

# NEWSLETTER The Oracle

Volume 14 • 2nd & 3rd Quarter FY18

## Broadening Opportunities Galore

Read and learn: A series of five articles by leading FA50s

- MAJ LaRon Somerville talks on his Training with Industry Fellowship with Amazon
- COL Dan Friend gives his insight as a Senior Army Fellow at Kellogg School of Management at Northwestern University
- LTC Latrice Clark is currently serving as an Army Cyber Fellow at MITRE Corporation
- MAJ Jimmy M. Ross II dicusses Training with Industry at FedEx
- COL Jason S. Liggett's RAND Fellowship experience has been "nothing short of exceptional"

The theme for this Oracle is broadening opportunities available to active duty FA50s. Broadening helps officers grow professionally and personally by pushing them to develop in new areas. This issue includes articles from Force Managers that served this past year in training with industry and fellowships. —LTC Tim O'Sullivan, Chief, FA50 Personnel Development Office

amazon.com

### Perusing the "aisles" of the Everything Store: My Learnings @ Amazon

by MAJ LaRon Somerville, Training with Industry (TWI) Fellow @ Amazon

Entering the final quarter of a yearlong Training with Industry (TWI) Fellowship with Amazon is a good time to take inventory of this awesome career broadening experience. The aim of this article is to bring together what I have learned and to foster long-term excitement for future fellows.

### Read About It In The Oracle

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**FROM THE EXECUTIVE AGENT: — — — — — . . . . .**



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

## **Fellow Force Managers,**

I want to thank everyone for the honor of serving as the Executive Agent for Functional Area 50. This has been a very fulfilling experience for me. I've especially enjoyed helping shape the career field and see it mature. I'm continually amazed by the enormous contributions that FA50s are making across the globe. Your challenging, detailed, and dedicated work continues to drive change across the Army.

Over the last two years, our functional area has continued to evolve. Force Managers are performing exceptionally well in the field with FA50s achieving high promotion rates and selection for the Senior Service College. Commanders are asking for FA50s, creating new opportunities to serve throughout the Army with positions at

FORSCOM, RDECOM, ASC, and with the Security Force Assistance Brigades.

As the Army executes another large transformation with the stand up of Army Futures Command, Force Managers will play a critical role. FA50s will define the force structure and help improve the capabilities development process to better support the warfighter. This work will enable the Army to adapt more quickly to the demands of an increasing complex operational environment.

Our career field also said goodbye to two retiring FA50 General Officers: MG Dyess and BG Komar. MG Dyess, our most senior FA50, retired on 24 May and BG Komar retired shortly after on 15 June. These trailblazing officers have made immeasurable contributions to the functional area and to the development of individual officers. They will be sorely missed.

In late May, I departed and the next Executive Agent will be BG John Ulrich. He is currently serving as the Commanding General of United States Army Operational Test Command and will arrive in September. Mr. Michael Ramsey, the acting FD, will serve as Executive Agent in the interim.

As your senior FA50 officer, I will continue to be involved in the role of our FA50 officers and the future of our Functional Area.

MG John A. George

*MG John George*

Director of Force Development  
Executive Agent for Functional Area 50



While in Seattle, I spent all of my time within the Global Talent Management team of Amazon’s central Human Resources organization. I served as a program manager on the Tech Talent Management team focused chiefly on Amazon Promotions. At Amazon, promotions mean career development resulting in level increases based on demonstrated performance and future potential. This distinction provides context on my learnings and why they are compartmentalized around career growth and development.

### Transferrable Learnings

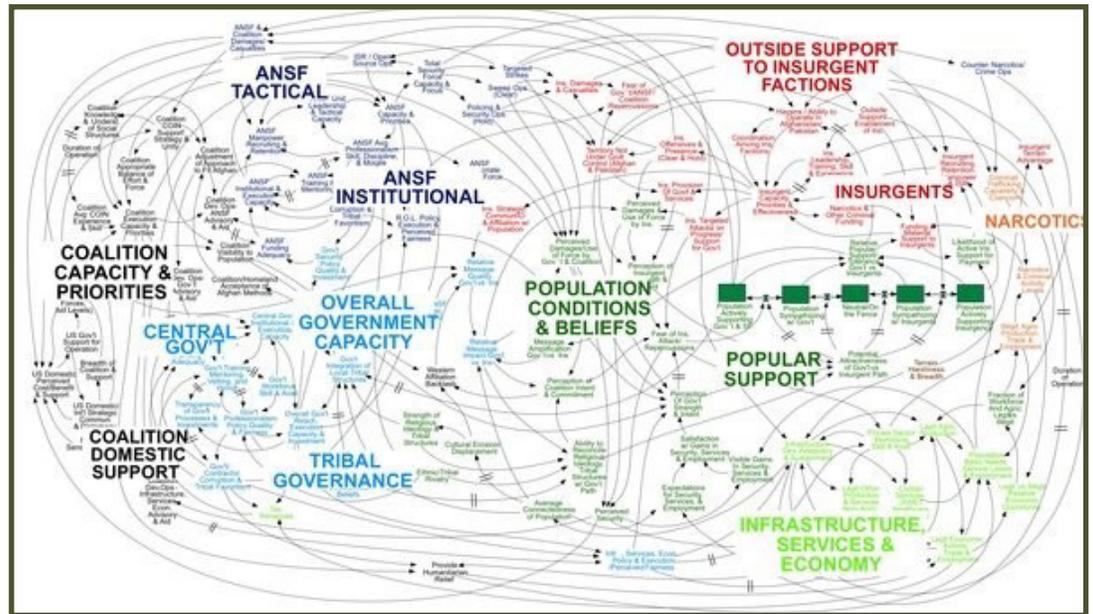
*“We will do what it takes to build an agile, adaptive Army of the future. We need to listen and learn – first from the Army itself, from other services, from our interagency partners, but also from the private sector, and even from our critics.”<sup>1</sup> – GEN Mark A. Milley, 39th Chief of Staff of the Army*

I would like to caveat this article by noting that I do not believe that the Army is failing in the areas discussed. I am simply highlighting aspects of the

Amazon experience that I deemed as relatable to the Army and potentially valuable additions or enhancements to the way we conduct business. As you read, try to think of ways that you can possibly inculcate some variation of these into your organizational experiences to help make the Army better. Additionally, my opinions on Amazon are a bit parochial and may not reflect accurately when applied exclusively to some of the organizations within Amazon.

### The Written Narrative

*“[PowerPoint] is dangerous because it can create the illusion of understanding and the illusion of control. Some problems in the world are not bulletizable”<sup>2</sup> – LTG H. R. McMaster, 26th National Security Advisor (see Figure 1, below)*



**Figure 1 – Image present to General (R) McChrystal in Afghanistan to portray the complexity of the Afghanistan strategy, circa 2009. “We Have Met the Enemy and He is PowerPoint”, Elisabeth Bumiller, April 26, 2010, New York Times**

Amazon chooses to communicate primarily through written narratives. In the Army, you may attend a meeting with a leader in the front orating

<sup>1</sup> U.S. Army Talent Management Strategy: Force 2025 and Beyond, 20 September 2016, p. 6

<sup>2</sup> “We have met the enemy and he is PowerPoint”, Elisabeth Bumiller, April 26, 2010, The New York Times

# MESSAGE FROM THE PDO CHIEF .....



LTC Tim O'Sullivan  
Chief, FA50 PDO

Teammates,

The theme for this issue is broadening opportunities available to Force Mangers. Broadening forces officers outside of their Army comfort zone, requires critical thinking, and exposes them to different cultures and organizational practices. This helps officers grow professionally and personally making them more effective leaders.

This newsletter starts with an article describing the broadening opportunity selection process. It includes articles from officers conducting training with industry (TWI) at Amazon and Federal Express and those serving in fellowships at RAND and MITRE. These fellowships are best suited for senior majors who have worked in several force management assignments. The timing and strength of an officer's file are very important to ensure those selected aren't at risk for future promotion. There is also an article with lessons learned from the FA50 Senior Army Fellow at the Kellogg School of Management at Northwestern University.

The most popular broadening opportunity is Advanced Civil Schooling (ACS). Interested officers must have a Graduate Record Examination (GRE) or the Graduate Management Admission Test (GMAT) test score to apply. Studying hard and doing well on these standardized test is important to provide officers greater opportunities in school admissions. Prior service officers must also be aware that you can have no more than 17 years of active federal service upon entry into the ACS Program.

This issue also includes submissions from the field. United States Army Pacific has an article on Discrete Readiness in the Pacific and Combined Security Transition Command-Afghanistan has piece describing force management efforts with the Afghan National Police. Force Mangers serving across the force are having an important impact and making a difference.

To connect better and stay current, I would encourage you to follow our milSuite at <https://www.milsuite.mil/book/groups/fa50>. The Personnel Development Office frequently posts updates to the community and short articles for professional reading. We have also started a program that grants online access to the materials being used at the FA50 Qualification Course on Army Learning Blackboard. Finally, I would thank everyone for their support over the last year. I will transition with LTC Jimmy Blain on 17 July. Thanks for all your efforts to make the Army better!

*Tim O'Sullivan*

Chief, FA50 Personnel Development Office

**ARMY STRONG!!!**

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with the assistance of a set of PowerPoint slides. The same is not true at Amazon. PowerPoint is very rarely used and meetings start with 15 to 20 minutes of quiet reading. Everyone uses this time to review and make personal notes on a document that is six pages or less, designed to provide all you need to know about the subject at hand.



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

The actual components of the narrative will vary based on the maturity of the project or purpose of the meeting. Generally, the narrative includes: a quick introduction of the team leading the effort; the problem set or initiative to be discussed; background on the path that has led to the current meeting; supporting statistics and data; a set of frequently asked questions; the agenda and goal/expectations of the meeting; and/or other appendices that are germane to the topic. It is usually very well thought out, reviewed at multiple levels of leadership (attaining support along the way), and meticulously curated by subject matter experts to ensure clarity. The narrative offers common understanding across the intended audience.

The written narrative is extremely valuable to the decision making processes at Amazon. It provides all of the essential information and 'levels the bubbles' for new participants. The greatest benefit of this practice is that meetings are able to progress quickly toward a decision. The second part about 'leveling bubbles' becomes crucial in the next section when I discuss Amazon's talent management practices. Although this may be difficult to indoctrinate across the Army, a shift from PowerPoint presentations with bullets and charts to detailed well written narratives may prove to help leaders make more informed decisions.

## Talent Management Practices

*"Our military's people have always mastered change with excellence – continuing to defend our country and help make a better world... But that excellence isn't a birthright. It's not*

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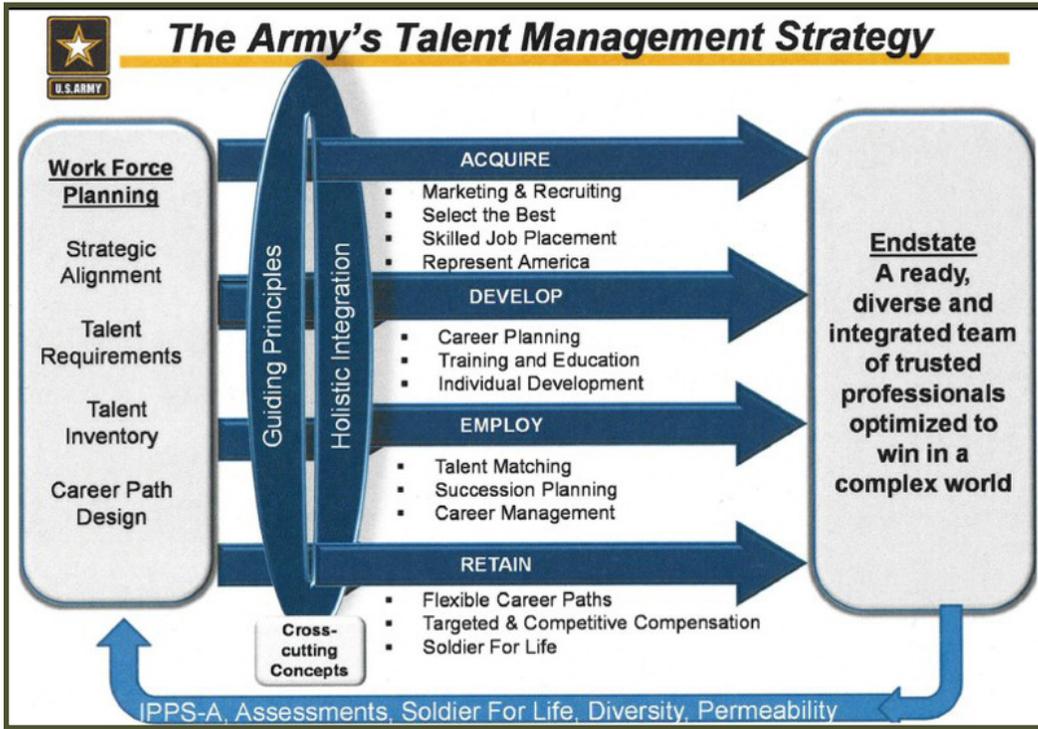


Figure 2 – The Army's talent-focused Workforce Management Framework

guaranteed. And we can't take it for granted..."<sup>3</sup>  
 – The Honorable Ashton B. Carter, 25th Secretary of Defense (see Figure 2 above)

Talent Management could be summed up into two main tracks. The first is ensuring the right fit. The philosophy around Amazon's Talent Management practices is that no matter where your expertise or passion lie, there is likely (or soon will be) a place for it at Amazon. Amazonians are encouraged to pursue different opportunities across the different business lines starting very early in their careers. Not only

3 U.S. Army Talent Management Strategy: Force 2025 and Beyond, 20 September 2016, p. 12

do Amazonians feel empowered by the concept of this philosophy they also see it reinforced at all levels of management where leaders are also moving in and out of roles.

The second track for Talent Management is about getting the best out of the employees. This is routinely captured by training and developing the team members. However, it can also be about valuing the voices of those same employees. Amazon's leadership is very good about listening to the opinion of all those around the table, junior or senior. While a leader may be designated, it is

AMAZON'S 14 LEADERSHIP PRINCIPLES			
<b>Customer Obsession</b> Start with the customer and work backwards; work vigorously to earn and keep customer trust; pay attention to competitors, but keep obsessing over customers	<b>Ownership</b> Think like an owner, long term and don't sacrifice long-term value for short-term results; act on behalf of the entire company, not just for your own team; never say "that's not my job"	<b>Invent and Simplify</b> Expect and require innovation and invention from your team and always find ways to simplify; be externally aware, always look for new ideas from everywhere, and don't be limited by "not invented here"	<b>Leaders are Right. A Lot</b> You have strong judgment and good instincts; you seek diverse perspectives and work to disconfirm your beliefs
<b>Learn and Be Curious</b> You are never done learning and you always seek to improve; you are curious about new possibilities and act to explore them	<b>Hire and Develop the Best</b> Raise the performance bar with every hire and promotion; recognize exceptional talent, and willingly move them throughout the organization; develop leaders and take seriously your role in coaching others	<b>Insist on the Highest Standards</b> You have relentlessly high standards - many may think these standards are unreasonably high; you are continually raising the bar and driving your team to deliver high quality products, services and processes; defects do not get sent down the line and problems are fixed so they stay fixed	
<b>Bias for Action</b> Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.	<b>Frugality</b> Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention. There are no extra points for growing headcount, budget size or fixed expense.	<b>Dive Deep</b> Operate at all levels, stay connected to the details, audit frequently, and be skeptical when metrics and anecdote differ. No task is beneath you.	<b>Earn Trust</b> Listen attentively, speak candidly, and treat others respectfully. Be vocally self-critical, even when doing so is awkward or embarrassing; leaders do not believe their or their team's body odor smells of perfume; benchmark yourself and your team against the best.
<b>Have Backbone. Disagree and Commit</b> Respectfully challenge decisions when you disagree, even when doing so is uncomfortable or exhausting; have conviction and be tenacious; do not compromise for the sake of social cohesion; once a decision is determined, commit to it.	<b>Deliver Results</b> Focus on the key inputs for your business and deliver with the right quality and in a timely fashion; despite setbacks, rise to the occasion and never settle.	<b>Think Big</b> Thinking small is a self-fulfilling prophecy. Create and communicate a bold direction that inspires results. Think differently and look around corners for ways to serve customers.	

Figure 3- Amazon's 14 Leadership Principles

not a hierarchical environment that discourages creative and meaningful thought and expression. This is not to say that disagreements and divergent thoughts are nonexistent but, Amazonians, much like the Army, recognize that once a final decision is made everyone must commit to its achievement. A new employee can present an idea in the form of a written narrative and rest assured that it will be thoughtfully considered. I believe this is part of the catalyst for Amazon's speedy and revolutionary innovation record.

An outcome of such effective Talent Management practices is that teams are constantly changing. Naturally one would expect that this results in stagnation of projects and delays in delivering results. However, in my experience that has not been the case primarily because of the continuity that resides with the written narratives and the ability of a new team member to jump in and very quickly get up to speed on the project.

Add to that a shared adherence to Amazon's 14 Leadership Principles (see Figure 3, previous page), which guide the execution of every Amazon project, and taking on a new role is made even simpler. While rapidly moving from one branch or career field to another in the Army is not feasible, I do believe the Talent Management tenets around valuing individual opinions and empowering junior leaders is transferrable to the Army.

## Focus on Scalability and Iteration

*"Trying to achieve true scalability after having already hit an exponential growth curve is extremely painful. So spend a few brain cycles on this before it happens."*<sup>4</sup> – Gordon Daugherty, Chief Strategy Officer for Capital Factory

*"A good plan, violently executed now, is better than a perfect plan next week."*<sup>5</sup> – General George S. Patton, Jr., Former Commander U.S. Seventh Army

One of the most common questions I have heard expressed during the planning and subsequent launch of products and services across Amazon is, 'how will this scale?' This question helps the leaders contemplate ways of ensuring products and services are able to propagate and reach as many people as possible in ways that still create a delightful customer experience. Amazon is largely living off of its growth and innovation. To maintain this upward trajectory, it is very important that

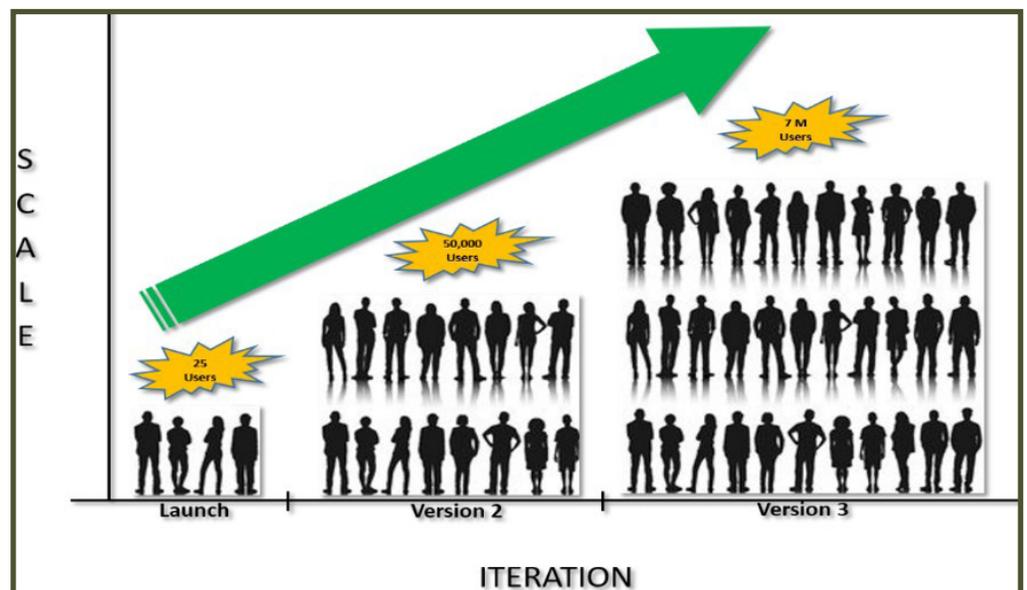


Figure 4- The fusion of Scalability and Iteration

4 "The difference between growth and scalability", Gordon Daugherty, March 16, 2013, Shockwave Innovations

5 The Unknown Patton, Charles M. Province, 1983, p. 100



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they design in a manner that allows worldwide, global scalability (see Figure 4). If scalability is not appropriately considered during the initial planning, and future iterations do not demonstrate that capability, the product/service is most assuredly headed for imminent divestment.

Another interesting and closely connected learning that I have discovered at Amazon is that they are not afraid to iterate. Amazon does not obsess over the idea of launching a perfect product or service. It is about getting what the customer needs as quickly as possible, sometimes before they even know they need it. Once the minimum viable product launches, focus shifts toward mastery, which is largely achieved through customer feedback. Every Amazon product launch should come with a disclaimer that says *'learning and innovating is ongoing and will be evident in future iterations of this product or service.'* It does not have to be the best (insert product or service name here), it just needs to be the first available that fulfills the customer need.

For the Army, scalability is very thoughtfully considered and included in the planning process. However, the very nature of what we do makes it difficult to be comfortable with releasing products that are not near perfection. This makes sense for combat and warfighting equipment. But, for other less critical items, like software development and web-based support products, the idea of iterating on a product

through Soldier feedback could prove beneficial and cost effective.

## Customer Obsession

*"Focusing on the customer makes a company more resilient."*<sup>6</sup> – Jeff Bezos, CEO Amazon

One of Amazon's top leadership principles is customer obsession. This principle is described as always starting with the customer and working backwards, with an aim toward earning and keeping trust. Amazon is not unique in that they have leadership principles that establish the conceptual framework of the company. However, they are unique in how those principles manifest. Customer obsession is an action verb at Amazon. Employees routinely find ways to capture this spirit in narratives and always pose questions during meetings geared toward ensuring the customer is at the center.

<sup>6</sup> The Supply Chain Revolution: Innovative Sourcing and Logistics for a Fiercely Competitive World, Suman Sarkar, June 22, 2017



Figure 5- Warfighters and the gear that assists with their success.

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Amazon's decentralized organizational structure is keenly skilled to ensure innovation on behalf of the customer is quick and not bogged down in bureaucracy.

The reality is that the Army is not much different than Amazon with regards to keeping a focus on the customer, or as we call it, the Warfighter (see Figure 5). One of the guiding principles that I took from Army Force Management School was centered on ensuring we keep the Warfighter in mind as we navigate Army processes and traverse impediments. Viewing problem sets through the lens of the Warfighter and acting on their behalf is essential to Force Management work. However, I think there will always be a need to ensure we do our due diligence for all of the support staff that make things happen in the background. Striking a balance is what the Army should always seek to accomplish.

## **Final Thought**

My time here at Amazon has been extremely rewarding and enjoyable. I have learned how I stack up against some of the best civilian talent the world has to offer and had the opportunity to learn things that I otherwise would not have experienced during my military service. I have shared my thoughts and insights, from a military perspective, which have been well received and helpful to Amazon. I have grown and been stretched in more ways than I envisioned possible and now have a much broader perspective and understanding of challenges that we face in the Army. I have always likened the Army to a large Fortune 500 Company. While similarities do exist, it has been the contrasting aspects between the Army and Amazon that have been most valuable to my education. I am sincerely thankful for this broadening opportunity and would encourage

every FA50 to seek broadening assignments throughout their career.

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*MAJ LaRon C. Somerville served as a TWI Fellow at Amazon. Prior to becoming a Fellow, he served in two previous FA50 billets as the FM, Warrior Care and Transition and a FM Analyst for ARCIC. In his over 13 years in the Army, he has served in various other command and staff assignments and deployed in support of both OIF and OEF. He and his wife, Dominica, have been married for over 13 years and have 4 children.*



# Lessons from an Army Senior Fellow

by COL Dan Friend, Senior Army Fellow at Kellogg School of Management  
at Northwestern University

Each year the Army selects a number of officers to serve as fellows, from Captains and Majors who serve in Congress and across the interagency, to Lieutenant Colonels who are hosted at universities, corporations, and government agencies, and Colonels, who serve at universities and think tanks. In each case, the fellows ideally gain insight on how non-military organizations think and return to their parent service bringing diverse viewpoints and perspectives with them.

The Colonels cohort, known as Chief of Staff of the Army Senior Fellows, are made up of 8 to 12 Senior Service College graduates who are selected to represent the Army at key think tanks and academic institutions. They serve at premier centers of thought and influence as strategic scouts, tasked with finding opportunities, and communicating trends and ideas back to senior Army leadership.

All of the Army's fellowships provide a once in a lifetime broadening experience for the individual, and while the deliverables for junior fellows are specific, the expectations for the Senior Fellows are deliberately left vague. This intentionally designed ambiguous and unstructured environment presents tremendous opportunities. However, this same environment can also be unsettling, especially for people leaving demanding, high tempo positions with defined missions and managed calendars. Taking time to think about a fellowship prior to arriving is key to avoiding the "fellow trap" of spending the first half of the fellowship figuring out what to pursue, only to find yourself in the final half attempting to "produce" while preparing to move on to the next assignment.

While each individual fellowship is unique, there are three goals common to all fellowships that can guide you to get the most out of the experience and provide the Army a return on its investment. Those goal are: expand and enhance relationships, tell the Army story, and develop personally and professionally.

When I was first nominated as the Senior Army

Fellow at Northwestern's Kellogg School of Management, I asked General Vincent Brooks, my commander and a former fellow, about his views on an Army fellowship. He said a fellow is a "broker", and in hindsight, it was the best guidance I received. I interpreted being a broker as expanding a network to find opportunities and partnerships, and to build on my predecessors' work by enhancing the relationship between the Army and Northwestern. Growing and actively contributing to this network required significant time and energy up front, but it rapidly expanded my environmental scan, exposing me to stakeholders and opportunities that were previously unknown. Acting as a connector and fostering relationships led to improved academic and research collaboration between Northwestern and the Army that will continue to mature beyond my tenure and enable my successors to compound the effects. Expanding my network beyond Northwestern's campus to other Department of Defense activities in Chicago and groups like Business Executives for National Security, the Council on Global Affairs, and the Truman National Security Project introduced me to new audiences and networks, facilitating the second goal of fellow, telling the Army Story.

In 2017, the Army Chief of Staff, General Milley, addressed the growing divide between the military and the citizens we serve, stating "the burden's on us — the guys in uniform — to make sure that we really reach out beyond just what's on the news and TV...that we reach out to communities and

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we let the people know who we are and what we do and what we're about."<sup>1</sup> This guidance obligates fellows to serve as Army ambassadors who actively seek out opportunities to engage academic, business, government, and community leaders as well as the general public. These engagements may take many forms. They can be formal or informal, ranging from being seen as an active participant in the community, to one-on-one discussions, to panel participation and public speaking. The important thing is to get out and initiate the conversation to expose not only citizens to their Army (which is critically important the further away you are from a military installation), but also the fellow to the world outside of the military.

Finally, a fellowship affords the opportunity to achieve both professional and personal goals and grow as an individual. In the book, *The Seven Habits of Highly Effective People*, Stephen Covey tells the following story:<sup>2</sup>

"A woodcutter strained to saw down a tree. A young man who was watching asked "What are you doing?"

"Are you blind?" the woodcutter replied. "I'm cutting down this tree."

The young man was unabashed. "You look exhausted! Take a break. Sharpen your saw."

The woodcutter explained to the young man that he had been sawing for hours and did not have time to take a break.

The young man pushed back... "If you sharpen the saw, you would cut down the tree much faster."

1 Myers, Megan (2017 May 4) Army chief: It's up to soldiers to help bridge the military civilian divide retrieved from <https://www.armytimes.com/news/your-army/2017/05/04/army-chief-it-s-up-to-soldiers-to-help-bridge-the-military-civilian-divide/>

2 Covey, Stephen R. *The 7 Habits of Highly Effective People: Restoring the Character Ethic*. [Rev. ed.]. New York: Free Press, 2004.

The woodcutter said "I don't have time to sharpen the saw. Don't you see I'm too busy?"

Covey goes on to say that "Sharpen the Saw means preserving and enhancing the greatest asset you have—you. It means having a balanced program for self-renewal in the four areas of your life: physical, social/emotional, mental, and spiritual."

A fellowship is an opportunity to "sharpen the saw" or to read, write, reflect and reconnect. Read to broaden your knowledge or to delve deeper into a topic (and it doesn't have to be military related). Write or publish for a larger audience, because if you haven't, you will be amazed at how intimidating it can be and what you will learn about yourself in the process. Reflect on your values, relationships, and goals to ensure they are aligned so you can remain true to your professional and personal ambitions. Finally, reconnect with family, friends, and yourself by investing in your personal relationships and taking the time to dust off an old hobby or pursue a new one. Making a habit to "sharpen the saw" during a fellowship and retaining the habit post fellowship will build resilience in yourself and those around you.

Contemplating how you approach expanding and enhancing relationships, telling the Army story, and developing personally and professionally prior to applying for a fellowship will help you determine if a fellowship is right for you. Following those goals once you are designated as a fellow will not only contribute to the experience, but will focus your efforts and ensure you provide the Army a return on its investment.

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*As Chief of Staff of the Army Senior Army Fellow recognized as a strategic thinker and leader, COL Daniel Friend provides Army senior leadership unique and immediate awareness on issues key to defense and security policy formulation while sharing his expertise in the Army's best practices and insights with the Kellogg School of Management.*



# Army Cyber Fellowship at MITRE

by LTC Latrice Clark

**G**reetings! My name is LTC Latrice Clark and I am currently serving as an Army Cyber Fellow at the MITRE Corporation. This has been a personally and professionally rewarding experience and I have learned more than I could imagine. This experience has allowed me to be taken out of my comfort zone to learn about things I knew very little about in a safe environment. As a result, I am growing and learning and look forward to applying much of what I've learned in my next assignment. I would like to take this opportunity to discuss briefly:

- 1) What the MITRE Corporation does
- 2) Where the Army Fellow fits inside of the organization
- 3) Purpose of the Army Fellow Program
- 4) Experience that I have gained during this time

The MITRE Corporation, located in McLean, VA, is a not-for-profit company that operates multiple federally funded research and development centers (FFRDCs). The government first created FFRDCs in the 1940s and they were focused on national-security challenges and provided technical capabilities unavailable within government or the private sector. Currently, FFRDCs work in the fields of aviation, defense, energy, health and human services, national security, space, federal agency modernization, homeland security, and more. The

government or commercial contractors can't do as effectively. The FFRDCs have a proven record of accomplishment and have developed innovative technologies and contributed to the success of others—from advanced radar and air traffic control systems to global climate models, landmine detectors, and radiation therapy treatments for cancer. MITRE has played a significant part in many such advances, often in collaboration with other FFRDCs or national laboratories.

**Force Management Take-Away:** This project gave me a great introduction to the cyber community, cyber issues within the government, and several approaches on how to solve them.

FFRDCs address long-term problems of considerable complexity; approach technical questions with a high degree of objectivity; and provide creative, implementable, and cost-effective solutions to national problems.

MITRE follows a set of rules from the Federal Acquisition Regulation that enables the government to assign FFRDCs work that the

At MITRE, Army Fellows are embedded in the Enterprise Strategy and Transformation (ES&T) Technical Center, one of the 13 Technical Centers. The ES&T Technical Center provides practical strategic enterprise engineering and organizational expertise to help sponsors operate in increasingly complex environments. The ES&T is comprised of four departments: Enterprise Business Strategy; Business Process Innovation, and Analytics;

Human and Organizational Systems; and Enterprise Transition Planning, and Execution. The MITRE Army Fellows are assigned to the Human and Organizational Systems (HOS) Department.

The HOS capabilities include: organization change management, workforce development, stakeholder engagement, and strategic communication. The HOS capabilities are based on a systematic approach using behavioral science, social neuroscience, communications principles, and workforce analytics, to enable sponsors to respond to planned changes proactively, help them adapt to innovations, learn new skills, and play a critical role in achieving the promised benefits of a planned change.

The purpose of the MITRE Army Fellow Program is to provide Army officers with:

- 1) a broader perspective on government challenges and solutions,
- 2) gain experience in helping government organizations effectively adopt new systems and launch new programs, and
- 3) professional development through coaching and training.

The HOS assigns Army Fellows a Direct Supervisor to help the Fellow transition into MITRE's culture and to coach them throughout their year with MITRE. The Direct Supervisor is also responsible for assisting the Army Fellow in identifying and selecting projects that are broadening and support

**Force Management Take-Away:** This project gave me more exposure to government law enforcement agencies and the different challenges they face organizationally and technically with software and other products. It also gave me the opportunity to work on a team with varying backgrounds and experiences (Cyber, Acquisition, and Organizational Change). On this task, I was able to learn and contribute in new areas while networking both within MITRE and externally to other government agencies.

multiple sponsors including Army, Navy, Marine Corps, U.S. Cyber Command, Internal Revenue Service, Department of Homeland Security,

Veterans Affairs, and Office of Secretary of Defense. In addition to working projects, Army Fellows are also allowed to participate in MITRE Institute Training. The HOS also has bi-monthly meetings that provide opportunities to learn about other sponsors, projects, and organizational change management tools.

As the Cyber Army Fellow, with no cyber experience, I was assigned to projects that would give me a better understanding of the cyber community and the challenges they face as well as technical approaches and solutions. The first project that I was assigned to was with one of the largest civilian agencies. On this project, I was paired with a cyber-expert and assigned to the Architecture, Infrastructure, and Technical Operability portion of the task. While on this project, I assisted with the development of a Cybersecurity and Privacy Program Plan, outlined service requirements in the Hosting Performance Work Statement, drafted a Service-Level Agreement Service Performance Metrics spreadsheet, and co-hosted a Cybersecurity Working Session, which was critical in developing the Cybersecurity Posture of the agency.

My second project was within a law enforcement agency where I was assigned to the cybersecurity process and performance recommendations portion



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of the task. During my time on this project, I developed and presented the agencies website design to strengthen stakeholder collaboration and Open Source Software (OSS) Policy to the agency's leadership. I also developed the framework for an OSS policy and authored four sections of the OSS Policy. Before leaving the project, I also developed a requirements document on Multifactor Authentication Market Research.

I am currently working on two projects for a Department of Defense (DoD) cyber organization. The first project, Weapon System Cyber Assessments, focuses on complying with National Defense Authorization Act 1647, improving weapon system cyber security on legacy weapon systems. While on this project, I reviewed several vulnerability asset reports and found common vulnerabilities. I attended the 2-day DoD Cyber Solutions Workshop, a review of technical products that could be used within the DoD, and setup follow-on meetings with several vendors to discuss how their product might mitigate some of the vulnerabilities. In addition, I will be reviewing current DoD policies to see which current policies are needed to help services advocate to fund weapon changes. The second project, Persistent Cyber Training Environment (PCTE), focuses on meeting the requirement to develop a ready Cyber Mission Force through the development of PCTE. While on this project, I contribute to the weekly Deputy Assistant Secretary

of Defense for Command, Control, Communications, Cyber & Business Systems PCTE Team Synch, review and provide feedback to the Information Systems – Capability Development Document (IS-CDD) and DoD PCTE System CONOPS.

I also mentioned that Army Fellows can participate in MITRE

Institute training as well as Technical Exchange Meetings. I have taken over 10 courses in the past 6 months. They have ranged from Agile and High Reliable Organizations to Geospatial Data Analytics.

This is an experience that you would not want to miss. Please feel free to contact me at [latrice.k.clark@mail.mil](mailto:latrice.k.clark@mail.mil) if you are interested in applying for the MITRE Fellow Program and would like to discuss further.

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*In her 18-year career as an Army Officer, LTC Latrice Clark has held a broad range of positions as a Force Management Officer and is currently an Army Cyber Fellow at MITRE. LTC Clark has also served as the Force Readiness Branch Chief at U.S. Army Central (USARCENT), the Force Readiness Chief at the 1st Theater Sustainment Command, and at HQDA with the Deputy Director of Force Management. She holds a master's degree in Human Services Counseling from Liberty University and bachelor's degree in Exercise Sports Science from East Carolina University.*



# Training With Industry with Federal Express (FedEx)

by MAJ Jimmy M. Ross II

I am glad to have had the opportunity to participate in the Training With Industry Program with FedEx. The employees and leadership of FedEx are true professionals, and are very supportive to ensure that the military fellows have a great experience throughout their tour. The 2017/2018 cohort consisted of two Army Logisticians, an Ordnance officer and a Transportation Non-Commission Officer (NCO). This is the first Army NCO and second NCO to participate in the program with FedEx. Other services' participants included a Navy Aviation officer, a Navy Supply Corps officer, an Air Force Logistics officer, an Air Force Aviation officer, and a Marine Aircraft Maintenance officer.

Upon arriving at FedEx, each fellow developed a Training With Industry Training Plan. My ultimate goal was to expand my knowledge, professionally and personally, so that I can apply that knowledge throughout my career as a Force Manager and life. My immersion in FedEx allowed cross sharing of experiences while participating in leadership courses, special projects, and key events. Through these activities, I deepen my understanding for strategic, operational, and tactical thinking for effective decision making. This article explains FedEx's mission and organizational structure, and describes what I learned for FedEx's methods for strategy and capability development.

## FedEx Mission, History and Assets

An abbreviation of FedEx's mission is FedEx Corporation will produce superior financial returns for its shareowners by providing high-value-added logistics, transportation, and related business services through focused operating companies. Customer requirements will be met in the highest quality manner appropriate to each market segment served.<sup>1</sup> FedEx began in 1973 with 14 small airplanes and 389 employees. FedEx has grown into a global company that has more than 350,000 employees. They operate in over 220 countries and territories across the world. FedEx began as a company that shipped packages from business to business. Now, FedEx ships over 11.5 million packages daily to both business and residential customers. They now own and operate over 100,000 vehicles and 500 aircrafts.

FedEx's internal environment (their organizational structure, policies, processes, etc.) adapted to the

outside environment (market) to seize opportunities to grow the business and meet customer needs. Technology advances are at a rapid pace.

Congressional laws have impacts that effect the way FedEx does business. Amazon is seeking ways to enter into FedEx's market space in package delivery. There is the on-going competition with United Parcel Service to maintain loyal customers while attempting to gain new customers. In 2016, FedEx bought Thomas Nationwide Transport (TNT) Express. Headquartered in Hoofddorp, Netherlands, TNT provides delivery services throughout Europe. The acquisition of TNT expands FedEx global reach not only throughout Europe, but expands its operating capacity in Africa, Middle East, and Asia.

## FedEx Organizational Structure

FedEx consist of four operating companies. They are FedEx Express, Ground, Freight, and Services. The Chairman and Founder, Fred Smith, along with his executives make up FedEx Corporation. Unlike the Department of Defense (DoD), FedEx does not have a capabilities development process that is uniform throughout its organization. Each of the

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<sup>1</sup> FedEx Corporate Mission Statement. [website]. Site address: <https://about.van.fedex.com/our-story/> (Accessed 16 March 2018).



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operating companies compete collectively, operate independently, and manage collaboratively.<sup>2</sup> Corporate executives develops strategic guidance during the Strategic Management Council. Its members are FedEx's top level executives consisting of the operating companies' Chief Executive Officers (CEO) that meet each week. FedEx Express vice presidents – who are three levels down from the operating company CEOs – receive executive guidance to create or update an existing strategy that supports their operating companies' as well as FedEx's mission and strategy. This method of corporate management allows the operating companies and the organizations within to interpret guidance to develop a strategy that results in new capabilities that maintain pace with the current market environment.

## Engineering and Procurement

I was afforded the opportunity to meet with vice presidents, managing directors, and employees in Global Planning and Engineering (GP&E) and Sourcing and Procurement (S&P). I met these employees to learn FedEx's processes for strategy development and identifying and solving material capability requirements. S&P has responsibility for purchasing goods and services to support FedEx operations with the exception of airplanes and airplane parts. GP&E's primary role is to explore ways to apply technology in order to gain efficiency in package delivery at FedEx stations and hubs. Hubs are located at airports where packages are unloaded off aircraft then transported by truck to stations. It is at the stations where packages are sorted then delivered to the customer. Each of these organizations processes for strategy and capability development are different.

## Strategy Development

Once a year, S&P vice president and managing

directors meet with each of FedEx's operating companies COEs, Chief Financial Officers, and Chief Operating Officers. The purpose of these meetings is to ensure S&P is effectively supporting the operating companies' business strategies. S&P consist of two sub-organizations. One organization is Sourcing, and the other organization is Procurement. Sourcing is responsible for identifying potential suppliers, while Procurement manages the day-to-day purchases to maintain delivery operations.

Beneath Sourcing are sourcing managers. An example is the sourcing manager for Operational Suppliers. Sourcing managers have six category managers that work for a particular category such as uniforms. In an effort to save FedEx funding in operating costs, the category manager for uniforms developed a strategy to evaluate the market and explore potential secondary sources.<sup>3</sup> This strategy is in accordance with S&P's mission to have best-in-class characteristics in order to achieve savings, optimize processes, and deliver a high level of service to all of its key stakeholders.<sup>4</sup>

In developing a strategy outside of top-down guidance, category managers continuously conduct market analysis for supply and demand. They gather facts for costs to industry for materials and wages. They conduct spend analysis to know where funds are mostly spent within their category and to effectively leverage total spending. From the analysis, category managers attempt to identify saving opportunities in awarding contract extensions with existing suppliers or new contracts with new suppliers. Each week category managers brief their sourcing initiatives to their managing director as well as business stakeholders. In turn, managing directors inform S&P's vice president

<sup>3</sup> Sourcing and Procurement, Category Strategy: Purchased Uniforms. Memphis, Tennessee: Sourcing, 2017, p2

<sup>4</sup> Garry Graves: Point of Contact, Sourcing and Procurement Mission Statement. 2018.

<sup>2</sup> FedEx Company Structure and Facts. [website]. Site address: <https://about.van.fedex.com/our-story-structure/> [Accessed 16 March 2018].

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when necessary. Sourcing initiatives that prove to be beneficial in each of its approval phase results in a contract with suppliers.

## Capability Development

I find that there are similarities between the DoD's Joint Capabilities Integration and Development Systems and how FedEx determines their required capabilities. FedEx organizations seek to gain a deep understanding of the capabilities they have compared to capabilities they need. Organizations prioritize capabilities that are most beneficial to operations in their own way by developing criteria to measure against. A capability that proves to add value to the company – earnings or savings – is launched. In both solving problems and evaluating opportunities for earnings, stakeholders explore ways to determine if a capability can be achieved by a change in organization, training, material, leadership and education, personnel, facilities, and policy.

An example of a material solution is GP&E efforts for a turn-by-turn navigation system in vehicles. Turn-by-turn is similar to a navigation application on cell phones. The software applied to a device aids in navigation, company and customer package tracking, and data collection for operations efficiency. The value gained by applying this new capability provides FedEx marketing personnel information they can use to gain new customers by guaranteeing that packages can be delivered by a certain time. FedEx purchases existing hardware or technologies, or in Army language, commercial off-the-shelf products to meet capability needs. What makes FedEx unique is its algorithms and software in which these new capabilities are utilized. Depending on the cost, priority, or both, decisions are made at certain levels to authorize purchases.

## Conclusion

FedEx package delivery operations tempo is ongoing. Their tempo can be compared to that of a

unit that is in a deployed environment. The market environment gets more complicated year by year. The common denominator is technology. Army personnel and organizations face similar challenges in adapting to the operational environment in support of our national security interests. The creation of strategies by Force Management organizations in line with national, DoD, Army, and unit strategies is important to most effectively ensure that we are meeting Army and units needs in the most effective and timely manner.

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*The author's affiliation with FedEx Express is provided for identification purposes only, and is not intended to convey or imply FedEx Express' concurrence with, or support for, the positions, opinions, or viewpoints expressed by the author.*



# RAND Fellowship: Notes from the Field

by COL Jason S. Liggett, Army Research Fellow



The RAND Fellowship experience has been nothing short of exceptional. It has provided an opportunity to improve my skill sets in research, academics, and analytics. The fellowship has also provided opportunities to advise on Army policy and doctrine to assist in research objectives and projects within the center. The RAND Arroyo Center is structured to dissect complex problems for the Army through a team concept utilizing expertise across academic disciplines. The Army Fellows provide in depth and timely operational experience to this team approach. The fellows are considered invaluable assets not only in the Arroyo Center but across the entire organization. Fellows are encouraged to work projects outside the Arroyo Center as well. As an example, I have worked projects two projects for the Department of Homeland Security (DHS). I have just recently worked on two projects for Army Northern Command and the United States Army Reserve. Three key areas for those interested in this fellowship to understand is how Federally Funded Research and Development Centers (FFRDCs) operates, the history of RAND, and Army Regulation 5-21.

## Federally Funded Research and Development Centers (FFRDCs)

Federally Funded Research and Development Centers (FFRDCs) are operated, managed, and/or administered by either a university or consortium of universities, other not-for-profit or nonprofit organization, or an industrial firm, as an autonomous organization or as an identifiable separate operating unit of a parent organization (CLS, 2001). These organizations are utilized to meet areas of special long-term research or development requirements. This assists with requirements that cannot be accomplished using existing internal resources. Agencies will traditionally establish and maintain long-term relationships with their specific FFRDCs to provide continuity. The FFRDCs continue to operate in the industries of defense, homeland security, energy, aviation, space, health and human services, and tax administration. The FFRDCs are grouped into three categories focusing on different types of activities. The three major categories of FFRDCs include System Engineering and Integration Centers, Study and Analysis Centers, and Research and Development Centers (DAU, 2011).

## A Brief History of the RAND Corporation

It was on May 14, 1948, that Project RAND—an organization formed immediately after World War II to connect military planning with research and development decisions—separated from the Douglas Aircraft Company of Santa Monica, California, and became an independent, nonprofit organization. Adopting its name from a contraction of the term research and development, the newly formed entity was dedicated to furthering and promoting scientific, educational, and charitable purposes for the public welfare and security of the United States.

Almost at once, RAND developed a unique style, blending scrupulous nonpartisanship with rigorous, fact-based analysis to tackle society's most pressing problems. Over time, RAND assembled a unique corps of researchers, notable not only for their individual skills but also for their commitment to interdisciplinary cooperation. By the 1960s, RAND was bringing its trademark mode of empirical, nonpartisan, independent analysis to the study of many urgent domestic social and economic problems. In later years, RAND extended its focus beyond the United States with the goal of making

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individuals, communities, and nations safer and more secure, healthier and more prosperous. (RAND, 2018).

## **Army Policies and Responsibilities for the Arroyo Center**

### **Army Regulation 5-21 (U.S. Army, 2012)**

The Army Fellow program is established by Army Regulation (AR) 5-21 Section 2-4. The below are four key areas from section 2-4 when assessing applying for the fellowship. The tour is one year and requires a three year utilization tour after completion of the fellowship.

- 1) Provides DA officers the opportunity to study and work on critical policy issues being addressed in the annual RAND Arroyo Center research agenda.
- 2) Enhances the center's understanding of current Army policies and doctrine through the assignment of highly qualified DA officers to RAND Arroyo Center projects.
- 3) Promotes understanding of the RAND Arroyo Center in the Army community.
- 4) Provides career enhancing development of analytical and operations research skills and techniques.

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# Discrete Readiness in the Pacific

by LTC Chad Furne and Tony Holt, USARPAC G-3 Force Management

Vast expanses of ocean, huge mega cities that light up the night sky for miles around them with millions of inhabitants, small island nations with little modern services, hundreds of small islands, thousands of languages spoken, sea lanes that a night time aerial view begin to resemble Los Angeles freeways during the night, 64 million square miles of ocean, and it is all in one Area of Responsibility (AOR): the United States Pacific Command (USARPAC). The opposites are truly polar in this huge area and training for missions here is unique. Measuring how prepared a unit is for mission in this AOR is not always straightforward; it is often discrete and hard to quantify. Pacific Readiness is not reflected in the Army's Readiness Metrics because of many intangibles, such as real world experience, partnering, and strengthening allies and operating in a joint environment.

The way readiness is measured across the Army is through the Defense Readiness Reporting System – Army (DRRS-A) where the unit commanders send their Unit Status Reports every month. It measures unit personnel strength (P), supply fulfillment rates (S), equipment readiness (R), and training levels (T). These ratings are scored 1-4 with a 1 rating being the best and 4 being the worst. All levels are a mathematical calculation of percentage of fill, and are not very subjective. The system is not perfect but is an extremely useful tool for the Army to check monthly on the health of units. However, these measurements do not reflect all key aspects of readiness in the Pacific AOR.

Readiness is developed and the real world experiences are cataloged from a Pacific Pathways. Unfortunately, there is not a drop down menu choice for “been there, done that” inside the DRRS-A system. In the Pacific AOR, readiness is discrete and isn't something that can be looked up easily in a computerized database.

Pacific Pathways gives Soldiers expeditionary experience in many areas. Some will say that a Pacific Pathways expedition will consume readiness. It doesn't consume readiness, it enhances it. Soldiers who go on a Pacific Pathways expedition gain real world experience embarking and debarking from austere ports, set up communications with a higher headquarters,

operate in unimproved ranges, and deal with climactic conditions that are hard to replicate at home station. They also get an opportunity to train with their military counterparts acting as liaisons to our partner nations; this could have historic implications should military force have to be used to defend one of our allies with which we share mutual protection treaties. This is a discrete readiness point that isn't measured in our current systems. The Soldiers who transfer out of the Pacific AOR will end up in other units that may deploy on expeditions to Europe or Africa and the Pacific Pathways experience will have given them insight into what it takes to make their unit ready for the deployment and what to be on the lookout for future missions.

Pacific Pathways involves multiple locations and exercises in one deployment across the International Date Line. We have also executed Pathways in reverse, training with the Japanese Ground Self Defense Forces at the Yakama Training Center. In Fiscal Year 2018, Pacific Pathways will operate in Australia, Malaysia, Indonesia, Thailand, Brunei, Korea, Japan, and Hawaii.

A major part of the success on a Pacific Pathways expedition is based upon planning and preparation. These are real-world skills that will matter in future troop employment. It is also another area that does not get measured in the monthly Unit

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*Afghan MoD, Mol, advisors and linguists participating in the CJWG Tashkil sub-working group*

Status Report. As a Soldier plans for their mission, he/she gains speed and proficiency in this area that will decrease the time needed to plan for an upcoming emergency. With repetition comes competence and this isn't only residing in the Pacific; it gets spread across the Army.

Positive perceptions of our Army are created amongst the nations that we operate with. This is another discrete point that is not currently measured in the DRRS-A system. A Pacific Pathways expedition displays the capability and capacity of the U.S. to have positive outcomes in building partnerships and demonstrates the ability to have an effect on a humanitarian or military emergency. The ultimate goal is to be able to field a tailored force quickly during a crisis to prevent and unacceptable faits accomplis outcome before the U.S. has a chance to intervene for our partner nations.

One effort that USARPAC is championing is the Joint Pacific Multinational Readiness Capability (JPMRC). This effort allows USARPAC to catalog and critique real-world training that is done on Pacific Pathways. The JPMRC allows for high-level training

with advanced sensors, monitors, and the ability to test combat units in remote locations with this portable capability. The JPMRC prepares units who will be going to Joint Readiness Training Center (JRTC), extends the training levels after units have been to JRTC, and provides a unit with JRTC-like experience for units that are not scheduled for a JRTC rotation. It has been used several times in conjunction with Pacific Pathways to both train U.S. Soldiers as well as our Pacific Partners. What JPMRC does for readiness is add objective observation to the training event thus increasing readiness through the formations as lessons learned are

shared amongst units in USARPAC. In 2018, JPMRC will be utilized at least six times in locations such as Washington State, Japan, Philippines, Australia, and Hawaii. Pacific Pathways alongside JPMRC will be a key capability informer for the design of new doctrine to combat Anti-Access Area Denial (A2AD). When this new doctrine is published, it may be utilized in multiple locations across the globe in the future as China, Russia, and Iran are the primary A2AD practitioners who are seeking to expand their denied areas. The JPMRC gives the Army the ability to have instrumented war gaming with a system that is flexible enough to be tailored to a particular units training needs. The combination of JPMRC and Pacific Pathways creates a synergy in our efforts to train for future conflicts. Future expeditionary employment of the forces is shaped by what is learned from experience in Pacific Pathways and validated through JPMRC.

New ways of looking at A2AD through the lens of Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, Facilities, and Policy (DOTMLPF-P) have led to people rethinking the Army's role in combating A2AD efforts. The Army



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leadership has been interested in operating in all domains since the early 2000's when then Chief of Staff of the Army, General Shinseki, envisioned and ordered the creation of a rapidly deployable brigade combat team able to deploy from U.S. Navy and Air Force assets. With new equipment the tonnage would be reduced 50 to 70 percent thus allowing the brigade to deploy anywhere in the world within 96 hours<sup>1</sup>.

The United States Pacific Command (USPACOM) Commander, Admiral Harris, has stated that he wants the Army to be able to “sink ships, neutralize satellites, shoot down missiles, and deny the enemy the ability to command and control its forces.” In anticipation of the A2AD problem set the Army has been developing a pilot program for several years and is now manifesting itself as a Multi-Domain Battle Task Force (MDBTF).

The initial operational capability will be tested during the world's largest naval exercise in the world Rim of the Pacific (RIMPAC) 2018. This

exercise consists of representatives from 26 nations and will be conducted between 26 June and 2 August 2018. The Army will utilize High Mobility Artillery Rocket System (HIMARS) to attack a surface ship during RIMPAC. It is imperative that the services learn to operate jointly and the MDBTF is more than a step in that direction here in the USPACOM AOR.

Live fire exercises are an important milestone in the development of this new doctrine and training for the reality of the Army influencing Naval and Air Force battles. However, an important aspect of fielding units into lightly supported areas is sustainment. Real world problems and solutions as to how we supply our expeditionary forces are of vital importance. For

the Army to employ forces in austere locations in very fluid situations will be vital in the future multi-domain fight. As we look for what a MDBTF should be and what is needs to be able to do, we also have to look at how we sustain this type of unit. The Army Capabilities Integration Center (ARCIC) White Paper states is succinctly “Leaders must be trained to execute logistics discipline to ensure success in an austere, intermittent Multi-domain battlefield where windows of opportunity or constraint are



#### **Joint Army-Navy operations in the Persian gulf**

*Two AH-64D Apache Longbow helicopters with the 4th Battalion, 501st Aviation Regiment, 36th Combat Aviation Brigade, fly over the USS Ponce (AFSB(I)-15) and two Riverine Command Boats (RCB) from the 4th Coastal Riverine Squadron during joint Army-Navy operations at sea in the Arabian Gulf, June 27, 2013. (U.S. Army photo by Sgt. Mark Scovell/Released)*

<sup>1</sup> The Tyranny of Time and Distance: Bridging the Pacific by Lieutenant Colonel Lester W. Grau, US Army, Retired and Jacob W. Kipp, published in Military Review, July-Aug 2000, p 74.

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**British Soldiers Fire MLRS during Dynamic Front 18**

*Photo by Spc. Dustin Biven  
22nd Mobile Public Affairs Detachment*

decisive.<sup>2</sup> Formal school house curriculum and real-world experience on a Pacific Pathways will shape how the Joint Forces sustains an Army unit when forward deployed as a MDBTF. Between the efforts in the Pacific AOR and the Army's formal training processes we are building readiness for the future.

The USARPAC's efforts to build readiness through real-world experiences in Pacific Pathways, JPMRC, and the MDBTF will have lasting effects on Army Training and Doctrine far into the future as we prepare for a conflict in an A2AD environment. Although expeditionary readiness is not currently

measured, it will be in the future as the Army builds these capabilities and the reporting systems are modified to fit the needs of an ever modernizing Army.

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*Tony Holt's current serves on the USARPAC G3 Force Management Readiness Team. He is a twenty year Naval Veteran Serving on three ships and deployed to Desert Storm 1991 and Desert Shield 1992 on USS Mobile Bay. Mr. Holt has bachelor's degree in History and Political Science from Chaminade University and an MBA from the University of Phoenix.*

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<sup>2</sup> Demand Reduction: Setting the Conditions to Enable Multi-Doman Battle White Paper, Army Capabilities Integration Center (ARCIC), 21 February 2018, p 1.



# THE AFGHAN NATIONAL POLICE TASHKIL! IMPROVING FORCE MANAGEMENT ONE AUTHORIZATION AT A TIME

by MAJ Stephanie Flowers, Mr. Gary Smith, and Lt Col Shiffqulah Kamran (Afghan National Police)

The FA50 support to the Combined Security Transition Command – Afghanistan Capabilities Development Directorate (CSTC-A CDD) remains pivotal in developing and documenting law enforcement organizational structures within Afghanistan. Two of the three CSTC-A CDD Worldwide Individual Augmentee System (WIAS) taskings are assigned as the lead and deputy force management advisors to the Afghan Ministry of Interior (MoI) and the Afghan National Police (ANP). These billets recently replaced the United States Air Force (USAF) and the one-year assignment provides instrumental technical expertise in the Train, Advise, Assist (TAA) mission.

The Tashkil is the authorization document within the MoI for civil police, law enforcement, and rule of law force structures. An infusion of new Afghan leadership within the MoI, coupled with the President of Afghanistan (PoA) Roadmap for enhancing security and law prosecution has resulted in substantial changes within the Tashkil structure for both MoI and the Ministry of Defense

(MoD). The MoI recently transferred 19,000 Afghan Border Police (ABP) and 12,500 Afghan Civil Order Police (ANCOP) to the MoD, marking this largest transfer of forces in Afghanistan's history.

A Combined Joint Working Group (CJWG) was formed between Resolute Support Headquarters, MoI, and MoD to handle this monumental task. The CJWG met weekly for several months to steer the transfer. A Tashkil sub-working group was established which included force managers, logisticians, and human resource administrators from both ministries and their advisors. The MoI CDD team, partnering with the MoI Force Management Directorate (FMD), began developing a mission-based force structure for the ABP and ANCOP in December 2017 after determining which authorizations would stay with the MoI.

Reorganizing the ABP required a detailed analysis of the 4,000 remaining authorizations and mission requirement to perform customs operations at Afghanistan's Airports and Border points of entry

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(PoE). To support border PoE missions, PoE size was measured by the volume of commercial cargo, international passenger travel, area security requirements, and economic importance. Based on this criteria, ABP classified the country's sixteen border crossings. The ABP also developed rail and shipping units to augment border PoE as needed. Each border PoE unit controls commerce, enforces customs regulations, processes passenger arrivals, and provides for its open force protection.

Afghanistan has seven major airports with the Hamid Karzai international Airport (HKIA) in Kabul being the largest, followed by provincial and regional hubs in Kunduz, Herat, Mazar-e-Sharif, Nimroz, Kandahar, and Bamyan. Similar to the border PoEs, airport PoE units control commerce, enforce customs regulations, and process passengers. The Mol FMD developed three standardize tashkils that could easily be augmented to support increased passenger flow during high seasons. A few of the airports also serve a military purpose and have a small control team to support military aircraft and security.



*Mr. Smith and LTC Shiffiqulah Kamran lead a working group to develop ABP tashkils.*

Finally, the Director, Force Management Department was directed by the Minister of Interior (MININT) to rebalance the ABP rank structure. The Mol and ABP have been over-graded with

too many colonels and insufficient field grade and non-commissioned officers. As a result, the Border Crossing Points and Military Airport Control Teams were downgraded as necessary to support of command and control over PoE.

The Public Security Police (PSP) is now organized to perform zone and provincial riot control mission in 26 of the country's 34 provinces and the country's eight security zones. The PSP units range in

size from 90 authorizations per unit within Kabul City, to 100 authorizations per unit within the zones, and 50 authorizations within the provincial units. Unlike the ABP, the 2,500 PSP authorizations remaining with Mol were selected based upon who was currently occupying the position at the expense of maintaining a cohesive unit structure. Though frustrating, reorganizing into tashkils post transfer provided CDD advisors an excellent opportunity to educate the Mol FMD on effectively selecting bill-payers.

During the past quarter, Mol and CSTC-A have made significant strides in developing an effective and sustainable police force for Afghanistan.

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*Afghan MoD, Mol, advisors and linguists participating in the CJWG Tashkil sub-working group*

Providing the Mol with dedicated FA50 expertise has been instrumental to this success. However, a significant amount of work remains to develop future force structures and force management processes within the ministry. The FA50's looking for an opportunity to expand their professional skillset in a challenging environment should consider the WIAS taskings available in CSTC-A.

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# FA50 SENIOR FORCE MANAGER SEMINAR



SENIOR FORCE MANAGER SEMINAR  
ARMY HEADQUARTERS G-8, FORCE DEVELOPMENT, FA-50  
PENTAGON CONFERENCE CENTER  
15-17 MAY 2018



## Army Modernization



2nd & 3rd Quarter FY18 27



**FA50**

**Creative Managers of Change**

# FA 50 HRC Update

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

Greetings fellow Force Managers! I am preparing for the Spring/Summer 2019 (19-02) movement slate and will be doing the Request for Orders (RFOs) in late January and early February. I will email the movers with AIM2 preference window dates in a few months.

The 3rd quarter FY2018 VTIP, FY18 LTC promotion, and FY18 COL Promotion results have been released and FA50 did very well (see charts below). Congratulations to the Officers selected!



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## FY18 COL Promotion results

LTC(P) JONES ROBERT L III
LTC(P) MUNGER JOSEPH
LTC(P) OSULLIVAN TIMOTHY R.
LTC(P) RASMUSSEN PETER J.
LTC(P) TAWAKE MOMOEVI S.
LTC(P) TOKAR MICHAEL S.

## 3rd Quarter FY18 VTIP

## FY18 LTC Promotion results

MAJ(P) MCVAY ROBERT C.
MAJ(P) ASTIN MICHAEL E.
MAJ(P) ROE MICHAEL G.
MAJ(P) CRUZ RIVERA ELVIN
MAJ(P) BIBLE TIMOTHY N.
MAJ(P) COUSINS CORY J.
MAJ(P) KLIEWER CHRISTOPHER
MAJ(P) BAUMANN JOHN A.
MAJ(P) GONZALEZORTIZ VICTOR
MAJ(P) GRAHAM CLARENCE K.
MAJ(P) WINOGRAD ADAM M.
MAJ(P) ROSS JIMMY M.
MAJ(P) HALFMAN CARTER J.

RANK	NAME	BABR
MAJ	BOSVELD CRAIG W.	IN
MAJ	COOK KEVIN M.	AG
CPT	EULL CHASITY M.	AG
MAJ	FONSECA ROBERTO R.	FA
CPT	FRAZIER BLANCA	LG
CPT	FRINK TREONE M.	LG
MAJ	HIGHSTROM GREGORY G.	FA
MAJ	HUNTER NATHAN L.	SC
CPT	LUJAN JUSTIN D.	IN
CPT	SCHEELAR JOSHUA J.	SC
CPT	VAUGHN JASON A.	EN
CPT	WEBER JORDAN K.	IN
CPT	WITTE MARK T.	AD

Board Name	Start	End	Release
MAJ & ILE	10 JUL 18	02 AUG 18	(T) JAN 19
FY20 COL CMD/Key Billet	06 AUG 18	10 AUG 18	(T) DEC 18; Slate MAR 19
SSC	15 AUG 18	29 AUG 18	(T) DEC 18; Slate MAR 19
FY20 LTC CMD/Key Billet	TBD	TBD	(T) DEC 18; Slate MAR 19



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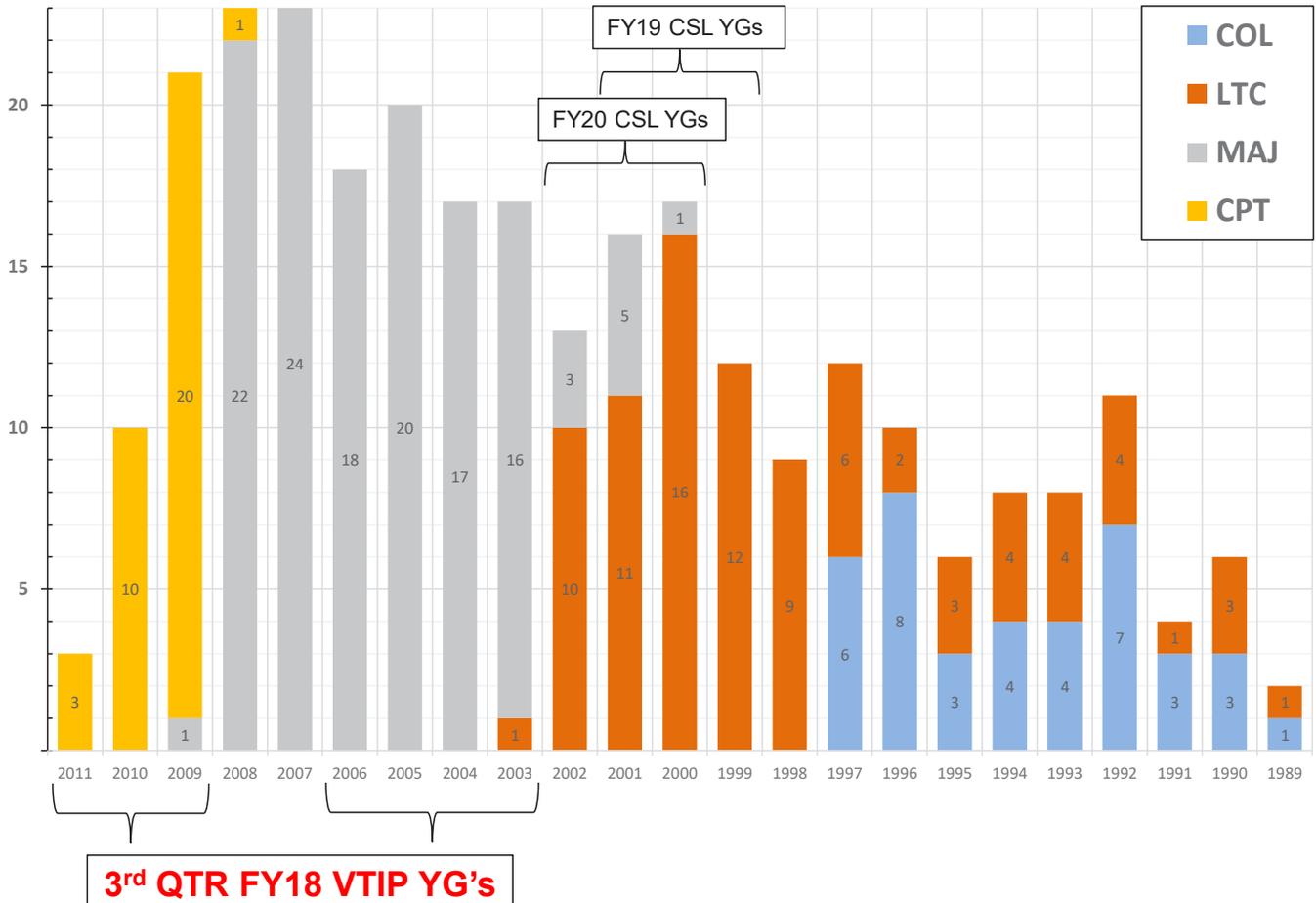
# FA 50 HRC Update

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## Health of the Branch

CURRENT STRENGTH				PROJECTED STRENGTH			OFFICER DISPOSITION				
RANK	AUTH	ON-HAND	% ON-HAND	APPR RET/SEP	TENTATIVE RET/SEP	PROJ % ON HAND	TTHS	% AVAIL	IMMAT	OUT-SIDE /FA	OH AVAL
COL	27	39	144.44%	2	0	137.04%	5	118.52%	2	1	107.41%
LTC	78	88	112.82%	6	3	101.28%	3	97.44%	0	0	97.44%
MAJ	108	125	115.74%	4	4	108.33%	8	100.93%	6	9	87.04%
CPT	10	34	340.00%	0	0	340.00%	2	320.00%	2	15	150.00%
<b>TOTAL</b>	<b>223</b>	<b>286</b>	<b>128.25%</b>	<b>12</b>	<b>7</b>	<b>119.73%</b>	<b>18</b>	<b>111.66%</b>	<b>10</b>	<b>25</b>	<b>95.96%</b>
				4.20%	2.45%		16.43%		3.50%	8.74%	

### FA 50 Force Management





## The FA50 Broadening Opportunities Selection Process

Greetings FA50 Team,

The FA50 Personnel Development Office (PDO), in coordination with the FA50 Human Resources Command (HRC) Career Manager, manages the FA50 Broadening Opportunity Programs. The programs provide opportunities for officers to broaden their experience through continued education and experience with industry. Selected FA50 officers can expect to experience proven practices that will enhance the skills, knowledge, tools, and attributes to articulate, manage, and lead change successfully. Applications for Advanced Civil Schooling (ACS), Training With Industry at Amazon Corporation, and Army Fellowship programs at RAND and MITRE are accepted annually.

The initial call for applications is being issued by the FA50 PDO via e-mail, posted online at the FA50 website and milSuite. The application suspense is 21 September 2018. In addition, the call for applications e-mail and online message also included the Professional Opportunities Guidelines. The goal is to fill 5x ACS, 1x RAND, 2x MITRE, and 1x Amazon positions. Officers interested in ACS must include the GRE/GMAT scores with their application.

Each Broadening Opportunity Candidate will incur an Army Duty Service Obligation (ADSO), follow on assignment, approved by the FA50 PDO and the HRC Assignment Officer.

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

The FA50 PDO has added two additional documents to the application packet. The Letter of Intent and a Memorandum of Agreement.

- The Letter of Intent is required before the applicant submits a packet. The letter of intent notifies the immediate supervisor of the applicant's intent to submit an application for the Broadening Opportunities Program. The letter of intent must be signed by the officer's first COL/GS-15 in the supervisory chain of command.
- The Memorandum of Agreement is required upon selection into the Broadening Opportunities Program. This Memorandum of Agreement will be signed notifying the Officer of his/her agreement to serve and ADSO IAW Army Regulation (AR) AR350-1, AR 621-7, and AR 621-1, which states that you will incur an obligation to your approved application.

*After the application process window is closed, the Panel Selection Board will convene on 16 November 2018. The timeline below will give you an idea of how the Broadening Opportunities process works once the application packets are received*



## Broadening Opportunities, continued...

### Timeline:

1. No later than close of business on 21 September 2018 all applicants' packets must be in to the FA50 PDO point of contact (POC) Dr. Ginette Braziel for content review.
2. November 2018 the selection panel will assemble to review all applications and establish an Order of Merit List. The Order of Merit List is reviewed by FA50 PDO Chief and the HRC assignment Officer.
3. December 2018 FA50 PDO Chief and the HRC Assignment Officer will brief the results to the Executive Agent for approval and selectees will be notified.
4. Once the selectees are notified they must begin assembling all required documents requested by HRC, this includes engaging and communicating with the University/ College for all necessary documents prior to the HRC suspense date. Failure to meet the suspense dates provided can result in disqualification from the program.
5. January through May 2019, the HRC assignment Officer will work on final details with the selectees to provide the request for orders.
6. June through August 2019 all Selectees will report to their prospective programs.

*If you have any questions, your POCs are FA50 PDO Broadening Opportunities Program Manager: Dr. Ginette A. Braziel, [ginette.a.braziel.civ@mail.mil](mailto:ginette.a.braziel.civ@mail.mil), and the alternate POC, HRC Assignment Manager MAJ Michael (Mike) Roe, [michael.g.roe.mil@mail.mil](mailto:michael.g.roe.mil@mail.mil).*

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



## Force Management Hall of Fame 2018 Honoree

by Dr. Ginette A. Braziel

*The FA 50 Proponent Office is proud to present the 2018 Force Management Hall of Fame Honoree, Mr. Lewis S. Steenrod. This biennial event honors outstanding members of the force management community, for their contributions to Army Force Management. This year's event was hosted by MG John A. George, Army G-8, Director of Force Development and MG Brian J. Mennes, Army G3/5/7, Director of Force Management, on 17 May 2018, at the Pentagon Auditorium. An Induction ceremony is held as public recognition for the outstanding contributions to our Army as a distinguished Force Manager. This year's ceremony was a little closer to home and more like a family reunion, as we had*

*the opportunity to honor one of our very own who served in the G-8 as the Director of Resources for 6 years of dedicated service. Our Master of ceremony was LTC Phillip Radzikowski. The national Anthem was sung by Ms. Melanie Butler followed by the invocation from Dr. Ginette A. Braziel. A short video tribute was played on the screen that recounted his career journey and his fun times in the G-8. Mr. Steenrod's biography was read simultaneous with the short video. MG George and MG Mennes, gave honors and distinguish remarks to the honoree, then unveiled the Hall of Fame display model of his plaque which currently hangs in the E-ring hallway near the G-8 offices. This was a very rewarding opportunity to recognize an outstanding retired Force Manager*

*who paved the way for many to do what we do today for this great Army. The singing of the Army song concluded the ceremony and everyone came forth to congratulate the honoree followed by a memorable reception.*



## Contact Info:

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### FA50 Website:

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

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

### FA50 on Facebook:

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

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

### milSuite:

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