

The Oracle

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OPERATIONALIZING FUNCTIONAL AREA 50:

The Force Manager's Role in the Final Year of OPERATION NEW DAWN



*By: Lt Elizabeth Huntoon, USN; MAJ James Halloran, USA;
LTC Jeffery Robertson, USA; and COL Jeffrey A. Marquez, USA*

From January to December 2011, the United States Forces - Iraq (USF-I) Headquarters, in conjunction with the Department of State, conducted arguably one of the most complex retrograde operations in history. While operating in a semi-permissive environment, USF-I executed a plan that entailed three major Lines of Effort (LOE): “Strengthen the Iraqi Security Forces (ISF)” to provide for the internal security, while developing the foundational capabilities for external security; “Conduct Transitions” of bases, equipment, and functions to the Government of Iraq (GoI), Department of State (DoS), and various enduring partners; and “Reposture the Force” to ensure US forces are postured to meet the requirements of the Security Agreement. Each one of these LOEs presented unique challenges requiring creative and critical leadership to ensure mission success.

The Operation New Dawn (OND) drawdown was further complicated by regional events involving the Arab Spring, specifically, operations in Libya and counterterrorism operations in Yemen, and operations in Afghanistan which generated unforecasted requirements and resourcing challenges across the Department of Defense (DoD). These competing requirements generated friction as the DoD looked to OND to provide capabilities, both in forces and equipment to fill other operations. Tension emerged as USF-I sought to retain critical capabilities required to execute the final and most crucial phase of the operation - the reposture of forces out of the Iraq Joint Operations Area (IJOA). At the nexus of this monumental effort were Force Managers.

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The Oracle

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MG Cucolo

TOUGH CHOICES AHEAD CALL FOR FORCE MANAGERS

A few weeks back, I was speaking to the latest class of uniformed and civilian Force Managers as they began their long course at Fort Belvoir. As part of my pitch, I reminded them that once upon a time in their military lives they were involved, in some way, with gaining mastery of a piece of terrain. It is truly the essence of professional military land power to master and dominate terrain of all types: hills, mountain passes, key lines of communication, river valleys, towns, cities. And I have to admit, as an old Infantryman, there is a degree of comfort in the effort to master terrain like that -- I could see it, I could stand on it, and the problem of how to influence and then dominate it was, for the most part, a fairly straightforward academic exercise.

I then showed them a crowded, complex, confusing and impossible-to-read-or-understand single slide diagram of the entire "How The Army Runs" process. I let the visual of that daunting bureaucratic process sink in for a moment and then told them, "This is your terrain now -- you must learn to master it, as well." That is my message to all my FA 50s and CP 26'ers out across the world: the next few years will bring institutional changes and challenges the likes of we have not seen since the rapid modularity effort of 2004 - 2007, and the Army will be needing your skills and abilities to remain functional and effective. Our senior leaders know this and you are increasingly in greater demand: new authorizations in TRADOC, USAMAA, and soon in ARCYBER; a steady cry for "more" from Afghanistan; as well as a number of positions in various commands being recoded and filled with Force Managers. You remain at the tip of the spear for all force structure and equipping efforts, particularly when commands are facing immediate and radical change or undertaking

long term change. What programs do we fund or terminate? What units do we keep or inactivate? What are the best techniques to retain the best Soldiers?

No matter the tough choice, the FA50 team will be deeply involved -- no, counted upon. We have officers and DA Civilian force managers in key locations on the Army Staff, in the Operating Force, all the Army Commands and across the Joint community. The FA 50 proponent will support your efforts to assist your organizations with identifying critical areas where FA50 skills are needed or could make a difference.

But most importantly, the period of tough choices in the coming fiscal years calls for self-development and self-discipline. I need all of you to look in that internal mirror and ask yourselves, "Am I up to this challenge? Where are my knowledge gaps? How can I improve?" Should you find yourself "wanting" or weak in some aspect of the execution of your role as a Force Management professional or staff leader, come up on the net with the Force Management School or this office. Knuckle down, do the homework, training, peer-crosstalk or whatever is necessary to improve yourself and get yourself to mastery level. We're all military professionals, not salaried workers. Our vocation and duty -- not "job" -- is the defense of our nation by defending the ideals embedded in our Constitution. Your daily task might seem mundane at times, but the overall contribution of your sweat equity every day is to the sustainment of American land power. We need you, your capability, and your selfless service more than ever.

Thank you for all you do and it remains my honor to serve with you.

- MG Tony Cucolo



LTC Rivers

Busy couple of months ahead, let me tell you what's going on.

The next Senior Force Managers Seminar will be 7-10 May. Interested

COLs and GS15s still have time to register to attend, follow the link at www.fa50.army.mil. In conjunction with this year's seminar we are also inducting three new Force Management Hall of Fame honorees: LTG(R) Steve Speakes, Mr Paul Vilcoq and Mr Steve Croall, followed by a small reception sponsored by USOMA. You are all invited to join us, 9 May 1500 in the Pentagon Conference Center, to honor these great Americans.

The next VTIP panel will be meeting shortly at HRC to designate officers, primarily from YG 2005, into the functional areas. As always, a major part of our recruiting effort is you. If you are working with or mentoring a young officer who'd make a good Force Manager, encourage him or her to consider FA50. Also, please advise if there are spaces in commands that should be FA50s, or do we need FA50s in places where there are currently none or not enough? Do we have the correct grade of FA50s in these commands? Should there be a FA50 presence in the Military Assistant offices helping our partner nations manage change in their armies (Iraqi, AFG, Saudi Arabia etc) and what's the mix? I need your help so we can advise our senior leaders on the correct FA50 authorization levels to meet what I believe will be an increase in requirements for our skill sets.

At the same time, we are pursuing new and additional professional development opportunities for FA50 officers, TWI at FEDEX, a possible new SSC fellowship at Northwestern University, continuous

updates to the Q Course, and more fully-funded advanced degrees. The next publication of the Oracle will highlight and focus on these along with other professional development/mentorship opportunities. A preview is MAJ Don Smith's FEDEX article in this issue

And, as you probably know, there are some massive leadership changes in store for our functional area. Check the FA50 websites and Facebook for updates. And by the way, if you haven't checked out our Facebook page at www.facebook.com/army.fa50, please take a look, hit the LIKE button, and give me any feedback or suggestions.

OK, that's the good news. But, as MG Cucolo said, TOUGH CHOICES LIE AHEAD!

LTG Trefry used to say that Force Management is the process by which we build an Army AND take it down. So my office will stay actively engaged in the discussions with HRC, G-1, G-3 and others. So I leave you with these words from the Chief of Staff, "We are an Army that will remain the best manned, best equipped, best trained, and best led force as we transition to a leaner, more agile force that remains adaptive, innovative, versatile and ready as part of Joint Force 2020." So, even as the Army shrinks, Force Management should be considered a critical skill set to manage this change.

I really look forward to hearing your thoughts and working with you to ensure we maintain the health (short and long term) of our functional area.

ARMY STRONG!

*- LTC Keith Rivers
Chief, PDO*



The Army and Congress: A Primer for Force Managers

PART 2

by MAJ Michael McInerney

In July 2011, the G-8-Force Development conducted an OPD visit to Capitol Hill led by OCLL to learn about the relationship between the Army and Congress. This essay is part two of a summary of lessons learned from that visit. For part one of this article, please see the 1st Quarter, FY12 issue of The Oracle.

Congress represents the American people through its Constitutional powers to raise an Army, appropriate funding, and provide oversight regarding how taxpayer funds are spent. Army force managers are uniquely trained and educated in the complex business of building and sustaining the high-quality Army necessary to win the current fight while simultaneously preparing a versatile and dominant land force capable of meeting the complex and uncertain challenges of the future. Because of this unique expertise, force managers may be called on by members of Congress and their staffs to provide information regarding programs in the President's budget submission, explain where funding is most needed, and detail how previously appropriated money was spent.

As the Army transitions in the coming years – applying lessons learned from recent combat, preparing for new and evolving threats, and transforming in a constrained fiscal environment into a leaner, more agile force – the ability to skillfully advocate the Army's priorities to the Defense and Armed Services Committees will become even more vital for force managers.

In that spirit, this article provides tips to help force managers better engage with members of Congress

and their staffs in the course of their duties. It begins with information on the Army's links to Congress and concludes with lessons learned from our recent OPD for how to effectively communicate with Congress about Army programs.

The Mission and Purpose of OCLL and SAFM-BUL

As a subject matter expert you may know more about aspects of your program than anyone else in the Army, so you may be tasked as an Action Officer (AO) or as a briefer during the DASC parades to successfully present the Army's position on your program to Congress. AOs bear a tremendous responsibility to communicate essential analysis and information about their programs. The most important links in the chain of communication between Army force manager AOs and Congress are The Office of the Chief of Legislative Liaison (OCLL), The Chief of Army Budget Liaison (SAFM-BUL), and the Congressional Affairs Contact Officers (CACO) in each directorate.

As mentioned in part one, standing committees in the House and Senate are where most of the work of Congress is accomplished. During our visit to Capitol Hill we discussed how committees draft legislation and budgets and then oversee implementation. The

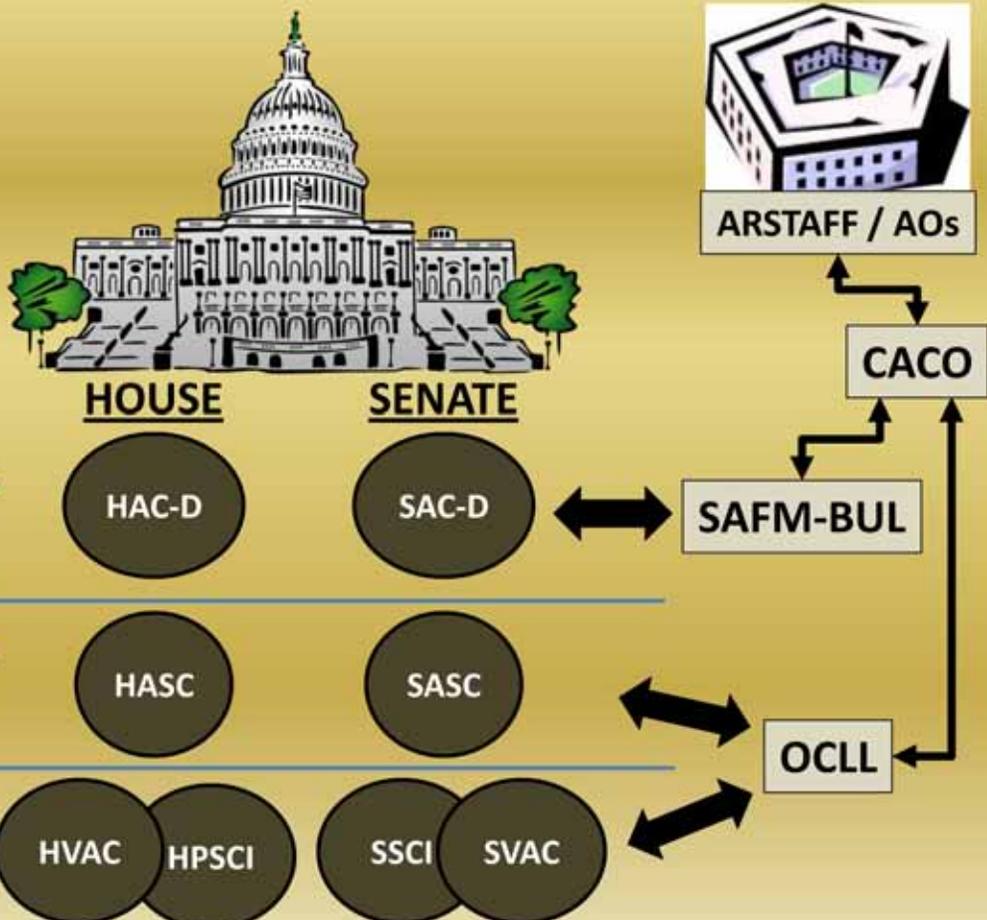
committees with the most relevant jurisdiction over the force management community are the House and Senate Armed Services Committees (HASC & SASC) and the Appropriations Subcommittees on Defense (HAC-D & SAC-D). The HASC and SASC, known as ‘authorizing’ committees, set policy and authorize programs. The HAC-D and SAC-D are ‘appropriations’ subcommittees responsible for actually disbursing the funds to pay for these programs. This strict division of labor between authorizations and appropriation serves as a vital “check and balance” in our political system. In support of this arrangement, OCLL consistently works with the authorizing committees while SAFM-BUL coordinates with the appropriators.

The OCLL is directly responsible for legislative affairs including formulation and execution of the Army’s message. OCLL is the primary liaison working

between the Army and relevant congressional committees to coordinate congressional requests for information, visits, briefings, meetings, and oversight hearings. Significantly, OCLL arranges briefers for the Armed Services Committees and their staffs and provides support to Army personnel invited to testify before these committees. This organization can provide the necessary context and important background information to ensure your congressional engagement is successful.

The Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)) provides support for the Appropriations committees through the Chief of Army Budget Liaison (SAFM-BUL). SAFM-BUL maintains liaison with the Appropriations Committees and their staffs and monitors all House and Senate floor action on the annual Department of Defense Appropriations and

Communication Portals to Congress



Supplemental Bills. SAFM-BUL is an up-to-date source of information regarding the effects of congressional authorization and appropriation actions on Army programs. Like OCLL, SAFM-BUL also furnishes information on Army policies, plans, programs, and operations in response to inquiries received from the Appropriations Committees and their staffs. Significant to force managers, SAFM-BUL is responsible to maintain continuous coordination with the G-8 Program Analysis and Evaluation Directorate (PAED) on all Army responses to congressional committees and the Congressional Budget Office (CBO) regarding Army resource programming.

Congressional Affairs Contact Officers (CACO) are each directorate's gateways to OCLL and Congress. They ensure their organizations provide essential analysis to support the Army senior leadership's contact with Congress. CACOs also manage congressional actions including submission of legislative proposals, monitoring relevant pending and expiring legislation, assisting with development of the Army Posture Statement, and helping to formulate the Army's strategy for presenting its portion of the DoD budget request to Congress. CACOs work directly with AOs to manage the development, coordination, and submission of all Advance Policy Questions (APQs) and Questions for the Record (QFRs) tasked to their organization by ensuring that draft responses are accurate, responsive to questions raised, and well written.

Ten Lessons Learned on Capitol Hill

During our OPD last July, we had the opportunity to sit down with four congressional staff members for a fascinating discussion about how the Army interacts with Congress. Successful interactions result in gaining and maintaining congressional support for the President's Budget and Army programs. Unsuccessful interactions can result in constrained funding, restrictive authorizing language, and adversarial oversight scrutiny of Army programs. What follows are highlights from that discussion regarding how to ensure a

productive and mutually beneficial working relationship with Congress.

1. Establish Credibility and Maintain Trust:

Many congressional staff members work on Army programs for years and may know the history of your program better than you do. Always be candid and honest. If you don't know the answer, say so. If the Army made a mistake in the past, then don't be afraid to admit to it. Requests for changes in program funding should reflect revised strategic choices or updated requirements documentation. If the story coming from the Army changes dramatically because a single leader has changed out, committee members may question the validity of the requirement in the first place.

2. Communication is Key:

Like in the Army, key decision makers in Congress deal with dozens of complex issues each day and rely heavily upon input from their staffs when making decisions. Maintain open lines of communication through your CACO and OCLL. Always provide requested data, analysis, and information in a timely manner. Ensure your work is correctly formatted and meets the DA Pam 600-67 standards for effective writing.

3. Demonstrate Competence:

Several staffers mentioned that annual submissions of poorly defined and constantly changing requirements documents were, in their opinion, the number one reason why the Army was consistently less successful than the other services in its budget requests. Ensure your numbers and analysis are consistent with those the Army has presented in the past and those that other agencies are presenting. If they are not, be prepared to candidly explain why.

4. Keep it Simple Soldier:

Present information in layman's terms and avoid excessive acronyms. Avoid 'death by PowerPoint' when communicating with Members of Congress (some have been known to refuse PowerPoint presentations). Avoid surrounding yourself with an entourage of uniformed officers when meeting with Members. Member and Staff time is limited, so get to the point in written communications and keep the message simple and on point.

5. Don't Judge a Book by its Cover:

Many staff members are younger than 30 years old, but age does not necessarily translate to lack of knowledge or lower rank. Never underestimate the abilities, influence, or depth of knowledge that a staffer may have. As a point of protocol, all staff members are treated with the equivalent of a two-star rank.

6. Know How the Game is Played:

Members of Congress are elected to faithfully represent the interests of their constituents. While they are interested in doing what is best for the Nation, their vantage point is different from the Army's. They will place the narrow interests of their State or District ahead of other concerns if the issue is likely to engender passionate support or opposition back home. Your CACO, OCLL, and SAFM-BUL can help identify these issues for you.

7. Build and Maintain Relationships:

Many staff personnel and Members socialize and network during their "off duty" hours. They build strong friendships and relationships that sustain networks used for obtaining relevant information and gaining support for favored legislation. Leverage the opportunities presented during CODELS to have fun, make an impression, and get Members and staffs "fired up" about how their efforts support our soldiers.

8. Be aware of Agendas:

The nature of politics is that everyone on the Hill has an agenda. Perception is reality, and the perception of the person you are communicating with will differ from yours. You must be aware of this fact and do your best to play an honest broker. Stay "in your lane" when answering questions and support the President's Budget to the extent possible. Your CACO can help you gain situational awareness before any congressional interaction.

9. Speak with One Voice:

Ensure your position is coordinated with all relevant stakeholders before you go to the Hill. Do not discuss the President's Budget until it has been officially released to Congress. Coordinate with the CACO to ensure that any information provided to Congress is consistent with the Army's overall strategic message.

10. When in Doubt Contact the CACO:

Notify your CACO immediately any time you are contacted by OCLL, SAFM-BUL, or the Hill.

MAJ Mike McInerney is an FA50 currently assigned as an Assistant Professor of American Politics in the Department of Social Sciences at West Point. Please email him with comments or feedback at mike.mcinerney@us.army.mil. 

This article addresses the roles and responsibilities of force managers during the final year of Operation New Dawn, and the unique skills and abilities that FA50s bring to a four-star Joint Headquarters. It recommends select USF-I and FM staff processes and forums as best practices, and identifies useful tools of the trade. We hope that our experience over the past year resonates with the newly assigned FA50 who is asking “Where do I fit in?” Additionally, we’d like to share some of the best practices that served us well throughout the year. Although the pending drawdown in Afghanistan will have its own unique conditions and challenges, our experience can serve as a start point.

The Force Management Division (FMD) resided within the USF-I, J35 Directorate and consisted of 15 military personnel and three contractors. The FMD core was manned primarily with individual augmentees (IAs) from all services. XVIII Airborne Corps

provided three FA50s (two Majors and one Lieutenant Colonel) and two Joint Operation Planning and Execution System (JOPES) personnel (Chief Warrant Officer Four and Gunnery Sergeant). Two contractors provided JOPES support and one assisted with Force Integrator and Fielding Manager duties. The FM Division Chief position was coded as 01A/branch immaterial, though historically manned by a Colonel, FA50.

Joint Force Management Functions

The quintessential tasks for force managers in a joint operational headquarters are to **identify capability gaps, determine requirements, recommend solutions, and facilitate the sourcing process** among the numerous types of commands within the JOA, AOR, and DoD. From January to December 2011, USF-I J35 FM identified requirements through a lens that evolved with the phases of the operation - from



Top Row from Left to Right: MAJ Halloran (FA50 USA), Lt Minck (USN), LTC Mertsock (FA50 USA), LTC Clark (USA), Lt Ertel (USN), MAJ(P) Thomas (S&T Advisor USA); Bottom Row from Left to Right: LtJG Robinson (USN), Maj Davis (USAF), COL Marquez (FA50 USA), Lt Huntoon (USN), LTC Robertson (FA50 USA), 1st LT Culley (USMC)

Strengthen the ISF to the Reposture of Forces.

While many requirements remained constant (i.e. force protection capabilities: Route Clearance Teams and Sensors) others changed based on the main effort. For example, as part of the Conduct Transitions phase, J35 FM worked with the J4 to identify equipment requirements for transfer to DoS. During Reposture of Forces, the FORCEGEN team ensured critical capabilities were not redeployed by one command in the IJOA that would later be required by another command to execute operational maneuver.

Additionally, emergent requirements from OPERATIONS UNIFIED PROTECTOR and ENDURING FREEDOM found USF-I's force managers in a defensive posture justifying capability and equipment requirements to CENTCOM, the Joint Staff, and on occasion the Services, who wanted to transfer capability to source other DoD demands across the globe. The assumption was that OND capabilities were no longer required since we were drawing down when, in reality, the final months of the drawdown would require the most sought after assets (i.e. aviation, EOD, electronic attack, and ISR assets) to protect the force.

The USF-I J35 Force Management Division executed its functions across three portfolios:

- **Equipment Requirements:** identify equipment requirement (capability) gaps, develop recommendations, and facilitate mission essential equipment/materiel solutions for deploying (i.e. aviator dual weapons carry (M4 rifle and M9 pistol) authorization) and deployed units (i.e. improved indirect fire sense and warn capabilities for bases and improved ISR assets).
- **Force Generation:** identify force requirement (capability) gaps, develop recommendations, and facilitate sourcing solutions (i.e. EOD, Military Working Dogs) to support stability operations, the retrograde of forces, and the transition to DoS and enduring partners.

- **Transitions/JOPES:** manage the transition (rotation or Relief-In-Place) and redeployment of force capabilities in accordance with the CENTCOM Joint, Reception, Staging, Onward movement, and Integration (J-RSOI) model; and identify, coordinate, synchronize, and validate personnel and cargo requirements for strategic and intra-theater movements.

The following three sections will expand on how we successfully led the effort to meet warfighter requirements in each of the three portfolios.

Equipment Requirements

Managing equipment requirements is a FA50 core competency. The team's responsibilities included management of the Operational Needs Statement (ONS) process, retaining critically managed capabilities in the IJOA while not impeding the drawdown, embedding in planning efforts to identify emerging requirements, and identifying capability gaps that required materiel solutions. Co-located in the equipment requirements section was a Science and Technology (S&T) advisor from Research, Development and Engineering Command (RDECOM) who processed Joint Urgent Operational Needs (JUONs) requests. Through JUONs, the S&T advisor identified a capability gap which existed across more than one Service (i.e. ISR assets), codified the requirement and forwarded it to CENTCOM and then the Joint Staff (JS) for action. The JS then assigned a Service executive agent for R&D and sourcing.

The development of equipment requirements required the FA50 to understand the current situation and threats. Force Managers had to be knowledgeable of future planning efforts within the command in order to proactively identify and forecast requirements, as well as maintain an awareness of new capabilities being introduced into the theater or to serve as an advocate for new capabilities from various organizations (HQDA, REF, JIEDDO, RDECOM) that could potentially fill an existing capability gap.

Force Generation (FORCEGEN)

Force Generation is currently not a core FA50 function. IAW DA Pam 600-3, the function of force generation planning is identified as a function and duty under the FA59, Strategic Plan and Policy functional area. Force generation is usually associated with force management because the Joint process of Global Force Management, or GFM, has FM in the name. Thus, leaders associate FORCEGEN with the FA50 community. The Army needs to codify whether the FA59 or the FA50 will perform this critical function and include FORCEGEN training in the designated proponent's training program.

An Army FA50 LTC led the FORCEGEN section of three Warfighter Functional (WfF) Integrators, one MAJ who provided general oversight and guidance, and two CPTs who coordinated with 21 Staff WfFs in the management of over 300 force requirements. All WfF integrators were IAs from across DoD, who had no prior force management experience. They received on-the-job training in the form of "left seat/right seat" with the outgoing rotation.

During the final year of OND, executing FORCEGEN actions was a challenging experience--balancing the need to reposture all forces out of theater while deploying and retaining required capabilities necessary to mitigate risk and effectively conduct operational maneuver.

The intricacies of managing forces entering and exiting theater can be difficult to grasp. Knowing where to look to find needed information among FRED (Force Requirements Enhanced Database), JCRM (Joint Capability Requirements Manager), MDIS (Mobilization and Deployment Information System), or GFMAP (Global Force Management Allocation Plan), as well as learning the business rules and processes, is the first challenge to overcome.

Next, the force manager has to learn how to use this information. Warfighter Functionals (capability subject matter experts) continuously called with questions concerning their deployed or incoming units and it was essential that we provide accurate and timely information. The best tool to manage this information was an internal product, the "A-6-C," developed with the assistance of FORSCOM. The A-6-C was a spreadsheet maintained by a member of the FORCEGEN team who ensured the information reflected what was found in the aforementioned databases. It contained every Force Tracking Number (FTN) through time showing former, current and future units with unit name, location, Unit Identification Code (UIC), Mobilization Date (MOB), Latest Arrival Date (LAD) and Boots on Ground (BOG) dates.

Another challenge was justifying the necessity of critical enablers deploying to Iraq in the final months. For example, USF-I had to provide significant operational justification to CENTCOM and JS to retain aviation units, which are in high demand worldwide, to support operational maneuver. It was essential that WfFs knew and were able to articulate their force requirements to avoid mobilizing or deploying forces unnecessarily, or conversely redeploying or cancelling a capability that might be vital to mission success.

To avoid the disastrous possibility of needlessly deploying forces or redeploying essential forces early, the FORCEGEN team, ICW USF-I J5 Plans, used the Operational Risk Management Working Group (ORMWG), to assess and mitigate risk to troops and mission, followed by the Joint Planning and Operations (JPOx) process (Figure 1). The JPOx process coordinated staff efforts and vetted recommended solutions across USF-I staff sections, MSCs, and unit commanders. For example, if the North required a capability like a dog team and the South was preparing to send dog teams home early, the ORMWG and JPOx provided North an opportunity to request the team be reassigned vice submitting a Request for

Forces (RFF) or deploying other forces. This extensive coordination saved time and resources.

Transitions/JOPEs

The Transitions section consisted of six military and two JOPEs contractors. A USMC Captain led the Transitions team of three NCOs; a CW4 and a USMC Gunnery Sergeant (E7) formed the JOPEs team. The Transitions mission was twofold: manage the transition/Relief-In-Place (RIP) of force capabilities and identify personnel and cargo requirements for select intra-theater movements and strategic redeployment to CONUS. As USF-I approached the end of OND, the remaining three members of FM focused solely on refining the force flow plan for all OND forces before handing off the execution of the flow to the respective service components. This momentous effort had FM coordinating the review of all operational missions and adjusting unit redeployment timelines to get all service members home before the holidays.

The Transitions team conducted weekly transitions boards that involved redeploying units, J4, and JOPEs representatives to establish unit RIP timelines in accordance with CENTCOM business rules. It is important to note that while USF-I FM coordinated the Transition and JOPEs functions, JOPEs is a reflection of the commander's plan--how and when a unit will conduct redeployment. Transitions Board results were codified in a USF-I redeployment FRA-GO, which identified specified tasks for redeploying units to execute to redeploy personnel and cargo.

While commands, ICW the Transitions team, developed their transition and redeployment timelines, the JOPEs team oversaw the input of this data into JOPEs, synchronized the redeployment of forces and cargo and monitored OND requirements versus AOR capacity to ensure sufficient STRATAIR and surface capacity was available. Communication between the FORCEGEN and Transitions teams was extremely important to ensure only approved units departed the IJOA and in accordance with their

approved timeline. The Operational Refinement Package was the mechanism used to get decisions on unit disposition and timelines. As the Commanding General (CG) approved units for off-ramp or curtailment, the FORCEGEN team would forward the approved dates to Transitions. This coordination became vitally important during the final months of drawdown when thousands of Service Members were redeploying. The USF-I processes that enabled this collaborative effort are discussed in the following section.

USF-I and Force Management Processes

While FA50s are technical experts in areas such as the processing of ONSs and JUONs and the development of materiel solutions, force managers must rely on functional expertise of the WfFs to justify and then codify the requirements in terms of quantities and types of equipment required to fill an identified gap. As discussed above with Transitions, this also applies to determining force capability requirements. The process is important to ensure requirements are vetted across the staff as well as subordinate units.

USF-I's Joint Plans and Operations (JPOx) Process

With a staff as large and diverse as USF-I's, the USF-I Chief of Staff quickly recognized a need for the staff to gain a common understanding of staff actions and decisions required. The Joint Plans and Operations Process (Figure 1) ensured decisions were vetted across the staff principals and Deputy Commanding Generals (DCGs).

This disciplined process required action officers to plan appropriately to gain a decision from the CG or DCGs. From beginning to end, the cycle took a week to run a briefing through the various levels of leadership. The Deputy Chief of Staff (DCOS) chaired the Joint Plans and Operations Group (JPOG) with the Deputy J3 and the Deputy J5 in attendance. The JPOG was the point of entry into the JPOx process. The JPOG synchronized efforts

and developed recommendations that were shaped by DCoS and JPOG guidance. The JPOG determined if the briefing was ready to move forward to the Joint Plans and Operations Council (JPOC), which was chaired by the DCGs and attended by all staff primaries. After the JPOC refined the recommendations and approved the brief, it went to the CG at the Joint Plans and Operations Huddle (JPOH). The JPOH provided a venue for small group deliberation between the CG and the DCGs. The JPOx culminated with the Joint Plans and Operations Board (JPOB) in which the CG would render his decision to all USF-I Command and Staff primaries.

guidance and decisions. The process provided the senior leadership with the assurance that decisions were not being made in a vacuum and that they would have an opportunity to provide guidance and shape recommendations being made to the CG or DCGs.

The FM team regularly presented topics through the JPOx Process. The team brought topics such as information briefs on emerging equipping requirements, and decision briefs on key equipping decisions, high-visibility Operational Needs, prioritization and fielding of critical counter-IED capabilities, FORCE-GEN Operational Refinement, and other efforts directly in support of ongoing planning efforts.

Although the process was rigorous, it provided a predictable venue for the staff to gain important

USF-I Battle Rhythm Linkages

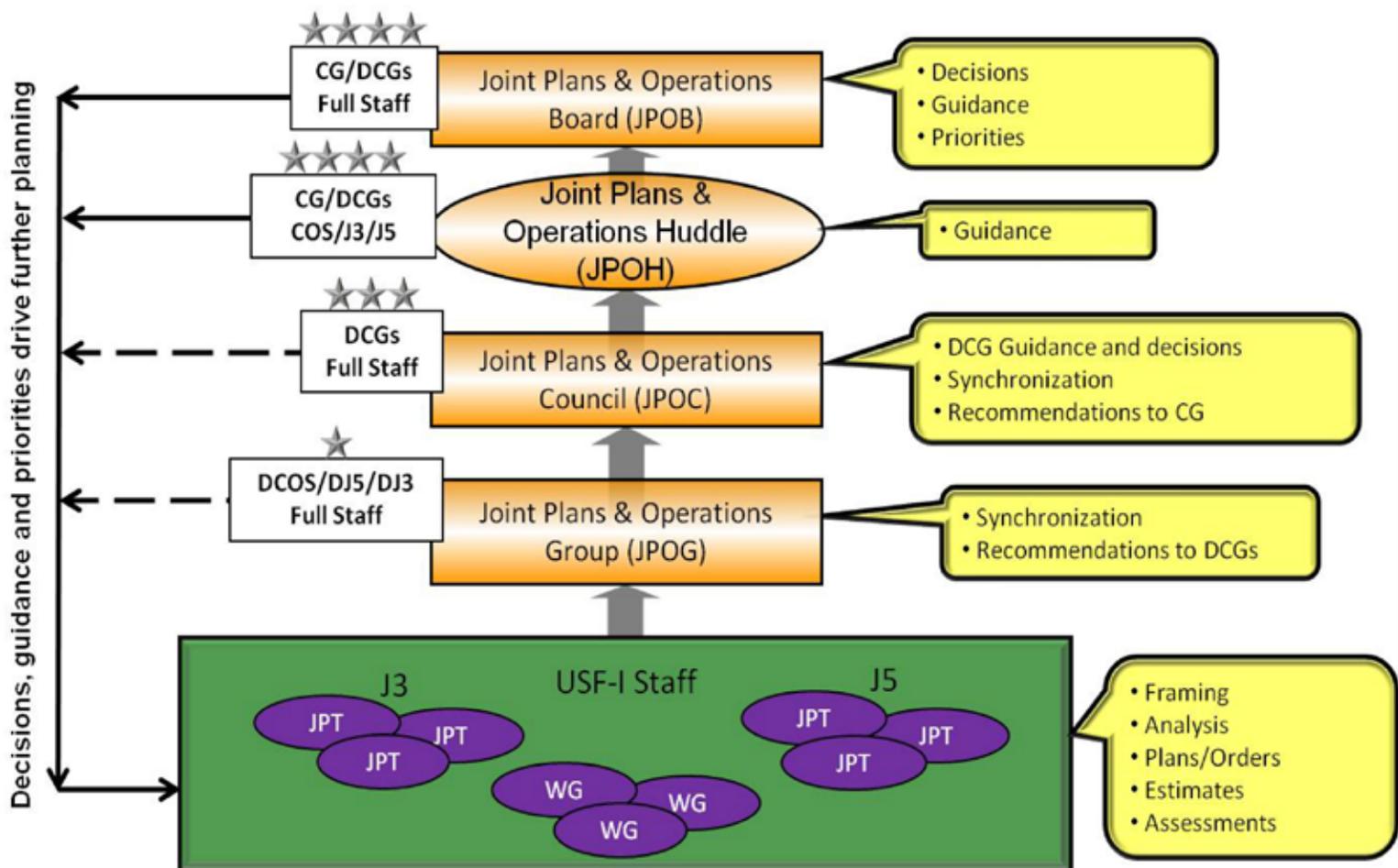


Figure 1: USF-I's Joint Plans and Operations Process

USF-I FORCEGEN Process – “Operational Refinement Packages”

USF-I utilized a “case methodology” (Figure 2) that allowed the large problem set of over 300 FTNs to be streamlined into a manageable process to off-ramp or curtail a FTN (Figure 3). An off-ramp cancels a follow-on rotation, while a curtailment ends a unit’s deployment before its BOG date and off-ramps the follow-on rotation. The case work methodology took shape in the USF-I J5 as they developed the plan for OND along the three major LOEs. The first four cases were designed to redeploy units as bases closed by off-ramping units that would arrive after base closure and curtailing units as their bases closed. This proved effective for closing out many enablers; however,

many staff sections chose to hold on to their requirements as long as possible to maintain their operational flexibility. The final nine cases were processed as the operational plan was refined through the summer of 2011. A turning point in the FORCEGEN process occurred when leaders acknowledged that a FTN was a requirement and not a unit and although a future requirement was off-ramped, decisions were still required to curtail the current requirement. This shift in mind set allowed the FM shop the opportunity to refine the decision brief presentation to show it as a requirement through time, looking at the current unit and future unit as separate decisions (Figure 3). Viewing decisions this way allowed time to make effective decisions for deployed unit redeployment timelines based on mission end dates, evaluate the necessity of

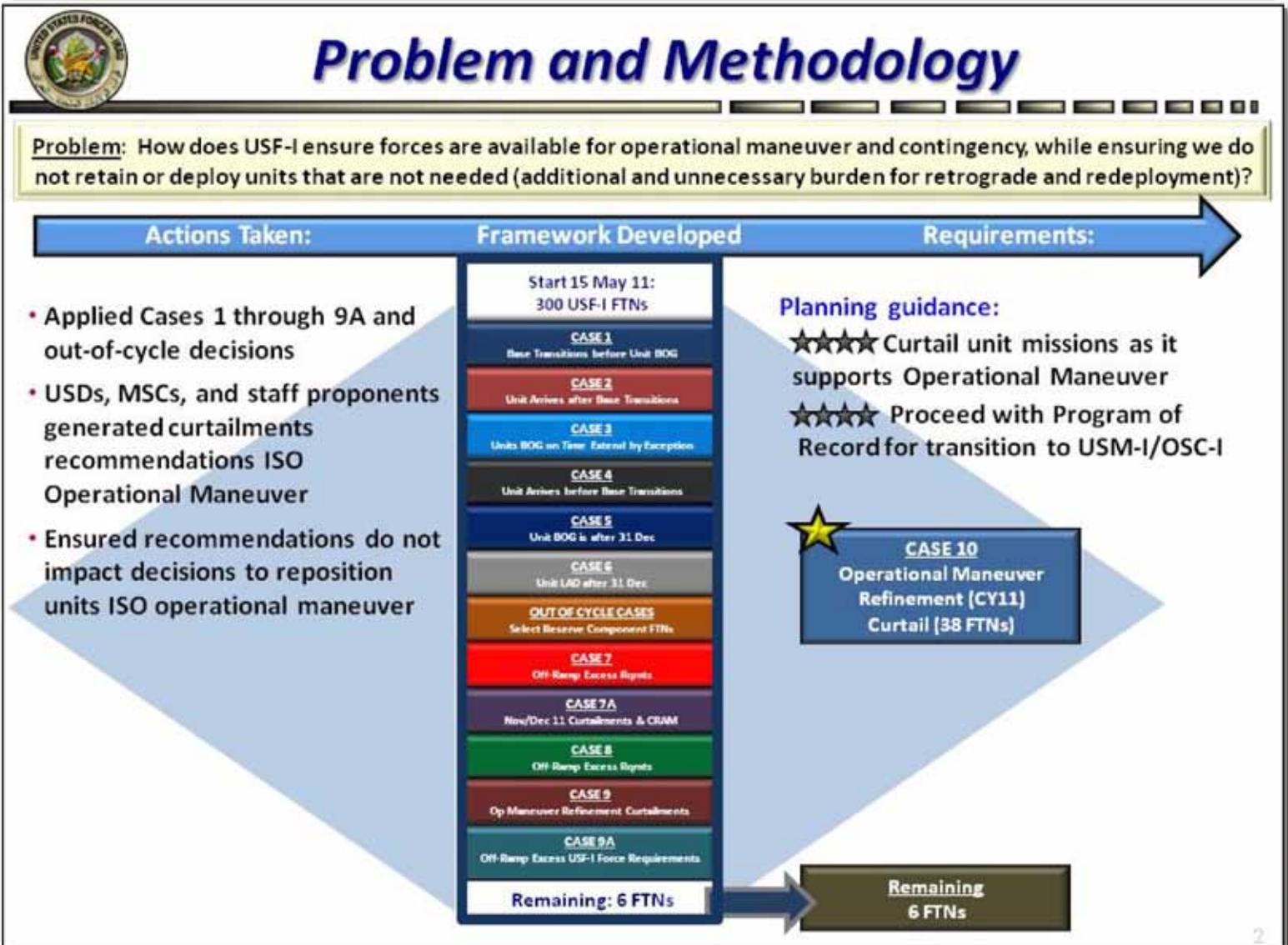


Figure 2: USF-I FORCEGEN Problem and Methodology

deploying the follow-on force, and enabled WfFs and USF-I leadership the opportunity to learn and understand the entire off-ramp and curtailment process (Figure 4).

Synchronizing with Leadership

Commanders and leaders quickly gained an appreciation for what Force Managers bring to the fight and the processes that we pursue to provide a required capability. To mitigate friction resulting from misunderstanding FM processes, USF-I force managers routinely conducted pre-briefs that provided the JPOx chairperson an opportunity to ask questions about force modernization, acquisition or the FORCEGEN process. This also enabled the team to

gain insight into the leader's perspective on a particular topic. Often the leader became an advocate for the FM team's recommendation after these sessions. The importance of these preparatory meetings cannot be overstated. Synchronizing with leadership, in advance, led to more productive discussions during the larger meeting venues, like the JPOx, and facilitated decision making.

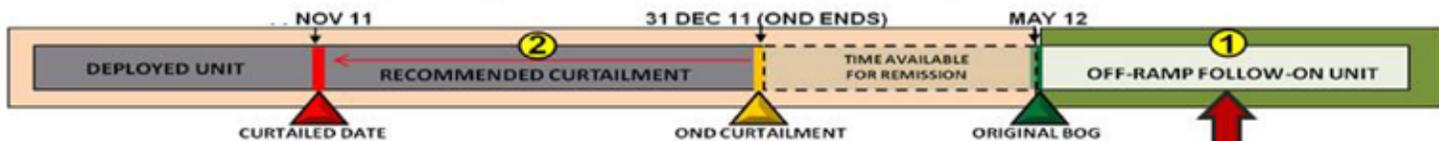
Tools of the Trade

The greatest attribute that the FA50 brings to an operational command is the ability to coherently communicate capabilities and processes that senior leaders might not see the utility of or fully understand. The FA50 must be adept at gathering and organizing data,



Off-Ramping/Curtailing OND Requirements

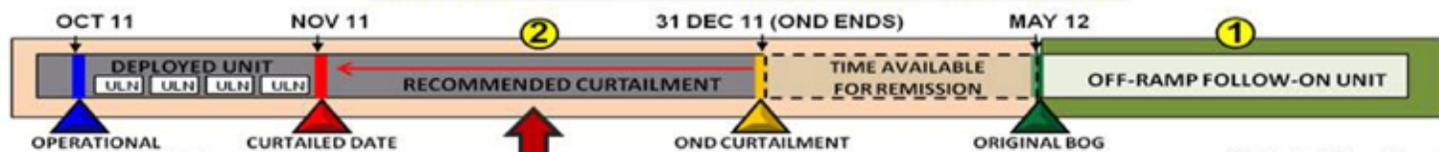
Off-Ramps – ISO USF-I future force requirements



1 Off-Ramp definition:

- Action to stop deployment for an incoming/follow-on rotational unit; turns-off demand for enduring force requirement through CENTCOM/CJCS to force providers via Global Force Management (GFM) process.

Curtailments – ISO USF-I Operational Maneuver



2 Curtailment definition:

- A NLT date, established prior to a unit's original BOG, that the entire unit, listed on the FTN, is repositioned to KU or AAAB and transitioning for onward strategic movement to home station or remission
 - If a unit has repositioned or will reposition to KU ISO Operational Maneuver, then End of Mission (EOM) for OND support = Curtailment
 - Units that redeploy within 10 days of original BOG do not require curtailment date
- Business Rule Planning:** Units that "BOG-out" prior to 31 Dec or request a curtailment date between 15 Dec to 31 Dec are not required to submit curtailment requests

Figure 3: Off-Ramping/Curtailing OND Requirements

performing analysis, presenting information succinctly and providing recommendations. One of the most important tools in the FA50's kit bag is knowledge of web-based databases. These include FMSWeb for Modified Tables of Organization and Equipment (MTOE) and Basis of Issue Plans (BOIP), Equipment Common Operation Picture (ECOP) for timely ONS management, CENTCOM's Requirements web portal (CRIM) and others. The FA50 must also be able to use Microsoft Excel to organize and manipulate data, and PowerPoint as the means to communicate to Senior Leaders. Besides the technical tools of the trade, the FA50 understands the processes and organizations that support the war-fighter, backed by a professional network that ranges across the Army Staff, Combatant Commands, Service Component

Commands, and the acquisition community. The value of understanding the processes, organizations and the professional network was key to maneuvering through the bureaucracy and finding solutions.

Similarly, force generation databases and spreadsheets are how information on sourcing and deployments is disseminated. The Global Force Management Allocation Plan (GFMAP), compiled and updated by the JS, is included in biweekly Secretary of Defense Orders Books (SDOBs). It is the official record of ordered units and captured in Joint Capabilities Requirement Manager (JCRM), the database which takes inputs from several sources including the GFMAP, allowing for an easy search for unit and FTN information. JCRM is used as a situational awareness tool. Force

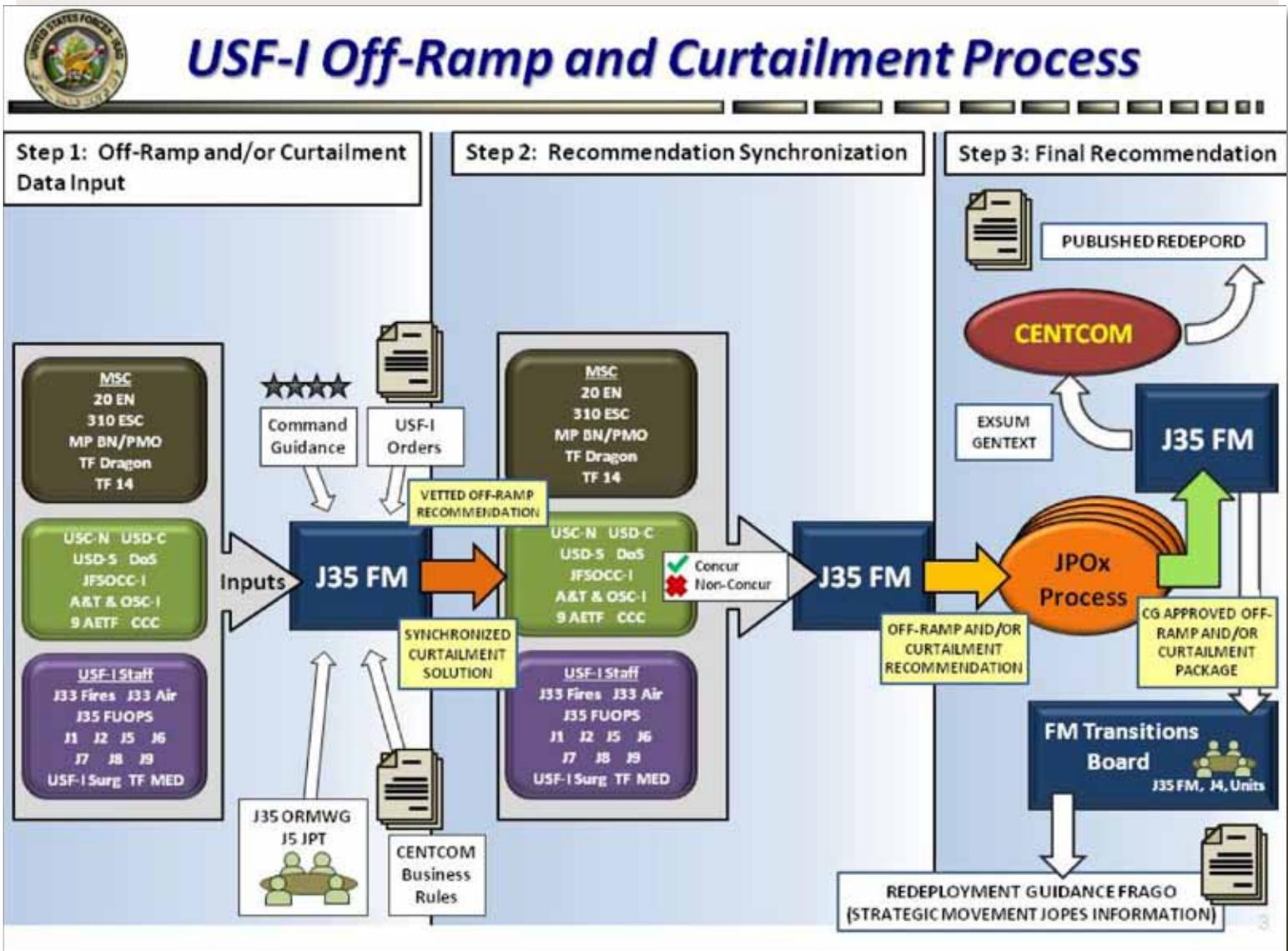


Figure 4: USF-I Off-Ramp and Curtailment Process

Requirements Enhanced Database (FRED), managed by CENTCOM, is used by JOA commanders to input information about requirements, such as Change Requests (CR) should a PAX requirement change or Actual Arrival Date (AAD) memos if a unit arrives more than 3 days beyond its LAD. FRED allows warfighters to push information to higher commands and better tailor their forces. Individually each database is incredibly useful, however because of the different information managers, important data such as dates and unit names are often inaccurate from one system to another. This issue is mitigated by comparing and contrasting data with each manager to come to a consensus on the correct information.

Needless to say, the most compelling need for the FORCEGEN process is a centralized, user friendly, common database from which FORCEGEN users can conduct their business. Today, users have to manipulate and maneuver through FRED, JCRM, MDIS, among others, and spreadsheets to manage the process. The Joint Staff and FORCEGEN community should seize on best practices and develop a single integrated program and/or database to conduct FORCEGEN operations in real time.

Conclusion

During the final year of OND, force manager's played a pivotal role in providing critical capabilities and assets required to support stability operations and the subsequent drawdown and strategic movement of forces from the AOR. The depth and breadth of force management staff coordination was far reaching from internal engagements across the USF-I staff to numerous weekly and biweekly SVTCs with ARCENT,

CENTCOM, FORSCOM, JFCOM, and the Joint Staff. Force managers were involved across all planning horizons with J5 Plans, J35 Future Operations, and J33 Current Operations. The force managers' ability to identify gaps, capture requirements for equipment and forces, recommend solutions, and facilitate the sourcing process, through established networks and an understanding of the acquisition and requirements determination processes, made the FM team a critical staff asset during the historic OND drawdown.

The authors: COL Jeffrey A. Marquez is now the National Security Staff's Director of Continuity Policy; LTC Jeffery Robertson and MAJ James Halloran are at XVIII Corps FMD; Lt Elizabeth Huntoon is a US Navy Surface Warfare Officer, having served on USS DENVER (LPD 9) and USS THACH (FFG 43). She is currently assigned to OP-NAV N134, the Office of Diversity and Inclusion.





UPDATES

FROM THE ARMY

FORCE MANAGEMENT SCHOOL:

NEW Joint Requirements Oversight Council (JROC) and Supporting Joint Capabilities Integration and Development System (JCIDS)

On January 10, 2012, the Vice Chairman of the Joint Chiefs of Staff (VCJCS) issued two new CJCS Instructions (CJCSIs) updating the JROC Charter and its supporting JCIDS process. The updates simplify and accelerate the process of addressing critical needs by designating a requirements track for pressing urgent needs; tougher measures to spotlight acquisition program cost and schedule problems; and a joint prioritization process to put risk in perspective. The goal of the JROC/JCIDS process is to assist the VCJCS in his/her Title 10 responsibilities (as modified by 2009 Weapon System Acquisition Reform Act and 2011 National Defense Authorization Act) in validating joint warfighting requirements; prioritizing joint military requirements; and making cost, schedule, and performance trades.

Summary of Major Changes:

- Consolidated four CJCS Instructions into two CJCSIs and a JCIDS Manual.
 - » New: CJCSI 3170.01H, Joint Capabilities Integration and Development System (JCIDS), CJCSI 5123.01F, Charter of The Joint Requirements Oversight Council, dated 10 January 2012; and JCIDS Manual, dated 19 January 2012;

- » Cancelled: CJCSI 3137.01D, The Functional Capabilities Board (FCB), 26 May 2009 and CJCSI 3470.01, Rapid Validation and Resourcing of Joint Urgent Operational Needs (JUONS) In The Year of Execution, 15 July 2005.

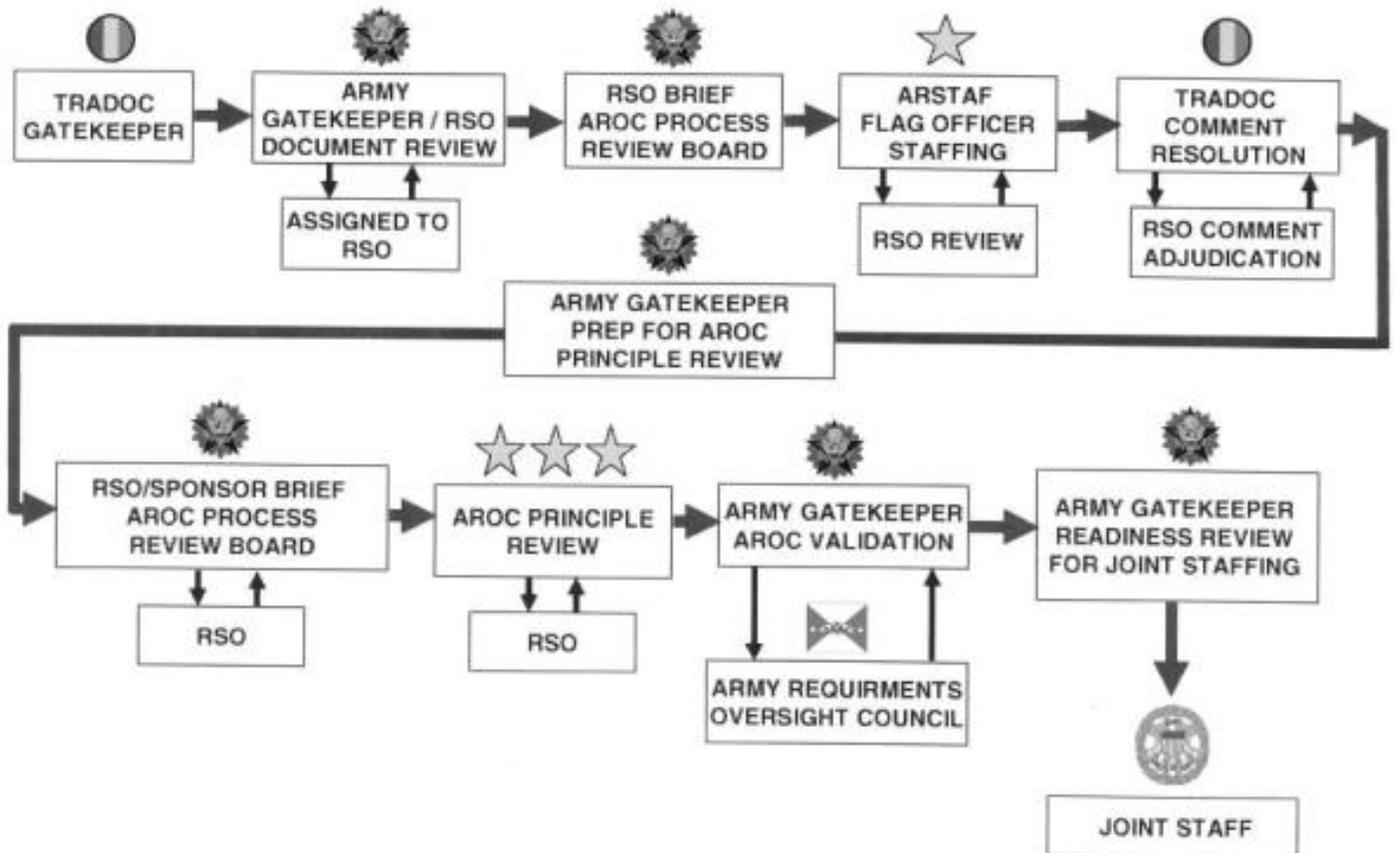
- Three lanes – Established 3 lanes to requirements development to respond to capability gaps within acceptable timeframes and risks...deliberate, urgent, and emergent.
- JCIDS documents – Initial Capabilities Document (ICD), Capability Development Document (CDD), Capability Production Document (CPD), DOTmLPPF-P Change Recommendation (DCR) page count restricted (10, 45, 40, 30 respectively).
- Information Systems ICD – new document; does not require CDD/CPD follow-on.
- Affordability – Mandated that cost will be considered in document review and validation processes.
- Cost Tables – required for IS ICD, CDD, CPD and DCR (6 years of data).

- Streamlined Staffing - deliberate (83 days); urgent/emergent (15 – 31 days).
- Adjusted JROC Venue to be more tank-like - limited the JROC audience to JROC Principals+1, Combatant Command Principals+1, statutory advisors or their Deputy (AT&L, CAPE, OT&E, OSD(P), OSD (C)), Joint Staff J-7, FCB Chair, and others by invitation only, so determinative discussion/decisions can be made.
- JROC must consider input from Combatant Commanders on joint requirements, consider cost, schedule and performance tradeoffs in

establishing requirements, and set an Initial Operational Capability (IOC) schedule objective for each requirement.

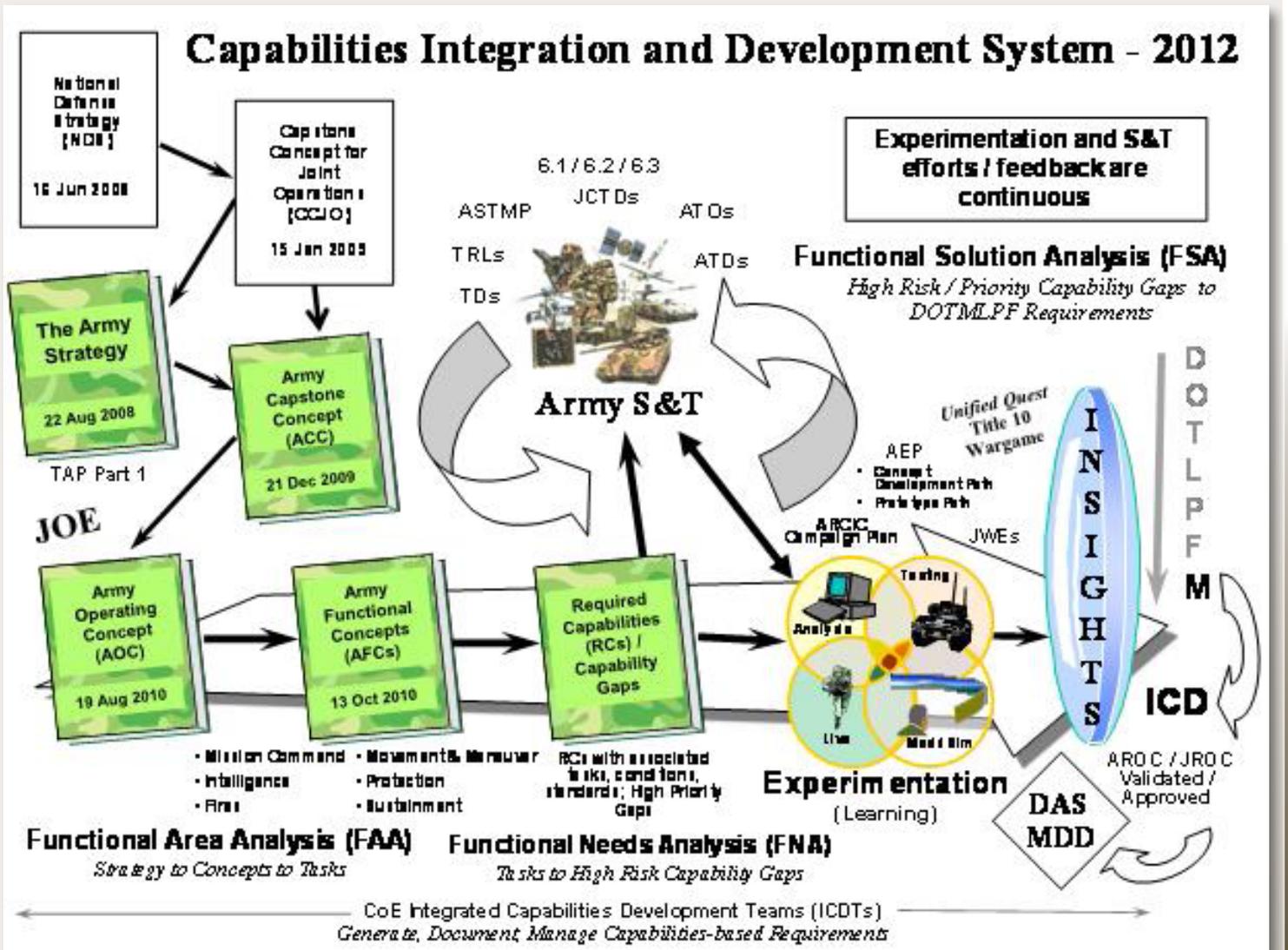
- Role of Functional Capabilities Board (FCB) strengthened – FCB chair/lead briefs JROC providing portfolio-level assessment, not the sponsor/program manager (PM); FCBs will review Pre-Milestone A analysis of alternatives (AoA) results in support of providing cost/schedule/performance recommendations to the Joint Capabilities Board (JCB)/JROC/ Milestone Decision Authority (MDA).

ARMY STAFFING JCIDS DOCUMENTS FOR AROC VALIDATION



Generate, Document, Manage Capabilities-Based Requirements

- FCB Prioritization – new process; FCBs will prioritize capability requirements within their functional portfolios.
- Key Performance Parameters (KPPs) – six “mandatory” (Force protection, survivability, sustainment, net-ready (major changes), training, and energy); if not used, must justify why not.
- Mandates Capability Development Tracking & Management (CDTM) Tool for document generation (exceptions: IS ICD, urgent/emergent operational needs documents, and above SECRET documents).
- Formalized Capability Gap Assessment (CGA) Process – Review and assessment of Combatant Commander’s Integrated Priority Lists (IPLs) by FCBs/JCB for JROC decisions.
- Draft CDD required for Milestone A – not submitted to Knowledge Management/Decision Support (KM/DS) Tool (J-8); supports the Defense Acquisition Management System (DAS) Technology Development (TD) phase.
- Expanded JROC “cost tripwire process” –review requirements that have deviated (potential Nunn-McCurdy Amendment unit cost breaches) from



schedule and quantity targets in addition to cost and performance parameters; acquisition programs return to JROC or JCB for cost growth over 10% (current acquisition program baseline (APB)) or 25% (original APB), and for Initial Operational Capability (IOC) or Full Operational Capability (FOC) slips of 12 months or greater, and for quantity reductions greater than 10% (of targets set in document validation Joint Requirements Oversight Council Memorandum (JROCM)).

- Greater Joint Staff J-7 role to emphasize non-materiel solutions and considerations to capability gaps.

- Streamlined Joint Staff procedures and timelines by 50% to increase effectiveness and responsiveness of the JCIDS process.

**Bob Keenan is the AFMS Course
Director, Combat Development/
Materiel Development.**

robert.keenan@us.army.mil

(703) 805-3540

UPDATES

FROM THE ARMY FORCE MANAGEMENT SCHOOL:



NEW The October 11 SAMAS and SACS TAEDP Dataset in the Army Equipping Enterprise System

The October 2011 Structure and Composition System Total Army Equipment Distribution Program (OCT 11 SACS TAEDP) and the October 2011 Structure and Manpower Authorization System (OCT 11 SAMAS) datasets are now available at the Army Equipping Enterprise System (AE2S) webpage: <https://afm.us.army.mil>. A Common Access Card registered with Army Knowledge Online is required for access.

The OCT 11 SAMAS dataset lists the units of the Army and modernization actions, i.e. activations, in-activations, conversions, etc. and authorized officer, warrant officer and enlisted strength by unit.

The OCT 11 SACS TAEDP dataset also lists units and modernization actions like the SAMAS dataset but includes details of Military Occupational Specialty (MOS) and grade in personnel, authorized and on hand quantities at line item number level of detail for equipment, and overall equipment ratings by unit.

The OCT 11 SACS TAEDP dataset uses:

1) the October 2011 Structure and Composition System (SACS) file which is an update of the 7 January 2011 Review Point;

2) the 13 December 2011 Logistics Integrated Warehouse (LIW) on-hand position;

3) equipment deliveries from Equipping the Force (EquipFor) and the Force Development Investment Information System (FDIIS) Logistics Quantity Amount (LQA) as of 13 December 2011;

4) the Dynamic Army Resourcing Priority List (DARPL) update as of August 2011.

The OCT 11 SACS TAEDP dataset updates the previous SACS run from the 23 June 2011 Force Review Point. Command Plan 13 implemented senior leader guidance to incorporate Officer Grade Plate (OGP) and Tactical Wheeled Vehicle Study II (TWVS II) changes beginning in FY13. OGP is the comprehensive review of Field Grade Officer requirements in both the Operating and Generating Forces with the goal of establishing a robust yet supportable Officer Structure. TWV II builds upon the success of TWVS I which reduced vehicle requirements within the Brigade Combat Teams and selected functional and multi-functional brigades. TWVS II primarily addresses vehicles in Echelon Above Brigade (EAB) formations. Any remaining FY13 Modified Table of Organization and Equipment (MTOEs) will be published 9 December 2011. Additionally, Table of Distribution and Allowances (TDAs) and Augmentation TDAs reflect POM 13-17 decisions, Officer

Grade Plate changes, directed civilian reductions and Generating Force Total Army Analysis (TAA) Phase 1 requirements reductions as well as the FY12 directed Army Management Headquarters Account (AMHA), Management Decision Package (MDEP) and the Army Management Structure Code (AMSCO) changes.

a. The Secretary of the Army (SA) directed an increase of 315 in military authorizations for contracting in FY13. The directed contracting growth has been incorporated into the file in the current contracting structure, i.e. Contract Support Brigades, Contingency Contracting Battalions, Senior Contingency Contracting Teams, and Contingency Contracting Teams.

b. Installation management Command (IMCOM) Europe and United States Army Europe (USAREUR) civilian reductions are pending and will be addressed as Out Of Cycle (OOC) events when approved.

The OCT 11 SACS TAEDP dataset is predicated on a 547,400 Active Component, 358,200 Army National Guard and a 206,000 United States Army Reserve; it does not take into account any structure reductions associated with pending end-strength reductions.

Modernization guidance reflects the G8 plan from July 2011 and the Consolidated Table of Organization and Equipment (TOE) Update from October 2011.

- Joe Albert is the AFMS Computer Lab Director, 703 805-2822



Training with Industry (TWI): New opportunity for Force Managers

MAJ Don Smith, FA50

I would like to begin by giving a heartfelt thanks to the following people who provided insight and guidance prior to beginning the Training with Industry program at FedEx Express®: MG Anthony Ierardi, COL Michael Linick, COL David Komar, LTC Brian Halloran, LTC Ken Murphy, LTC Ken Pinkela, LTC Eric Hoggard, LTC Keith Rivers, Mr. Dan Egbert, Mr. William Bazile, and Ms. Patsy Campbell. All were instrumental in my preparation for Training with Industry at FedEx.

Last year I attended a meeting with Ms. Patsy Campbell and we began talking about opportunities for Force Managers such as graduate school and ILE. Then I asked, “are FA50s allowed to attend Training with Industry?” Patsy told me “that’s ironic because I’m working on getting a slot for TWI”. So, she requested that I prepare an information paper on the reasons TWI would enhance the professional development of an FA50. After conducting extensive research I felt that FedEx, UPS, or Wal-Mart would be the best industries for a Force Manager to gain the most comprehensive knowledge and simulate the duties and responsibilities of a Force Manager, Developer, and Integrator. These companies are extremely large profitable organizations that are almost militaristic in the way they plan strategically, operate, and provide the best service for their customers.

A few months later Patsy Campbell called and said “hey, would you like to go to Memphis and work with FedEx for a year” - “ABSOLUTELY!”

"What is FEDEX?"

FedEx is a company that offers a global network of specialized services — transportation, information, international trade support and supply chain services. More than 300,000 people put it all together for the world every day, with the “absolutely, positively” spirit everyone expects from FedEx. FedEx has grown up and into a \$39.4 billion family of companies, delivering in more ways to more places worldwide; the unsurpassed FedEx Express® network links more than 220 countries and territories worldwide, often within 24 to 48 hours. The FedEx family is comprised of six operating companies:

- FedEx Corporation and FedEx Services: Strategic leadership and consolidated financial reporting for all FedEx companies and coordinated sales, marketing and information technology support for FedEx companies.
- FedEx Express: Reliable, time-definite express service to more than 220 countries, typically in one to three days.
- FedEx Ground: Small-package, business-to-business shipping, plus business-to-residential shipping through FedEx Home Delivery.
- FedEx Freight: Less-than-truckload (LTL) freight services for shipments over 150 pounds, specializing in regional and inter-regional delivery throughout the U.S.
- FedEx Custom Critical: Door-to-door delivery for urgent shipments or those requiring special care in handling.
- FedEx Trade Networks: Customs brokerage, international freight forwarding and trade facilitation solutions.

- FedEx Office: The world’s leading provider of document solutions and business services. Its global network of more than 18,000 team members and 1,900 digitally-connected retail locations offer access to technology for color printing, document management solutions, and presentation support.

The World Hub in Memphis, TN is the focal point for all of FedEx Express® packages to be consolidated from 220 countries and territories around the world, sorted through a matrix of 42 miles of beltway, and redistributed to market areas throughout the world within a five-hour timeframe. This operation occurs twice in a 24-hour period, once during the day between 1030 and 1330 and once during the night between 2330 and 0200. During the day operation



approximately 400,000 packages and 100,000 letters are sorted during a three-hour period. During the night operations approximately 600,000 packages and 700,000 letters are sorted during a three-hour period. During the day, these packages and letters come in and go out on about 85 trunk aircraft and several feeder aircraft. During the night, these packages and letters come in and go out on about 145 trunk aircraft.

In the TWI program you are fully immersed in the FedEx culture from top to bottom. The first few months you get to know every aspect of the organization from the mail handlers at the world hub to the Senior Vice Presidents of specific areas. You also become familiar with the various types of equipment from the container systems to the aircraft in the FedEx fleet. You will get the rare opportunity to see

what most FedEx employees never get the opportunity to experience during their entire careers.

As a Force Manager in the TWI program you get to operate out of the World Headquarters (WHQ) on the east side of Memphis. I am currently working in the Ramp, Hub, Engineering (RHE) section. The RHE section has facilitated administrative needs for TWI students for 21 years. Over those 21 years the TWI program at FedEx catered mostly to Logisticians and Transporters. As the program matures, I am gathering an understanding of where in FedEx a Force Manager would be best suited to work. The position should enhance professional development, needs of the Army, and productivity within the FedEx family. This position should replicate the responsibilities of Force Managers, Developers, and Integrators alike.



Mission

My mission with FedEx is to develop state-of-the-art skills in strategic planning, policy development, life cycle management, and process improvement with the express transportation logistical practices and procedures not available through military or civilian education programs.

Objectives

A. Develop mutual understanding of the military and civilian industry strategic vision and mission to better facilitate cooperation, understanding and development of interfaced military and civilian systems, structure, and doctrine.

B. Learn and develop a comprehensive understanding of the FedEx Corporation, their family of companies, organizational design, corporate structure, methodologies in business strategy, policy, marketing, finance and public affairs as they relate to and would benefit the Army.

C. Become experienced in FedEx Express transportation and logistics leadership, gaining exposure to innovative industrial management techniques, practices, and procedures as they relate to specific functions of the Army and Force Development community.

D. Develop state-of-the-art skills in FedEx Corporation acquisition, transportation and logistics practices and procedures not available through military or civilian education programs.

1. Develop a comprehensive understanding of FedEx Corp hub, spoke, and feeder operations for improvement and application into Army systems.

2. Examine FedEx Express® aircraft and vehicle life cycle management systems for application to Army Force Management Systems.

3. Develop a working knowledge of FedEx package/cargo operations and automated freight tracking systems to compare and suggest improvements to the current In-Transit Visibility (ITV) system.

4. Develop an understanding of FedEx strategic operations to include tracking and documentation.

5. Familiarize myself with FedEx air planning and execution, learning the steps necessary to improve efficiency of air and ground operations.

6. Explore FedEx personnel management, customer service, logistical service, fleet upgrades, vehicle engineering, and communication network operations for cutting edge techniques and application in the Army.

Over the past four months to ensure I was meeting my training objectives, I have had the opportunity to visit and study nine different departments within FedEx Express® operations: World Hub Operations in Memphis, District Transportation Center Operations, Charter Operations, Global Line Haul Scheduling, Surface Transportation and Commercial Contract Planning, Information Technology, Hazardous Cargo/Dangerous Goods, International Goods, and Ramp Operations. Each of these departments provided me with their knowledge and expertise of their operations, allowing me to better understand the interface between various sections of FedEx Express® and appreciate the passion and drive of each department to uphold its commitment to its customers, personnel, and stockholders.

I have also had the opportunity to attend multiple symposiums and forums to discuss how to improve FedEx operations and technology development at the strategic level. The asset visibility forum currently is looking to enhance its visibility on its Line Haul truck fleet; approximately 35,000 vehicles in FedEx Express® alone; by installing a GPS and Cellular

device that will provide instantaneous feedback to the customer and FedEx operations. This system will allow the corporation and customers to monitor each asset via a web-based portal. This real time information will also provide barometric pressure, temperature, altitude, light data, impact (G-Forces), and vibration to and from their destinations.

The next eight months will be a continuous learning process of what FedEx does and how each company contributes to the overall bottom line of FedEx. I will also participate in leadership courses provided by FedEx for managers and senior level managers; Integrate into corporate teams to conduct studies, compile statistical data for presentation, and provide insight that will benefit the strategic and operational goals of FedEx Express®. Lastly, at the end of September I will provide an additional article to be presented in the Oracle that will restate learning objectives, how I met those objectives, and what changes to the TWI program should be made to facilitate: 1) Rapid

integration of the new Force Management intern at FedEx, 2) Position placement in the FedEx that will facilitate replication of Force Management, Force Development, and Force Integration responsibilities, 3) Coordination with current and future TWI interns from sister services to collectively plan learning venues that will enhance the TWI experience.

The TWI experience to this point has been nothing short of phenomenal. It's been a rare opportunity to look inside one of the world's leading corporations and learn from "the best."

Finally, I would also like to congratulate MAJ Michael DeCicco on being selected for the 2012-2013 TWI FedEx internship. I know he will continue to enhance the program for future Force Managers.

MAJ Smith's previous Force Management experience was as a Force Integration Officer Pentagon, HQDA G-3/5/7 FME. 🇺🇸



From left to right; MAJ Julia Bell (Army, Transportation Corp, TWI), MAJ Cliff Bayne (Air Force, EWI), CPT Faith Posey (Air Force, EWI), Lt.Cmdr Jeff Harris (Navy, TWI), Back: MAJ Donald Smith (Army, Force Management, TWI)

Crossroads

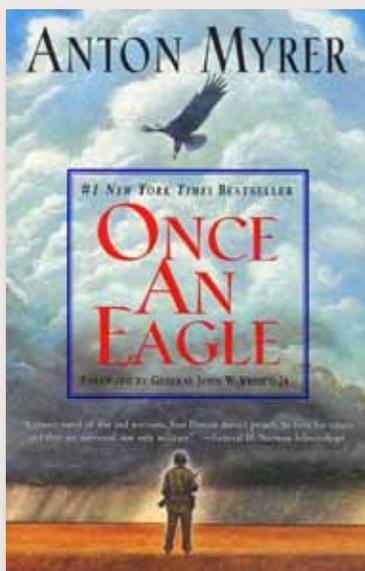
Op-ed by BG Robert “Bo” Dyess



BG Dyess is currently serving as the Director, Requirements Integration Directorate, Army Capabilities Integration Center, TRADOC, at Ft. Eustis, Va. He was recently nominated for promotion to the rank of Major General.

Everyone wants to be Sam Damon; no one wants to be Courtney Massengale. I am referring to Anton Myrer's classic 1968 novel, *Once an Eagle*, that follows two Americans over the course of their lives.

Sam rose through the ranks, living a value-based life, caring for Soldiers, caring for his family. In contrast, Courtney (alas) ... a West Pointer, seeks advancement through others' good graces, often at the expense of Soldiers or his own family. I reread *Once an Eagle* every ten years or so, not because the book has changed, but because I have. As a company grade officer, it was exciting to read about the battlefield exploits. As a field grade, I appreciated the Division and Corps operations as well as a balance between career and family.



I have recently been thinking about Sam Damon's years between WW I and II. Strongly encouraged by his wife to seek employment with her father and leave the military, Sam confronts a seemingly impossible task in the manufacturing and shipping sector. Using skills honed in the military, he stops production, conducts a thorough inventory, prioritizes and marks the cargo improving efficiency and effectiveness, and receives a lucrative job offer as a consequence of his efforts.

Sam chooses instead to remain in the military in spite of reduced resources and force structure and very limited opportunities for advancement. His tough choice of service over self reflects his character, courage and commitment to our Nation.

Sam Damon and Courtney Massengale present a painful journey of contrast between approaches to life. Ultimately, Massengale gains the upper hand as the United States slides into the Vietnam War. A quote from Aeschylus depicts the irony that yields the title of the book:

So in the Libyan fable it is told

That once an Eagle, stricken with a dart,
Said, when he saw the fashion of the shaft,
'With our own feathers, not by others' hand
Are we now smitten.'

Although we all want to be Sam, and no one wants to be Courtney, we are, in fact, somewhere in between the two. In a period of uncertainty and diminished

resources, it is as important as ever to remain true to values and prepare for the Nation's call. As the Army prepares its insightful report on the status of the Profession from a year of self-examination, we are called to take a hard look at ourselves and our adherence to Army values. Are we truly committed to them and to the Army as a profession, or are we more concerned about ourselves? Do we model ourselves after Sam Damon, or Courtney Massengale?

As "managers of change," the small group of military and civilian Force Managers will be a critical component of the Army's future. With fewer resources, investment decisions will loom large. I am confident that our Army value-based work force will influence those decisions and make us stronger.

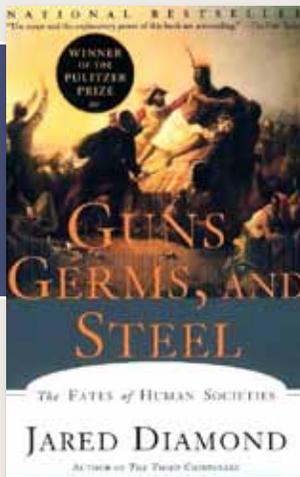
Stay the course. Choose the harder right over the easier wrong. Take care of Soldiers and their Families. Thank you for what you do every day.



two books



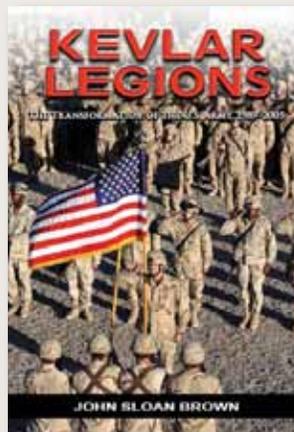
Guns, Germs, and Steel: The Fates of Human Societies by Jared Diamond (1997, W.W. Norton and Co., London)



Also published with the subtitle, “A short history of everybody for the last 13,000 years.” Why did the peoples of certain continents succeed in invading other continents and conquering or displacing their peoples? As Diamond vividly reveals, the very people who gained a head start in producing food would collide with preliterate cultures, shaping the modern world through conquest, displacement, and genocide. The paths that lead from scattered centers of food to broad bands of settlement had a great deal to do with climate and geography. But how did differences in societies arise? Why weren’t native Australians, Americans, or Africans the ones to colonize Europe? Diamond assembles convincing evidence linking the domestication of animals to germs that Eurasians then spread in their voyages of discovery. Bill Gates has said, “Because it brilliantly describes how chance advantages can lead to early success in a highly

competitive environment, it also offers useful lessons for the business world and for people interested in why technologies succeed.” The 2005 edition includes a new chapter on Japan and illustrations drawn from the PBS television series.

Kevlar Legions: The Transformation of the U.S. Army, 1989–2005, argues that from 1989 through 2005 the United States Army attempted, and largely achieved, a centrally directed and institutionally driven transformation that exploited Information Age technology, adapted to post–Cold War strategic circumstances, and integrated into parallel



Kevlar Legions: A History of Army Transformation 1989-2005. by John Sloan Brown and Center of Military History

Department of Defense efforts. The process not only modernized equipment, it also substantially altered doctrine, organization, training, administrative and logistical practices, and the service culture. The resultant digitized expeditionary Army was as different from the late Cold War Army as that Army was from the mobilization based armies of World Wars I and II. Kevlar Legions further contends that

the digitized expeditionary Army has withstood the test of combat, performing superbly with respect to deployment and high-end conventional combat and capably with respect to low-intensity conflict. (As a Center of Military History publication, Kevlar Legions can be downloaded at <http://www.history.army.mil/html/books/070/70-118-1/>.)





Congratulations to these FA50 USAR officers recently selected for promotion to LTC:

MAJ(P) Michelle Curley



MAJ(P) Christopher Henderson

MAJ(P) Charlotta Wells



MAJ(P) James Berry

MAJ(P) Anthony Callandrillo



Congratulations also to **BG Robert “Bo” Dyess** (FA50) on his nomination for promotion to MG, and to **MG Heidi Brown** (G8-FD alumna) on her recent promotion.

These officers were recently accessed into FA50 via the Voluntary Transfer Incentive Program (VTIP). Welcome to the world of Army Force Management!

MAJ Temarkus M. Brown

CPT Russell J. Burnett

CPT Johnathan N. Carter

CPT Bradley D. Denisar

LTC John G. Hodson, Jr.

CPT Michael S. Hubbard

CPT Owen W. Koch

MAJ David W. Lowe

CPT Joel W. Rhea

MAJ Jimmy M. Ross

CPT Laron C. Somerville



Twenty-four officers and DA civilian Force Managers were graduated from the FA50 Qualification Course (Class 02-12) on 13 April. MG Cucolo, Director Force Development, and Mr Ed Clarke, CP26, presented diplomas. Class Leader LTC Anderson was awarded an FD coin for top academic performance, and Mr Timothy Smith was recognized by USOMA for academic achievement. Congratulations all.



Front Row: CPT Tiffany Rose Ramsdal, Ms. Anna L. Klark, Ms. Hoa Ai Diep, MG Cucolo, Mr. Steven S. Humphrey, Ms. Gloria Smith, Mr. Timothy J. Smith

Second Row: Ms Sharrie King, MAJ Clarence Keith Graham, Ms. Sandra Hayes, CPT Paul Tomlinson, CPT Edward Goldner, MAJ Aaron Ray Schuh, LTC Brian J. Burkett

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Top: MAJ Timothy N. Bible, LTC Robert Anderson, MAJ Michael Crouse



Contact Info:

**FA50 Personnel Development Office
Chief, PDO
LTC Keith Rivers**
703-545-1807
keith.m.rivers2.mil@mail.mil

**Program Manager/Proponency
Ms. Patsy Campbell**
703-545-1838
patsy.d.campbell.civ@mail.mil

**Program Manager/Training and Structure
Mike McDaniel**
703-545-1665
michael.r.mcdaniel10.civ@mail.mil

**Strategic Communications
Mr. Bob Fleitz (MPRI)**
703-545-1782
robert.j.fleitz.ctr@mail.mil

**HRC FA50 Career Manager
LTC Eric Hoggard**
502-613-6681
eric.a.hoggard.mil@mail.mil

**Army Reserve Officers
OCAR, Chief, Force Programs
COL Pete Colon**
703-806-7316
pedro.colon@usar.army.mil

**National Guard Officers
Chief, Force Management
COL Juan Esteva**
703-607-7801
juan.esteva@us.army.mil

**CP 26 Careerists
Mr. Edward C. Clarke**
703-695-5437
edward.clarke@us.army.mil

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