effort was the “Combat Vehicle Modernization Strategy” (CVMS) and “Robotics & Autonomous Systems Strategy” (RAS), both

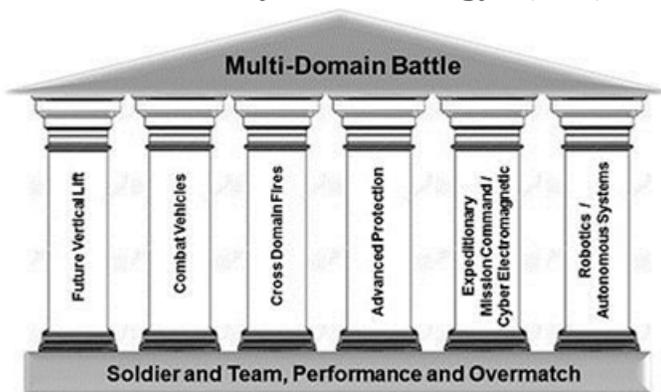
& Externally High Unmitigated Capability Gaps. This is something the CSA has also recognized.

**TRADOC BIG 6+1 CAPABILITIES ARE:**

- **Future vertical lift**
- **Combat vehicles**
- **Cross-domain fires**
- **Advanced protection**
- **Expeditionary mission command/cyber-electromagnetic**
- **Robotics and autonomous systems (RAS)**
- **With a cross-cutting capability of Plus 1: Soldier and team performance and overmatch**

**WAY AHEAD**

TRADOC will continue to refine these capabilities using the think-learn-analyze-implement paradigm. Army leaders must *think* clearly about future armed conflict by considering threats, enemies and adversaries; anticipated missions; emerging technologies; historical observations and lessons-learned; and opportunities to use existing capabilities in new ways. Army leaders then *learn* about the future through Force 2025 maneuvers—the physical and intellectual activities to develop interim solutions to Army warfighting challenges (AWfC) first codified in the AOC. The Army then *analyzes* these solutions to establish risk-based priorities and identifies opportunities to ensure Army formations have the capability and capacity to accomplish assigned missions. This analysis supports senior-leader decisions for the *implement* step to deliver AWfC interim solutions that improve the combat effectiveness of the current and future force.



produced within ARCIC functional divisions. Both of these are approved and on the street. So all of these papers, pamphlets, books, documents etc... have ties back to the Big 6+1. Why? Because we needed to provide connectivity to “Requirements” or more pointed the Capabilities Needs Analysis (CNA) results, and even more pointed, tied to High

<sup>3</sup> The AOC is located at <http://www.tradoc.army.mil/tpubs/pams/tp525-3-1.pdf>.

## CONCLUSION

To ensure these capabilities are delivered to support the Army's future force, TRADOC Big 6+1 Capabilities will require intense Army senior-leader visibility and oversight. TRADOC is committed to work with Headquarters DA in developing the specific management practices for identified systems. Right now, we have provided the CSA with the Future Force Development Strategy (FFDS), and with a strategy; you need a plan, so we are working an Army 10 Year Plan also (recently) briefed to the CSA. The Plan includes the implementation of growth in PAX (from 2018 to 2022), and the prioritization of (potential) funding increases. Where do we invest such growth? I am working this celebrative effort in ARCIC for BG Komar, and the functional divisions are feeding us data, based on Formation Priorities for Modernization. More to follow...

*LTC Corey B. Chassé is currently the Chief TRADOC Big 6+1 Capabilities, TRADOC HQ, Army Capabilities Integration Center (ARCIC), Fort Eustis, VA. LTC Chassé holds a B.S. in Psychology from Liberty University, VA. and an M.A. in Psychology (Statistics) Fairleigh Dickinson University, NJ. LTC Chassé is a prior enlisted Marine (1980-84) and has more than 36 years' total service. Before becoming an FA50 in 2009 his previous assignments include; OPS officer, HHB, 3-112th FA, NJ National Guard; Commander, BRTY-B, 3-112 FA; BN Fire-Support officer for Det 1, HHB, 3-112th FA; Paladin Integration Management (PIM) and Excalibur (the munition) AO for TRADOC Systems Manager (TCM) Cannon in 1st BN, 30th FA, Fort Sill, OK; FA OI NGB HQ Arlington, VA. LTC Chassé is married with 3 grown children.*

*Contact: LTC Corey B. Chassé, FA50, TRADOC Big 6+1 Capabilities and Chief Required Capabilities Integration Branch, TRADOC HQ, Army Capabilities Integration Center (ARCIC), Fort Eustis, VA. 757-501-5521, [corey.b.chasse.mil@mail.mil](mailto:corey.b.chasse.mil@mail.mil).*

# *The 7A50 PDO Brown Bag Lunch*

*Conducted during the Army Equipping Conference (AEC)*

*Hosted by MG John George*

*08 MARCH 17*



# **AEC**

## **Army Equipping Conference**

*"Total Army Readiness - The #1 Priority!"*

## WESTERN HEMISPHERE INSTITUTE FOR SECURITY COOPERATION (WHINSEC) FA50 PDO visit to FT Benning in support of the Defense Resources Management & Logistics (DRML) Course



*LTC(P) Ed Serrano forms partnerships with students from allied nations of the Western Hemisphere.*

8 Mar 2017

**F**A50 PDO Chief, LTC Ed Serrano, visits the Western Hemisphere Institute for Security Cooperation and participates as a guest speaker for the Defense Resources Management & Logistics (DRML) Course. The DRML course is a four week course designed to provide military, police, and civilian personnel the skills necessary to develop an understanding of the concepts, principles, methods, techniques, and decision-making skills related to defense resources and logistics management. The students participating in the course are from the countries of Chile, Colombia, Costa Rica, Dominican Republic, and Mexico.

Established in January 2001, WHINSEC provides professional education and training for civilian, military and law enforcement students from nations throughout the Western Hemisphere. WHINSEC is a Department of Defense facility under the direction of the U.S. Army Training and Doctrine Command (TRADOC) at Fort Eustis, Virginia, and its subordinate entity the Combined Arms Center located at Fort Leavenworth, Kansas. Currently, WHINSEC is located at FT Benning, GA.



*LTC(P) Ed Serrano with students during the class discussion*



*Members of the October, 2016, Broadening Opportunities Program (BOP) selection panel meet at the Army Force Management School to select FA50 officers for ACS, TWI and fellowships for 2017.*



## *Celebrating Trailblazing Women in Force Management*

In observance of Women's History Month, the Army Force Management School hosted a Brown Bag luncheon on 7 March 2017, with the theme of "Celebrating the Careers of Female Force Management Trailblazers". The format of the brown bag was a panel discussion highlighting the recipe for success, as viewed by three senior leaders in our community: Ms. Robin Mealer (BG, Retired), Director U.S. Army Manpower and Analysis Agency; Ms. Pam Wright (COL, Retired), DOD Contract Program Manager, HODA G3/5/7 (DAMO-FM); and COL Kattiria Walker, Assistant Deputy Force Development, HODA G8.

The panel was asked a variety of questions, in order to provide guidance and mentorship for the students of the FA50 Qualification course as well as the How the Army Runs course. The panel echoed a recurring message for all force managers: "Seek, Innovate and Network", advice that applies to all force managers regardless of the point in their career. First, force managers must SEEK opportunities to make a difference. There are a myriad of challenges Army senior leaders face today, with resource constraints at the top of that list. As force managers, we are the Army's change agents and must stay engaged in the fight whether we are downsizing or growing the Army. Change is never easy and the transformations you initiate today may not materialize during your tenure; however if you really want to make a difference, you need to be patient, persistent... and relentless.

Never stop seeking opportunities in your area of expertise to affect the change needed to move the Army forward. Next, it is important to find innovative methods to problem solving. In an Army culture where "good idea fairies" are typically frowned upon, force managers must think outside of the box and provide inventive solutions to capability gaps within our resource constrained environment. Lastly, this is a team sport; no one person is successful alone. Networking is without a doubt a critical component of your success as a force manager. Students should build a network of allies while in school and continue to expand that network with each subsequent force management assignment.

Your peers and colleagues across other career fields are also indispensable to your overall success in our functional area. Integrate the advice of subject matter experts and don't be afraid to reach out to those who have succeeded in this career field before you. Learning from the experiences of proven leaders can help you not only dodge critical mistakes, but to make informed decisions along the way. By the end of the discussion, it was clear that force managers must seek out challenges, develop innovative ways to solve problems, and use a collaborative network of experts to achieve success for the Army and their careers.

*LTC Lisa Lamb*  
Force Integration Officer, USAR  
HODA DCS G-3/5/7  
DAMO-FMD



# FA50 SENIOR FORCE MANAGER SEMINAR

Greetings Team FA50, it is that time of year again. The Army G-8, Directorate of Force Development (FD), Functional Area 50 (FA50) Personnel Development Office (PDO) will host and the Army G-3/5/7 Director Force Management (FM) will co-host the SFMS.

The purpose of the SFMS is to provide a professional growth opportunity for the senior members of the Army Force Management community, to hear and discuss issues with the Army Leadership and others in the field. FA50 COLs and LTCs (P) of all compos, and select Senior Force Management DA civilians (GS 14/15) are invited to participate. Also, Officers recently selected for promotion or for Centralized Selection List (CSL) positions are strongly encouraged to attend.

This year's theme is: "Resource - Rebuild, Rethink and Maintain". The SFMS will be held on 16 - 18 May 2017, a 2.5 day event at the Pentagon Conference Center (PCC) room B-6. This is a great opportunity for the Army's senior FA50 officers to gain first hand awareness of key Army issues, and, as a community, discuss how we will support them.

## **The SFMS Objective are:**

1. Provide FA50 officers a professional development opportunity to reinvigorate, sharpen and obtain force management knowledge at the senior level.
2. To access and provide a conscience of awareness of the current state of issues that may effect and impact FA50 future actions.
3. Provide an advantageous opportunity to engage and exchange information and have a conversation with peers.

The FD, MG George, is asking for your participation. Your participation will make this seminar more effective and add value to our senior FA50 officers and the Army as a whole.

Registration is currently open. We are asking that everyone go to the FA50 PDO website and register, for the purpose of accountability for other activities planned during the Seminar that requires a headcount. The Agenda for the conference is located on the FA50 website and also on the milsuite page at the following web addresses:

<http://www.fa50.army.mil/>

<https://www.milsuite.mil/book/groups/fa50>

Force Managers, thank you for all you do. We look forward to seeing you there.

*Dr. Ginette A. Braziel*

FA50 Personnel Development Office (PDO)

**"Resource - Rebuild, Rethink, Maintain"**



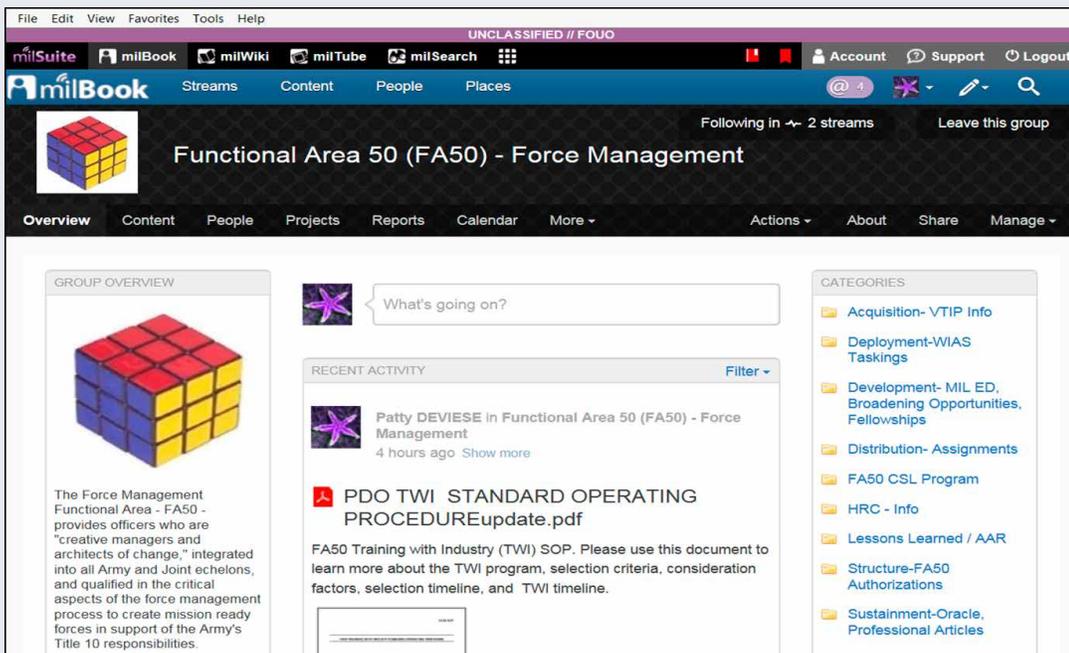


# FA50 milSuite Page



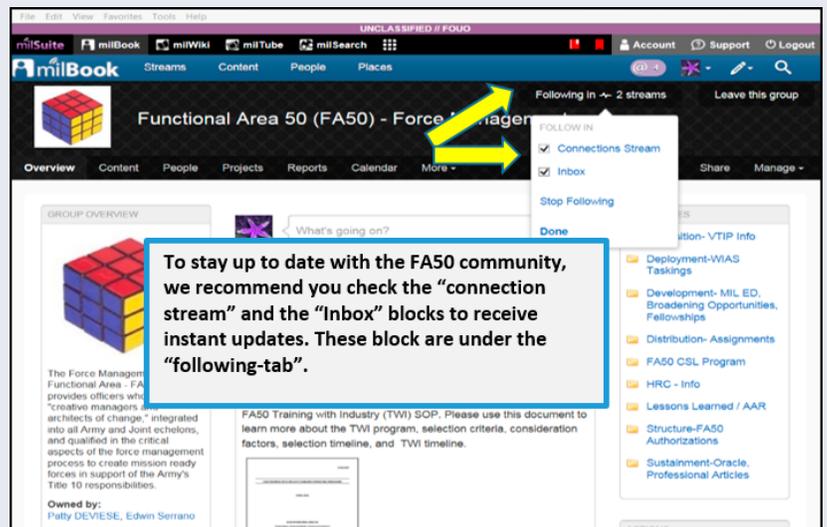
Welcome to our FA50 milSuite page! The Personnel Development Office (PDO) is excited to launch this page in order to stay connected with the entire FA50 community. We want this forum to serve as a collaborative platform for everyone to provide insightful information or lessons learned from your previous or current assignments. We encourage all FA50's to share professional documents, initiate blogs and participate in discussions and posts pertaining to our career field. Additionally, you will find additional information pertaining to the Voluntary Transfer Incentive Program (VTIP), broadening opportunities, career development, professional articles, and force structure. We look forward to reading your posts!

**milSuite FA50 page link:** <https://www.milsuite.mil/book/groups/fa50>



### Additional Guidelines:

You must join the group in order to share documents, post discussion topics, and start blogs. You can simply join the group by clicking the "follow" tab at the top of this page. If you want to share a document with the FA50 community, please ensure you tag it appropriately to one of the categories (folders) in the right side of the page. Please remember to remain professional in all of your posts and shared documents. Additionally, you have the option to receive immediate notifications by checking the "connection streams" and "Inbox" blocks.





## HEADS UP! FA50 Broadening Opportunities for 2017-2018



Greetings FA50 Teammates; The 2017 FA50 Professional Development Opportunities Guidelines will be available and posted on the FA50 website and the milSuite page around mid-April 2017. This affords officers ample time to prepare and submit applications. These professional development opportunities are available for FA50 officers to broaden their experience and professional career.

These professional development opportunities include Advanced Civilian Schooling (ACS), Army Fellowships, and Training with Industry (TWI). To be eligible for any of the programs, interested officers must be on active duty and serving in Regular Army or in Voluntary-Indefinite status at the time of application and selection, and have appropriate prior civilian education.

FA50 senior majors and junior lieutenant colonels are encouraged to apply for these opportunities and include them in their career development plan. ACS has 5 allocated slots, Training with industry has 2 slots, FEDEX and Amazon and for the Fellowship program 3 slots; 1 for RAND Arroyo and 2 for MITRE, in the areas of Cyber Security and MITRE Operations.

For those of you that are interested in applying for ACS this is a great opportunity to start preparing for GRE and GMAT testing that is required by most schools for entry.

As a heads-up, here are a few important facets to consider:

1. Remember manner of performance remains the number one selection criteria. Officers must not be at risk for promotion to the next higher grade.
2. Before an Officer submits an application he/she must get the first O6 in your chain of command to sign a letter of consent notifying the immediate supervisor of the application for the officer's intent to apply for a Broadening Opportunities Program.
3. Upon selection into a program, a Memorandum of Agreement will be signed, notifying the Officer of his/her agreement to serve an Army Duty Service Obligation (ADSO) IAW AR 350-1, AR 621-7 and 621-1, which states that you will incur an obligation to your approved application for the following programs:
  - Army Fellowship Program- minimum of 3 years
  - Training with Industry- minimum of 3 years
  - Army Civilian Schooling- minimum of 2 years

All applications are submitted to the Broadening Opportunities Program Manager and the Human Resource Command no later than the September 2017 timeframe and a selection panel will be conducted in November 2017.

As your Broadening Opportunity Program Manager, I look forward to working with you.

*Dr. Ginette A. Braziel*  
Broadening Opportunities Program Manager  
FA50 Proponency Office

# FA50 - FYs 17 & 18 Education and Training

The purpose of the Army's Intermediate Level Education (ILE) program is to provide mid-grade officers a basic foundation in professional military education and leadership development training. This program develops leaders preparing them to execute full spectrum operations; it 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.

FA50 Qualification Course																																				
Phase I		HOW THE ARMY RUNS COURSE (4-week course)			Phase II		HOW THE ARMY RUNS COURSE (10-week course)																													
	Course Num	Start Date	End Date			Course Num	Start Date	End Date																												
FY 17	01-17	11-Oct-16	4-Nov-16	}	}	01-17	6-Feb-17	14-Apr-17	}																											
	02-17	9-Jan-16	3-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																}	}	}															
	07-17	10-Jul-17	4-Aug-17																			}	}	02-17	19-Jun-17	25-Aug-17	}									
	08-17	7-Aug-17	1-Sep-17																					}	}	}										
	09-17	5-Sep-17	29-Sep-17																									}	}	}						
FY 18	01-18	10-Oct-17	3-Nov-17	}	}				}																						}	}				
	02-18	8-Jan-18	2-Feb-18			}	}	}																									}			
	03-18	5-Feb-18	2-Mar-18							}	}	01-18																						5-Feb-18	13-Apr-18	}
	04-18	5-Mar-18	30-Mar-18									}	}	}	}																					
	05-18	9-Apr-18	4-May-18													}	}	}																}		
	06-18	7-May-18	1-Jun-18																}	}	}														}	
	07-18	2-Jul-18	27-Jul-18																			}	}				02-18									
	08-18	30-Jul-18	24-Aug-18																					}	}	}	}									
	09-18	4-Sep-18	28-Sep-18																									}	}	}						
					01-19																															

<b>INTERMEDIATE LEVEL EDUCATION (CORE) FY2017</b>					
<b>CGSS SATELLITE CAMPUS , FORT BELVOIR, VA 22060</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	4-Jan-17	5-Jan-17	20-Apr-17	128	Resident
2	3-May-17	4-May-17	17-Aug-17	128	Resident
3	28-Aug-17	29-Aug-17	14-Dec-17	128	Resident
<b>CGSS SATELLITE CAMPUS, FORT LEE, VA 23801</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	3-Jan-17	4-Jan-17	19-Apr-17	64	Resident
2	2-May-17	3-May-17	16-Aug-17	64	Resident
3	27-Aug-17	28-Aug-17	13-Dec-17	64	Resident
<b>CGSS SATELLITE CAMPUS, FORT GORDON, GA 30905</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	30-Oct-16	31-Oct-16	2-Mar-17	64	Resident
2	9-Mar-17	10-Mar-17	22-Jun-17	64	Resident
3	5-Jul-17	6-Jul-17	19-Oct-17	64	Resident
<b>CGSS SATELLITE CAMPUS, REDSTONE ARSENAL, AL 35898</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	5-Jan-17	6-Jan-17	21-Apr-17	64	Resident
2	4-May-17	5-May-17	18-Aug-17	64	Resident
3	29-Aug-17	30-Aug-17	15-Dec-17	64	Resident

<b>INTERMEDIATE LEVEL EDUCATION (CORE) FY2018</b>					
<b>CGSS SATELLITE CAMPUS, FORT BELVOIR, VA 22060</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	4-Jan-18	5-Jan-18	20-Apr-18	128	Resident
2	2-May-18	3-May-18	16-Aug-18	128	Resident
3	27-Aug-18	28-Aug-18	13-Dec-18	128	Resident
<b>CGSS SATELLITE CAMPUS, FORT LEE, VA 23801</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	3-Jan-18	4-Jan-18	19-Apr-18	64	Resident
2	1-May-18	2-May-18	15-Aug-18	64	Resident
3	26-Aug-18	27-Aug-18	12-Dec-18	64	Resident
<b>CGSS SATELLITE CAMPUS, FORT GORDON, GA 30905</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	30-Oct-17	31-Oct-17	1-Mar-18	64	Resident
2	15-Mar-18	16-Mar-18	28-Jun-18	64	Resident
3	11-Jul-18	12-Jul-18	25-Oct-18	64	Resident
<b>CGSS SATELLITE CAMPUS, REDSTONE ARSENAL, AL 35898</b>					
<b>Class</b>	<b>Report Date</b>	<b>Start Date</b>	<b>End Date</b>	<b>Capacity</b>	<b>Class Type</b>
1	4-Jan-18	5-Jan-18	20-Apr-18	64	Resident
2	3-May-18	4-May-18	17-Aug-18	64	Resident
3	28-Aug-18	28-Aug-18	14-Dec-18	64	Resident



FA50

Creative Managers of Change

# FA 50 HRC Quarterly Update

FORCE MANAGEMENT

FORCE MANAGEMENT

FORCE MANAGEMENT

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FORCE MANAGEMENT

For this update I wanted to take an opportunity to clarify some of the topics that were brought up at the FA50 Brown Bag discussion that occurred on 8MAR17. In this edition of the HRC update you will find the following topics:

- Brown Bag clarification on FA50 Broadening statistics.
- Brown Bag Clarification on sending FA50s to resident ILE.
- An update on all upcoming boards for FA50s and how to prepare for them.
- High School Senior Stabilization



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## Brown Bag Clarification on ACS Statistics

For those in attendance at the last FA50 Brown Bag there was a statistic on one of the slides that was misleading. On one slide we listed the “Aggregate” promotion rate of all ACS attendees as 71%. Needless to say, this led to numerous questions and some confusion as to “Are we selecting the right officers for ACS?” For clarity sake that was an aggregate number and should have said that the FA50 promotion rates of ACS selected officers is currently 100% to LTC (19% above FA50 average) and 42% to COL (1% above FA50 average). Additionally, 28% of our broadened officers have been SSC selectees so far with seven officers still having SSC years remaining. We uploaded an entire slide deck to our milSuite site that goes over the three step review process that HRC, the FA50 PDO, the FA50 Broadening Panel and the FA50 Proponent use to select officers for broadening (link below). Additionally, this slide deck shows the regulatory requirements to attend broadening opportunities, how HRC pre-screens officers, and the tools that the FA50 broadening panel uses to ensure that we are selecting the right officers for broadening. After conducting a thorough review of how we select officers for broadening, I hope this slide deck clarifies how we select who we select and demonstrates that we ARE in fact selecting the right officers to attend broadening. On slide 12 of this slide deck I am offering some recommendations that may help us improve this process. As always we are open to any suggestions for improvements to our processes.

**Broadening Slides link:** <https://www.milsuite.mil/book/servlet/JiveServlet/downloadBody/357437-102-1-602238/FA50%20Broadening%20Statistics%20screening%20process%20and%20analysis.pptx>

HRC Quarterly continued on page 27



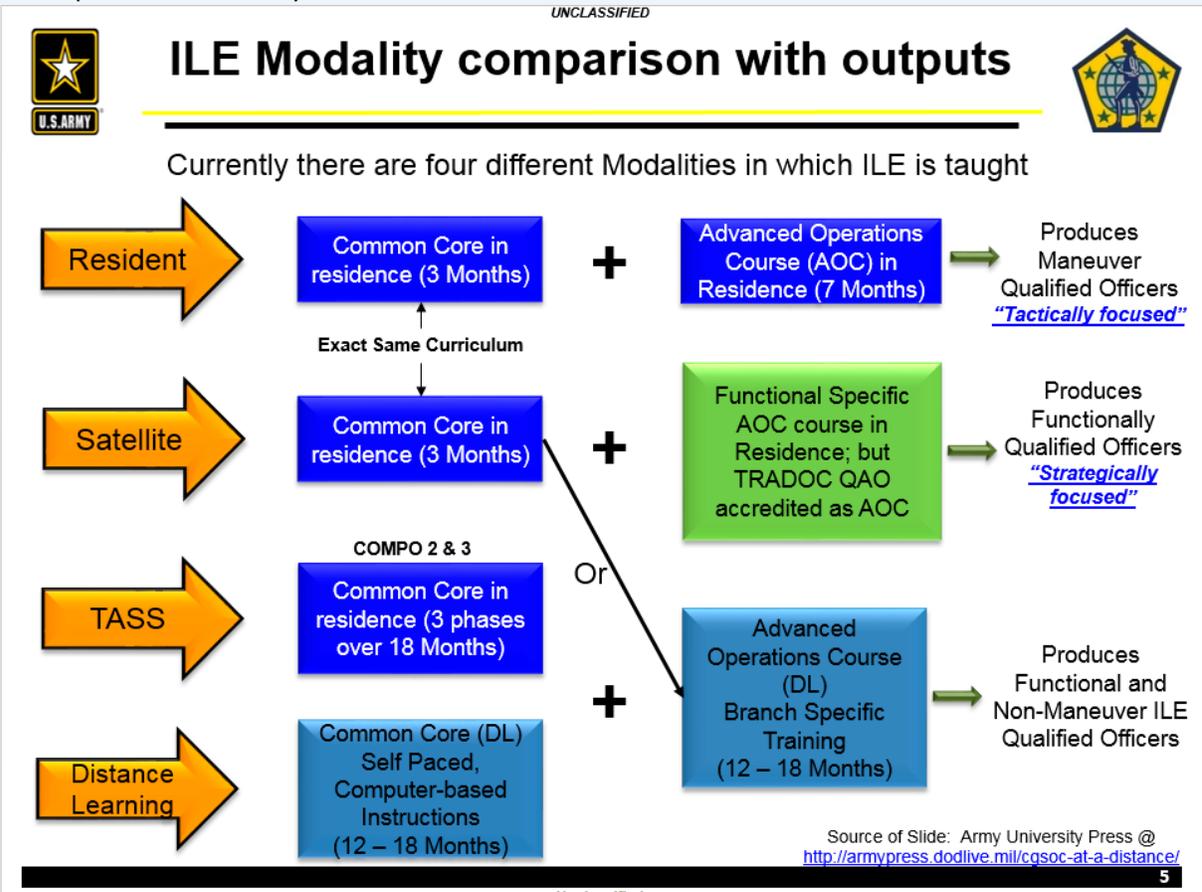
# FA 50 HRC Quarterly Update

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50 FORCE MANAGEMENT

## Clarification of Resident ILE

For those not able to attend the Brown bag, questions were raised as to why we do not attend Resident ILE. Follow on conversations led to why those officers thought we should attend Resident ILE. The logic behind the question was that Resident ILE would better prepare our officers for what is expected of them on a Division level staff. Below I will attempt to get you the best answers I can provide to clarify some misconceptions and provide what I have found through one solid week of conducting a deep dive analysis on this topic.

Like all good Force Managers I approached this using Force Management skills. I began with a Cost Benefit Analysis (CBAs) of the various ILEs. Currently ILE is taught using four different modalities as shown in the slide below. The reason ILE is taught using four different modalities is because there was, and still is, simply not enough seats for all officers to attend resident ILE. Currently resident ILE can only accommodate 948 officers annually. There is roughly 2,000 officers that need to go to an ILE every year. In 2006 this problem was reviewed by the CSA and various methods to alleviate this backlog were researched. The CSA directed the Army staff to find a way to get all officers an ILE experience while tailoring ILE to certain "unique" populations. The end state product was what you see below and is called "Universal ILE."



FA50 ILE Slides link: <https://www.milsuite.mil/book/servlet/JiveServlet/downloadBody/357438-102-1-602240/Resident%20v%20Satellite%20ILE%20Analysis.pptx>



# FA 50 HRC Quarterly Update

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50 FORCE MANAGEMENT

## Clarification of Resident ILE (Cont.)

Now that we have figured out why we have different versions of ILE lets look at the differences within those ILEs and how they are "Tailored" to specific branch needs. All officers attend an ILE "Common Core" that is exactly the same, to prepare them to be DIV and below staff officers as depicted in the slide below. After that, due to seat availability and costs, officers go to one of three types of Advanced Officer Concentrations (AOCs) depending on their MOS. Of an important note, the FA50 Q course is certified by TRADOC and the Army to be our AOC that we attend. For all other branches that attend a satellite ILE and do not have a dedicated, certified AOC course they must do an AOC online via Distance Learning (DL). Those DL AOCs are tailored to their specific branch. Looking at the POIs for Resident ILE and the FA50 Q course below it is apparent the difference s. The Resident ILE AOC is dedicated to planning operational / tactical missions. Another difference that I want to point out is that resident /and DL ILE have two additional blocks of tactical level classes (BDE and Below). This is because the officers that attend those AOCs need to be specifically tailored to provide DIV and below staffs with tactical planning. Even though we are on the same DIV staff, our "duty description," if you will, is to be a strategic level planner on the staff just like the DIV ORSAs and STRAT Planners. I will get more into that later, but for now, let me point out that if you look at any Table of Organization and Equipment (TOE) narrative in FMSWEB you will see the strategic function that the FM officer is "supposed" to provide.

UNCLASSIFIED



### Resident v Satellite ILE POI comparison



ILE <b>Common Core</b> POI Comparison					
Resident	C100 (Foundation)	C200 Strategic Context of OPART	C300 Unified Action	C400 Army Doctrine and Planning	C500 Operational Art and Planning
Satellite	C100 (Foundation)	C200 Strategic Context of OPART	C300 Unified Action	C400 Army Doctrine and Planning	C500 Operational Art and Planning
DL	C100 (Foundation)	C200 Strategic Context of OPART	C300 Unified Action	C400 Army Doctrine and Planning	C500 Operational Art and Planning
ILE <b>AOC</b> POI Comparison					
Resident	O100 (CFLCC Planning)	O200 Decisive Action DIV Level	O300 Decisive Action BDE and Below		
FA50 Q	FM100 Army Strategy	FM200 PPBE	FM300 Capabilities Development	FM400 Materiel Development	FM500 Force Development
DL	O100 (CFLCC Planning)	O200 Decisive Action DIV Level	O300 Decisive Action BDE and Below		

This methodology of ILE allows FA50 Officers to be specifically ILE tailored to meet the demands that will be placed on them at the Strategic Level that they work.

Strategic
  Operational
  Tactical

[http://usacac.army.mil/sites/default/files/documents/cace/350-1\\_CGSCCatalog.pdf](http://usacac.army.mil/sites/default/files/documents/cace/350-1_CGSCCatalog.pdf)

Unclassified



# FA 50 HRC Quarterly Update

FORCE MANAGEMENT    FORCE MANAGEMENT    FORCE MANAGEMENT    FA50    FORCE MANAGEMENT

## Clarification of Resident ILE (Cont.)

At the beginning of this I said that I was doing a cost benefit analysis of this topic so lets dive into the “cost” of Resident ILE versus Satellite ILE. Those costs not only are measured by dollars, but time, as well because every officers time is a valuable resource. Before I get into the dollars I would like to briefly cover the impacts of time of resident ILE on our officers. Officers who attend Resident ILE lose the ability for one of five opportunities to receive an OER as a MAJ due to the school length and a PCS that encompasses a full year. This loss of an OER would mean that your LTC promotion board would have to look at one, at a minimum, of your CPT OERs. Given that we VTIP officers right around that timeframe it would be detrimental for us to be showing your VTIP OER to the board as those generally are not that good as commands do not “waste” a Top Block on an officer who is transferring branches. This “disloyal guy” OER, as we call them here at HRC, rarely affects our officers as they are so far back in their file that the board rarely looks at them. However if we attended Resident ILE those OERs would be higher up in an officers file and have a higher potential to be seen by the board which would hurt our population.

Now that we have explored time, lets look at the dollar differences for us. Bottom Line is that if we attend Resident ILE we would cost the Army anywhere between \$14 to \$20K per officer to attend. The slide below breaks down this cost and the differences. Of note, most FA50s attend ILE at Belvoir TDY and return.

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## Resident v Satellite ILE Cost comparison

Resident Cost per Student	Satellite Cost Per Student
<p style="text-align: center;"><b>\$20,400</b> (average) – this cost includes two PCS moves (\$13,400) w/DLA (\$7,000).</p>	<p style="text-align: center;"><b>\$6,210</b> (average) – this cost includes TDY (Per Diem only) for 3 Mos.</p> <p><small>*Note: Lodging at most Satellite ILE locations is provided at no charge to the government (utilizing old on post housing or barracks).</small></p> <p><small>**Note: Most FA50s attend ILE and FA50 Q course at Belvoir in a TDY and Return status at <b>\$0 total cost</b> due to officer commuting from home.</small></p>

By using Satellite ILE, FA50 saves the Army between \$14 - \$20K per student and we receive a more career-tailored and FA50 specific experience preparing them for greater success within our career field.



FA50

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# FA 50 HRC Quarterly Update

FORCE MANAGEMENT

FORCE MANAGEMENT

FORCE MANAGEMENT

FA50 

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## Clarification of Resident ILE (Cont.)

This TDY and return status for Belvoir Satellite ILE costs the Army \$0.00 above what it costs to already run the school (which they would have done anyway). Being that the majority of our officers start their careers within the NCR it is only logical to pursue this cost savings for the Army while still getting our officers ILE complete.

Even after all of this analysis, it is easy to assume that regardless of the cost of time and money that our officers are somehow not doing well on the Division staffs because they are “expected” to be tactical planners. I was asked the same thing and begun a very interesting research project to answer my own question of “Are we doing well on DIV staffs?” and “What do DIV leaders expect of our FA50s on their staff. With that I took a couple of days to review everyone of our DIV level FA50s OERs (~150 OERs) and reach out to Division level senior staff officers that I deal with when assigning officers to figure this out. Below is what I found out.

### How are we doing on DIV Staff as measured by OERs received?

50 of 56 (89.2%) Satellite ILE FA50 officers have had extremely successful DIV staff jobs; most (~75%) get ALL “top block” OERs with outstanding write ups from the Division G3 or the Chief of Staff

### Example OER comments from DIV staff

- MAJ X is in the Top 3 of 33 Majors on the Division staff. His ability to navigate and implement force management systems is unlike any other staff officer and has significantly increased the Divisions overall readiness. His unique contribution to the Division has distinguished him amongst his peers. - **25th ID Chief of Staff**.
- Outstanding leadership. #1 O-4 on the Division Staff; easily in the top 15% of all O-4s I have seen in my career. - **1AD Chief of Staff**
- MAJ X close coordination with HQDA, FORSCOM, III Corps, 4ID staff, and subordinate units has ensured that 4ID is one of the best equipped and best informed divisions in the Army. His knowledge of force management systems and procedures enabled him to effectively process data and propose solutions to complex problems for 4ID senior leaders. A highly -independent operator, MAJ X is capable of tackling the most challenging missions with minimal supervision. – **4ID G3**
- MAJ X is the #3 of 30 Majors I currently senior rate within this two-star command, and is in the top 1% of all O4 staff officers I have worked with in my 27 years of service. Clear potential to serve as a senior leader in the most challenging assignments. Promote below-the-zone to LTC. Must select for Battalion CSL followed by resident SSC. – **1st SFC Chief of Staff**
- MAJ X has excelled as both the Division Force Management Officer and as the Deputy G5. He planned and implemented FARG II resulting in a 25% reduction of the division headquarters strength and the simultaneous stand up of the Mission Command Post Operational Detachment (MCP-OD) which added 96 compo II/III Soldiers to the division staff. He also planned, coordinated and implemented the transition to triangular design for two armored brigade combat teams, the activation of the division artillery headquarters, and the deactivation of an infantry brigade combat team. – **1ID G5**



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# FA 50 HRC Quarterly Update

FORCE MANAGEMENT

FORCE MANAGEMENT

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FA50 

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## Clarification of Resident ILE (Cont.)

To ensure that I was not simply looking at OERs to ascertain how our officers were being used and how successful that they were perceived on Division staffs, over the course of a week, while working other issues, I started to ask current and former Division leadership that I encountered. The conversation was pretty amazing as the majority of them told me similar stories. Their responses were (I am paraphrasing numerous conversations) “I had no idea what the FA50 did for the first couple of months. Watching them work it became clear to me what the FA50 roles and missions were on the Division Staff and how having that strategic asset within my operational formation benefitted me and the Commander.” Lastly I have had numerous discussions with my former Senior Rater from my DIV assignment on this topic. Below is a paraphrase of a conversation that we had when he was asked to articulate why he felt ASC and AMC needed FA50s. I am sure he would not mind me sharing it with you.

“My FA50 did not have to know every job that the rest of the staff did. Their knowledge of “Big Army” systems and processes combined with the ability to know “who to call” when they did not know the answer filled most of my requirements and made me look amazing in front of my chain of command. FA50s at the DIV level need to advertise the fact that they have a direct line of communication to other FA50s at Strategic level assets like COCOMS, ASCCs, ACOMs, REF, BMC, the Army/Joint Staff, and all of the CoEs. No other staff officer (especially Majors) have as much knowledge of strategic processes in their hip pocket. I did not turn to my FA50 to do operational or tactical planning as that is not their expertise. Additionally, I had officers with that expertise. I turned to them to solve the hard problems above our command that no other staff officer had the knowledge to do. I did on occasion ask them to do normal staff additional duties like Night Battle Captain for an exercise, but I did that because I knew that they were professional enough to be trusted to represent the command in the absence of key leaders. Now that I am at ASC I have realized that more organizations need what FA50s bring to the table as a unique strategic level action officer within an operational formation. That is the whole reason I am asking for 50s at ASC and AMC”

**8th TSC G3, USARPAC G4, ASC CoS**

In summary, I know that I, and hopefully you, have a better understanding of why we do Satellite ILE with the FA50 Q course as our AOC. It’s pretty clear that this Professional Military Education (PME) path is working for us as it is fiscally responsible, functionally tailored, and provides our Field Grade Officers with the requisite skill sets that they need to be successful at the appropriate levels of command where they work.



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# FA 50 HRC Quarterly Update

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## FA50 Board Tracker

Board Name	My Board Dates	Start	End	Anticipated Release	MILPER
<b>FY17</b>					
FY18 LTC (OS) CMD / Key Billet	2SEP16— 25OCT16	1-NOV-16	8-NOV-16	Released	<a href="#">16-213</a>
LTC Army (OPS, OS, FS) PSB and MAJ SELCON	Complete	10-JAN-17	2-FEB-17	2JUN17(T)	<a href="#">16-275</a>
COL Army (OPS, OS, FS) PSB	17FEB-	18-APR-17	5-MAY-17	2SEP17(T)	<a href="#">17-010</a>
MAJ Army PSB / ACC ILE	TBD	11-JUL-17	3-AUG-17	1DEC17(T)	
Senior Service College ACC	TBD	15-AUG-17	29-AUG-17	27DEC17(T)	
FY 19 LTC (OS) CMD / Key Billet	TBD	11-SEP-17	19-SEP-17	TBD	

**The next Board that will affect FA50s is the FY 17 COL Board. It convenes 18APR17.**

### 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...

## HRC Board Prep Resources

[milSuite Site](#)

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

[HRC Officer Selection Board Process OPD \(47 Min.\)](#)

[HRC My Board File Official Facebook Site](#)

[Officer Board Preparation Checklist](#)

[Reviewing and Certifying your Board File TTPs](#)

HRC Quarterly continued on page 33



# FA 50 HRC Quarterly Update

FORCE MANAGEMENT    FORCE MANAGEMENT    FORCE MANAGEMENT    FA50     FORCE MANAGEMENT

## High School Senior Stabilization

It has come to my attention that some of our officers are not aware of the Army’s High School Stabilization program. Especially when it comes to the extremely early submission timelines. Below is an overview of this program and the submission timelines to help you out. If you need High School Senior Stabilization please contact the HRC FA50 desk and we can help guide you through this process.

a. The intent of the High School Stabilization Program is to provide stability to Officers with family members in their senior year of high school in order to avoid disruption of the school schedule. HRC will, to the maximum extent possible, approve HS senior stabilization requests. The Officer may be required to travel on temporary duty or temporary change or station away from home station to participate in combat, operational deployments, training exercises, or for personnel management and professional development reasons. Officers are still eligible for a normal reassignment PCS before the start of the student’s junior year. This includes dependent-restricted/one year tour assignments.

b. Officers may apply for stabilization no earlier than March 1 of the student’s sophomore year and no later than the start of the student’s junior year (apply between March 1 and September 1). This application window also applies to students in year round schooling programs. Example timeline is as follows:

Graduation Date	Apply No Earlier Than	Apply No Later Than
2019	1-Mar-17	1-Sep-17
2020	1-Mar-18	1-Sep-18

c. Requests submitted later than the start of the student's junior year may be processed as an exception to policy and must include a letter of lateness with justification that supports the delay in submission of the request.

d. Cases where an Officer is already on assignment instructions at time of request will be carefully consider on a case-by-case basis. The actions may be approved with a deletion of assignment or approved with the Officer continuing on the assignment or temporary duty and returning to his/her current location.

e. If the stabilization request is approved, the Officer will be stabilized until 30 days after the high school student’s graduation date.

f. When stabilization approval results in an overseas tour extension (FSTE), consecutive overseas tour (COT), or in-place consecutive overseas tour (IPCOT) follow prescribed guidelines contained in AR 614-30 for the respective procedure.

# 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 of the 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, a year-round process, 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 (Centralized Selection List (CSL) unit inactivations, declinations, extensions and curtailments). Each year, three HODA 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 HODA 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. **The VCSA is the approval authority for all deferments.**

*Selection to Centralized Selection List (CSL) Command and Key Billets at any level, any location, and of any unit across the Army is an extraordinary privilege and revered honor. The Army needs competent and innovative CSL leaders of character who are committed. Our Soldiers deserve no less. Every CSL officer directly impacts the lives of our Soldiers and determines the readiness of our Army. –GEN Milley (CSA)*

## 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,

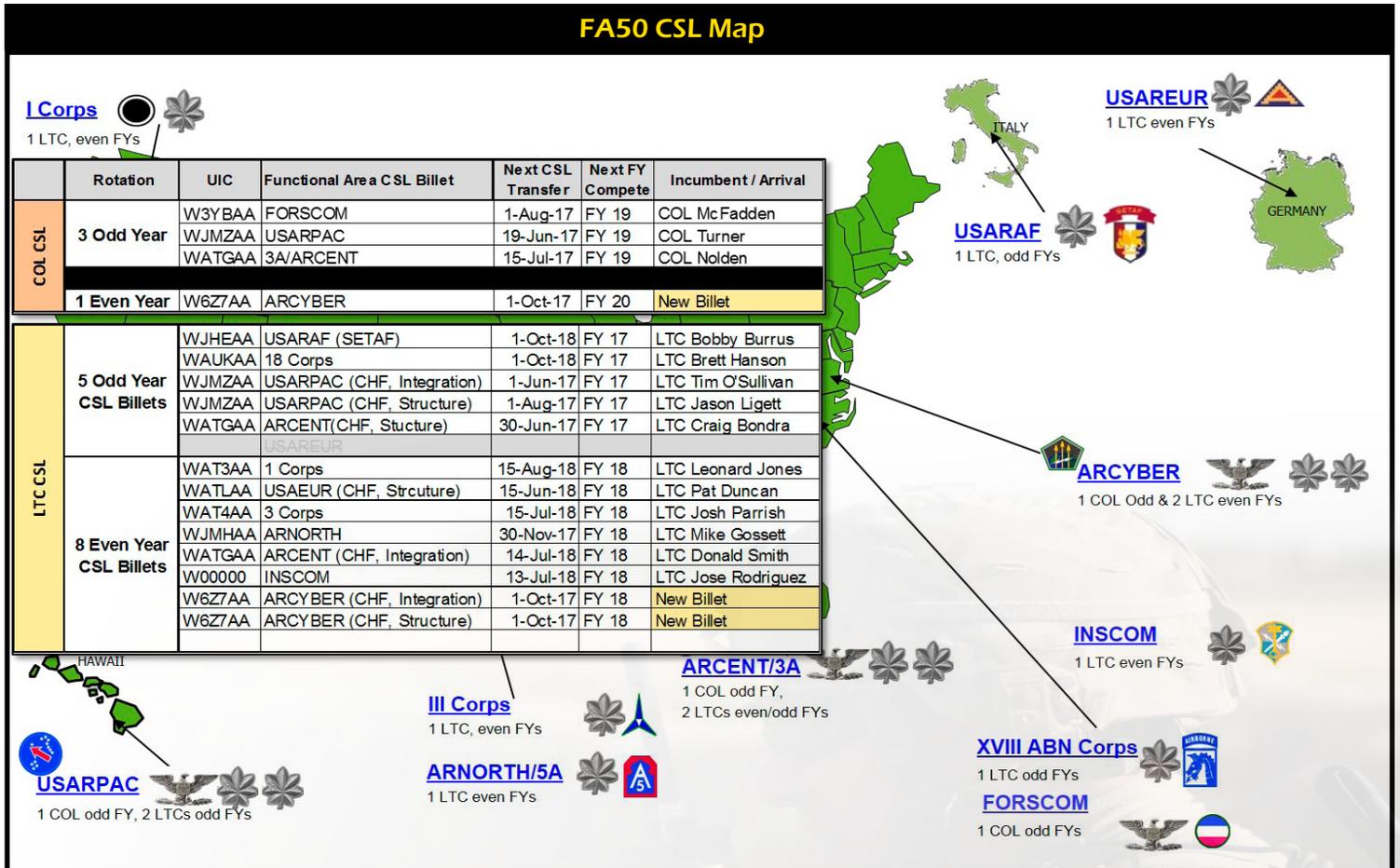
## CSL Constructive Credit – Command/Key Billet Tours

Officer submits request for constructive credit through

# PROCESS OF CENTRALIZED SELECTIONS

current chain of command to the Director, SLD (sample request at link below). 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. The career management office 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*

# Snippets...

## SECURITY FORCES ASSISTANCE BRIGADE (SFAB) Update

The Secretary of the Army approved the development of security force assistance (SFA) structure to meet combatant command theater security cooperation requirements, to restore Army readiness by relieving regular Army brigade combat teams (BCTs) of these missions, and to serve as the foundation for regeneration of BCTs, as required. Two RA SFA brigades and one Army National Guard (ARNG) SFA brigade (500 Soldiers each, 1,500 Soldiers total) are approved and programmed for activation in fiscal year (FY) 2018 and 2019.

- SFAB #1 Effective date is 1 OCT 2017, Station at - FT Benning, GA
- SFAB #2 Effective date is 1 OCT 2018, Station at - TBD
- HRC is in the process of assigning soldiers now; we expect the FA50 to arrive on the ground by NLT 18-02 (summer assignment cycle).

## New Requirement is for 1 x FA50 MAJOR

1. FA50 Officer "should not be the first FA50 job"
2. The selected officer for SFABs must have a prior "one of one - like experience"
3. Solid background in Force Structure and all aspects of equipping
4. Working knowledge of Global Force Management

If you think you are the right person for the job, please contact [HRC - LTC Andy Erickson](#).

## Contact Info:

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### Program Manager, FA50 Broadening Opportunities

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### HRC FA50 Career Branch Manager

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### Army Reserve Officers

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### National Guard Officers

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### FA50 Website:

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

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

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

### FA50 Website:

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

### FA50 on Facebook:

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

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

### Milper Messages:

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

### milSuite:

<https://www.milsuite.mil/book/groups/fa50>

### 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).