



FORCE MANAGEMENT'S THE Oracle

“The RAND Issue”

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RAND FA 50 ARMY FELLOWSHIP: YOUR OPPORTUNITY TO BECOME AN FA 50 “PENTATHLETE”

by MAJ (P) Jim Barnett



The unique and rapidly changing environment in which the Army currently operates has driven the need to develop adaptive leaders, a term Army Leadership has appropriately deemed the “Pentathlete.”

According to the Army Posture Statement, the pentathlete is someone “...whose versatility and agility ... enable them to learn and to adapt to new situations in a constantly evolving environment.” This definition

is well suited to the FA 50 officer. One way the FA 50 career field provides an opportunity to develop FA 50s into both “Visionary Leaders of Change” and “Pentathletes” is through a RAND Fellowship.

Each year many of you ask whether you should submit a packet to become an Army Fellow at RAND. My answer was and still is “yes!” Why? The research community is realizing that officers who have experiences outside the standard Army education system have more success in complex battlespace. The logic is simple and intuitive. Those who bring more tools to the fight can attack problems from multiple angles and create advantages for our Fighting Force.

Further, it is no secret the Army needs top-notch officers to reach out to our civilian counterparts in government to tell the Army Story. “Think Tanks” across the country are developing solutions and concepts that will drive our military policy now, and in the future. The Army needs talented officers to shape and guide the research community’s efforts. Army Fellows help “Think Tanks” view the Army in a positive light and ensure that the outcome of research eliminates hurdles to forward movement.

What is RAND, and what does an FA 50 officer do there? A Federally Funded Research and Development Center (FFRDC), RAND is an independent nonprofit corporation sponsored and funded by the U.S. government to meet specific long-term technical needs that cannot be met by any other single organization. FFRDCs typically assist government agencies with scientific research and analysis, systems development, and systems acquisition. They bring together the expertise and outlook of government, industry, and academe to solve complex technical problems.

RAND has several research units covering defense, health, foreign countries, U.S. Government, with offices located in the United States and around the world. Army research at RAND is conducted by the RAND Arroyo Center whose mission as our only FFRDC for studies and analysis is to:

- Conduct objective analytic research on major policy concerns, with an emphasis on mid- to long-term policy issues,

Read About It In

THE Oracle

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- Help the Army improve effectiveness and efficiency,
- Provide short-term assistance on urgent problems, and
- Be a catalyst for needed change.

The following are RAND Arroyo Center Research Programs:

Strategy, Doctrine, and Resources seeks to determine the implications of the changing security environment for the Army's future roles, structure, and doctrine.

Force Development and Technology assesses technological advances and new operational concepts to improve Army mission performance by seeking opportunities in new technologies, evaluating alternative force structures, and identifying efficiencies from acquisition reform.

Military Logistics conducts high-quality, objective analyses to help the Army improve support to

operational forces, enhance the effectiveness of its business processes, and optimize the industrial base and support infrastructure.

Manpower and Training applies sophisticated economics and social science methodologies to Army personnel and training issues. It stresses quantitative analysis and testing of alternative policies and resource mixes, all oriented toward choosing appropriate strategies for manning, training, and structuring the Army for the future.

Responsibilities of an FA 50 Army Research Fellow at RAND. A number of Army officers are selected each year to participate in RAND's Arroyo Center Army Fellows Program. Based either at the Santa Monica or Washington, D.C., office, Army fellows work with nationally known researchers on critical Army policy issues. As an Army Fellow you are not limited in your research, you are the master of your destiny. Currently, Army Fellows are researching the Future Full Spectrum Army, integrating interagency planning for SSTR operations, and post-conflict transitional security capabilities for the U.S. Government, to name just a few areas of study.

Who should apply? If you have the following credentials and skills sets, you should consider applying for the fellowship:

- Master's Degree
- Enjoy rigorous research that is scrutinized by top U.S. researchers
- Enjoy academic and analytical work—lots of reading and verifying information
- Dealing in vague and unclear problem statements
- Enjoy applying theory to reality

How does an FA 50 apply? RAND Fellowships provide an opportunity to expand/broaden knowledge in force management through research, and are open to all eligible force managers who seek a professional program that provides extensive exposure to managerial techniques and industrial procedures within corporate America. This training is normally unavailable through the military school or civilian university systems.

The ORACLE is the quarterly newsletter published by the U.S. Army's FA 50 Proponency Office. Its purpose is to discuss FA 50 specific issues, exchange ideas on how to better the community, and keep us all informed.

Headquarters Department of the Army
Office of the Director, Force Development DAPR-FDZ
FA 50 (Force Management) Proponency Office
700 Army Pentagon
Washington, DC 20310-0700

Please submit all material for publication and comment to Mr. Bob Fleitz at 703.602.3270 or email robert.fleitz@hqda.army.mil

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www.fa50.army.mil

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FROM THE EXECUTIVE AGENT

Giving the Soldier Enough, and On Time

Team,



BG Charles A. Anderson
Director, Force Development
Executive Agent for FA 50

In my office here in the Pentagon is a framed poster, a Norman Rockwell print from WWII. As far as I know, this is the only painting he did of a Soldier in combat. It was painted for the Ordnance Department, and displayed in weapons factories and ammunition plants around the country. Look at this picture for a minute, as I do every day. Recall that it wasn't until mid-1944 or so that the American public started to get a real sense that the war was going to be won—there were some really dark days early on.

In 1942, when Rockwell was asked to do this painting, the news was still full of the aftermath of Pearl Harbor, the surrender at Corregidor, and fall of Bataan. The GI is firing an old M1917A1 .30 caliber, water-cooled Browning heavy machine gun. His uniform is torn and dirty, the cloth ammo belt is almost exhausted, and steam coming out of the "Jerry Can" suggests he is short on water too. But he is totally focused on the battle, depending on his

comrades and his country to bring him more ammo and supplies. Across the bottom of the print are the words, "Let's give him Enough and On Time."

That's our purpose today as Force Managers. Our task is to ensure every unit is properly organized, and every Soldier has the right weapons and equipment, at the right place and on time to win our nation's wars. And as we all know, this is not an easy business. For equipment to arrive on time our dollars must be on time. There is no doubt our industrial base is not like it was in 1945. Today, from the drop of a contract, it takes one year to produce a Stryker vehicle, 220 days for ADAM cell, over a year for a UAV platoon, and 18 months to recapitalize a tank. On-time funding equals on-time equipment for our Soldiers.

The second takeaway from Rockwell's print is that you cannot mortgage the future for the current. The purpose of Rockwell's print was to excite production, for in the early days the Army was ill-prepared — especially in the areas of weapons and munitions. Here is what Rockwell wanted you to see —

Take a look at the Soldier's helmet, web-belt, holster and pistol. All of these items worn in WWII were with the Army until the late-1980s. Our first true investment in Soldier personal equipment was the Rapid Fielding Initiative (RFI) for which we have issued over 800,000 sets. We cannot mortgage Future Combat Systems, Joint Light Tactical Vehicle and the Medium Extended Range Air Defense System for the current fight. We must continue to modernize as we transform and fight so the Army will be relevant and ready for tomorrow's challenges.

Each of us has an important role in this great task. Equipping the Army is the key to Transformation, executing the Army Campaign Plan and supporting ARFORGEN. Thank you for your service and for all you do for the grandsons and granddaughters of that Soldier behind the machine gun. They depend on us all.

In closing, thank you for getting the Soldier the right equipment and on time! ◉



Print by Norman Rockwell

Courtesy of Army Art Collection U.S. Army Center of Military History

Chuck Anderson

Following the participants' tenure in industry, they are placed in a validated utilization assignment for two years. Also, participants incur an active-duty service obligation of three for one computed in days.

Eligibility criteria. Commissioned officers must:

- Be on active duty and managed by the U.S. Army Human Resources Command (HRC), Alexandria;
- Have a minimum of three and not more than 19 AFCS years (OTRA officers must have enough service time left after completing RAND to fulfill ADSO);
- Be able to fulfill obligations incurred by this program;
- Have, at a minimum, a secret clearance;
- Demonstrate potential for future long-term service;
- Be branch qualified at current rank;
- Meet height/weight requirements; and
- Meet any additional requirements set by HRC.

For additional information about RAND fellowship, please review AR 621-7, *Army Fellowships and Scholarships*.

Selection Process. The FA 50 Fellowship at RAND starts in September; officers should notify their career managers of their interest the previous January. While it is too late for September 2007, it is not too late to start making plans for your packet to be submitted for the 2008 cycle.

The Army needs FA 50s who can think their way through complex problems and provide the Army with its next generation of adaptive leaders. RAND Fellowships provide a fantastic opportunity for "Visionary Leaders of Change" to develop into a "Pentathlete." What are you waiting for? Apply for the FA 50 Army Fellowship! For more information on the RAND program, visit www.fa50.army.mil. ◉

MAJ Barnett's most recent assignments were with the Army National Guard and Army G-3, where he served as a requirements analyst, developing the Army's Operational Need Statements process. During his tour with the National Guard, he served as a brigade integrator assessing ARNG Transforming units. Previous assignments include Air Cavalry Troop Commander in Kosovo, Assistant S-3 Bosnia, Chief of Aviation Logistic Planning Division Fort Eustis, and J-3 Air for JTF-Bravo in Honduras. MAJ Barnett holds a B.A. in Economics from Memphis State University and a Masters in Public Administration from Old Dominion University. He can be reached at jbarnett@RAND.org or james.barnett@us.army.mil, or phone him 703-413-1100 x5945.

Phone Numbers

Chief, FA 50 Proponency Office (Acting)	Ms. Donna Wood	703.602.7623/DSN 332
FA 50 Assignments Officer (HRC)	MAJ Brian Halloran	703.325.8647/DSN 221
Strategic Comms and Sustainment	Mr. Bob Fleitz	703.602.3270/DSN 332
Structure and Acquisition	Mr. Al Eggerton	703.602.3305/DSN 332
Joint Integration and Education	Mr. Tom Story	703.602.3277/DSN 332
Doctrine	Mr. Sean Tuomey	703.602.7625/DSN 332
Education, Training & Professional Development	Mr. Ronnie Griffin	703.602.3268/DSN 332
FAX		703.602.3240/7661/DSN 332

GLOBAL FORCE MANAGEMENT

by Mr. Tom Story

A module on “Global Force Management” (GFM) will be added to the curriculum of the FA 50 Qualification Course this year. As you will learn from this article, GFM is not what we generally think of as Force Management—developing requirements, identifying and synchronizing resources, fielding equipment and so on. GFM is more like operational “management of forces” at the Joint Staff and Combatant Command (COCOM) levels. But as GFM systems and processes mature and new Joint positions are created, some Army FA 50s will become Global Force Managers. — Editor



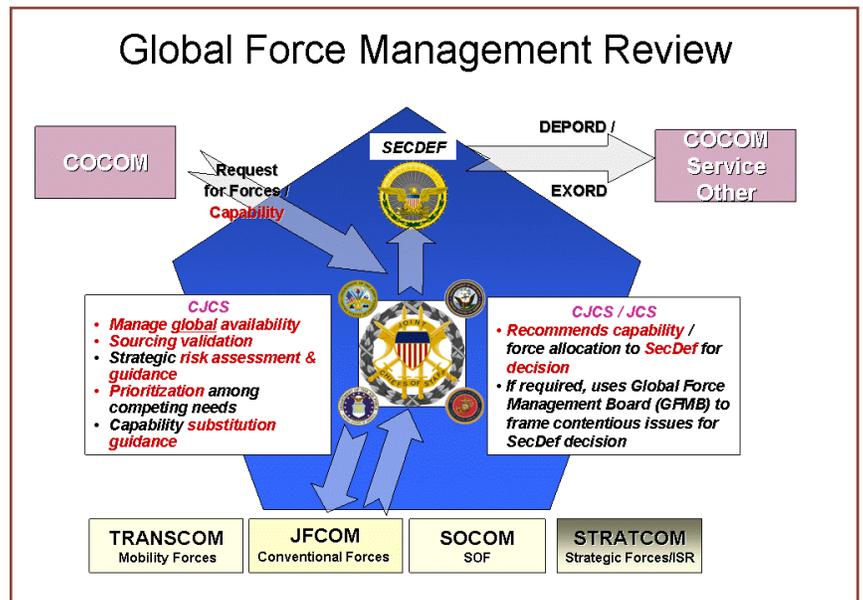
Tom Story

Historically, identification and deployment of forces was characterized by decentralized, largely *ad hoc* processes. For Operations Enduring Freedom and Iraqi Freedom, for example, the

SECDEF made crisis-action planning force management decisions in response to the COCOM’s requests for forces or capabilities. The CJCS hosted a series of war games to identify forces to support these COCOM requests and to determine risk mitigation options.

This process had numerous problems. The assignment, apportionment and allocation methodologies were not integrated and depended on an *ad hoc* risk assessment. There was a lack of comprehensive readiness visibility across the Joint force structure, and it was an inefficient process to globally source force requirements. The GFM process corrects these shortcomings and transforms that reactive force management process into a proactive one.

GFM will allow the SECDEF to make more proactive, risk-informed force management decisions by integrating the assignment, apportionment and allocation processes. Integrating these three stovepiped processes into a predictive, more streamlined one supported by



net-centric tools will facilitate his ability to align operational forces and support assets against known requirements in advance of planning and deployment preparation timelines. It provides comprehensive insights into the global availability, readiness and capabilities of U.S. military forces, and allows senior-decision makers to quickly and accurately assess the impacts and risks of proposed changes in forces/capability assignment, apportionment, and allocation options.

GFM goals are to:

- Account for forces and capabilities committed to ongoing operations and constantly changing unit availability.
- Identify the most appropriate and responsive force or capability to meet a COMCOM’s requirement.
- Identify risks associated with sourcing recommendations.

- Improve the ability to win multiple overlapping conflicts.
- Improve responsiveness to unforeseen contingencies.
- Provide predictability for rotational force requirements.

As always, the GFM process starts and ends with the Secretary of Defense. The Secretary assigns and allocates (for OPLAN support) forces and capabilities; provides overarching strategic guidance to the CJCS; and provides planning guidance to the Combatant Commands. CJCS develops strategic-level guidance, and apportions forces, lift, and other capabilities for planning purposes. The Combatant Commands, in turn, coordinate their force/capability requirements with the CJCS based on the Secretary's guidance, develop Contingency Planning Guidance (CPG)-directed plans with the forces apportioned by the CJCS, and forward those plans to the Secretary for approval.

“Global Force Management will transform the currently reactive force management process into a near real-time, proactive process.”

The goal of GFM is to give us a better global picture of our deployed and/or deploying forces. GFM will: (1) account for forces and capabilities that are committed; (2) identify the most appropriate and responsive force or capability (3) identify risks associated with recommendations; (4) improve ability to win overlapping conflicts; (5) improve responsiveness to unforeseen contingencies; and (6) provide predictability to rotational forces.

The GFM process uses a recurring (quarterly or as needed) flag-officer-level Global Force Management Board (GFMB) to integrate the force assignment, allocation and apportionment processes. It enables global sourcing of military forces and capabilities to leverage the most responsive, best positioned forces at the time of need.

The GFMB is chaired by the Director, Joint Staff and includes members from OSD, the COCOMs, Joint Staff primaries and the Service “OPSDEPS” (Army G-3 and his Service counterparts). It provides senior DoD decision-makers the means to review and assess operational impacts, approve force management decisions, and recommend strategic planning guidance. The responsibilities of GFMB members are defined in DJSJ 0973-05:

- **Director of Operations, J-3** plans, prepares and executes GFMBs; consolidates inputs and conducts staff coordination; secures Under Secretary of Defense (Plans) or Deputy Under Secretary of Defense (Plans) approval of rotational force strategic prioritization to support GFMB allocations; and serves as the principal interface with USJFCOM, the Primary Joint Force Provider.
- **Director of Strategic Plans and Policy, J-5**, assesses military and strategic risks in consultation with the COCOMs and Services; and ensures GFMB planning assumptions and guidance are consistent with the National Military Strategy, Security Cooperation Guidance, and the Joint Strategic Capabilities Plan.
- **Director for Operations, Plans and Joint Force Development, J-7**, provides oversight and strategic guidance in support of contingency sourcing through adaptive planning. He assists in integration of operational war plans with strategic guidance, and provides regional war plans expertise. He monitors and assesses GFMB actions to improve oversight of the joint exercise program and execution of CJCS-sponsored exercises. The J-7 assists in assessment of operational risks, and ensures tools for training and readiness assessment are fully integrated and support the GFMB and the force provider.
- **Director for Force Structure, Resources, and Assessment, J-8**, provides assignment and apportionment information, operational analysis and war-gaming support to the GFMB. The J-8 provides oversight to GFM data initiative and global readiness visibility efforts. (This is where a GFM staff officer can see a COCOM requirement and the forces available, and determine whether we

FROM THE Q-COURSE

ARNG Transformation and its Changing Role in Force Management

Students attending the FA 50 Qualification Course are required to prepare and submit a research paper as part of their studies. Like last year, the four best papers will be acknowledged in The Oracle over the course of the coming year. Following is the introduction to MAJ Mark J.P. Nelson's paper on ARNG Transformation. MAJ Nelson works at the National Guard Bureau in the Systems Integration and Modernization branch. The complete paper, with references and graphics, is available at www.fa50.army.mil. — Editor

The Army National Guard (ARNG) has always been unique from its active Army and Army Reserve counterparts in the fact that it maintains not only a Homeland Defense role (federal mission), but a Homeland Security (state mission) role as well. Dual-missioned, the ARNG acts federally as an operational reserve of the Army and provides a valuable mission skill set in both manmade and natural disaster response and relief.

When it comes to community military assistance the ARNG has always been a first responder. The ARNG since before 9/11 has actively participated in every aspect of transformation with its

Department of the Army counterparts to remain relevant as the Federal Reserve of the Army. The terrorist attacks of 9/11 would serve as the catalyst that launched the ARNG into full operational status in the Global War on Terror, both abroad and at home. At the same time it would place focus on outfitting the ARNG with equipment necessary to modernize, maintain and meet interoperability, and modularize forces for transformation in the Joint warfight. Proper funding and continued congressional oversight and support are required to fill ARNG requirements and decrease shortfalls; it will remain a slow and arduous process while at war. ○

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The key to GFM execution is UCP consolidation of force allocation responsibilities under Joint Force Providers (JFP): Commander, U.S. Joint Forces Command (USJFCOM) for conventional forces; Commander, U.S. Special Operations Command for SOF; Commander, U.S. Strategic Command for strategic/ISR; and Commander, U.S. Transportation Command for mobility forces.

The primary JFP is USJFCOM, whose focus is on global allocation of combat, combat support, and combat service support forces and capabilities. USJFCOM uses the GFMB-developed and approved guidance for global sourcing solutions and provides force/capability commitment, availability, and readiness data from the COCOMs, Military Departments and National Guard Bureau. USJFCOM assesses the ability to sustain Joint presence, operational commitment, and global surge capabilities over time—based on prior allocation decisions and actions. Likewise, the other JFPs report readiness, disposition, and sourcing solutions for their areas. Each JFP coordinates directly with the Joint Staff.

GFM today manages forces worldwide; the process

provides an effective structured means to globally assess risk and address mitigation options with sourcing requirements. However, GFM is still a time-consuming and labor-intensive method to source COCOM requirements. GFM requires technical maturing and some culture change. It is still difficult and time consuming to determine readiness status and availability of forces across DoD. There is a need for visibility of the entire force structure—past, present, and future. The solution? A common way to represent force structure across domains/systems to integrate data and transform the Department. The Global Force Management Data Initiative (GFMDI), therefore, will make all Service, Joint Staff, and OSD organizational and force structure authorization data visible and accessible throughout DoD in GFMDI established formats. By October 2009, the process will provide real-time, comprehensive unit and organizational readiness and capabilities. ○

Mr. Story (MPRI) supports the FA 50 Proponency Office.

• RAND ARMY FELLOWS PROGRAM OVERVIEW •

by Dr. Thomas L. McNaugher



Dr. McNaugher

As director of the RAND Arroyo Center, the Army's only federally funded research institute for studies and analysis, it has been my pleasure to host from five to ten Army Fellows each year over the course of my tenure. Most of our Fellows spend a year in RAND's Santa Monica office, but in recent years two

or three have been assigned to RAND's Arlington office, just south of the Pentagon.

Whichever office they join, RAND's Army Fellows work mainly on Arroyo Center projects approved by Arroyo's Army board, the Arroyo Center Policy Committee, which is chaired by the Vice Chief of Staff and the Assistant Secretary for Acquisition, Logistics, and Technology. Almost without exception, they view their year at RAND as an intellectually challenging and exciting one in which they were able to see the Army from a high-level, strategic perspective. We at RAND are equally excited to have our Fellows with us. They bring enthusiasm, brains, and class-knowledge, and contribute significantly to the projects on which they work.

Arroyo's Army Fellows program got started back in 1985, when the Arroyo Center arrived at RAND after a few initial years at the Jet Propulsion Laboratory in Pasadena. RAND, which was created by the U.S. Army Air Force in 1946, had hosted a very successful Fellows program for mid-level Air Force officers for many years. Not surprisingly, the director of RAND's newly installed Arroyo Center asked the Army's leadership to launch a similar program. They were quite excited to do so, and sent the first two Army Fellows to RAND's Santa Monica office in the fall of 1985.

The program grew rapidly through the end of the 1980s, peaking with 16 Army Fellows (most in Santa Monica) in 1991-1992, before shrinking with

the Army's post-Cold War drawdown. The program began to expand again in 2000, however, as the service restarted a Fellows program in RAND's Washington office. Counting the seven Army Fellows at RAND this year, 143 Army officers have graced RAND's hallways since that first class arrived in 1985.

FA 50 launched its own Fellow when it sent then-MAJ Patrick Kirk to RAND's Washington, D.C., office in 1999, has sent a Fellow to D.C. each year since, and is now considering sending a second officer from the Reserve Component this coming year.

Our FA 50 Fellows join a diverse group, reflecting the Army itself. Our officers, generally senior O4s or O5s, have come from Combat Arms, Combat Support, Special Forces, the Army Medical Department, and the Reserve Component. We've had a few DA civilians, mainly from the Army's logistics community. And because RAND now hosts military fellows from all services (including the U.S. Coast Guard), our Army Fellows have a truly Joint experience. The multi-service friendships formed during a fellowship year and the shared perspectives that come from Joint project work and informal discussions are every bit as important to promoting Jointness as major legislation and Pentagon reorganizations.

It's a terrific program, truly a "win-win" for RAND, the Army, and the Fellows themselves. I'm delighted to see it growing again, and look forward to welcoming not one but two FA 50 Fellows to RAND this summer. ◉

Dr. McNaugher has been director of RAND's Arroyo Center since June 2001. Before joining the Arroyo Center in 1995, as a program director, he was a Senior Fellow at the Brookings Institution, where he wrote about military strategy and weapons acquisition. He is 1968 USMA graduate with seven years of active duty, including a tour in Vietnam. He retired from the Army Reserve in 1999.

SIX SIGMA—MODERNIZING HOW THE ARMY DOES BUSINESS

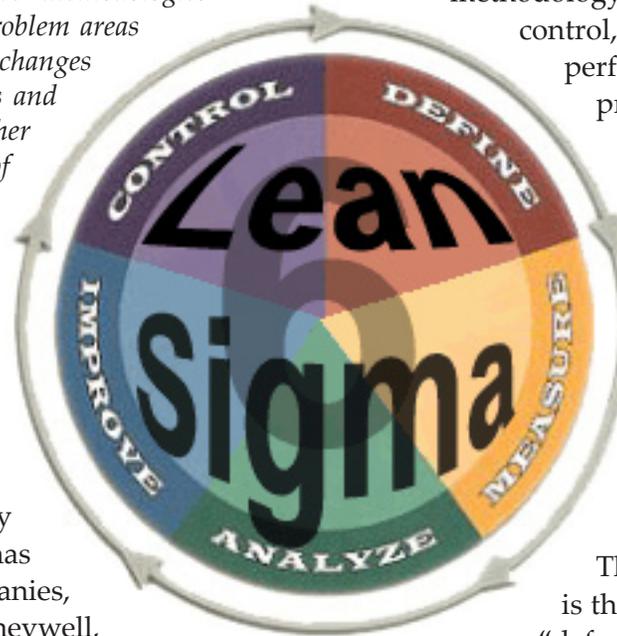
by Mr. Sean Tuomey

Transformation includes modernizing the way we do business. Lean Thinking and Six Sigma are methodologies adopted from industry to identify problem areas in our business processes and apply changes that increase speed and effectiveness and reduce errors. This article, and another in the next ORACLE, lay out some of the basics.—Editor

Six Sigma is a quality management program to achieve “six sigma” levels of quality. It was pioneered at Motorola in the mid-1980s by Bob Galvin, who succeeded his father and Motorola founder, Paul Galvin, as head of the company, and by Motorola engineer Bill Smith. It has since spread to many other companies, including General Electric, Honeywell, Raytheon, Seagate Technology, and Microsoft. However, it can be applied wherever the control of variation is desired.

In recent years, it has begun to branch out into the service industry, and in 2000, Fort Wayne, Ind., became the first city to implement the program in a city government. Claiming that Six Sigma’s impact has not yet been fully realized, some advocate an open-source approach so that the principles of Six Sigma might be more widely adopted.

In statistics, “sigma” refers to the standard deviation of a set of data; “six sigma” therefore refers to six standard deviations. Mathematically, assuming that defects occur according to a standard normal distribution, this corresponds to approximately two quality failures per billion parts manufactured. In practical application of the Six Sigma methodology, however, the rate is taken to be 3.4 per million. Initially, many believed that such high process reliability was impossible, and three sigmas (67,000 defects per million opportunities, or DPMO) were considered acceptable. However, market leaders have measurably reached six sigmas in numerous processes.



Six Sigma is an overall enterprise improvement methodology that uses data to monitor, control, and improve operational performance by eliminating and preventing “defects” in products and associated processes. Six Sigma emphasizes producing better, faster, and lower cost products and services than the competition and stresses breakthrough improvement.

Why “Sigma?”

The word is a statistical term that measures how far a given process deviates from perfection. The central idea behind Six Sigma is that if you can measure how many “defects” you have in a process, you can systematically figure out how to eliminate them and get as close to “zero defects” as possible.

At many organizations, this simply means a measure of quality that strives for near perfection. Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving towards six standard deviations between the mean and the nearest specification limit) in any process—from manufacturing to transactional and from product to service.

The statistical representation of Six Sigma describes quantitatively how a process is performing. A Six Sigma defect is defined as anything outside customer specifications. A Six Sigma opportunity is then the total quantity of chances for a defect. Process sigma can easily be calculated using a Six Sigma calculator.

The fundamental objective of the Six Sigma methodology is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction through the application of Six Sigma improvement projects. This is accomplished through the use of two Six Sigma sub-methodologies:

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DMAIC and DMADV. The Six Sigma DMAIC process (define, measure, analyze, improve, control) is an improvement system for existing processes falling below specification and looking for incremental improvement. The Six Sigma DMADV process (define, measure, analyze, design, verify) is an improvement system used to develop new processes or products at Six Sigma quality levels. It can also be employed if a current process requires more than just incremental improvement. Both Six Sigma processes are executed by Six Sigma Green Belts and Six Sigma Black Belts, and are overseen by Six Sigma Master Black Belts.

According to the Six Sigma Academy, Black Belts save companies approximately \$230,000 per project and can complete four to six projects per year. General Electric, one of the most successful companies implementing Six Sigma, has estimated benefits on the order of \$10 billion during the first five years of implementation. GE first began Six Sigma in 1995, after Motorola and Allied Signal blazed the Six Sigma trail. Since then, thousands of companies around the world have discovered Six Sigma's far-reaching benefits. At its core, Six Sigma revolves around a few key concepts:

SIX SIGMA KEY CONCEPTS	
Critical to Quality:	Attributes most important to the customer
Defect:	Failing to deliver what the customer wants
Process Capability:	What your process can deliver
Variation	What the customer sees and feels
Stable Operations:	Ensuring consistent, predictable processes to improve what the customer sees and feels
Design for Six Sigma:	Designing to meet customer needs and process capability

Six Sigma focuses first on reducing process variation, and then on improving the process capability. For force management officers, Six Sigma has become more and more popular. Although Six Sigma has its roots in the world of manufacturing, any process could be analyzed in this way. Most recently, Under Secretary of Defense for Acquisition, Technology and Logistics, the Hon. Kenneth J. Krieg, recently directed a Six Sigma effort focused on making the Defense Acquisition Board more effective and efficient in conducting milestone reviews and better positioning programs to meet their cost, schedule and performance targets. He writes, "We have begun our review, looking at the process and content of both meetings and documents. While the effort is not complete, I am taking action on some initial findings."

Here at the Pentagon we have seen Six Sigma introduced on the ARSTAF. The Army G-8 is fully engaged in using Six Sigma and reaping the benefits many public sector organizations have had. As FA 50s, perhaps we ought to look at who our customers are and how we can deliver consistent, predictable value. Customers value consistent, predictable business processes that deliver world-class levels of quality. This is what Six Sigma strives to produce. ◯

Mr. Tuomey, SYColeman, supports the FA 50 Proponency Office. In the next Oracle, he will look into the concept of "Lean Thinking" and how both Lean and Six Sigma are being implemented.

RESERVE COMPONENT CORNER

USAR SUPPORTS ASSAULT HOSE-LINE SYSTEM

by MAJ Ramiro Sandoval



Mr. Walter Brown, an instructor with LaBarge Products, Inc., provides operator guidance on the pump for the AHS.



SPC Joshua Wade, truck safety guide, monitors the hose-line as SGT Douglas Weber passes the line to SPC Scott Hill in a practice exercise with instructor Jay Fath supervising.

In early December 2006, twelve selected Soldiers arrived in Kansas City, Kan., for new equipment training on the Assault Hose-line System (AHS). The 842d Quartermaster Co., with the 89th Regional Readiness Command (RRC) from Wichita, hosted contractors, Soldiers, staff members and instructors for a week of training and equipment inventory.

The AHS is a mobile petroleum transport system using a four-inch hose that transfers fuel from bulk storage sites to various distances up to 2.5 miles under tactical and in most weather conditions. The Soldiers received operator and maintenance training on key components such as the fuel pump, which rides on a trailer, the hose-line, and "motorized spool" used to employ and retrieve the hose. Practice spool exercises were conducted from a mounted cargo truck. The entire system offers updated features and kits to ensure mission success for fuel distribution.

One kit is the suspension equipment that uses a tripod to hang the hose over obstacles up to 200 feet wide, such as a ravine or river. Moreover, the AHS can connect to fixed petroleum distribution systems and helps eliminate or reduce the need for fuel truck deliveries in hostile areas.

Soldiers received training related to mounting and deploying the AHS from a cargo truck. Once the hose is mounted on the truck the Soldiers use a motorized employment and retrieval system providing spool turning motion, making it easier to emplace and recover the line. The fuel pump can deliver 350 gallons per minute. Soldiers at the 842d deployed the hose-line at 2.5 miles per hour (mph) and retrieved the hose at about .75 mph. Rotating in different positions, Soldiers developed the skills for safety guides, hose-line guides, truck driver, and mounting assistants.

The personnel received instruction on incident responses like fuel spills or hose-line repair actions and the fine art of hose line engineering by using clamps, couplings, slings and valves. SPC Heidi Bockrath, equipment maintainer at the 842d, said it was "...good to be able to touch the equipment and work with it in a team atmosphere as compared to web-based training," adding that "the most challenging part was deploying the hose-line system."

SPC Scott Hill, a former combat engineer now assigned to Fort Snelling, Minn.'s 88th RRC, felt he received excellent training from key instructors such as Dean

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Assault Hose continued from page 11

Martin; Walter Brown, a subject matter expert on the fuel pump; and Jay Fath. Hill, who recently re-enlisted, said, "I feel more confident working with this equipment and I will train others." According to Robert Noel, AHS acquisition manager, the Soldiers were eager and motivated to learn how to operate and maintain the AHS, and their professionalism and efforts was appreciated.

Other participants providing key assistance during this successful fielding include SSG Steve Johnson, Ms. Olivia Klinkhardt, SFC Luis Matias, SSG Richard Durham, all from the 842d; Mr. Charles Ely, Ms. Lola Jackson, both from the 89th RRC, SGT Douglas Weber from the 88th RRC, and others who ensured mission completion. Each AHS costs over \$600,000 to deploy and hand off. That equipment also went to the 728th QM Co. with the 89th RRC, and the 417th QM Co. with the 88th RRC. After the scheduled training, Soldiers were invited to a Civil Affairs training brief to discuss Iraqi customs and social interactions. ◉

MAJ Sandoval is currently serving in the Force Programs Office, 89th Regional Readiness Center (USAR), in Wichita, Kansas.

FA 50 LETTER TO THE EDITOR

New FA 50 Notices Milestone Omission

Sir,

This note is being sent with the greatest respect. While I have enjoyed reading past editions of the Oracle, to certainly include the edition of 1st Quarter, 2007, I noted that on page 13 of same my name was not listed as a new addition to FA 50. I can imagine the work that goes into the Oracle (I've read them all), but since I am very proud of my acceptance into FA 50 from the process at my 7-year mark, and am looking forward to embarking on this new phase of my military career, I wanted to mention the above omission. Thanks for the great source that the Oracle has been to me, and I look forward to the 2d Quarter edition! Thanks for your time,

v/r

CPT Daniel S. Green
DMC Mobility Officer
ASC, DMC Mobility



CPT Green,

You are right, and congratulations on being CFD last October. The Oracle regrets the error, and appreciates your bringing it to our attention. We should also mention the YG98 officers CFD into FA 50:

CPT Bobby Ray Burrus	CPT Michael David Gossett
CPT Christopher Lee Johnson	CPT Leonard Earl Jones
CPT Donald Eugene Smith II	CPT George William Northington
CPT Kenneth Theodore Woods	CPT Jose Ramon Rodriguez, Jr.
CPT Patrick Wayne Duncan	CPT Dennis Wayne Terry

Sincerely,
The Editor

P.S. — Please note that comments and suggestions are always welcome.