

# FA 50

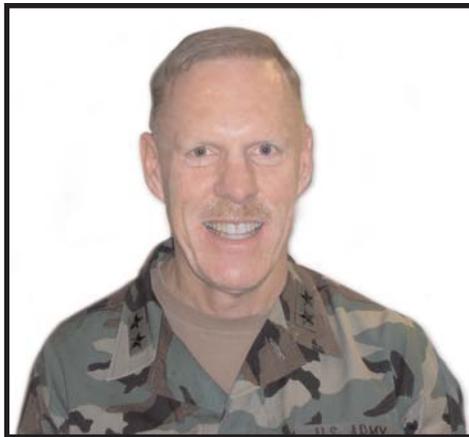
## Visionary Leaders of Change

### From the Office of the Executive Agent

I am thrilled and honored to have the opportunity to be the new leader of the Force Management Functional Area. They did not tell me when they assigned me as "the FD" that I could also be a branch Commandant! This job has more thrills in it than you can imagine.

I can't tell you how impressed I am with the professionalism and abilities of the Force Management Officer. FA 50 officers are talented officers involved in the organization, integration, decision-making and execution of the full spectrum of activities encompassing requirements definition, structuring, combat developments, materiel developments, training developments, as well as analytics and resourcing at the tactical, operational and strategic levels of the Army! I look forward to my tenure as an opportunity to embed the Functional Area in the modular

Army and continuing to establish a rewarding and challenging career path for our great officers.



MG Stephen Speakes  
Director, Force Development  
Army G8

equipment, structure and capability for integration into the Joint Team. Our functional area is deeply involved in supporting the combatant commands. I can also tell you from my recent perspective as a member of a deployed force that the warfighters deeply appreciate your contributions. You truly have made a difference.

The Army today has over 320,000 Soldiers deployed in over 120 countries. In order for us to remain successful, our Force Developers must continue to do their part to enhance the success of our Army. The Soldier is at the center of our focus. Everything we do as Force Management Officers must be done to ensure that he/she has the best

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## From the Proponent Chief

The Proponent Office is celebrating its first full year in existence this quarter. Since its inception last September, we have made great strides for the Force Management Community. We are more relevant today than ever before in our short six-year history and are making improvements in both the operational and tactical relevance of the community in both the Army and Joint forces. As the Army moves closer to realizing the Modular Army, the Force Management Officer becomes increasingly more important to managing, integrating, articulating and leading change. I am frequently asked what the Proponency Office does. I think it's prudent to explain what the Proponency Office does internally and externally for the community.

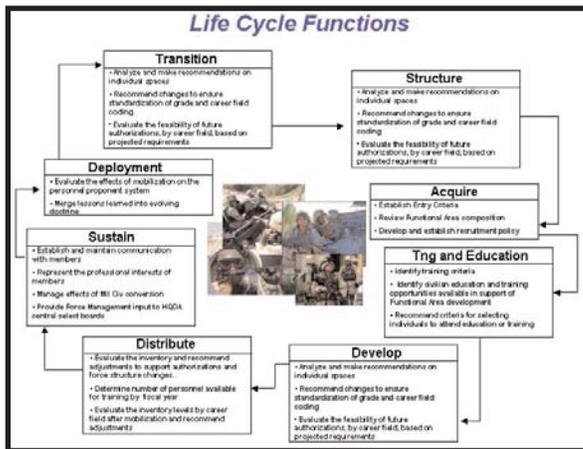
The FA 50 Proponency Office is directly responsible for the eight personnel life-cycle management functions to the Executive Agent and Proponent. As such, we take the lead in defining developmental needs, refining requirements in the field and providing assistance to improve all aspects of the Army's personnel management system. Additionally, we are responsible for the establishing Force Management Concepts

- Doctrine
- Organizational designs
- Training programs
- Manpower requirements
- Education and professional development requirements

The eight life cycle functions are interdependent. To perform any of the life cycle functions well, it's imperative that you understand them all and how they are related. If you look at the chart above you'll see that you can't effectively establish the right policies and procedures for acquiring personnel without knowing what the future force structure requirements are or when and how the training and education requirements will be

affected. We can't deliver effective training and education without understanding where our officers are assigned, what impacts the training will have on families, the numbers we are assessing and how the developmental strategies will incorporate the new skills, knowledge and attributes they bring from their basic branch experiences.

We are structuring the Proponency Office so there is a functional expert covering down on each of the life cycle functions. These functional experts will collaborate to ensure issues and concerns are vetted and solved as a complete process vice stovepipe. We hold quarterly strategy sessions within the



Proponency Office to evaluate where the functional area is, where we are going, and how each of the functional experts can help integrate their piece in the problem solving process and plan our way ahead. However, it's the daily integration of the lifecycle functions that provide the continuous insights for decisions on behalf of the functional area.

Twice a year, the Proponency Office hosts a Senior Advisory Group (SAG). The purpose of the SAG is to provide direction for the Personnel Proponency Office. This forum identifies initiatives that affect the entire community as well as provides the proponent a formal opportunity to let senior members and interested parties know the direction the Force Management career field is heading. The SAG is tri-chaired by the Army G8, FD and our Greybeard, LTG(R) Trefry. The SAG includes membership from around the Army at the O6 level and includes our CP 26 partners. This fall's SAG is looking to build on the foundation laid in March and looks to deal with tough issues like utilization, force stabilization, and the new career path.

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## From the Branch Manager

Since the last letter we've had boards for LTC, SSC, COL and CSC. We've fared well in the LTC board with 13 officers being selected for promotion to the grade of LTC.

- Robert James Anderson
- John David Beck
- Thomas Michael Brennan
- Rodney Theodore Haggins
- Jill Martine Newman
- David Adams Shugart
- Joel Jacob Slagle
- Ralph Tyler Standbrook
- William Robert Stowman
- Robert Ellis Waring
- Peter Brendan With
- Edward Fowler Cole, Jr.
- Terrance Damon Wallace

We're still waiting on the results of the COL board. However, 4 officers were selected for resident SSC this fiscal year (LTC Burns, LTC Hesse, LTC Johnson, LTC Linick). We're still waiting on the results of YG93 CSC list- due by the end of October.

This year the Career Field Designation board for YG94 provided the functional area with 5 MAJs.

- Stephon Martez Brannon
- William Michael Fairclough
- Tara Rachelle Lee
- David Michael Myrda
- Okal Amram Onyundo

## ILE

For planning purposes, we are working on sending our 5 newly acquired officers to the Force Management qualification "Q" course from August to November 2005. This will ensure they are properly trained prior to assuming their first functional area assignment. Additionally, the proponency is planning on sending those officers currently at CGSOC in Ft. Leavenworth to the "Q" course at Ft. Belvoir.

*"As we build the modular Army of the future, your role as a Force Manager is leading, managing, and articulating the change that will result in the most comprehensive transformation of Army forces since World War II."*

## What is Force Stabilization



In short, combat effectiveness and unit readiness today are adversely affected by personnel turbulence caused by the individual replacement system. Since personnel assignments in combat units were not synchronized, about a third of the personnel in an average unit turn over each year. This made it extremely difficult to build and maintain cohesive teams, whether in a tank crew or in a staff. Force stabilization recognizes the value of depth of experience versus breadth of experience. Soldiers, warrant officers, and officers will spend the majority of their company grade time in the same type of unit on the same installation. This will afford them great training and professional development opportunities. However, they will be exposed to fewer types of units and installations. Specifically, this gets to the heavy versus light experience for soldiers and leaders. The leadership has evaluated this concern and believes that a greater depth of experience is desired. For unit focused stability, aligning soldier assignments with



unit operational cycles will significantly improve combat readiness and cohesion, but may reduce the number of options available for soldiers and leaders in selecting future assignments since cycles will have to match up to prevent prolonged time in holding accounts. Again, the Army believes the benefits to soldiers, families, and the Army with increased stability, predictability, and continuity in units and communities outweighs the potential drawbacks of having slightly fewer options for assignment locations.

### How will force stabilization be implemented?

Transition to the force stabilization will be conducted in three phases. Phase I, beginning the last quarter of FY04, initiates force stabilization on selected CONUS TO&E installations, which house a maneuver combat brigade. Phase II will add installations designated by ODCS, G-1 which have been determined sustainable.

Execution of this phase will be on-order. Phase III will include brigades returning from an overseas location and permanently reassigned to a CONUS installation. These installations will automatically become force stabilization installations once the maneuver combat brigades complete their unit movement to the new CONUS installation. If the units are moved to a home-based installation, the new unit will fall under this initiative. Otherwise, the resulting installation will be evaluated for sustainability prior to designation as a home-based installation (similar to phase II).

### What's the application to Force Managers?

Our officers are generally in division staffs and higher. They will continue to be rotated at the completion of their force management assignment. In some cases, officers may be extended to complete an Army force management process such as the POM or TAA or due to unit deployment as a force manager.

— Dan Monsivais  
MAJ, GS FA50, Branch Manager

## Assignments

HRC will probably not begin the summer 05 assignment cycle until late Dec 04, early January 05. To assist you with your next move, everyone should expect to get an email via AKO, providing you with a listing of authorizations that need to get filled by grade by unit. Officers must consider the following:

- The professional development of an FA 50 officer requires that the officer be exposed to a variety of force management related work. The fundamental theory behind force management procedures and processes does not change rapidly over time, but the environments in which the tools are applied can vary greatly. After receiving their initial training, FA 50 officers should seek different types of force management assignments in different types of organizations to foster their professional development i.e., MACOM to HQDA to Joint.

- FA 50 officers lead change; they are an invaluable tool for the commander on the requirements to solution paradigm. The goal of the professional development of FA 50 officers is to produce officers skilled in the technical aspects of leading efficient change management, yet retaining our understanding of the operational Army. Additionally, the FA 50 officer is capable of managing requirements and materiel solutions while leveraging quantitative and qualitative analysis on varied DoD issues. Assignments in the functional area are made to provide the officer exposure to a number of organizations that require FA 50 skills and attributes so that the officer develops a fuller understanding of the application of force management techniques throughout the military.

We're taking the mystery out the assignment process - if there ever was one.



To this end here's how we'll work the next assignment cycle. You provide 5 choices + Army's Needs (Skill/Exp) + AO recommendation + FD Director/HRC reviews = Assignment.

### Tips

If you do not have an account with USAFMSA WEBTAADS, then get an account at <https://webtaads.belvoir.army.mil/usafmsa>. This site will provide you with up to date changes to MTOEs and TDAs.

## From the Field

The first lesson learned I thought I'd address is that of the FA50 in the theater, the organizational construct, and a future construct for the Force Management Cell/Division in Army units.

In III Corps at Fort Hood, there were 2 FA50s authorized: one in the Plans shop and on the MTOE, the other was in the Force Integration shop on the TDA. I was the only 50 in the Corps HQ. Prior to deployment, I worked a number of issues relating to the ONSs, accelerated fieldings, etc. When notified of deployment, I had to quickly prepare a TDA organization for deployment. That's the first lesson learned. The Force Management /Force Integration Division must be on the MTOE with equipment, vehicles etc. There needs to be an analysis of what that takes, as far as the full manning and equipping goes, but the Force Management Division must be a deployable entity with all the bells and whistles.

After deploying, we discovered that the previous HQ did not deploy its Force Management Division; lesson learned #2. In contingency deployments, units must deploy a Force Management cell. That implies several follow on points. First is that there needs to be school-trained FA50s in the HQs. At a minimum, they must be in Corps and division HQs. The second follow on point, it that the FMD needs to be built into any joint manning document established for any joint task forces.

Another lesson learned is that the higher HQs, the Army HQs need to have robust Force Management cells. These must be robust enough to handle split-based ops to provide support both from the rear (to coordinate with HQDA, etc) and forward. Also, I really, really think that the Major Unified Commands need to have FA50s in

*“The Army today has over 320,000 Soldiers deployed in over 120 countries. In order for us to remain dominant, we must provide a trained, ready and expeditionary land campaign force to the Combatant Commanders. The Soldier is at the center of our core competencies.”*

their J8 shops. The reason for all this, well it is simply overwhelming the amount of ONSs we process (4-6/week), the amount of new technology (both government programs and COTS), and the amount of new equipment fielding we are doing. Having the FA 50 expertise at each echelon would greatly assist in these matters.



It is noticeable when dealing with a division that has an FA50 and with units that don't. Right now, both divisions have school-trained FA50s and they definitely make a difference.

At the unified command level there definitely needs to be an FA 50. Do not believe there is one there. Having one there would be a significant help. As folks approach at the unified command level to "insert technology" there is no trained force integration to do a quick DOTLMPF assessment to ensure all the training, maintenance, support facilities etc. is looked at prior to fielding or inserting the technology. I get a lot of folks trying to insert technology or hardware without really understanding about what it takes to get it into the hands of a soldier and provide a capability (capability = system + trained soldier+conops/TTP/Doctrine+sustainment plan).

So bottom-line to all that, one significant lesson learned from my perspective is that there needs to be more FA50s in units Corps and below.

—Thomas R. Faupel  
LTC(P), GS  
MNC-I Force Management Officer

# 4 Warrior Ethos Tenets

## A Warrior:

1 Always places mission first

2 Never accepts defeat

3 Never quits

4 Never leaves a fallen comrade

All Soldiers are warriors -- prepared, trained and fully equipped for the Joint fight. Soldiers enable the Joint force by destroying the enemy in close combat, and by resolving conflict and restoring the peace. Soldiers personify Warrior Ethos as part of a team, bound to each other by integrity and trust.

The dynamic operational environment demands that every Soldier be a warrior first and an expert in his/her individual craft to support the team

# Future Structure Update

LTC Faupel raises several interesting points while stating his lessons learned during Operation Iraqi Freedom. Clearly there is a growing need for more Force Managers in the Operational Army. This need was articulated by LTG Metz, Cdr, III Corps earlier this year; he said, "...from my experience there is great value added having FA50's serving in the Force Management positions throughout the Army, primarily at Corps level and below." Since LTG Metz's note in April, there have been three separate Council of Colonels that have looked at the UEy structure. We have been active in each of those CoC meetings, aggressively speaking out on the value of Force Management Officers at the Operational level.



We have done a lot of work cross walking the Universal Joint Task List (UJTL) with doctrine as it exists today, and the emerging lessons learned from OIF/OEF. We have established a baseline of the functions and tasks of the Force Manager in the UEy. This quickly became our baseline for establishing the structure to support a UEy as the Army's Service Component

Command (ASCC). The Force Management Division (FMD) is capable of providing the strategic integration and force management functionality in order to support a regional combatant commander within his area of responsibility and is the Army component of that unified command. The FMD provides the hooks and plugs necessary to support subordinate UEy's as well as providing additional force management functionality to the UEy. This organization is resourced to sustain 24-hour operations and although the UEy headquarters is deployable, it is not mobile. There are additional functions that exist as part of the FMD that remain at home-station and are a reach-back capability for the FMD while deployed.

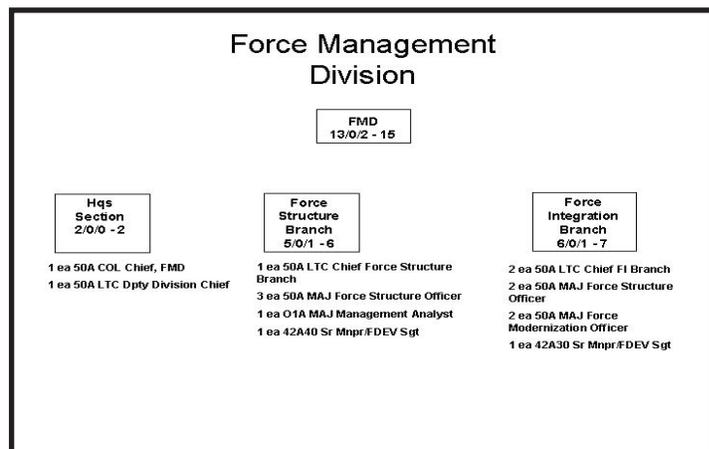
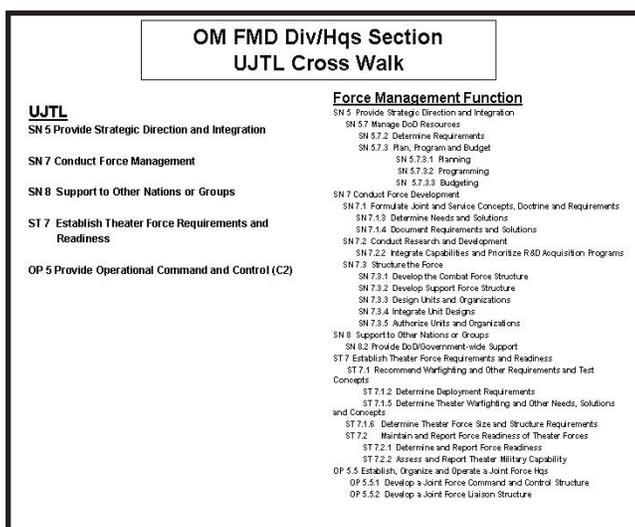
We have asked that the FMD be resourced with 12 FA 50 officers, ranging in rank from Colonel to Major. As it stands today, that request withstood the scrutiny of two separate murder boards. A separate Major, FA 50 has been added to the OP C4I cell, bringing our number of Force Management Officers in the UEy to 13! The resourcing decision hasn't been made. There are still several murder boards to pass; but I remain confident that we will recognize growth to the functional area in the

UEy. After all, in the words of LTG Metz, "...with the Army's rapid pace of Modernization and Transformation, the Global War on Terrorism, and the restructuring of the Force, the time is now to place trained Force Managers in units to assist Commanders in synchronizing and managing all of these changes. They are definitely a force multiplier and a great staff asset to the unit commands."

—Patrick Kirk  
LTC, GS  
Chief, Pronency Office

*"...when I read AR 600-3 it created a credibility problem with officers since it was confusing and hard to follow. I think Branch Qualification leads itself to the Direction of Attack. We probably need to get away from Branch Qualification — we need a broader aperture"*

— CSA



## Force Management Q Course Graduates 11 Students

The Army Force Management School (AFMS) was directed by HQDA DCS G-8, Force Development, to develop and provide instruction for a Functional Area 50 Qualification Course. Historically, FA50 has lacked a relevant FA50-specific education program for entry-level qualification that prepared Force Management Officers for their new career as a functional expert.

AFMS put together a comprehensive qualification course, with supporting materials, and conducted a pilot course during Summer FY 04.

The course was created as part of the Army's redesigned Intermediate Level Education (ILE) process. ILE is designed to provide 100% of Majors in designated year groups a quality, tailored resident education at one of six satellite sites. ILE gives Majors a 3-month common core course of instruction after which they will be awarded the MEL 4 and JMPE I designation (see next quarter's Force Management Oracle for more on ILE!). Once the core education is complete, the officer will continue to their appropriate career field designated qualification course; for FA50s this will be at the AFMS at Fort Belvoir.



AFMS developed a course based on the logical flow of concepts to requirements to capabilities-based assessments to analysis to resourcing to acquisition to testing to fielding. This is an applied "graduate-level" course vice a theoretical one, incorporating practical exercises throughout to reinforce learning goals. The course was designed to build upon the current 4-week

"How the Army Runs" course currently conducted at the AFMS. It follows this with approximately 10 additional weeks of more in-depth study of the processes that comprise Force

Management. The course consists of five separate modules: Strategy, PPBE, Combat Development, Materiel Development and Force Development. Emphasis is on developing FA50s who can contribute to their unit of assignment immediately upon arrival. To do this, the course utilizes hands-on practical exercises throughout, and ensures currency and relevance by including current Army subject matter experts throughout the curriculum.

The pilot course began on 29 June 2004 and graduation was held on 10 September 2004 with short remarks given by LTG (R) Treffry. Eleven students (10 military and 1 GS Civilian, CP26, 343) participated in this inaugural course. They were: LTC Dash, LTC Hughes, LTC Stebbins, MAJ Kaiser, MAJ Schapel, MAJ Shugart, MAJ Beck,

MAJ Theis, MAJ Corcoran, CPT Martin and Mr Bently. After-course reviews clearly showed students benefited from the seminar, graduate school-like approach. Additionally, the students found the small class size also added to their learning experience. To the man, every graduate clearly benefited from the 10-week course, and feel more confident in the required skill, knowledge and attributes of a Force Management Officer.

Currently, the FA50 Proponency Office, in concert with AFMS, is reviewing the curriculum and proposing changes and adjustments based upon the end of course comments.

— Mr. Jack Riley  
Professional Development and  
Education Senior Analyst

— Mr. Warren Greer  
Director, FA 50 Q Course

*“Clearly there is a growing need for more Force Managers in the Operational Army. This need was articulated by LTG Metz, Cdr, III Corps earlier this year.”*

(continued from page 1...)

The testament that LTC Patrick Kirk provides elsewhere in this newsletter eloquently states how a deployed Corps Commander feels about you.

I also want you to know that we have a great officer handling our functional area. LTC Patrick Kirk is passionate about his job and cares deeply about ensuring that we care for our own as we do the Nation's work. Please feel free to contact him whenever you need career advise or assistance. He has an open door to me and knows that I will take the time to care for you, our branch's most precious resource. Please continue to soldier on

## FA-50 Vision Statement

**The Force Management functional area provides officers who are uniquely trained visionary leaders of change, and are integrated in both Army and Joint echelons of command. Force Management Officers are trained and educated in every aspect of the force management process to create a mission read "Expeditionary Force" for the Combat Commander.**

knowing that you have my deep gratitude and appreciation for the selfless service you do every day.

In future newsletters we will talk more about our vision for this career field and your future in it. See you soon!

— MG Stephen Speakes  
Director, Force Development  
United States Army

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Late this summer, the CSA redirected the (DA PAM)AR 600-3 effort; he was concerned that "...when I read AR 600-3 it created a credibility problem with officers since it was confusing and hard to follow. I think Branch Qualification leads itself to the Direction of Attack. We probably need to get away from Branch Qualification - we need a broader aperture." The draft I floated early on in the summer no longer meets the CSA's intent, and the redirect effort will focus more on skills and attributes at each rank vice the branch qualification. I still believe it important and vital to establish standard duty titles for all Major and Lieutenant Colonel positions in the Army and Joint staff and they will be included in the DA PAM when it is released.

We are moving ahead and pushing hard to ensure the relevancy of the Functional Area; still there is much to accomplish, but our path is clear. We have the unwavering support of our Force Management leadership and the foundation for our future is solid. I look forward to hearing from you, and discussing with you, your thoughts on our Functional Area.

We are the Army's Visionary Leaders of Change...the Soldier is our passion; his success is our hallmark!

— Patrick Kirk  
LTC, GS  
Chief, FA 50 Proponency Office

# Proponency Top

# 5

## 1 DA PAM 600-3 Redirect

## 2 FM 100-11 Rewrite

## 3 Career progression; standardization of duty titles

## 4 Future Authorizations

## 5 Force Management Doctrine

# Force Management Recommended Reading List

Abraham Lincoln / Carl Sanburg  
Army Relations with Congress: Thick Armor, Dull Sward, Slow Horse / Stephen K Scroggs  
Battle Cry of Freedom: The Civil War Era / James McPherson  
Black Lamb and Grey Falcon / Rebecca West  
Black May / Michael Gannon  
Break Through Thinking / Gerald Nadler & Shozo Hibino  
Command Decisions / Blumenson and Greenfield  
Command Missions / Lucian K Truscott  
Crusade, the Untold Story of the Gulf War and Longe Grey Line / Rick Atkinson  
Dereliction of Duty: Lyndon Johnson, Robert McNamara, the Joint Chiefs of Staff, and the Lies That Led to Vietnam / H. R. McMaster  
Dull Sward, Defeat Into Victory / William Slim  
Edge of the Sward / DeGaul  
Future Edge / Joel Arthur Barber  
George C. Marshall: Soldier-Statesman of the American Century / Mark A. Stoler  
Henry V, IV / Shakespeare



History of the Peloponnesian War / Thucydides (similar to CSA Sublist 4 book)  
Indian Fighting Army / Fairfax Downey  
Inside al Qaeda: Global Network of Terror / Rohan Gunaratna  
Lincoln finds a General / Williams  
Makers of Modern Strategy: From Machiavelli to the Nuclear Age / Edited by Peter Paret  
Masters of War: Classical Strategic Thought, 3rd Edition / Michael I. Handel  
National Security Strategy of the United States of America  
National Strategy for Combating Terrorism  
Nimitz, Bull Halsey / EB Potter  
On Becoming a Leader / Warren Bennis

Once An Eagle / Anton Myier  
On War / Carl von Clausewitz, Edited and Translated by Michael Howard and Peter Paret  
Patton Papers, Mark Clark / Martin Blumenson  
Personal Memoirs of US Grant / Grant (CSA Sublist 2 Book)  
Philadelphia Campaign of 1777 / Taaffe  
Proud Tower, Stillwell and the American Experience in China, The First Salute / Barbara Tutman  
Respectfully Quoted / Platt  
Road to Stalingrad, Road to Berlin / John Erikson  
Sherman Fighting Prophet / Lloyd Lewis  
Special Operations Forces, Military Space Forces and Military Strategy / John Collins  
Supplying War: Logistics from Wallenstein to Patton / Martin Van Creveld  
The Art of War / Sun Tzu, Translated by Samuel Griffith  
The Challenge of Change: Military Institutions and New Realities, 1918-1941 / Edited by Harold R. Winton and David R. Mets  
The Clash of Civilizations and the Remaking of World Order / Samuel Huntington  
The Dynamics of Military Revolution, 1300-2050 / Edited by MacGregor Knox and Williamson Murray  
The Face of War / John Keegan (CSA Sublist 1 Book)  
The Future of the Army Profession / Don Snider and Gayle Watkins, Project Directors  
The General's War: The Inside Story of the Conflict in the Gulf / Michael R. Gordon and Bernard E. Trainor  
The Lexus and the Olive Tree: Understanding Globalization / Thomas Friedman  
The Making of Strategy: Rulers, States, and War / Edited by Williamson Murray, MacGregor Knox, and Alvin Berstein  
The Mighty Eighth / Gerald Astor  
The Peloponnesian War / Donald Kagan  
The Road to Rainbow / Henry Gole  
The Soldier and the State: The Theory and Politics of Civil-Military Relations / Samuel Huntington  
Thinking in Time / Richard E. Neustadt and Ernest May  
Transformation Leader / Noel M Tichy & Mary Anne Devanna  
Transformation under Fire: Revolutionizing How America Fights / Douglas A. Macgregor  
Ulysses / Tennyson  
Understanding Variation, The Key to Managing Chaos / Donald J Wheeler  
Victory on the Potomac / James R. Locher III  
War in European History / Michael Howard  
Washington, Lee, Lee's Lieutenants, Douglas Southall Freeman on Leadership / Douglas Freeman  
Washington's Cross / Fischer  
World Crisis, Never Give In / Churchill



## What Are the Requirements for Naval Post Graduate School

Officer selections are highly competitive and based on academic and military records, performance, and potential for continued service.

Applications for officers slated to attend NPS are processed and submitted by HRC (AHRC-OPF-L).

Deadlines for applications are generally in the January-March timeframe. First, each career division nomi-

nates candidates. The nomination then undergoes an approval process through the Career Management Division (CMD). If nominations are approved by CMD, the Advanced Civil Schooling (ACS) section sends the packets to NPS to request determination of eligibility for attendance. Officers interested in fully funded educa-



tion at NPS should ensure their files contain copies of all college transcripts, current (less than 5 years old) Graduate Record

Exam (GRE) and/or Graduate Management Admission Test (GMAT) scores, and their CAS3 completion certificate. Although the GRE/GMAT is not a requirement for NPS, the test is a requirement for all ACS candidates and is used for screening purposes in accordance with AR 621-1.

Minimum requirements are 500 in math/verbal categories and 4 of 6 in the analytical portion of the GRE.

## Flash Traffic

-Advance Civil Schooling for FY 05 Allocations:

- 5 Students to GMU MBA
- 1 Student to NPGS SE/FM

-Start by calling MAJ Monsivais ASAP

-500 min on GMAT/GRE is required for both



**SQUAD** 9 to 10 Soldiers  
**PLATOON** 16 to 44 Soldiers  
**COMPANY** 62 to 190 Soldiers  
**BATTALION** 300 to 1,000 Soldiers  
**BRIGADE** 3,000 to 5,000 Soldiers  
**DIVISION** 10,000 to 15,000 Soldiers  
**CORPS** 20,000 to 45,000 Soldiers

## Calendar of Events 2004 - 2005

Event	Date	Location
Proponent DA PAM 600-3 Conf	19-22 October	Hampton, VA
GMU Summer 05 Applications	30 November 2004	HRC
G37/USAFMSA Force Structure Review Board	29 November - 10 December 2004	Pentagon
MACOM Schedule 8's due to HQDA	30 November 2004	Pentagon
TAA-11 ARSTRUC Update	December 2004	
ACS Board	1 February 2005	Pentagon
MAJ ARMY/CPT SELCON	8 February - 11 March 2005	HRC
FA 50 SAG (Tentative)	Mid March 2005	TBD
CFD YG 95	29 March - 9 April 2005	HRC
SSC Board	5-29 April 2005	HRC
LTC Board/MAJ SELCON	12 April - 13 May 2005	HRC
COL Board	26 July - 19 August 2005	HRC

## Force Management Bios



LTC Patrick Kirk was commissioned as an Armor Officer from the Claremont Men's College, Claremont, California in 1986, and received his bachelor degree in Human Resource Management from California Poly Technical University, Pomona, California. His assignments include Platoon Leader and XO with the 8th Cavalry, 3 AD, Troop Commands in the 9th Cavalry Squadron and 16th Cavalry Regiment, Assistant S3 in the 9th Cavalry Squadron, and Plans Officer in the 3rd Army, Camp Doha, Kuwait. LTC Kirk became a FA 50 Force Management Officer in 1998 and has served in several Force Management assignment to include: Maneuver Design Analyst in the Force Design Directorate, Ft Leavenworth, Objective Force Integrator, FIT Tm., Army G3, XO for the Director Force Development, Army G8, Chief, Resource and Materiel Branch, FD-FCS, Army G8 and his current assignment as the Chief, Personnel Proponency Office. MAJ Kirk was selected as the first FA 50 to serve as a RAND Fellow in 2000 and holds a Masters in Administration from Central Michigan University.



COL Ed Donnelly is the Director of the Army's Quadrennial Defense Review (QDR) Office and is the Army focal point for coordination of both the QDR and the biennial Defense Planning Guidance (DPG). He is a career Armor officer with a broad background in Army and Joint operations and planning assignments thru Army Corps and in Joint Force Headquarters at all echelons from one-star JTFs thru both Regional and Functional Combatant Command including operational deployments with Army or Joint Task Forces to Southwest Asia, Somalia, Haiti, Guantanamo Bay, Macedonia, and Kosovo. His FA 50 assignments have been equally diverse and include Chief of the Fielding and Sustainment Division in the Army's Objective Force Task Force, Strategic Planner for the Combatant Commander of USTRANSCOM, Team Chief of both the MTOE and Initiatives Teams in the Force Management and Integration Division for what is today HQDA G3, and the Peace Operations Plans and Policy Officer in the J5 Directorate of USACOM. An Army War College graduate, COL Donnelly also has four Masters Degrees, a Juris Doctor in International Law, and has been admitted to the Bar in the States of Missouri, Georgia, and Virginia.



COL Gerald O'Keefe was in the first cohort of officers to move into the Force Management Career Field. Originally from Massachusetts, COL O'Keefe was commissioned as an Engineer from the United States Military Academy in 1981. His assignments include Company Command, Battalion S1, Assistant S3, S3, and Brigade S4. COL O'Keefe also served as a Plans Officer and Exercise Branch Chief in USAREUR ODCSOPS and served a tour as an Admissions Officer at the United States Military Academy. COL O'Keefe became an FA 50 Force Management Officer in 1999 and has served in several FA 50 related assignments at HQDA to include: Organizational Integrator, XO for the Director of Force Programs, QDR Team Chief and his current assignment as the Chief of the Force Management and Integration Division within G3. COL O'Keefe has a dual Masters of Engineering degree in Industrial Engineering and Operational Research from Penn State University and a Masters of Science in National Resource Strategy from the Industrial College of the Armed Forces (ICAF). He is a licensed professional engineer in the Commonwealth of Virginia.



MAJ Dan Monsivais has three years prior service as an Infantry Rifleman and Bradley gunner while assigned to the 41st Infantry, 2nd Armored Division. He was commissioned in 1987 as an Infantry Officer from Sam Houston State. His leadership assignments include Platoon Leader and XO, 2d Battalion, 60th Infantry Division (Motorized), and later 1st Battalion, 33rd Armor, 9th Infantry Division, Fort Lewis Washington. He has served as an S3 Air while assigned to the 1st Infantry Division as a member in the 16th Infantry, and later commanded E Co. 2nd Battalion 16th Infantry. Dan was invited to serve as a Small Group Instructor at the US Army Armor Center at Fort Knox, Kentucky and served three years before being selected as the Force Manager for 2nd Infantry Division. He served as an operations officer for the Albany Recruiting Battalion before coming back to Force Management in 2000. Dan served two years as Chief, Force Management Branch, 8th US Army, Korea and is a graduate of the Command and General Staff College and is presently serving as the Functional Area 50 Branch Manager assigned to Human Resources Command, Alexandria, Virginia.



COL Chuck Barham is currently serving as the Deputy Director for Force Structure, Office of the Deputy Assistant Secretary of Defense for Reserve Affairs and is the Reserve Affairs point of contact for all force structure issues across the services. Originally commissioned a second lieutenant in the Field Artillery in 1981 from the University of Richmond, he served in the artillery for thirteen years. During this time, he commanded two batteries and served as a battalion S-4. Also during this time, he was awarded 50A as his secondary career field and served a tour as the Force Modernization Officer for United States Army South in Panama. In 1994, he branch transferred to the Transportation Corps where was assigned as both a Support Operations Officer and a Battalion Executive Officer. In 2000, he was formally career field designated into Functional Area 50. Since that time, he has served as a HQDA Force Structure Command Manager and later as the Chief, Force Structure Command Branch in HQDA G-3. He holds both a Bachelors Degree and Masters Degree in Business Administration, and a Masters Degree in Strategic Studies. He is a graduate of both the Army Command and General Staff College and the Army War College.



LTC Kathy Jennings-Knapp was commissioned in 1984 as a Distinguished Military Graduate into the Corps of Engineers from the University of Wisconsin. Her leadership assignments include Engineer Platoon Leader positions at Fort Carson, Fort Hood and Hanau, Germany, and Company Commander positions in Giessen, Germany and Fort Riley. Her key staff assignments have been focused in the Operations arena, including 249th Engineer Battalion S3, 1 ID Engineer Brigade Assistant S3, 1st Army Deputy Division G3 and Assistant to the Chief of Engineers, Washington DC. She has extensive experience working disaster response and emergency operations. LTC Knapp became a FA 50 Force Management Officer in 2001 and is currently serving in her first FA 50 assignment with the Army G-8 Force Development's Directorate of Integration. While assigned to G-8, she has been the Branch Chief for Stryker Brigade Combat Teams, and the Unit Set Fielding Division Chief. LTC Knapp plans to receive her Masters Degree in National Resource Strategy while attending the Senior Service College during 2004-2005.

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**What's in the Next  
Force Management**



- Role of FA 50 in UEy
- Force Management and Manpower Association
- Force Managers at the Division
- Introduction to ILE
- Comments by the new G-8, LTG Melcher

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