

Russian Military Modernization and the Impacts of New Generation Warfare to U.S. Army Strategy

by MAJ Antonio E. Daschke, U.S. Army National Guard

"While our Army was engaged in Afghanistan and Iraq, Russia studied U.S. capabilities and vulnerabilities and embarked on an ambitious and largely successful modernization effort."— Lieutenant General H.R. McMaster

Over the past 15 years, the U.S. Army conducted counter-insurgency warfare against an underfunded, small, but resourceful enemy. Both in Iraq and Afghanistan, the enemy used guerilla tactics to harass and demoralize U.S. Soldiers and allies in hopes of creating enough instability to delegitimize the provincial governments. Arguably, the U.S. Army has not fought a peer or near-peer competitor since WWII. So, when Russia (the closest U.S. near-peer competitor) conducted full scale military operations in 2008 and again in 2014 against standing armies, the U.S. watched Russian operations intimately. This paper describes Russian evolution in modern warfare through a comparison of 2008 and 2014 military operations and how the U.S. Army should evolve in the areas of entry operations, combined arms maneuver, fires integration, and synchronization to be able to beat a near-peer competitor and win in a decisive action.

Russian Modernization continued on page 3

Read About It In
The Oracle

COVER STORY

Russian Military Modernization & Impacts of New Generation Warfare

by MAJ Antonio E. Daschke

INSIDE THIS ISSUE

FA50 Congrats in order plus Army Futures Command
from the Executive Agent

FA50 Current Business
from the FA50 PDO Chief

Modernizing the AE2S
by MAJ Clay McVay

Please congratulate FA50 Selectees

FA50 Force Managers Hall of Fame
Nomination Call

Check out the Four Bs
by COL Dan Friend

U.S Army Readiness in the Pacific
by LTC Peter Patterson & MAJ Cecil Wolberton

HRC Quarterly Update
by MAJ Michael G. Roe

FA50 LTC & COLs
Brown Bag Lunch

CSL & FA50 Authorization Map

FA50 Broadening Congrats
by Dr. Ginette Braziel

FROM THE EXECUTIVE AGENT: — — — — —

Fellow FA 50 Officers,



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

All FA 50s continue to perform extremely well on the Department of the Army selection boards. A special congratulations to COL(P) Bienlien for his selection for promotion to brigadier general, the officers selected for Senior Service College, and Centralized Selection List key billets (page 15). The high selection rates are recognition of the important work FA 50s are doing and our contributions to the Army.

I would also like to congratulate the officers selected for FA 50 broadening opportunities (page 31). These experiences enhance an officer's development by forcing them to think critically and pushing them outside the normal Army comfort zone by exposing them to different organizations and cultures.

This year is going to be very busy with major changes that will effect FA 50s. The Secretary of the Army and the Chief of Staff, announced at the Association of the U.S. Army (AUSA) Annual Meeting and Exposition in October of 2017, the Army will create an Army Futures Command to provide unity of effort and command to the modernization enterprise. This has the potential to the biggest change to the generating force since 1973 when TRADOC and FORSCOM were stood up. Currently there is a task force working to provide senior leaders with design options, and to enable the new command to meet their initial operating capacity this summer. The command will work to advance the Army's six modernization priorities: Long Range Precision Fires, a Next Generation Combat Vehicle, Future Vertical Lift, Army Network, Air and Missile Defense, and Soldier Lethality. The Army has also built "Cross-Functional Teams" to work these priorities by integrating the development vertically and horizontally across all the stakeholders.

Finally, I would encourage you to nominate deserving individuals to the Army Force Management to the Hall of Fame (FM HoF). This is our opportunity to provide enduring recognition for individuals that have made significant, recognizable, and lasting contribution to Army Force Management. Previous awardees are Mr. Paul Vilcoq, Mr. Stephen Croall, LTG(R) Stephen Speakes, MG(R) Robert Rosenkranz, and MG(R) David Ralston. Nominations are due NLT 16 FEB (page 16-17) and the FM HoF Induction will be held in conjunction with the Senior Force Manager Seminar between 15-17 May 2018.

Thanks for all you do for our Functional Area and for the Army.

MG John A. George

MG John George

Director of Force Development
Executive Agent for Functional Area 50

2008 Russia-Georgia War ~ Lessons Learned

On the morning of August 8, 2008, Russian armored and motorized forces entered South Ossetia and defeated Georgian forces within 48 hours. On 10 August, the Russians attacked Georgia on two fronts, one from Abkhazia, and the other from South Ossetia. The Russian attack was a success resulting in the capture of Gori only 40 miles from Georgia's capital of Tbilisi. International mediators negotiated a ceasefire agreement before Russia could seize Tbilisi and on August 14, Russia began a phased withdrawal of their forces. According to Athena Rogers of the *Demokratizatsiya Journal*, the Russians were able to secure their strategic objectives of ending Georgian sovereignty over South Ossetia and Abkhazia and managed to "assuage its own fears regarding further NATO expansion into the post-Soviet space."¹ In five days, the Russians were essentially the primary power broker in the region.

The instability in North Ossetia and Abkhazia as an excuse to stage troops and equipment, essentially a force projection platform for the Russians. Six months prior to the start of the 2008 Russia-Georgia War, Russia deployed troops to the area masquerading as railway repair units and peacekeepers. Through the guise of peacekeepers, railway repairers and a large training exercise, the Russians were not only able to stage troops, but also stage strategically important military equipment such as air defense and artillery systems.

Combined arms maneuver overwhelmed Georgian forces despite Russian antiquated

1 Bryce-Rogers, Athena. "Russian Military Reform in the Aftermath of the 2008 Russia-Georgia War." *Demokratizatsiya*; Washington 21.3 (Summer 2013): 345.

equipment. According to Bryce Rogers, roughly 10-15 percent of Russian armaments were considered modern in late 2008.² Many Russian tanks and armored vehicles proved antiquated and suffered breakdowns from North Ossetia into Georgia. Moreover, Russian tanks lacked critical capabilities such as night vision; thermal imaging; GPS; and identification, friend or foe. Russian artillery relied on mass fires due to lack of GPS and precision guided munitions. Despite unmodernized equipment and poor quality Command, Control, Communications, Computer, Intelligence, Surveillance and Reconnaissance (C4ISR) systems, the Russians provided enough support to the maneuver forces using air, naval and artillery assets that was irresponsible and disconnected, yet efficient enough to overwhelm the Georgian military and force their retreat to Tbilisi.³

The maneuver was not the only Russian force to experience deficiencies. Russian Command and Control systems and support equipment was inferior when compared to near peer competitors. Russian support forces lacked counterbattery radars, ineffective Suppression of enemy air defense (SEAD) capability, no access to satellite imagery and a shortage of unmanned aerial vehicles.⁴

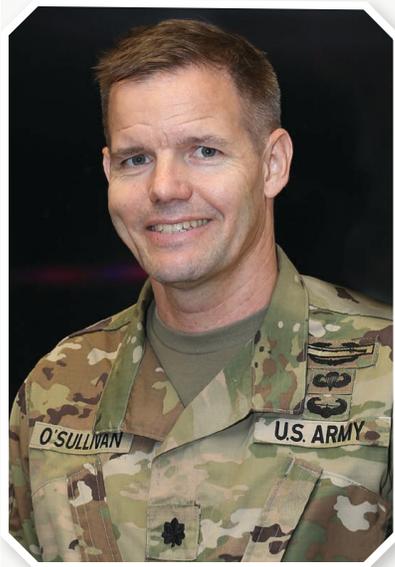
Information operations and cyber warfare played a major part in shaping both the operational and strategic environment in favor of Russian decisive victory. At the strategic level, Russia executed a combined political-

2 Ibid 340.

3 Ariel Cohen & Robert Hamilton. "The Russia Military and the Georgia War: Lessons Learned and Implications." 2011. <https://ssi.armywarcollege.edu/pubs/display.cfm?pubID=1069>

4 Carolina Vendil Pallin & Fredrik Westerlund. "Russia's war in Georgia: lessons and consequences." 2009. *Small Wars & Insurgencies*, 412.

MESSAGE FROM THE PDO CHIEF



LTC Tim O'Sullivan
Chief, FA50 PDO

Teammates,

Happy New Year! I would like to welcome the 21 new officers that just joined our ranks as Force Managers. The past quarter has been very productive for the Personnel Development Office with the completion of the Broadening Opportunities Panel, brown bag lunches to discuss the FA 50 surveys, sourcing the MAJ/LTC Worldwide Individual Augmentation System (WIAS) deployments, and welcoming our newest batch of FA 50s into the career field.

Thanks to everyone that participated in the FA 50 Surveys. Based on the survey results, the PDO will continue to host brown bag lunches with the dial-in option for outstations. On 9 January we discussed different FA 50 Jobs. On 14 February, there will be a session on Army Selection Boards. In March, we will have a session on Global Force Management.

Included in this issue is the latest map showing active duty FA 50 Authorizations (page 28). While our total number of authorizations remain nearly the same as FY18, the positions are shifting to outside the Pentagon. Major authorizations are expanding with new Security Force Assistance Brigades, FORSCOM, and RDECOM.

This upcoming quarter will accelerate as the summer assignment slate is completed, the start of a new FA 50 Qualification Course, the PDO receives nominations for the Army Force Management Hall of Fame, and prepares for the Senior Force Management Seminar scheduled for 15-17 May 2018.

Please don't hesitate to contact me at 703-545-1807 or at timothy.r.osullivan.mil@mail.mil. I'm available to provide career advice or hear any ideas you have to make our career field better.

Thanks, and remember this is our Functional Area. Your contributions are vitally important to the impact we have today, tomorrow, and for years to come.

Chief, FA 50 Personnel Development Office

Tim O'Sullivan

ARMY STRONG!!!

military Information Operations strategy that essentially isolated Georgia from its western partners. Despite the relative absence of “typical information elements” of contemporary warfare, cyberspace played a significant, if not decisive, role in the conflict, as an “object of contestation and as a vector for generating strategic effects



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.

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www.fa50.army.mil

and outcomes.”⁵ The Russians attacked many Georgian websites with distributed-denial-of-service as well as other forms of malicious hacking. Direct kinetic strikes against critical Georgian communication facilities along with SIGINT and electronic warfare crippled Georgian tactical communications and severely restricted strategic communication.

2014 Russian Military Capability

Although the Russians achieved their strategic goals during the 2008 Georgia war, the war exposed many military deficiencies and proved Russian military capability was “largely inefficient for 21st century warfare.”⁶ On 14 October 2008, then Defense Minister Anatoly Serdyukov announced radical reforms to the military to address the capability gaps exposed by the Georgian war. Serdyukov’s sweeping changes reformed every aspect of Russian military. His vision was a streamlined, technologically advanced, fully manned, highly trained professional force. Key reforms included: force reduction to one million by 2012, replacing division structure with brigades under strategic territorial commands, improving collective training and military education system, interoperability between military branches, and a 189 billion dollar modernization program running from 2008 through 2015 with a 70 percent modernized force by 2020.⁷

In March of 2014, almost six years after the five-day Russia Georgia war, pro-Russian demonstrators with the assistance of Russian

5 Ibid.

6 Bryce Rogers, 365.

7 Ibid, 361.



Russian Modernization continued from page 5

intelligence agents and special forces seized government buildings in Donetsk, Luhansk, Slovyansk, Kharkiv, Kramatorsk, Horlivka, and the Black Sea port of Mariupol.⁸ Although there was much speculation that Russia was involved in Ukraine's internal upheaval, it was not until unmarked Russian forces seized key positions in Crimea and made it clear that Russia not only supported separatist actions, but was also militarily involved in Ukrainian affairs.

Seizure of Crimean key areas by unmarked Russian forces sparked a war that showcased Russian military modernization and capabilities. LTG H.R. McMaster, then Director of the U.S. Army Capabilities Integration Center (ARCIC) and Deputy Commanding General of TRADOC testified to the Senate Armed Services Committee in April 2016 about Russia's military capability. He described Russia's high degree of technological sophistication that included unmanned aerial systems, offensive cyber, and advanced electronic warfare capabilities. McMaster went on to describe other modernization efforts that gave Russia an advantage over current U.S. military capabilities. These efforts include lighter and more agile armored vehicles, and a variety of rocket missile and cannon artillery systems that outrange and are more lethal than U.S. Army artillery systems and munitions.⁹ Russia munitions have advanced incredibly also. Phil Karber, the President of the Potomac Foundation points out the fact that Russians are using thermobaric warheads; weapons that are composed almost entirely of fuel and burn longer and with more

intensity than other types of munitions. He stated that:

"In a 3-minute period...a Russian fire strike wiped out two mechanized battalions [with] a combination of top-attack munitions and thermobaric warheads. If you have not experienced or seen the effects of thermobaric warheads, start taking a hard look. They might soon be coming to a theater near you."¹⁰

Hybrid war is Russia's new generation paradigm for warfare. U.S. war theorist Hoffman describes hybrid warfare as a range of "different modes of warfare including conventional capabilities, irregular tactics, and formations, terrorist acts including indiscriminate violence and coercion and criminal disorder."¹¹ Karber and Thibeault note that Russia's new generation warfare makes use of insertion of agents, classic "agitprop" or political propaganda and information operations to not only exploit public class differences, but to compromise government officials.¹² Russia tacitly used proxy groups such as the Cossacks, Night Wolves (motorcycle gang of Russian nationalists), and thugs as means of conducting irregular warfare. Using proxy paramilitary groups is Russia's way of weakening its opponents from within its opponent's own borders without direct Russian state involvement. This not only allows Russia to save international face, but also serves to delegitimize its opponent's government. Chris Donnelly, then the director of the Institute for Statecraft

8 Phillip Karber and Joshua Thibeault. "Russia's New Generation Warfare." 2016. The Potomac Foundation. <http://www.thepotomacfoundation.org/russias-new-generation-warfare-2/>

9 "The Secret U.S. Army Study that Targets Moscow: A quarter century after the cold war, the pentagon is worried about Russia's military prowess again." 14 APR 2016.

10 Woodford, Shawn. "Mass Fires vs. Precision Fires on the Battlefield of Tomorrow." <http://www.dupuyinstitute.org/blog/2016/07/20/mass-fires-vs-precision-fires-on-the-battlefield-of-tomorrow/>

11 Bartles, Charles K. "Getting Gerasimov Right." *Military Review*. January-February 2016. 34.

12 Hoffman F. "Hybrid vs. Compound war." <http://www.armedforcesjournal.com/hybrid-vs-compoundwar/>

describes Russian use of asymmetric warfare techniques as:

“a form of warfare that integrates the use of conventional and unconventional force; integrates the use of force with nonmilitary tools of war- cyber, economic, political; integrates the whole with an immensely powerful information warfare program; changing the nature of conflict. The aim of the whole operation is to break the integrity of the state-in this case Ukraine-before there is any need to cross its borders with an invasion force and trigger an article 5 situation.”¹³

On 26 February 2013, Chief of the Russian General Staff Gen. Valery Gerasimov published “The Value of Science Is in the Foresight: New Challenges Demand Rethinking the Forms and Methods of Carrying out Combat Operations” in *Voyenno-Promyshlennyy Kurier*. This article, known by the west as Gerasimov’s doctrine, lays out future Russian warfare. Blurring the lines of lines war and peace, the Gerasimov doctrine uses Western ideals associated as means of avoiding wars such as economic sanctions, disruption of diplomatic ties and political and diplomatic pressure as tactical measures of war.¹⁴

U.S. Army Implications

In early 2016, ARCIC initiated the Russian new Generation Warfare study based on the sophistication and effectiveness of the Russian military capability showcased in the Ukraine and how these advances might influence future warfare. Russia displayed an impressive

¹³ <https://publications.parliament.uk/pa/cm201415/cmselect/cmdfence/358/35805.htm#n39>

¹⁴ Bartles Charles K. and Roger N. McDermott. “Russia’s Military Operation in Crimea Road- Testing Rapid Reaction Capabilities” *Problems of Post-Communism*, vol. 61, no. 6, November–December 2014, p46

arsenal of military capability not shown in 2008 Georgia war. This included advent of new long-range precision strike capabilities, integrated air defense systems, maritime anti-access weapons, information operations, and cyber warfare. For the U.S. to succeed in securing future National interests, the Army must evolve in both materiel and non-materiel solutions to address capability gaps in entry operations, fires synchronization, and coordination and combined arms maneuver.

Entry Operations

Before military entry level operations commence, Army planners should incorporate psychological, informational, and other nonmilitary measures prior to phase I operations. A paradigm shift away from conventional entry operations is critical in future conflicts. Army planners should shape the battlefield by attacking with all aspects of National power, to include media, economic, and diplomatic tools. According to Fedyk of the *Small Wars Journal*, “Current U.S. doctrine demonstrates a poor appreciation for this kind of warfare, which is too rigidly focused on traditional military operations.”¹⁵

For successful entry operations, Army force managers should consider creating a new force structure designed solely for the joint capability of forcible entry operations. The force structure design should accomplish forcible entry operations as defined in JP 3-18 as the ability to “seize and hold a lodgment against armed opposition.”¹⁶ The new force structure should have the capability to operate within

¹⁵ Fedyk, Nicholas. “Russian “New Generation” Warfare: Theory, Practice, and Lessons for U.S. Strategists.” May 4, 2017. <http://smallwarsjournal.com/jrnl/art/russian-%E2%80%9Cnew-generation%E2%80%9D-warfare-theory-practice-and-lessons-for-us-strategists-0>

¹⁶ Joint Forcible Entry Operations, JP 3-18. 2008. I-1.



Russian Modernization continued from page 7

the principles for forcible entry operations: the ability to achieve surprise, control of the air, control of the space, electromagnetic spectrum management, sea control, isolate the lodgment, gain and maintain access, neutralize enemy forces, expand the lodgment, and integrate supporting operations.

Combined Arms Operations

Army force managers should produce training, doctrine and organizational solutions for the capability to fight and win in a hybrid war. This is a difficult paradigm shift for conventional army forces to first understand hybrid war, second adjust doctrine, and Tactics, Techniques and Procedures (TTPs), and third replicate hybrid warfare training conditions. The Army's conventional forces should train to understand hybrid war theory, operate against psychological misinformation operations, electrical warfare jamming/spoofing conditions, and GPS/communication degraded operations. Moreover, conventional forces should train to combat irregular forces to include paramilitary and criminal gangs. Gone are the days of force on force fighting. The Army conventional forces need to prepare for the future fight, which will be comprised of a vast array of Military and Civilian capabilities, a mix of high and low-tech equipment, and a mix of conventional and irregular forces.

Combined arms operations should incorporate the different modes of hybrid warfare capabilities within conventional forces at the tactical level. The Brigade Combat Team (BCT) should have the capability to work with paramilitary groups and irregular forces, conduct mass media and active IO operations, and conduct full spectrum electronic warfare to include computer hacking

and communication jamming. The multi-domain battle concept is the Army's strategy to address hybrid warfare capabilities gaps as it:

“Calls for ready ground combat forces capable of outmaneuvering adversaries physically and cognitively through extension of combined arms across all domains... at the tactical and operational level commanders will use cross-domain fires and information warfare to enable the opening of successive and/or simultaneous windows in depth to allow maneuver to positions of relative advantage.”¹⁷

Although the multi-domain battle concept is a good start at addressing hybrid warfare capabilities; a more integrated Doctrine, Organization, Training, Materiel, Leadership and education, Personnel, Facilities, and Policy (DOTMLPF-P) solution across all domains and joint services is needed to support the concept.

Fires Integration and Synchronization

Army force managers should consider materiel solutions to solve current Russian Fires overmatch. LTG McMaster, then the head of ARCIC, stated, “Russian artillery overmatch is from a combination of longer-ranged artillery backed by the targeting capabilities afforded by hordes of unmanned aerial vehicles.”¹⁸ Tactical and organizational solutions may decrease the overmatch, however to ameliorate this problem the Army needs to invest in larger caliber, more efficient artillery weapons platforms and munitions that can receive and process observer data across the multi-domain

¹⁷ “Multi-domain Battle: Combined Arms for the 21st Century.” http://www.arcic.army.mil/App_Documents/Multi_Domain_Battle.pdf

¹⁸ Woodford, Shawn. “Mass Fires vs. Precision Fires on the Battlefield of Tomorrow.” <http://www.dupuyinstitute.org/blog/2016/07/20/mass-fires-vs-precision-fires-on-the-battlefield-of-tomorrow/>

battlefield. The Russians proved that field artillery modernization can occur in six years. For the Army to modernize in this short of time span will require major acquisition reforms and a precise requirements strategy.

Cross domain fires is the Army strategy to combat the Russian fires overmatch. The strategy addresses DOTMLPF-P solutions across the five domains of maritime land, air, cyber, and space in conjunction with the joint services. Cross domain fires initiatives include: training and certifying more joint forward observers, develop a hypervelocity projectile multi-mission munitions, expediting the acquisition and fielding of the brigade and below Counter Unmanned Aerial Systems (C-UAS) capability, develop directed energy weapon systems, designing ranges, simulators and virtual reality trainers for SEAD.¹⁹

Conclusion

The 2014 Russia Ukrainian war showcased Russia's military modernization effort since 2008. During the Georgia war, Russian military was comprised of antiquated equipment, Soviet-era tactics, inability to conduct precision fires, clumsy C4ISR, lack of counterbattery radars, ineffective SEAD capability, no access to satellite imagery, no GPS capability, and a shortage of unmanned aerial vehicles. The 2014 Ukrainian war unveiled a modern Russian military with U.S. capabilities overmatch in the areas of fires synchronization, information operations, and cyber warfare. Russian field artillery systems are now precision guided and can outrange U.S. Field Artillery cannons, rocket, and missile fires.

Gerasimov's doctrine, Russia's new generation warfare model, will pose problems for the U.S. conventional forces as the lines of war and peace will be blurred. Russia's new generation warfare is a method of hybrid warfare utilizing a wide array of capabilities to include civilian infrastructure, a mix of high and low-tech military equipment, mixture of conventional and irregular forces, media misinformation operations, social media attacks, and psychological and cyber tactical operations to shape the environment and win in a decisive action.

For successful future entry operations, the Army should incorporate psychological, informational, and other nonmilitary measures to shape the battlefield during Phase 0 operations. The Army should also consider designing a new force structure solely for the joint capability of forcible entry operations. This is critical as forcible entry operations are not only inherently difficult, but the U.S. should expect fully modernized Russian Anti-Access/Area Denial (A2/AD) and tactics to deny U.S. lodgment.

Army force managers should consider an adjustment to training, and doctrine to support an organizational solution for the capability to fight and win in a hybrid war. Combined arms operations should incorporate the different modes of hybrid warfare capabilities within conventional forces at the tactical level. Multi-domain battle space concept should address BCT capability to work with paramilitary groups and irregular forces, conduct mass media and active IO operations, and conduct full-spectrum electronic warfare to include computer hacking and communication jamming.

¹⁹ Howard, James. "Future Army Cross Domain Fires: Bridging tomorrow's implications with initiatives today." *Fires*, May-June 2017. 26.



To win decisively in a future fight, a materiel solution in response to current Russian overmatch is critical. This solution should encompass the principles of cross domain fires with long range precision fires capability in conjunction with other joint services.¹⁰

Sources not directly cited.

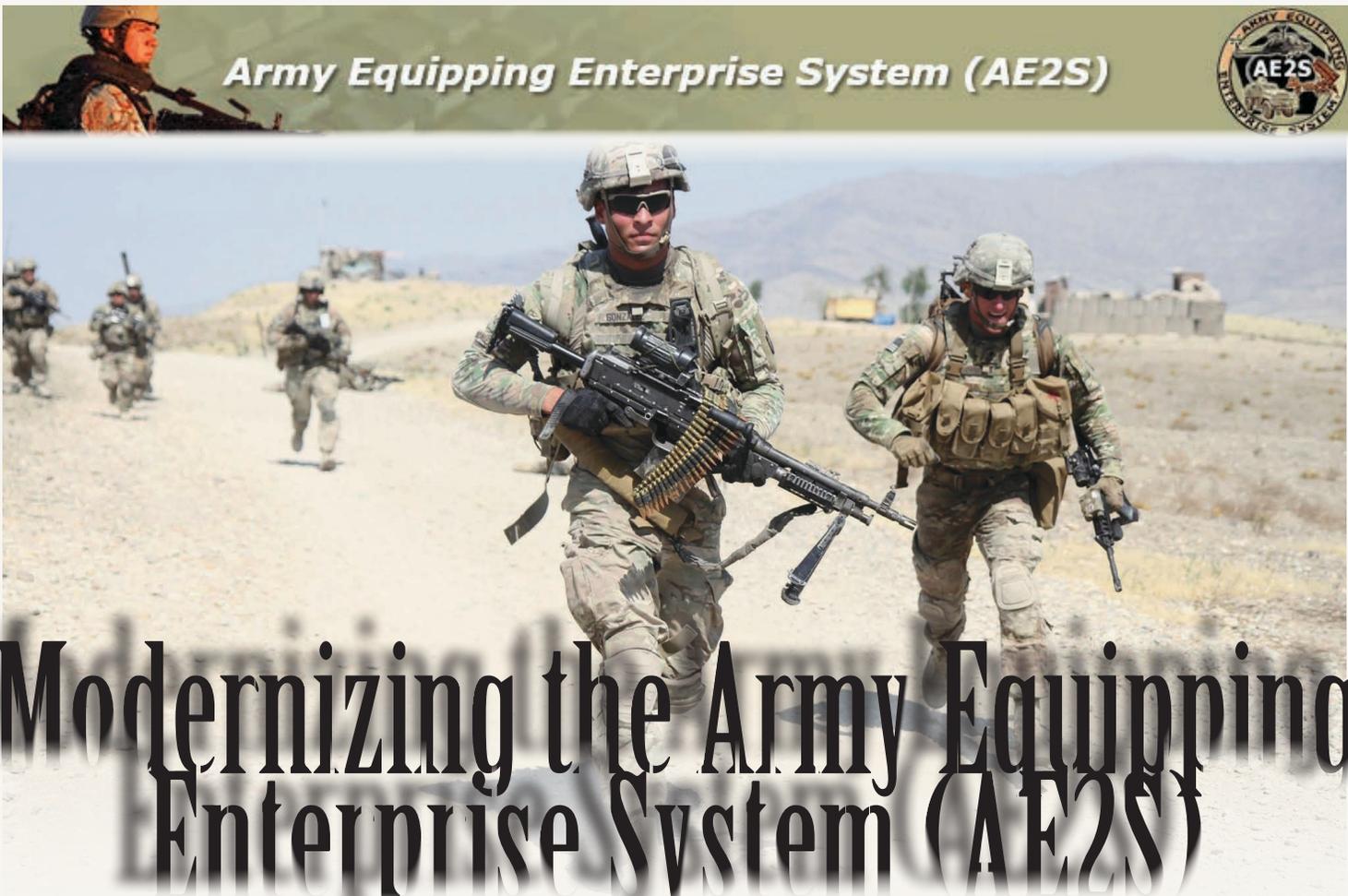
“Little Green Men: A primer on Modern Russian Unconventional Warfare, Ukraine 2013-2014.” The United States Army Special Operations Command Fort Bragg, North Carolina, 58.

<http://www.politico.com/magazine/story/2016/04/moscow-pentagon-us-secret-study-213811>

Ronald J. Deibert & Rafal Rohozinski & Masashi Crete-Nishihata. “Information shaping and denial in the 2008 Russia–Georgia war.” Security Dialogue, sagepub. co.uk/journalsPermissions.nav DOI: 10.1177/0967010611431079 sdi.sagepub.com, 375.

Major Antonio Daschke, U.S. Army National Guard, is currently serving as the Army National Guard Field Artillery Organizational Integrator at the National Guard Bureau, Arlington Virginia. He holds a B.S. from Appalachian State University and an M.A. from Liberty University. During his career, Major Daschke served numerous assignments within the Army National Guard to include Battalion S3, 5-113th Field Artillery Battalion; Deputy Commander, North Carolina Recruiting and Retention Battalion and Sourcing Officer, Army National Guard, G3 Mobilization Readiness Division.





Army Equipping Enterprise System (AE2S)



Modernizing the Army Equipping Enterprise System (AE2S)

Change is coming. . .

by MAJ R. Clayton McVay

Many members of the Force Development community use the Army Equipping Enterprise System (AE2S) as part of their daily job. Over the course of the coming year, a more capable and user-friendly AE2S will replace the system we use today.

Today, AE2S consists of a collection of applications designed to address the multiple needs of the Force Development community. You may be familiar with some of AE2S's applications: FDIIIS, Equipment Books, PM Available, EquipFor, Transparency, SPAR, and the Reports Management Section. While these applications may appear haphazard in function, capability, and appearance, they are all connected – or at least are intended to be.

AE2S Users

- SSOs
- Budget POCs
- DASCs
- Program Managers
- Army Reserves
- Army National Guard
- Command Managers
- Supplemental Managers
- LIN Managers
- Strategy Analysts

In 2015 the Army G-8 commissioned a system assessment of AE2S. That study outlined three major findings. First, AE2S is inefficient and unnecessarily costly. Second, as currently constructed, AE2S often drives our business practices rather than facilitating them. Lastly, as many of us can attest, the AE2S user experience is

AE2S continued on page 12

Organizational Stakeholders
 EE PEG
 Force Development (FD)
 Army Budgeting Office (ABO)
 Program Analysis and Evaluation (PA&E)
 Army Reserves
 Army National Guard
 LOGSA
 LMI
 FMSA
 G-3/5/7
 G-4
 ASA(ALT)
 TRADOC

poor. These results became the driving force to improve AE2S. Those efforts will start to become apparent to the Force Development community over this coming year.

AE2S Moves to the Cloud

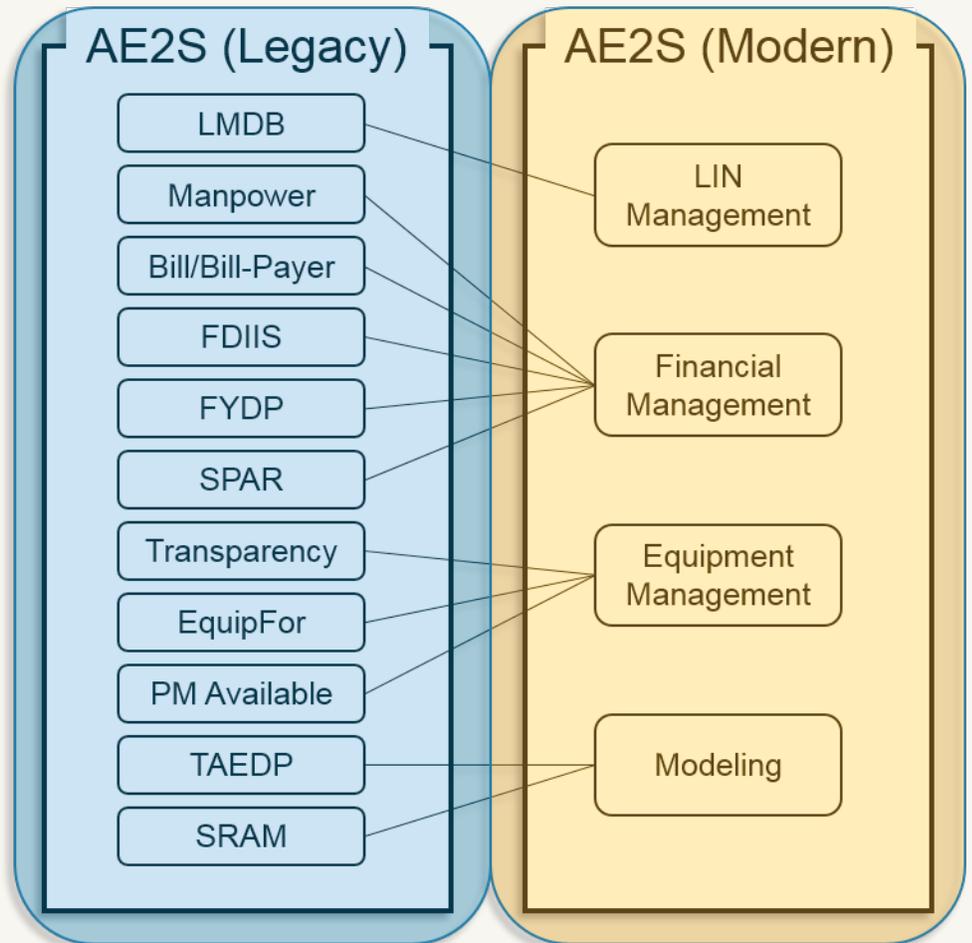
In its current form, AE2S is maintained on a series of stacked servers in the basement of a building on FT Belvoir. A small team of engineers maintain the equipment, the software, and the data. The modernized AE2S will be on the cloud, housed under PA&E’s soon-to-be-released cPROBE environment, on Amazon Web Services. Moving forward, PA&E and FD have partnered to combine like efforts and share resources.

The modernized AE2S will no longer be a standalone application (or a series of standalone applications) but rather will be

web based. Any NIPR-networked computer will have access to AE2S. One of the advantages to a web-based system housed on the cloud is that during peak usage times the environment can expand to meet demand.

An Intuitive Simplified Structure

Gone are the days of having a collection of AE2S-specific icons on your desktop. The modernized AE2S will have four web-based modules in one location: Financial Management, Equipment Management, Line Item Number (LIN) Management, and Modeling. Much as before, depending on your job, you will be granted access to one or multiple modules within the system. Within these modules and depending



AE2S continued from page 12

on your assigned role, you'll have access to the necessary views and functions in order to do your job.

FDIIS users will be comfortable with the expanded role of the "course of action (COA)" feature within the modernized AE2S. Today FDIIS uses COAs to capture options senior leaders can visualize prior to committing to adjustments in funding. Once approved, these COAs are aggregated and then applied to the base funding position. This same overarching concept will remain consistent across the Financial Management, Equipment Management, and LIN Management modules.

Better User Experience

To use AE2S, users will navigate to a web address using either Microsoft Explorer or Mozilla

Firefox. A customizable homepage will greet them that allows for multiple ways to navigate the system. Depending on a user's role, he/she will be presented with optional widgets that one can move, arrange, or resize to fit his/her needs. These widgets will display current positions, action items, alert messages, and allow for quick access to specific areas as needed. Over time additional widgets will be built and deployed based off users' needs.

The look and feel of the new system will remain consistent across the four modules. Menus, color schemes, font type, and reference information will all have the same look and feel. Additionally, users will only view data and functionality relevant to his/her job similar to how AE2S today works.

Unlike the old system, AE2S users will now be able to display reference data relevant

The screenshot shows the AE2S Army Enterprise Equipping System homepage. The browser address bar displays "https://52.222.116.39". The page header includes the AE2S logo and "ARMY EQUIPPING ENTERPRISE SYSTEM | ARMY G-5". The user is logged in as Robert McVay.

My Homepage

- Open COAs:** PPT COA 3.0 (Lock Date: Wed Feb 28 2018), PPT COA 2.0 (Lock Date: Tue Jan 30 2018).
- Alert Center:** You have no alerts!
- External Links:** Army Knowledge on Line, OSD Budget Materials, US Army Budget Materials, eProbe Data Warehouse, USA Force Management Agency.
- Default Scenario COAs:** PPT COA 3.0 (Lock Date: Wed Feb 28 2018), PPT COA 2.0 (Lock Date: Tue Jan 30 2018).

Position Information

View Position: High

PROBE Position: BESPOM1822PF1.0 released at 4/7/2020, 12:00:00 AM

	2018	2019	2020	2021	2022	POM Total
PROBE	47492338	44867505	47559800	47630753	47779880	235330276
AE2S	47492338	44867505	47559800	47630753	47779880	235330276
Delta	0	0	0	0	0	0

Upcoming Events

- August 30, 2017:** Required Financial Management Training. Training will be held in the force management center at 8am. Email the AE2S training administrator.
- September 30, 2017:** Downtime for system maintenance. AE2S will be down for regular system maintenance. Email the AE2S administrator for questions.

AE2S continued on page 14

The screenshot shows the AE2S Financial Summary interface. The browser address bar indicates the URL is https://52.222.116.39/financial/summary. The interface includes a navigation menu on the left with options like Home, Documents, and Financial Management. The main content area displays the Financial Summary Data table and the Financial Detail Data table.

Financial Summary Data

BESPOM1822BCAPF2.0 Show BOB Data	FY18	FY19	FY20	FY21	FY22	POM
BO 1 BaseLine	882,648	745,421	695,950	629,344	626,594	3,579,957
Adjustments	0	0	0	0	0	0
Proposed	882,648	745,421	695,950	629,344	626,594	3,579,957
UFR	312,001	93,392	120,259	113,213	107,722	746,587
Supp	0	0	0	0	0	0

Financial Detail Data

Root (28)	FY18	FY19	FY20	FY21	FY22	POM
BLACK PROGRAM MISSILES	45,064	36,864	6,000	0	0	87,928
CARBINE	145,692	126,958	98,540	52,467	47,024	470,681
COUNTER DEFILADE (CDTE)	57,629	12,283	18,888	16,452	10,191	115,443
CANALINE (INCL. FROM COMPO)	274,545	106,499	103,237	105,094	85,450	674,825

to the task at hand. For example, if a Staff Synchronization Officer (SSO) is adjusting his/her COMPO allocations during a collection period in the Equipment Management module (previously done in the EquipFor application) he/she will now be able to simultaneously view previously-planned LIN Quantity Amount (LOA) for that same LIN from the Financial Management module.

The modernized AE2S eliminates the need for double data entry thus eliminating input errors and ambiguity. What was previously called PM Available and Transparency will now be combined into a single function to reduce double data entry.

One new feature of the Financial Management module allows SSOs the ability to manage funding data at a KEY4 level, removing the need to enter COMPO values before decisions have been made. Previously, in the

legacy FDIIS application, SSOs were required to distribute funding at the COMPO level even if the specific COMPO-level funding has not yet been determined. This often led to frustration from the Army Reserves and National Guard as COMPO-level funding fluctuated over time during the planning phase of the Planning, Programming, Budget and Execution (PPBE) process.

The Timeline

In December 2017, a team of several individuals tested a beta version of the Financial Management module of AE2S. Beginning in January 2018, expanded pilot groups will continue testing beta versions of the Program Objective Memorandum build within Financial Management concurrent with FDIIS. For each additional beta release, LIN and Equipment Management in April 2018 and System Modeling

FELLOW FA50'S-- PLEASE JOIN ME IN CONGRATULATING THE FA50S SELECTED FOR THE SENIOR SERVICE COLLEGE AND THE FY19 CENTRALIZED SELECTION LIST!

FA50 officers selected for Senior Service College (AY2018-2019):

COL ARELLANO, JOEL R.

LTC HALL, MICHAEL L.

LTC (P) HALLORAN, JAMES M.

LTC JONES III, ROBERT L.

LTC(P) LIGGETT, JASON S.

LTC O'SULLIVAN, TIMOTHY R.

LTC PARRISH, JOSHUA G.

LTC POLOVCHIK III, GEORGE
(RE-VALIDATED)

LTC(P) BONDRA, CRAIG J.
(ALTERNATE)

LTC SMITH, DONALD E.
(ALTERNATE)

.....

Centralized Selection List

COL Principal list:

COL ARELLANO, JOEL R.

LTC(P) HALLORAN, JAMES M.

LTC(P) LIGGETT, JASON S.

LTC(P) OLSON, MATTHEW N.

COL Alternate list:

LTC(P) BONDRA, CRAIG J.

COL CRUMP, SCOTT A.

COL FAIRCLOUGH, WILLIAM M.

LTC(P) HORN, WILLIAM "Chip" V.

LTC Principal list:

LTC BROWN, TEMARKUS M.

MAJ(P) CASEY, THOMAS W.

LTC COYLE, CASEY D.

LTC MIJARES, JAMES R.

LTC WOODRUFF, ROBERT J.

LTC Alternate list:

LTC BROWN, STEPHEN S.

LTC DABOLT, JOHN H.

LTC DECICCO, MICHAEL

LTC FURNE, CHAD W.

LTC LOWE, DAVID W.

MAJ(P) MALONE, CHEVELLE P.

MAJ(P) MUSEL, ALEXANDER J.

LTC OVERSTREET, RANDY T.

LTC ROGNE, DANIEL J.

LTC WOODS, KENNETH T.

This achievement is a tribute to their outstanding accomplishments, performance of duties, and potential for service as strategic leaders in our Army. Congratulation on a most well deserved selection! Well done!

V/R *MG John George*



“HoF”

FA 50 FORCE MANAGERS HALL OF FAME NOMINATION 2018

The FA 50 PDO is announcing nominations for personnel to be inducted into the Force Management Hall of Fame. The U.S. Army Force Management Hall of Fame (FM HoF) is an official activity of the Office of the Deputy Chief of Staff, G-8, U.S. Army, Pentagon.

The Chief, Functional Area 50 Personnel Development Office acts as a non-voting Recording Secretary, Hall of Fame Historian, and Curator of the U.S. Army Force Management Hall of Fame.

Established by the G-8 in 2004, the Force Managers Hall of Fame recognizes Military and Civilian personnel who have made significant and lasting contributions to the Army as leaders and practitioners of the art and science of Force Management.

In the fall of 2004, the Army G-8 asked the Director of Force Development to develop the G-8 hallway display including the Army Force Management historical murals (1900 to the present) and the accompanying Force Managers' Hall of Fame (FM HoF).

In 2005, the DA G-8 unveiled the murals along with the initial HoF honorees. In May 2008, the second FM HoF class (MG(R) Kroesen, COL(R) Whittle, and Mr. Lowery) was inducted in a ceremony hosted by the G-8. GEN Starry was inducted in June 2010; in 2012 LTG(R) Speakes, Mr. Croall and COL(R) Vilcoq were added. In 2014 MG(R) Rosenkranz was inducted, and the last ceremony conducted in May 2016 MG(R) Ralston was inducted.

In 2009, the Director of Force Development made the FM HoF a bi-annual event.

The next FM HoF Induction will be conducted in conjunction with the Senior Force Managers Seminar, May 2018.

The board of directors for the HoF are:

- Deputy Chief of Staff, G-8 – President of the Board
- Director, Force Management, G-3/5/7
- Director, Force Development, G-8
- Director, Force Programs, Office of the Chief of Army Reserve
- Director, Force Management Division, Army National Guard
- Director, Plans and Resources, G-1 (CP26 Functional Chief Rep)
- Serving FA 50 General Officers

Nomination Criteria for the FM HoF, is as follows:

- Military or Civilian, living or otherwise, who have made a significant, recognizable, and lasting contribution to Army Force Management Community.
- After 2012, nominees must have been out of federal service (Military and/or Civilian) for at least two years.
- Only one nominee will be selected for each induction ceremony.
- Timeframe is from approximately 1900 to the present, i.e., the timeframe covered by the historical murals.

HoF continued on page 17

- A “significant contribution” is characterized by actions above and beyond expected duty performance that materially enhance the practice of Army Force Management or benefit the force management Community. It may take the form of a single significant act or, more likely, it can be the result of a career of dedicated service. (Attainment of high rank does not itself constitute a significant contribution.)
- An example copy of a nomination packet will be available upon request to the PDO.

On January 4, the FA50 PDO sent out more details by email directly to the Force Management community including:

HODA G-3/5/7 FM

HODA G-1 CP26 FCR

OCAR Chief Force Programs

ARNG Chief Force Management Division

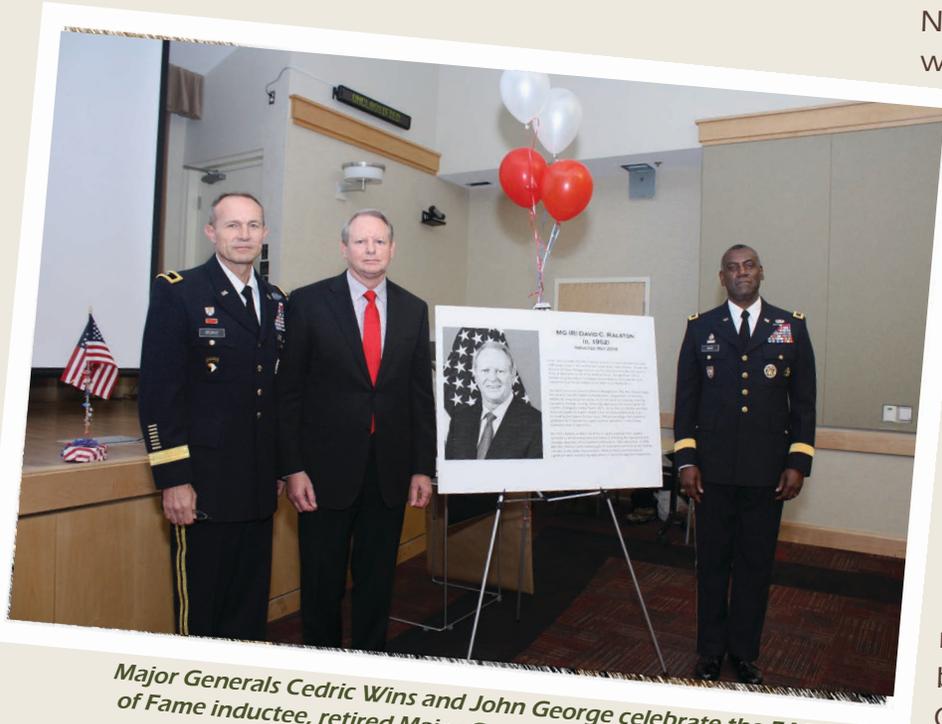
The Army Force Management School

Past Honorees

In addition, the request for nominations will be published on the FA 50 and the MilSuite websites.

Nominations are submitted as a memo with a detailed justification NLT 16 February 2018 to the FA 50 PDO, Attn: Dr. Ginette A. Braziel. The selection committee convenes the first week of March 2018.

The PDO will recommend a slate of honorees to an FA50 Council of Colonels (CoC). With the CoC concurrence, the PDO will package a recommendation for simultaneous 2-star endorsement by the G-8 FD, G-3/5/7 Director FM and G-1 Director PR/Functional Chief Representative (Mr. Wallace). Final approval will be requested from the G-8. The event will be held in the Pentagon Conference Center (PCC) during the Senior Force Management Seminar. All FA 50's and CP26s personnel located in the Pentagon are highly encouraged to attend.



Major Generals Cedric Wins and John George celebrate the FA50 Hall of Fame inductee, retired Major General David C. Ralston in 2016.

Dr. Ginette A. Braziel
FA50 PDO Program Manager



The Four B's – be bold, be brief, be gone, and be forgotten

by COL Dan Friend

Throughout most of my military career I lived by the communications adage “be bold, be brief, and be gone”. This maxim served me well communicating ideas in the most efficient and effective way possible in an environment that emphasizes formal, no nonsense, active voice communications.

Presenting your BLUF—Bottom Line Up Front—is critical for rapid consumption and dissemination of information, especially when time is of the essence. However, the same method that facilitates internal communications and decisions so well in the military environment often falls short in connecting with external audiences. Leaders who use these time-honored techniques, often miss opportunities to have their messages resonate, and run the risk of audiences retaining little of what they heard and focusing on the next item on their agenda.

So how can you avoid this trap and get your points to stick in today's information saturated environment? You make the message personal and you use narrative, a story, to convey the message. The story is not just a conveyance to help your audience understand your message, but it helps make your message memorable and transforms your audience into advocates who continue to project and spread these ideas.

In the Advanced Management Program at Northwestern University's Kellogg School of Management, prospective Corporate-Suite leaders spend over 10 hours honing the art of storytelling. Clinical Professor of Leadership Michelle Buck encourages executive students to develop a “Big S” story, or the major theme, supported by personal “Little S” stories that connect with the audience and make the engagement memorable.

To illustrate this concept, former CEO Jack Welch didn't just characterize GE as a company that encourages experimentation and learning from mistakes. He told a “Little S” story about how he unintentionally blew up a factory.¹ Mr. Welch painted a picture of glass flying and smoke billowing, and subsequently being summoned by management for his assumed firing, only to be afforded the opportunity to grow from his mistakes to drive home the point that GE is a company that encourages the risk taker. Likewise, Howard Schultz, executive chairman and former CEO of Starbucks, used a “Little S” story about witnessing his father being injured on the job, laid off, and left devastated questioning how to provide for his family, to emphasize how Starbucks believes in the dignity of all employees and provides benefits.² Using these “Little S” stories are a powerful way to convey larger concepts and make engagements easier to recall.

Professor Rives Collins, Northwestern's School of Communications, assists Advance Management Program students determine which stories to tell, and just as critical, how to tell them.

¹ Welch, Jack, and John A. Byrne. *Jack: straight from the gut*. Warner Books, 2003

² Gallo, Carmine. “How Starbucks CEO Howard Schultz Inspired Us To Dream Bigger.” *Forbes*, *Forbes Magazine*, 9 Jan. 2017, www.forbes.com/sites/carminegallo/2016/12/02/how-starbucks-ceo-howard-schultz-inspired-us-to-dream-bigger/

in July 2018, pilot groups will expand to include additional users and roles as needed.

Training

With the roll out of the modernized AE2S, users within the Pentagon can expect to receive training in a classroom/computer lab environment. For those users outside of the Pentagon, live and recorded training sessions will be available utilizing the Defense Collaboration Services (DCS) or an equivalent system. The AE2S Help Desk will continue to support transition from the old to the new system. Those who participated in the pilot group will be able to help those new to the system during their day-to-day interactions. Lastly, user guides will be available to help individuals in their respective jobs as needed. The Force Management schoolhouse will also transition to teaching the modernized AE2S system.

Major R. Clayton McVay is a FA-50 officer within the Headquarters, Department of the Army, G-8. He is currently responsible for the redesign of the Army Equipping Enterprise System. His previous FA50 assignment was as a Staff Synchronization Officer for the Robotics and Soldier portfolios. His past assignments have included brigade engineer, West Point assistant professor, and company commander. He holds a graduate degree from the University of California - Berkeley and an undergraduate degree from the Virginia Military Institute. Any interested individuals who want to learn more about the modernized AE2S can contact MAJ Clay McVay directly at 703-692-6326 or by email at robert.c.mcvay.mil@mail.mil.

The Four B's - continued

Professor Collins preaches long-before-written communications, the most effective communicators were storytellers whose messages were personal and repeatable. Being yourself and delivering your message through personal experiences, not only makes you come across as authentic, but also builds a connection with the audience. And in today's environment, connecting with your audience through effective storytelling is a "differentiating skill that strengthens leaders, brands, and organizations".

So when time is critical and decisions have to be made, by all means revert to those more succinct practices that served you so well. But if you want to build advocates, get your message to stick and have your audience retain information and repeat it to others, don't brief them. Tell them a story.

COL Dan Friend is an Army officer with over 25 years of military experience. He is currently a Chief of Staff of the Army Senior Fellow at Northwestern's Kellogg School of Management.



The Force Management Challenges of Building Army Readiness in the Pacific

by

by LTC Peter Patterson and MAJ Cecil Wolberton

In a recent General Officer Steering Committee, Major General Charlie Flynn, Deputy Commanding General for U.S. Army Pacific (USARPAC), commended the USARPAC Force Managers for “conducting strategic and operational planning for every warfighting function.” Due to the complexity of operating in the Pacific, Force Managers are among the most cross-functional of all branches in the region. The Pacific theater is very diverse, and affords opportunities for working on a myriad of issues. Serving in the Pacific as a Force Management Officer provides exposure to a breadth of Army processes and problem sets.

Flynn continued by further emphasizing the dangers of operating in the region by saying “In the Pacific, maneuver is a distant third priority task to sustainment and communication.” Also, the region is comprised of 36 nations, and contains half of the world’s population. To add further complication, the area is heavily militarized with 7 of the world’s 10 largest militaries and 5 nuclear nations.¹

In the past year, North Korea launched over eighty missiles in its quest to procure a nuclear Intercontinental Ballistic Missile (ICBM) capable of reaching the U.S. Moreover, Kim Jung-un has over one million soldiers postured on the DMZ. Russian bombers aggressively patrol Alaska, Japan, and Guam coastlines. China has militarized the South

China Sea and created man made islands. The region contains violent extremists such as Abu Saif in the Philippines. In fact, over 30 organizations in the Pacific have pledged their allegiance to Islamic State of Iraq and Syria (ISIS). Furthermore, the territory is plagued by earthquakes and tsunamis – nearly 70 percent of natural disaster deaths in the world occur in the Pacific.²

Pacific Command (PACOM) is the largest of six geographic combatant commands (and it borders the other five). The PACOM is supported by multiple component and sub-unified commands. The USARPAC is the Army Service Component Command, and has a broad mission set. It has a homeland defense mission like U.S. Army North, assigned forces like U.S. Army Europe, Theater Security Cooperation and Partner Nation building missions like U.S. Army South and Africa, and contends with the Counter Insurgency and ISIS threat like U.S. Army Central.

Even with the above considerations, Army readiness in the Pacific has atrophied over the past 15 years. Throughout the 1990s, the U.S. Army in the Pacific (specifically on the Korean Peninsula) were some of the best trained and most well equipped Soldiers in our military. In contrast, from 2001-2015, Iraq and Afghanistan were at the center of the Military’s focus. The U.S. Army reallocated a disproportionate

¹ U.S. Pacific Command Website. www.pacom.mil. Accessed Dec 13th, 2017.

² General Robert Brown. Commander, U.S. Army Pacific. Remarks at LANPAC, May 23rd, 2017.

amount of resources to CENTCOM, and away from other priorities. In doing so, the Army reduced capacity for future readiness in other Component Commands such as USARPAC. In addition, USARPAC units routinely deployed to CENTCOM and trained primarily on Counter Insurgency, Advise and Assist, and Improvised Explosive Devices Defeat operations.

As Force Managers, our goal is to be a force multiplier that increases readiness and capabilities of Army units. The Force Management Officers at USARPAC accomplish this by serving as the lead agency for a Headquarters, Department of the Army (HODA) working group that focuses on providing solutions for capability gaps in the Pacific. The Chief of Staff of the Army has elevated the priority of the Army Pacific and focused the Army Staff to ensure forces in the theater have the required resources.

Generally speaking, to provide materiel and personnel solutions to requirements, Force Managers must be well rehearsed in Army processes and tools. A resourcing action must be codified in an Army system to come to fruition. Put simply, these are mechanisms that provide Army leaders visibility and analysis so they can make decisions and allocate resources. For example, Force Managers use the Operational Needs Statement (ONS) to source a commercial off-the-shelf item or a LIN item that is above the authorization of a unit's Modified Table of Organization and Equipment. In some cases, for USARPAC to receive a solution, HODA may have to reallocate equipment from a lower priority unit. To accomplish this, the Army must reestablish the Army

Requirements and Resourcing Board (AR2B). While the name may change, the output is still the same; a decision by 2- and 3-star generals that prioritizes equipment throughout the Army to ensure the right capability is used at the right place and time within Army priorities and accepted risk.

There are those instances when the Army has a requirement for an emerging threat. Examples of these are conducting combat operations in underground facilities, countering enemy Unmanned Aerial Vehicles (UAVs), and cyber-attacks. In this instance, Force Managers require the assistance of the Rapid Equipping Force (REF). The REF specializes in emerging



Soldiers of 3rd Brigade Combat Team, 25th Infantry Division conduct Chemical, Biological, Radiological and Nuclear training at Joint Pacific Multinational Readiness Center during Lightning Forge at Schofield Barracks, Hawaii. Used with permission from 25th Infantry Division PAO.

capabilities and threats. The mechanism for requesting a capability is through the Rapid Equipping Force (REF) 10 liner.

In extreme circumstances, there are those cases when an entire unit is required to fill a capability. In this case, USARPAC submits a Request For Forces to the Joint Staff through Pacific Command for a



Pacific Army Readiness continued from page 21

service agnostic unit to fulfill a required capability. The unit could be of any service, as long as it meets the requirement specified in the request.

Notwithstanding, a leading challenge in the Pacific is the lack of Overseas Contingency Operations (OCO) funding. Unlike USARPAC, USARPAC does not receive OCO Funding nor does it have an OSD-approved Deterrence Initiative fund like U.S. Army Europe. Without a named operation the force management team must come up with creative ways to use Army systems to solve problems. Force Managers must be savvy with Army processes and be well versed across all staff sections to understand the requirements and develop concepts to synchronize people and equipment to fill capability gaps.

Additionally, Force Managers must be familiar with the idiosyncrasies of stationing actions in foreign countries as it pertains to intergovernmental agreements, policies, and political sensitivities. Leaders need to coordinate with external stakeholders and subordinate units; often problems can be solved by collaborating proactively across a diverse group of staff sections.

In the current environment, many requirements are competing for resources. The global demand for weapons and equipment exceeds the available quantity. One of the most important lessons for a Force Manger in the Pacific is understanding the difference between an inventory problem and an allocation problem. The U.S. Army simply does not have the resources to fill every requirement in every place of potential need; there is no increase in funding to procure more equipment. Force Managers must

find creative ways to mitigate risk in areas when the best solution is not available.

In addition, we must balance readiness with modernization. We have requirements to fill now, but we must also accept risk in certain areas to invest in the future. The USARPAC expends a lot of resources into battlefield experimentation by converging land, sea, air, space, and cyberspace domains. In fact, the Army plans to activate a new type of unit called the multi-domain task force in the PACOM area of responsibility. It's certainly a point of friction because we are competing for scarce



Soldiers of 3rd Brigade Combat Team, 25th Infantry Division take a tactical halt during training at the Joint Pacific Multinational Readiness Center during Lightning Forge at Schofield Barracks, Hawaii. Used with permission from 25th Infantry Division PAO.

resources with requirements we need sourced now and requirements we will need sourced in the future.

The challenges in the Pacific cannot be understated. It is a large and diverse region with a heavy military presence. The U.S. Army Pacific has a broad mission set. The theater has an abundance of need and a finite amount of resources. As Pacific Force Managers



USARPAC G38 Force Management Integration. Bottom Left to Right: MAJ Cecil Wolberton, LTC Peter Patterson, MAJ Keith Graham, CPT Dave Eyre. Back Left to Right: Mr. Randy Olson, Mr. Joe Cleboski, Mr. Rusty Cain.

it is imperative to be well versed in Army processes to be able to fill requirements. However, it is also important to balance current needs with needs of the future. In the end, Major General Flynn said “if you cannot sustain and communicate, maneuver is irrelevant because our Soldiers will not survive.” Many important aspects of warfare occur before the battle begins. This includes making sure units are ready and making sure they have the equipment and capabilities they need. These tasks are exponentially more difficult in the Pacific because of the unique challenges in the theater.

LTC Peter Patterson is the Chief of Integration at U.S. Army Pacific. He was previously assigned at the Rapid Equipping Force (REF). He is a '99 graduate of The United States Military Academy, and he has a MS from Troy State University.

MAJ Cecil Wolberton is an Integration Officer at U.S. Army Pacific. He is the lead action officer for All Things Pacific. He is a '05 graduate of The United States Military Academy, has an MBA from UNC Chapel Hill, and a MA from Columbia University.



FA50
Creative Managers of Change

FA 50 HRC Quarterly Update

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

Greetings fellow Force Managers! I am working the 18-02 (Spring/Summer 2018) slate and will be doing the Request for Orders (RFOs) in late January and early February.

The 1st quarter FY2018 VTIP and the Senior Service College (SSC) results have been released and FA50 did very well (see charts below). Congratulations to the Officers selected!

Updating ORB's: Assignment Officers can no longer update Assignment history, Overseas assignment info, and awards on ORBs.



MAJ Michael G. Roe
FA50 HRC Career Manager
michael.g.roe.mil@mail.mil
(502) 613-6681
michael.g.roe.mil@mail.mil

AY 2018-2019 SSC

Name	Rank
ARELLANO JOEL R	LTC(P)
HALL MICHAEL L	LTC
HALLORAN JAMES MARTIN	LTC(P)
JONES ROBERT L III	LTC
LIGGETT JASON SCOTT	LTC(P)
OSULLIVAN TIMOTHY ROGER	LTC
PARRISH JOSHUA GLENN	LTC
POLOVCHIK GEORGE III	LTC

1st Quarter FY18 VTIP

Name	Rank	Cohort YG	Basic Branch
DELEON PAUL N	MAJ	2003	IN
BRITZ JARED W	MAJ	2004	AR
KLATZKO JOSHUA MICHAEL	MAJ	2004	FA
STACY JODY EDWARD	MAJ	2004	LG
ELJDID, ANDREW M.	MAJ	2005	LG
HILL COREY DARNELL	MAJ	2006	FA
BARRERA ERWIN ORLANDO	CPT	2008	LG
FITZPATRICK DAVID J	CPT	2008	AV
HETHERMAN NATHANIEL J	CPT	2008	AR
ROGERS JOSHUA SCOTT	CPT	2008	AG
WILLIAMS DANIEL B	CPT	2008	FA
BERNARD DENISE	CPT	2009	LG
BROOKS MICHAEL MACKENNY	CPT	2009	AG
CAMPBELL CLINTON BRADLEY	CPT	2009	AG
MANDAKUNIS KENNETH LEE	CPT	2009	AG
NEGRONBETANCOURT PEDRO JOSE	CPT	2009	FA
QUENGA JOSEPH A	CPT	2009	LG
ZAPPONE NICKOLAS M	CPT	2009	MP
DUDLEYGOVAN DARRELL SENTELL	CPT	2010	LG
WHITTLE JENNIFER L	CPT	2010	MP
MARTINEZ AGUSTIN	CPT	2011	MI

HRC Quarterly continued on page 25



FA50

Creative Managers of Change

FA 50 HRC Quarterly Update

FORCE MANAGEMENT FORCE MANAGEMENT FORCE MANAGEMENT FA50  FORCE MANAGEMENT

2nd and 3rd Quarter FY 2018 Boards

2nd Quarter			
	CONVENE DATE	RECESS DATE	TOTAL DAYS
LTC MC/DC PSBs and MAJ MC/DC SELCON	9-Jan-18	18-Jan-18	10
COL AMEDD PSBs	17-Jan-18	25-Jan-18	9
BG ARMY PSB	23-Jan-18	29-Jan-18	7
LTC ARMY (OPS, OS, FS, ID) PSBs and MAJ SELCON	24-Jan-18	16-Feb-18	24
RESERVE COMPONENTS LTC APL PSBs and MAJ APL SELCON	30-Jan-18	16-Feb-18	18
RA-USAR (AGR) MSG PROMOTION / SFC QSP	6-Feb-18	2-Mar-18	25
COL ARMY (OPS, OS, FS, ID) PSBs	13-Feb-18	2-Mar-18	18
MAJ MC/DC PSBs and CPT MC/DC SELCON	26-Feb-18	2-Mar-18	5
RESERVE COMPONENTS MAJ CH PSBs and CPT CH SELCON	27-Feb-18	2-Mar-18	4
MAJ CH PSB	5-Mar-18	9-Mar-18	5
CH ILE	5-Mar-18	9-Mar-18	5
USAR MAJ JAG PSB	6-Mar-18	9-Mar-18	4
RESERVE COMPONENTS MAJ APL PSBs and CPT APL SELCON	7-Mar-18	28-Mar-18	22
LTC AMEDD PSBs and MAJ AMEDD SELCON	13-Mar-18	20-Mar-18	8
RESERVE COMPONENTS COL AMEDD PSBs	13-Mar-18	30-Mar-18	18
RESERVE COMPONENTS LTC AMEDD PSBs and MAJ AMEDD SELCON	13-Mar-18	30-Mar-18	18
SENIOR SERVICE COLLEGE SPECIAL BRANCHES (JAGC)	12-Mar-18	13-Mar-18	2
SENIOR SERVICE COLLEGE SPECIAL BRANCHES (CH)	14-Mar-18	15-Mar-18	2
COL CH PSB	20-Mar-18	22-Mar-18	3
CPT AMEDD PSBs	20-Mar-18	30-Mar-18	11

3rd Quarter			
	CONVENE DATE	RECESS DATE	TOTAL DAYS
LTC CH PSB	3-Apr-18	6-Apr-18	4
MAJ AMEDD PSBs and CPT AMEDD SELCON	10-Apr-18	20-Apr-18	11
CPT ARMY PSB	17-Apr-18	4-May-18	18
USAR CHIEF WARRANT OFFICER 3/4/5 PSBs	24-Apr-18	4-May-18	11
CHIEF WARRANT OFFICER 3/4/5 PSBs	25-Apr-18	10-May-18	16
RESERVE COMPONENTS CPT APL PSBs	30-Apr-18	11-May-18	12
RESERVE COMPONENTS CPT AMEDD PSBs	1-May-18	18-May-18	18
RESERVE COMPONENTS MAJ AMEDD PSBs and CPT AMEDD SELCON	1-May-18	18-May-18	18
RA CSM/SGM NOMINATIVE and RA-USAR (AGR) CSM-SGM QSP	14-May-18	18-May-18	5
RA-USAR (AGR) SFC PROMOTION / SSG QSP	30-May-18	26-Jun-18	28
USAR POSITION VACANCY BOARD	4-Jun-18	8-Jun-18	5
FY20 COL AMEDD CMD/KEY BILLET	11-Jun-18	15-Jun-18	5

HRC Quarterly continued on page 26



FA50

Creative Managers of Change

FA 50 HRC Quarterly Update

FORCE MANAGEMENT

FORCE MANAGEMENT

FORCE MANAGEMENT

FA50

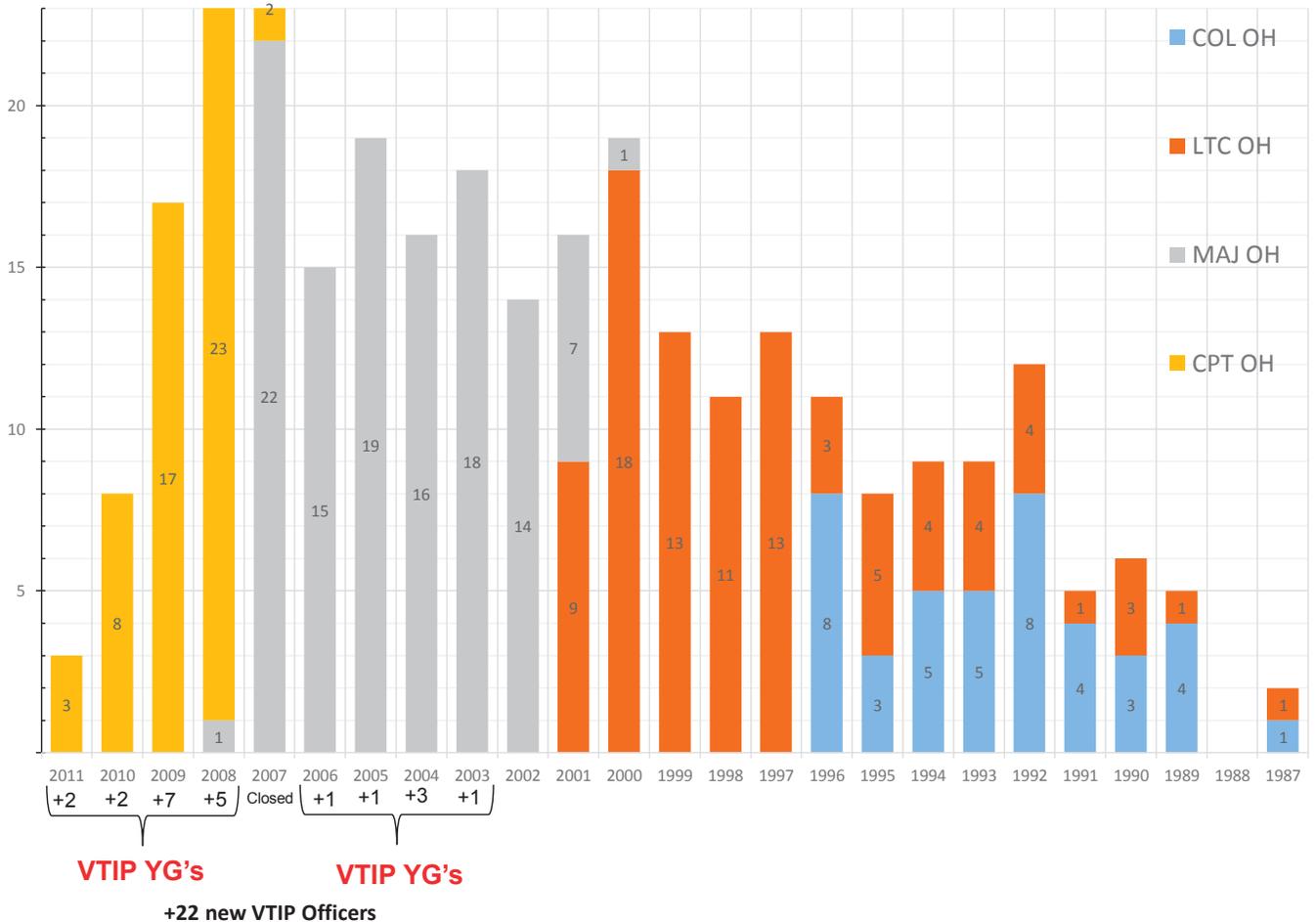
FORCE MANAGEMENT

Health of the Branch

CURRENT STRENGTH				PROJECTED STRENGTH			OFFICER DISPOSITION				
RANK	AUTH	ON-	% ON-	APPR	TENTATIVE	PROJ %	TTHS	% AVAIL	IMMAT	OUT-	OH AVAIL
COL	23	37	160.87%	3	0	147.83%	4	130.43%	4	0	113.04%
LTC	76	87	114.47%	7	5	98.68%	4	93.42%	3	1	88.16%
MAJ	102	108	105.88%	2	5	99.02%	10	89.22%	4	6	79.41%
CPT	9	41	455.56%	1	2	422.22%	3	388.89%	2	13	222.22%
TOTAL	210	273	130.00%	13	12	118.10%	21	108.10%	13	20	92.38%
				4.76%	4.40%		19.41%		4.76%	7.33%	

*not all VTIP Officers have completed the transfer yet.

FA 50 On Hand Strength by Year Groups



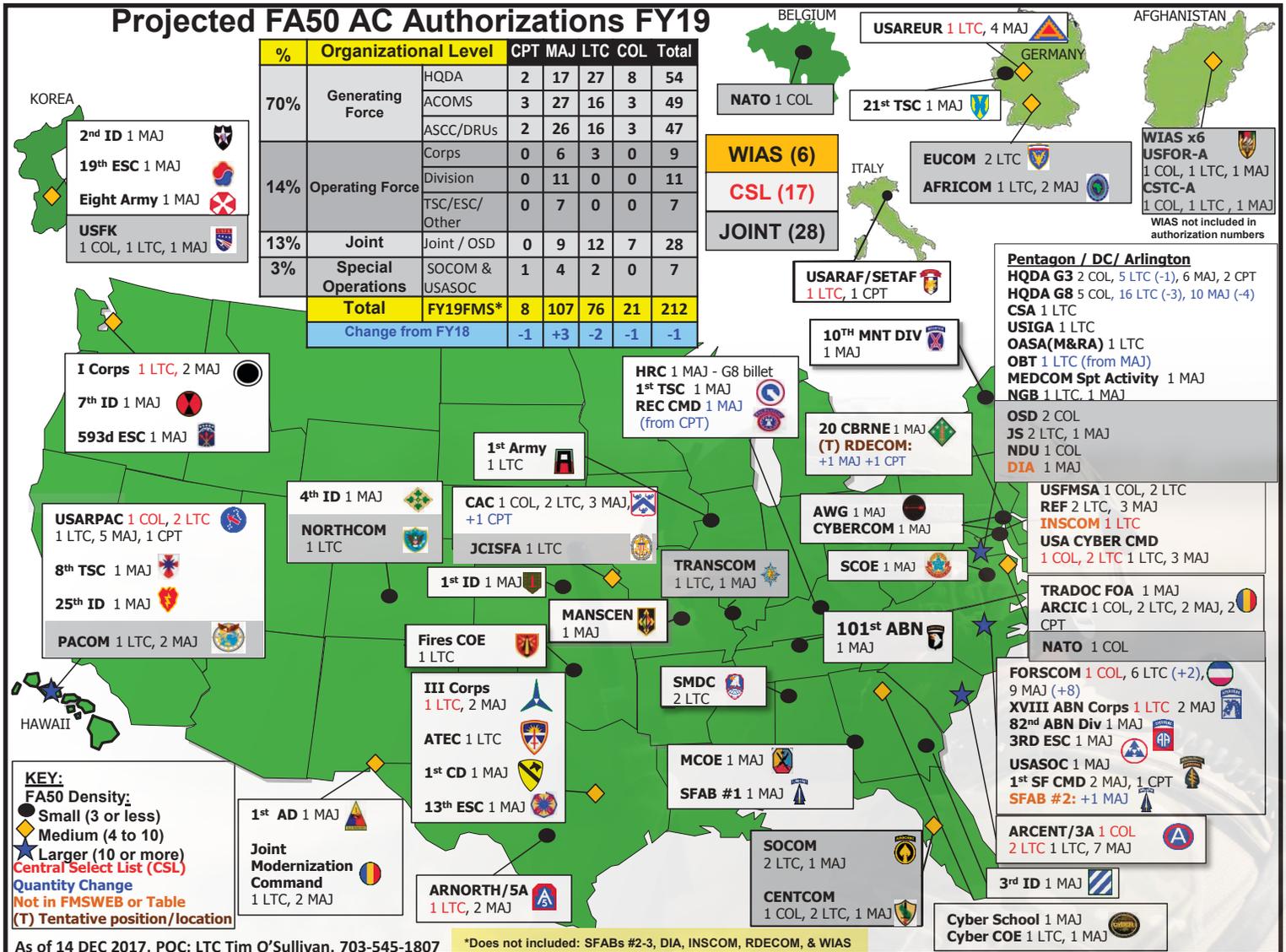
THE LTC AND COL BROWNBAG LUNCH 09 NOV 2017



On 09 Nov 17, the FA 50 Personnel Development Office (PDO) held a brown bag lunch, chaired by FA 50 PDO Chief, LTC O'Sullivan, to discuss the results of the recent FA 50 surveys which included questions on recruiting, training, broadening, communications, authorizations, and professional development.

PROJECTED FA 50 AC AUTHORIZATIONS

This map shows the current projection of FA 50 active duty authorizations for FY19. While overall the number of authorizations is relatively stable, the location of the positions are shifting. In FY19, the Pentagon loses 8x FA 50 authorizations, while authorizations are growing at: FORSCOM, RDECOM, and the SFABs. If you become aware of any proposed or approved changes to AC FA 50 authorizations, please contact the PDO office so we can maintain situational awareness.





Congratulations to the Functional Area 50 (FA 50) Force Manager 2018 Broadening Opportunities Program Selectees

Greetings team FA 50,

The panel selected for nine opportunities: five for Advanced Civilian Schooling, one for Training with Industry – at AMAZON, and three for Fellowships, two at MITRE for Operations and Cyber Security and one at RAND Arroyo. The initial call for applications was issued by FA 50 PDO via e-mail in April 2017, with a suspense of 22 Sep 2017. The Selection Panel convened on 16 November 2017 to select candidates for the FY18 Broadening Opportunities Program. The members of the panel were: COL Serrano (President), COL Seawright, COL Mitchell, COL Schapel, and COL Reid.

The Officers' files were reviewed by the Selection Panel of FA 50 Colonels and an order of merit list built. The panel's recommendations were presented to the FA 50 Executive Agent (EA), MG John George, for final approval. Notification Letters were sent out to all selectees upon the approval of the EA.

Our 2018 Broadening Opportunities selectees are:

Advanced Civilian Schooling:

MAJ Jessica F. Hegenbart
MAJ Joseph A. Cosci
MAJ Ryan R. DeMarco
CPT Jonathan Gambrell
CPT Kelsey Hassin

Training with Industry:

MAJ John A. Baumann (AMAZON)

Fellowship Program:

MAJ Tobias S. Apticar (RAND Arroyo)
MAJ David P. Halpern (MITRE Cyber Security)
CPT David Burrier (MITRE Operations)

Congratulations are in order, FA 50 Teammates! Please join me in congratulating these Force Management Officers on their respective selection into the FA 50 Broadening Opportunities Program.

Dr. Ginette A. Braziel

Broadening Opportunities Program Manager
FA50 Proponency Office



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Chief, Force Management

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

FA 50 on Facebook:

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

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

milSuite:

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

FA 50s' DVIDS:

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