

THE ORACLE

The Oracle is the quarterly newsletter published by the U.S. Army's FA 50 Proponency Office.

Consolidate Reserve Component Forces?



Parkinson

By LTC James A. Parkinson, FA50

In the profession of Force Management, we are tasked to analyze the options of doing more with less. To address the current economic constraints, the Department of Defense should consider consolidating or streamlining the Army National Guard (ARNG) and the United States Army Reserve (USAR) forces into one Reserve Component Force (RCF). Mergers are not uncommon: typically, mergers in the private sector are undertaken to increase profits (Disney-Pixar, Exxon-Mobil, Sirius-XM Radio). In government, mergers streamline services and reduce costs. Although the concept of consolidating our Reserve Forces offers many challenges, it should be considered given our current fiscal environment.

To those not familiar with or affiliated with the military, a consolidation of the Reserve components would make sense and would appear to be fairly easy to accomplish. To the untrained eye, each reserve element wears the same uniform, is committed to work one weekend a month and two weeks each year. They both receive the same military training, military pay and benefits. The two reserve components even share the same military missions: Transportation, Public Affairs, Chemical, Military Police, Legal, Medical, etc.

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FROM THE EXECUTIVE AGENT



MG Robert Dyess, Jr.

As this column goes to press, the biggest issues here in the Pentagon - in fact, across the Army - center around what will be done regarding possible sequestration of funds, what impacts that would have, and the next budget.

We know the force is going to be smaller, and we have a pretty good handle on how to get to that smaller force by 2017. Unit inactivations, redesign of the HQDA staff, and other structural changes are all on the table, as they should be as operations in Afghanistan draw to a close. HRC is also working

on ways to accelerate military manpower reductions through reduced accessions, lower promotion rates, early outs, re-instituting the Qualitative Management Program, new veterans benefits and other actions.

Sequestration, however, could result in major forced funding cuts across DoD, every year from now to 2021. Initial guidance directs that ongoing operations, military pay, wounded warriors and readiness must not be affected. That leaves things like civilian furloughs and hiring freezes, reduced contract support, BASOPS funding, R&D, equipment modernization and acquisition plans. Even normal activities - training, conferences, TDYs, PCS moves, purchase of new office equipment, facilities maintenance - could be curtailed or indefinitely postponed.

What does this mean for Force Managers? Whatever our elected and DoD leadership does, FA50s and CP26 civilians will be the ones to translate their decisions into programmatic changes, revised investment strategies and fielding schedules and so on. We will quietly and professionally execute the guidance to ensure minimum disruptions for our people, our programs and the Army. We must also ensure whatever we do can be reversed if necessary.

At the same time we'll continue to ensure educational and professional opportunities for Force Managers are available. The Army may be getting smaller, but Force Management is still a growth industry.

Thanks for all you do, keep it up.

MG Robert Dyess, Jr

FROM THE PDO CHIEF



LTC(P) Keith Rivers

Force Managers- Calendar Year 12 has drawn to a close, 2013 is well under way. My office is busy following up on a number of possible FA50 “broadening” opportunities with agencies outside DoD. Negotiations are still under way so it’s too early to publish much info yet, but I assure you if approved there will be some great jobs coming up soon for some of our “best and brightest.”

I’m still pursuing new authorizations for FA50s within Army and Joint organizations, too. You can help in this, if there are Force Management-related positions for Majors and LTCs in your organizations, particularly in AMC and the Combatant Commands, give me a heads up and some information about why that slot should be recoded as 50A. If it looks like it would be good for the functional area, I’ll get the leadership engaged and see what we can do.

And we’re still preparing for this spring’s Senior Force Managers Seminar. The ongoing budget issues may cause us to change our plans, but right now we’re still working toward the third week of May, here at the Pentagon. This is where our Colonels and GS15 civilian Force Managers have a chance to meet and talk with Army Leadership and others about our area of expertise, “how the Army runs.” The website should be up and running by mid-February. So seniors start thinking of topics that you would like to see covered. I’ll send more later.

I encourage all of you to continue to seek out opportunities to hone your skills and craft. There are multiple distant learning courses available that could help with this, examples are some of the Defense Acquisition University (<http://www.dau.mil>) classes i.e. ACQ101, ACQ201A and others where MTTs conduct training. We opened discussions with TRADOC in ref to some classes at Army Logistics University (<http://www.almc.army.mil>). I’m exploring the future possibilities of adding established low/no cost training events to our professional development requirements. Any other suggestions are welcome. Also keep in mind there are many other Army fellowships (watch Facebook or the HRC MILPER messages) that are open to all officers.

And finally, in this issue we launch a new feature called the Professional Development Corner. This will be a regular update with the intent to continue the education of Force Managers. The first few columns, starting with this issue, will be on the Army budget process.

2013 is going to be a demanding year for the entire Army. Even ‘business as usual’ will be a challenge. Stay in touch with me and with MAJ Garcia, keep doing what you do, but also remember what’s important for yourselves and your families. Thank you all for your service.

LTC(P) Keith Rivers
Ch, FA50 Professional Development Office
Joint Credit Update – Ms Campbell

RESERVE Continued from page 1

Background

Let’s take a look back at the origin of our two reserve component forces. The Reserve Components of the United States have a long and storied history of service. In fact, the lineage of the Army National Guard precedes that of the Active Components extending back to the colonial period. Thus, the foundation of our current Reserve Components predates the formation of the United States and has its roots as far back at least to The First Muster in December 13, 1636, when the oldest regiments met for their first drill on the village green in Salem, Massachusetts. These regiments were formed in the British military tradition to provide security for the British colonists in the absence of regular British Soldiers. They became the nucleus of the Continental Army.

The United States Army Reserve traces its beginnings to April 23, 1908, when Congress authorized the Army to establish a reserve corps of medical officers. The Secretary of War could order these officers to active duty during time of emergency. This was the nation’s first Federal Reserve. Four years later, a provision of the Army Appropriations



Act of 1912 created the Regular Army Reserve. The first call-up of the Army Reserve came in 1916 as a result of tensions between the United States and Mexico caused by the Mexican bandit, Francisco “Pancho” Villa, and the subsequent punitive expedition led by BG John J. Pershing. For a time it looked like there might be war with Mexico, and for the first time the Army looked to its citizen-soldiers for added strength and expertise. This first mobilization was an important development for the Army Reserve -- and a great shakedown for the Army’s reserve components prior to America’s entry into World War I.

Today the Army Reserve (Title X) is comprised of 206,000 citizen Soldiers. If you include the Individual

Ready Reserve (IRR), the Individual Mobilized Augmentees (IMA), and the Retired Reserve, the total Reserve force equals more than 1 million Reserve Soldiers. The Chief of Army Reserve (CAR), a lieutenant general, is also the Commanding General, United States Army Reserve Command (USARC).

The Army National Guard is composed of 358,000 citizen Soldiers from all 50 states, the District of Columbia and three territories. The Chief, Army National Guard is also a three-star general. Unlike the Army Reserve, the Army National Guard is dual status in that they are a state (Title 32) and a Federal asset. This dual status finds its roots in Article 1, Section 8 of the Constitution, which details that “Congress shall have the power ... to provide for organizing, arming, and disciplining, the Militia, and for governing such Part of them as may be employed in the Service of the United States,...” The Soldier of the Army National Guard swears an oath to protect and defend both the Constitution of the United States and the state in which they serve. In peacetime, the Soldiers are commanded by the state governor. These Soldiers will also assist in natural disasters, state emergencies, and civil unrest.

The United States Army Reserve’s mission, under Title 10 of the U.S. Code, is to provide trained,



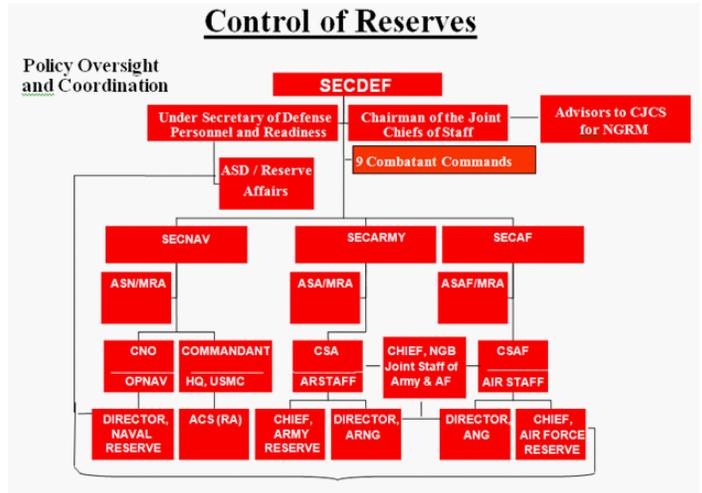


equipped, and ready Soldiers and cohesive units to meet global requirements for the full spectrum of operations. The Army Reserve is a key element in the multi-component force, training along-side Active and National Guard units to ensure that all three components work as a fully integrated team. When you combine the Active Component Army, the Army National Guard, and the United States Army Reserve, we total over 1.42 million Soldiers.

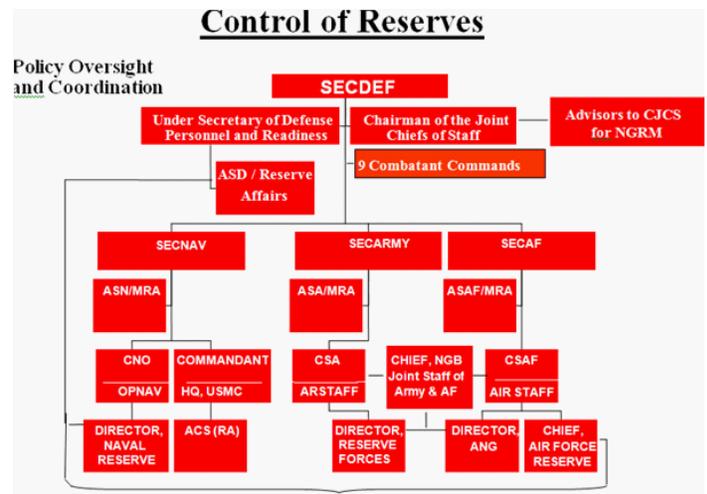
Opportunities of Consolidation

If the Department of Defense consolidated the two Reserve Elements, one of the advantages would be to streamline the chain of command from three elements (National Guard Bureau, Office of the Chief Army Reserve, Headquarters Army Reserve Command) into one Reserve Forces Command (RFC). Under the RFC, you would also recognize efficiencies by consolidating the Recruiting, Medical, Legal (SJA), Public Affairs (PAO), Engineers, Signal, Aviation, and other commands. The Army National Guard currently has 3,109 facilities across the country, to include in the District of Columbia and Puerto Rico. The United States Army Reserve has over 1,100 facilities. Combining these Reserve Centers and Training areas alone would gain significant cost savings and efficiencies.

Current Reserve Component Diagram



Proposed Reserve Component Diagram



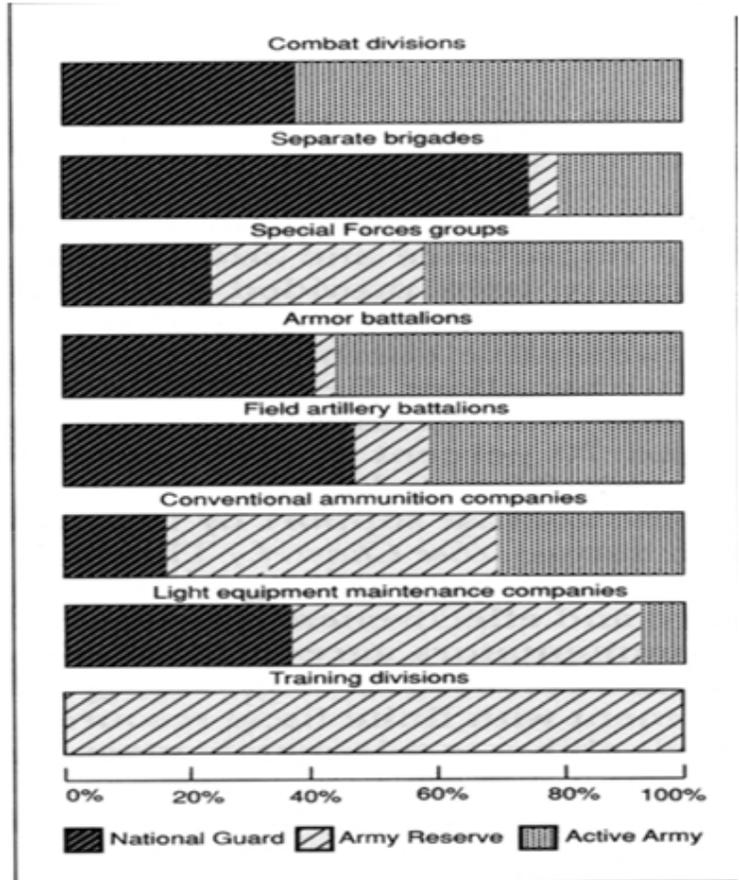
The G-8 at AFMS 5 Dec 12

Combat, Combat Support, and Combat Service Support allocations.

We are the Army! Below is the percentage of total Army units, by type, assigned to the Reserve Component:

| | USAR % | ARNG % | AC % |
|-----------------------|--------|--------|------|
| JAG | 88 | 12 | 0 |
| Civil Affairs | 70 | 0 | 30 |
| Chaplain | 80 | 20 | 0 |
| Military History | 78 | 16 | 6 |
| MISO | 61 | 0 | 39 |
| Postal & Personnel | 62 | 9 | 28 |
| Quartermaster | 67 | 16 | 17 |
| Medical | 59 | 15 | 26 |
| Chemical | 43 | 36 | 21 |
| Public Affairs | 44 | 42 | 14 |
| Transportation | 44 | 39 | 17 |
| Military Intelligence | 26 | 21 | 52 |
| Engineers | 31 | 47 | 21 |
| Military Police | 24 | 45 | 31 |

As of 9 September 2011



Challenges of Consolidation

One of the most significant barriers to a Reserve consolidation would be the political sensitivity of this effort. Each State has at least one Member of Congress (total 435) and two Senators (100), and they all have a vested interest in the potential impacts to their States and constituents. If we were able to navigate these political issues, we would need to look at any possible Constitutional or legal issues (unit lineage and history, Title 10 vs. Title 32, retirement, promotion, etc). The most important issue we may face is the impact that this consolidation would have on our greatest asset, our Soldiers. Many Soldiers would resist the change, which could equate to a negative impact on short and long-term retention goals.

Summary

In Summary, as Force Management professionals we are tasked to analyze the options of doing more with less. In an effort to address the current economic constraints, the Department of Defense should consider consolidating or streamlining the Army National Guard (ARNG) and the United States Army Reserve (USAR) forces into one Reserve Component Force (RCF). The possibility of consolidating our reserve forces would require a significant collection of data and research. This course of action (COA) would have significant political and legal issues requiring resolution, but in the end analysis, it may be a COA that would allow for increased readiness and fiscal efficiencies in a time where we find ourselves having to do more with less.

“Structuring the GF Through the Concept Plan Process”



Cole

By Mr. Cedric Cole, CP26

In this paper I would like to discuss how requirements determination is different between a Table of Organization and Equipment (TOE) and a Table of Distribution and Allowance (TDA), and how the Army Contracting Command utilized the Concept Plan process to gain DA approval for new requirements. Organizational designs and re-designs play a role in both TOE and TDA requirements determination, but the level of complexity and additional documentation varies with each. Let's start by taking a look at the major differences between a TOE and TDA organization. A TOE organization is primarily



constructed for a threat-based, wartime mission. This unit is deployable with no civilians, and operational in nature for combat. A TDA organization is normally non-deployable and non-combat. The word “normally” is used because TDAs themselves don't deploy, but there are individual soldiers with specific skill sets that are needed when the Army deploys. Recently Army has begun to look at “Deployable TDAs” when it comes to addressing military Operations Other Than

Discussing briefly how requirements determination is different between a TOE and TDA, and how the U.S. Army Contracting Command utilized the Concept Plan process to gain DA Approval for new requirements. Mr. Cole is a 2012 graduate of the FA50 Qualification Course.

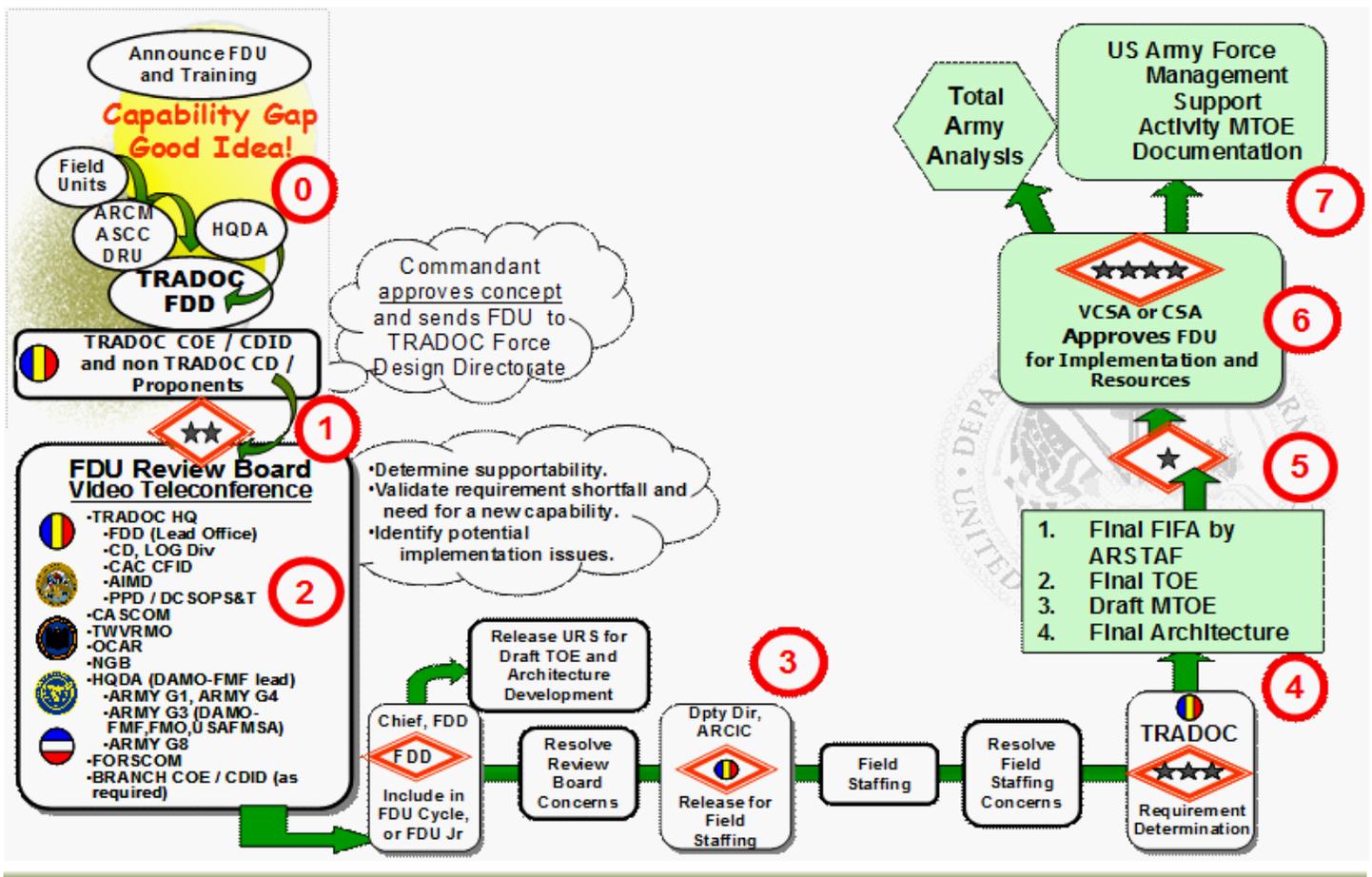
War (OOTW). TDAs are “workload-based” and many times are 90% or higher populated with civilians and contractor manpower equivalents (CMEs). From personal experience, my definition of “workload-based” centers around the flexibility of a TDA organization to take on more responsibilities without a huge shift in doctrine and organizational design.

The organizational design process is initiated by the identification of issues that originate from the combat development process, the Combatant Commanders, Training and Doctrine Command (TRADOC) schools and center commanders, MACOM and other Army commanders, or the Department of the Army Staff. Issues are concerned with enhancing unit or force capabilities and result from changes to doctrine, new or revised operational (branch/functional) concepts, acquisition of new equipment, or significant restructuring of a Military Occupational Specialty (MOS). When it is determined that an organizational solution to an issue is appropriate, new or revised operational concepts that address a unit's mission, functions and required capabilities are developed to provide the basis for organizational design or re-design.

A TOE prescribes the capabilities, organizational structure, and the minimum mission essential wartime requirement (MMEWR) - both personnel and equipment -necessary for a military unit to accomplish its doctrinal mission. The building block for TOE requirements is a Unit Reference Sheet (URS). URSs include essential personnel and equipment for new or significantly modified organizations. URSs are developed by combat developers within TRADOC , Medical Command (MEDCOM), Special Operations Command (USASOC), and Intelligence and Security Command (INSCOM). URSs are coordinated with other combat developers and other Army organizations having a specific interest, including all Combatant Commanders of unified commands, Army Component Commands (ACCs), National Guard Bureau, Office Chief Army Reserve, and corps headquarters. After they are approved through the Force Design Update process, they are available as source documents for

TOE development. Organizational designs provided for HQDA approval will identify functional areas where constraints may have to be applied to stay within design parameters and quantify and specify the constraint impact by spaces, military occupational classification and structure (MOCS) (for example, AOC, MOS, SI, and so forth), and equipment.

In my introduction I stated the requirements determination process for TOEs and TDAs varies due to the level of complexity. In my professional experience I have found that the TOE requirements determination is a bit more rigid and multifaceted in nature. It has evolved over the past 10 years by being synchronized with the U.S. Army Training and Doctrine Command (TRADOC) Army Capabilities Integration Center’s (ARCIC) Force Design Update (FDU) process . Parallel development shortens processing timelines, streamlines the processes to change Army capabilities and organizations, and enables expeditious planning,





approval, and implementation of force structure changes. It involves the U.S. Army Force Management Support Agency (USAFMSA) early in the FDU process to achieve concurrent TOE and FDU approval. This will provide decision makers with an early indication of potential changes or deviations from the current HQDA-approved TOE/MTOE as drafted in the Unit Reference Sheet (URS) to be modified for Manpower Requirement Criteria (MARC), Standards of Grade (SOG), Military Occupational Specialty (MOS), and equipment Line Item Number (LIN). See Figure 1-1. Throughout this synchronized process, the HQDA G-37 Organization Integrator (OI) is playing a major facilitation role with the Unit activity, Combat and TOE developers. Once field staffing concerns have been resolved, the OI begins the Force Integration and

Functional Area (FIFA) analysis with the Army Staff, FORSCOM and appropriate Army Service Component Commands, Army Commands, and Direct Reporting Units; Office of the Chief, Army Reserve, ARNG; ARCIC FDD, the submitter of the FDU, and USAFMSA and any other members deemed necessary to determine whether the capability of the proposed organization can be manned, equipped, trained, and stationed.

A TDA is an authorization document in its truest form; however, it does contain requirements that are vetted and HQDA approved. The TDA prescribes the organizational structure for an organization or activity with a mission or function for which a TOE does not exist, and may include civilian positions. TDAs are unique authorization documents to attain the most efficient use of personnel and the most effective operational capability



Thresholds

AR 71-32 outlines the following threshold events that trigger the submission of a concept plan to G3-FMP.

1. Introduction of a new unprogrammed MTOE/TDA organization into the Army force structure. A concept plan is not required to introduce a new MTOE unit into the Army force structure if it is approved during Total Army Analysis and the MTOE organization is developed from an approved TOE or part of the Force Design Update approval process unless the command is establishing or activating a MULTI-COMPO UNIT (MCU). The sponsoring component will coordinate and obtain concurrence on the concept plan with all resourcing component(s) and Commands prior to submission.
2. A deviation from MTOE or TDA organizational structure, standardization, stabilization policies and guidance from AR 71-21.
3. A change in MTOE unit ALO without prior HQDA approval.
4. Creation of a new MTOE unit based upon new or changed doctrine.
5. A change to a TDA organization's mission or functions that will involve placing increased demands on HQDA for personnel, equipment, funds and facilities.
6. Reorganization of a TDA unit at or above directorate level (guideline: one level lower than the commander or director).
7. Establishment or reorganization of an Army Management Headquarters Account.
8. Movement of a mission, function, or unit from one MACOM to another, if reorganization is involved.

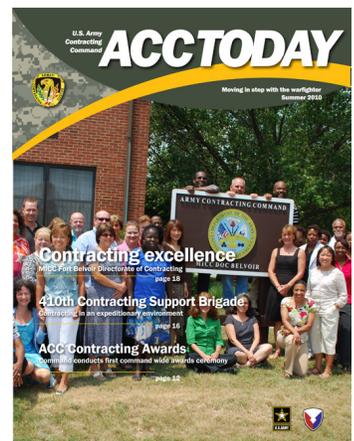
within the manpower spaces prescribed in the command force structure to accomplish specific missions and functions. Activities with similar missions may be similar in organization but have substantially different personnel and equipment authorizations due to differences in workload and the demographics of the population they support. The mechanism used to generate requirements necessary to accomplish those specific missions and functions is the Concept Plan process. The concept plan will state the purpose, objectives, advantages, and disadvantages of the proposed activation or reorganization. Concept plans are required from the MACOM to obtain HQDA approval of un-programmed requirements for force structure, manpower, or materiel. A concept plan must demonstrate need for change, significant improvement to be realized and minimum turbulence to warrant creating a new, or reorganizing an existing organization. The plan must demonstrate specific tangible and verifiable improvement such as measurable efficiency or improved or increased capability, for example, reduced resources required, increased workloads absorbed within current resources, increased span of control, or decreased overhead.

A concept plan must also align with Army goals and policy. A key building block, as I've stated above, of a concept plan is validating new requirements through workload data, approved models, manpower surveys, or HQDA and TRADOC approved templates. Providing workload based data is a statutory requirement. Commands are encouraged to engage the US Army Manpower Analysis Agency (USAMAA) early in the process to assist with this key step. In addition to workload data, the concept plan must address all requirements, mission authority, possible resource strategies, and command control arrangements. Concept Plans must contain enough information for the HQDA staff to be able to understand the scope and scale or the mission, the new organizational design, and the requirements for the organization. There are threshold events that trigger the submission of a concept plan to G-37/FMP: see Figure 1-2.

The Army Contracting Command (ACC) was established with remnants of thresholds 1 & 8 listed respectively: 1. Introduction of a new unprogrammed MTOE/TDA into the Army force structure and 8.

Movement of mission, function, or unit from one MACOM to another, if reorganization is involved. What's not listed in the threshold events that trigger a Concept Plan is "Directed Growth" granted by Senior Army Leadership. ACC has also been the recipient of directed growth, incorporated with threshold event #5: A change to a TDA organization's mission or functions that will involve placing increased demands on HQDA for personnel, equipment, funds and facilities, to have to justify requirements to receive directed growth, i.e., Authorizations. To implement the Gansler Commission recommendations on Army Acquisition and Program Management, in 2008 Secretary of the Army Pete Geren directed the realignment of the U.S. Army Contracting Agency (ACA) under the U.S. Army Materiel Command and further directed the establishment of the U.S. Army Contracting Command. This realignment was to provide a more effective structure through which to execute expeditionary and installation contracting efforts.

This concept plan complemented not only the establishment of the U.S. Army Contracting Command (ACC), but the U.S. Army Expeditionary Contracting Command (ECC), and the U.S. Army Mission and Installation Contracting Command (MICC). These new commands consolidated much of Army contracting to better support Army and Joint commanders as well as other federal agencies worldwide across the full spectrum of military operations. Secretary of the Army Geren's January 2008 guidance directed submission of the concept plan within 30 days, precluding workload





and manpower analyses of the existing Army Contracting Agency, AMC Command Contracting directorate, and AMC acquisition centers which were used to create the ACC. As a result, the ACC inherited the existing contract administration services (CAS) and other functional mission requirements shortages from those organizations/activities, with no time to quantify the need for additional staffing in that concept plan.

This backlog of contracting administration caused by chronic under-resourcing, further compounded by an ever-increasing contracting workload, caused ACC to submit another concept plan

seek to additional civilian authorizations to the ACC, ECC and MICC to perform enduring CAS functions and other mission requirements. ACC submitted another Concept Plan (Enhanced Contract Management Capability Concept Plan) for Contract Administration Support requirements under threshold event #5 - A change to a TDA organization's mission or functions that will involve placing increased demands on HQDA for personnel, equipment, funds and facilities. ACC followed the Concept Plan preparation guide steps below:



Concept Plan Preparation

- Executive summary
- Subject
- Purpose (Reason for proposal, mission analysis, resource analysis)
- Execution
- Manpower Analysis Survey or logical justification for manpower requirements (work load based)
- Summary of Changes
 - ☐ Personnel: Military (AC & RC), Civilian, Contractor
 - ☐ Equipment
 - ☐ Facilities
 - ☐ Funding
 - ☐ Readiness impact
 - ☐ DoD Manpower Mix Criteria and Function
- Supporting Enclosures (includes detailed crosswalk from the latest approved document to the proposed structure)

The Concept Plan was coordinated with HQ AMC and G-37 FMP and approved sometime in FY10 in time enough to compete in POM 12-16. ACC received 594 authorizations through the POM process, distributed over the course of FY 12-16.



FA50 Assignments Newsletter



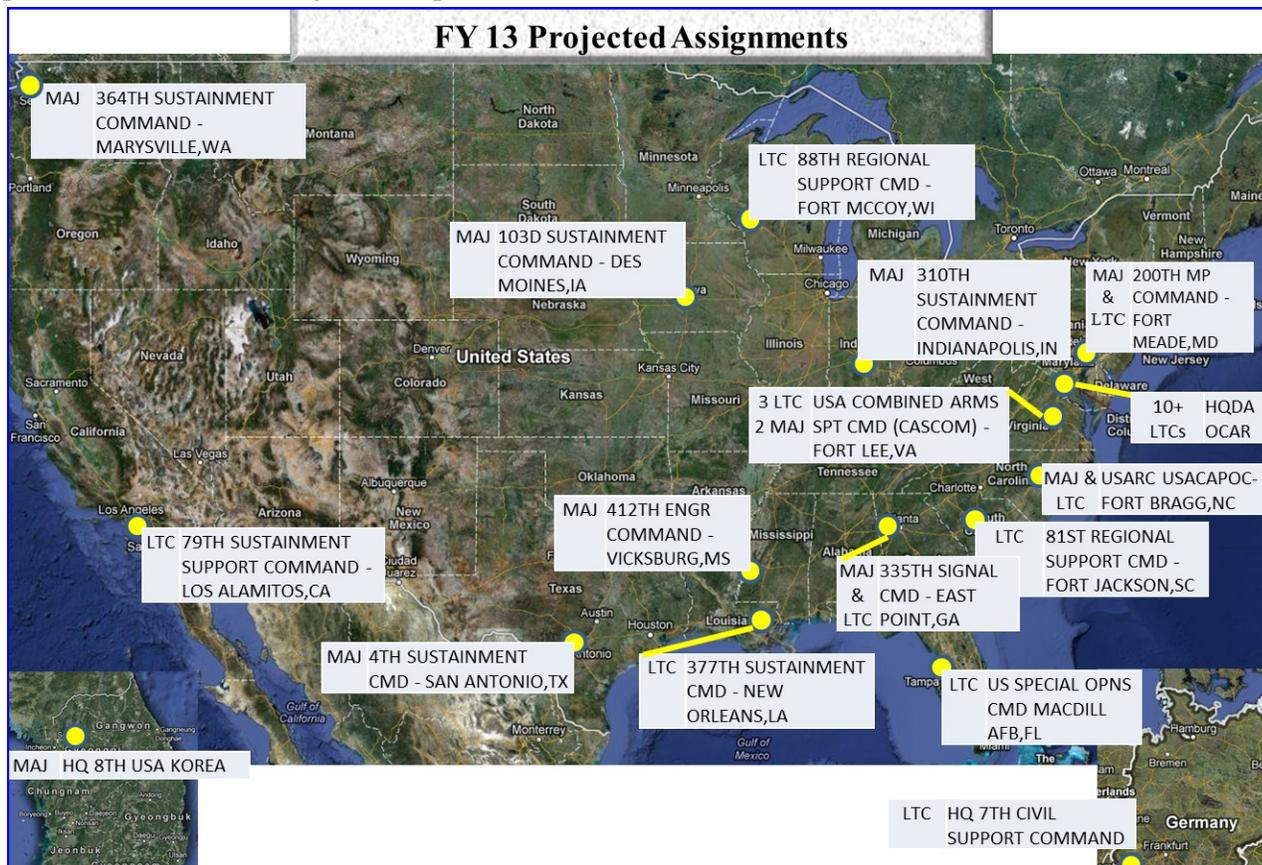
January 2013

Team,

This month's newsletter is an update for FY13's Active and AGR assignments. If you have any concerns please contact me at Jamie.garcia@us.army.mil or (502) 613-6681. Have a great new year and please remember our comrades in harm's way!

“Army Strong!” —Jamie

- The FY 13 Active assignments are almost complete. Items of interest are:
- CGSC Faculty Opportunity: There are four new LTC billets as CGSC instructors and staff at Fort Leavenworth. This opportunity is open to all FA50 LTCs and '97-98 YGs Majors.
- WIAS opportunities: There are eight more six month slots for FY13. Any Active or AGR interested officers (CPT through LTC) can earn post deployment stabilization or enhanced preference for a follow on assignment.
- AGR Assignment Cycle: I will conduct a slating conference with OCAR and USARC in February. During this conference we will balance AGR requirements with officer development and preferences for the assignment options are below:

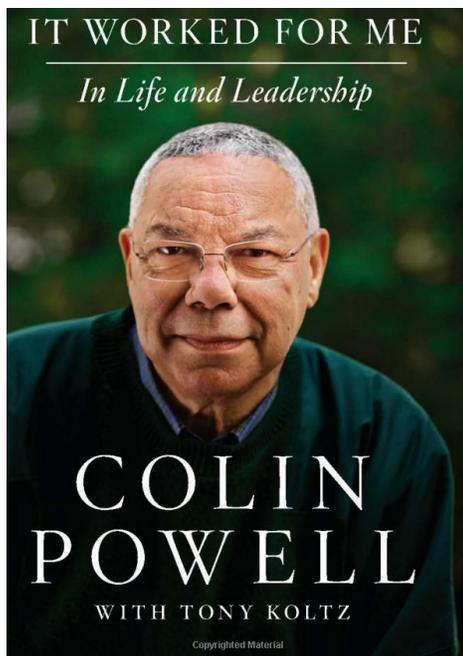


TWO BOOKS



It Worked for Me

by GEN (Ret.) Colin Powell. (Harper; 2012)



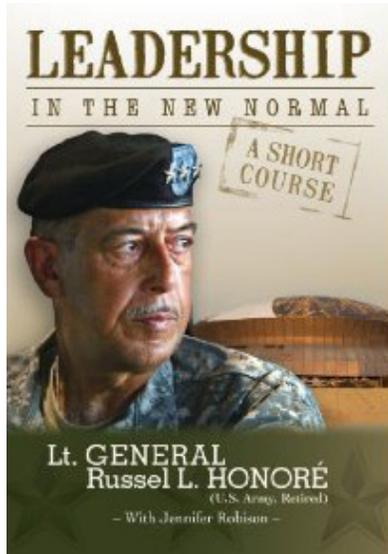
It Worked for Me is filled with vivid experiences and lessons learned that have shaped the legendary public service career of the four-star general and former Secretary of State Colin Powell. At its heart are Powell's "Thirteen Rules" — notes he gathered over the years and that now form the basis of his leadership presentations given throughout the world. Powell's short but sweet rules — among them, "Get mad, then get over it" and "Share credit" — are illustrated by revealing personal stories that introduce and expand upon his principles for effective leadership: conviction, hard work, and, above all, respect for others. In work and in life, Powell writes, "it's about how we touch and are touched by the people we meet. It's all about the people."

A natural storyteller, Powell offers advice on succeeding in the workplace and beyond. "Trust your people," he counsels as he delegates presidential briefing responsibilities to two junior State Department desk officers. "Do your best—someone is watching," he advises those just starting out, recalling his own teenage summer job mopping floors in a soda-bottling factory.

Powell combines the insights he has gained serving in the top ranks of the military and in four presidential administrations with the lessons he's learned from his immigrant-family upbringing in the Bronx, his training in the ROTC, and his growth as an Army officer. The result is a powerful portrait of a leader who is reflective, self-effacing, and grateful for the contributions of everyone he works with. (Amazon.com)

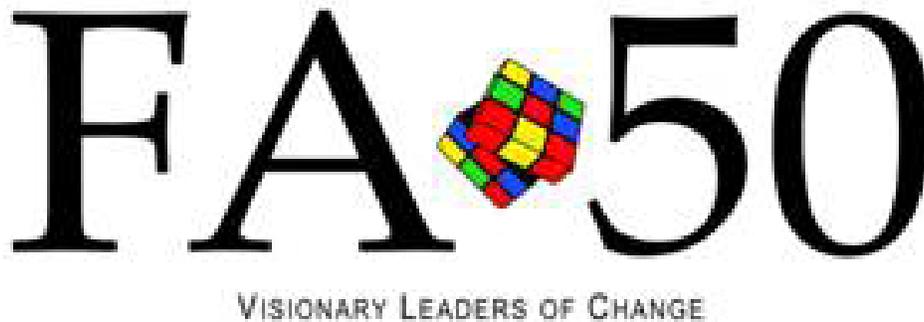
Leadership In The New Normal

by LTG (Ret.) Russell L. Honoré. (Acadian House Publishing; 2012)



This book is a short course designed to help you become a more effective leader in your field. It describes modern leadership principles and techniques and illustrates them with stories from the author's vast life experiences. *Leadership in the New Normal* is for leaders and aspiring leaders in the fields of business, management, government, military, education, and other worthwhile forms of human endeavor. It is written by a leader who speaks from experience: a family man, business consultant, active public speaker, an Army general (now retired) who burst upon the national scene following Hurricane Katrina. And in the course of doing his job there, he showed the world what authentic leadership looks like. (Amazon.com)

New FA50 Logo contest



For several years we've been using versions of the "cube" on the website, newsletters, briefing slides, posters and other places. The intent was to suggest Force Managers' ability to tackle and solve complex problems, anticipating the 2d and 3rd order effects of possible courses of action and so on. Nothing too deep or formal, just a whimsical little cartoon illustration. But not everyone recognizes the symbolism – a former FD once suddenly interrupted a briefing with "I just 'got' the cube!" We've also used a few different slogans – 'Visionary Leaders of Change,' 'Architects of Change,' 'Managers of Change,' 'Change is Good' etc.

So here's a chance to suggest a new logo (if any) and slogan for the functional area. There are only a few rules to keep in mind:

- Not too complex. Consider how it would look in the corner of a briefing slide without being distracting.
- Not the G-8 or G-357 logos, the ARSTAF badge or related, official designs. Keep in mind the logo, like the Oracle, is for all FA50s and Force Managers, not just those in the Building.
- It should suggest somehow what it is we do. We are not just equippers, integrators, staff officers, documenters, analysts ... FA50s know how the Army runs, and how to get things done. FA50s are problem solvers.
- And it should be original. In using the cube (which looks very similar to a Rubic's Cube) we've been assuming the "fair use" principle applied. We're not using to sell a product, there's no money involved. Nevertheless, we should avoid any possible questions of copyright infringement or other problems.

Send design and/or slogan ideas to the Chief PDO or to the PDO mailbox, usarmy.pentagon.hqda-dcs-g-8.mbx.
fa50-personnel-proponent@mail.mil.



Whatzit

Several readers, including MAJ Dan Rogne and MAJ Don Smith, recognized the WW1 Motor Transport Corps collar disk.

Here's another Whatzit.
Yes, it's a medal. But what medal?
Sort of looks like an MoH but not quite.



Q Course Graduation:

Class 1-13 graduated on 14 December 2012 at the Army Force Management School, Ft. Belvoir. Mr Cedric Cole was awarded a G8 Coin as the top academic civilian; CPT Bradley Denisar, who was unable to attend, was the top FA50 student. LTC Stephen Fleming, the class leader, was presented the USOMA Award by the organization's president, MG(Ret.) Donna L. Dacier. LTG Barclay, Army G-8 and FA50 Proponent, spoke to the class on 5 December.



Front Row: CPT Hershfeldt, LTC Parkinson, CPT Kidder, BG(P) Dyess, CPT Nguyen, CPT Landrum, MAJ Wright.

Middle Row: CPT Snyder, LTC Klopceic, MAJ Joyce, Ms Tanksley, Mr Dabney, Mr Santiago.

Top Row: CPT Carter, Mr Young, CPT Walenta, LTC Hodson, MAJ Ross, Mr Cole, LTC Fleming (not present: CPT Denisar)

Professional Development Corner

Oracle is launching a new feature, the quarterly Professional Development Corner, which will highlight PD topics of interest to our Army Force Management Community.

All Force Managers, and particularly FA50s on the ARSTAF, are especially interested in the annual budget process. SSOs in particular spend a great deal of time and effort preparing Army Leadership for hearings or testimony, and answering questions to explain where money is needed, how previously appropriated money was spent, and defending the President's budget. As Major Mike McInerney wrote in an earlier Oracle, "Now – maybe more than ever – knowledge of how Congress works is critical for force managers."

Oracle will also prepare a series of monthly one-page supplements discussing the budget process as it progresses over the coming spring and summer. The first of these Oracle supplementals will appear in early February. To open the series, a short glossary follows:

Glossary

Appropriations: The process by which Congress provides budget authority, usually through enactment of regular appropriations bills and occasional supplemental appropriations bills. Currently, Congress plans for 12 regular bills yearly.

ATR (BTR): Above (Below) Threshold Reprogramming

Budget authority: Permission provided by law for agencies to spend or otherwise obligate money.

Budget outlays: Money that is actually spent in a given fiscal year, as opposed to money that is appropriated for that year. One year's budget authority can result in outlays over several years, and the outlays in any given year can result in a mix of budget authority from that year and prior years. Budget authority is similar to money deposited into a checking account; outlays occur when checks are written and cashed.

Budget resolution: A plan that is supposed to be adopted annually by both chambers of Congress that sets targets for spending, revenue and the deficit for the coming fiscal year. The targets are enforced through limits on discretionary appropriations and through certain "points of order" that bar measures from being considered on the floor if they would exceed the targets. The budget process that includes adoption of budget resolutions was established by the 1974 Congressional Budget Act (PL 93-344).

Continuing Resolution: A type of appropriations legislation used by Congress to fund government agencies if a formal appropriations bill has not been signed into law by the end of the fiscal year. The legislation, in the form of a joint resolution, provides funding for existing federal programs at current or reduced levels.

Discretionary spending: Spending for programs that Congress finances as it chooses through annual appropriations. About a third of all federal spending falls into this category. Example include the military; the operations of federal agencies; Congress, the White House and the federal court system; and programs supporting education, space exploration, scientific research, child nutrition, housing, transportation and foreign aid.

EPP: Extended Planning Period

Fiscal 2013: The budget year that will run from Monday, Oct 1 2012, through Tuesday, Sept 30, 2013.



HAC, SAC: House and Senate Appropriations Committees, i.e., the appropriators

HASC, SASC: House and Senate Armed Services Committees; i.e., the authorizers

Mandatory spending: Spending, mostly on entitlement programs, for which eligibility requirements are written into law. Any person who meets those requirements is entitled to the benefits until Congress changes the law. Examples include Social Security, Medicare, Medicaid, unemployment benefits, food stamps, federal pensions and interest payments on the debt. Appropriators have little or no control over how the money is allocated. Mandatory spending accounts for about two-thirds of all federal spending.

OCO: Overseas Contingency Operations

Off-budget: An accounting convention that relates to spending and receipts for a few programs – in particular, the Social Security trust funds and the Postal Service – that are not counted for some specific calculations. Generally, however, most references are to the so-called unified budget that includes all programs.

Program Objectives Memorandum (POM): The final product of the programming process within DoD, a Component's POM displays the resource allocation decisions of the military department in response to, and in accordance with the Defense Planning Guidance (DPG). The POM shows programmed needs 5 years hence (e.g., in FY 2012, POM 2014–2018 was submitted).

Reconciliation: The process by which tax laws and spending programs are changed “reconciled” to reach outlay and revenue targets set in the annual budget resolution. The reconciliation process was created by the 1974 Budget Act and was first used in 1980.

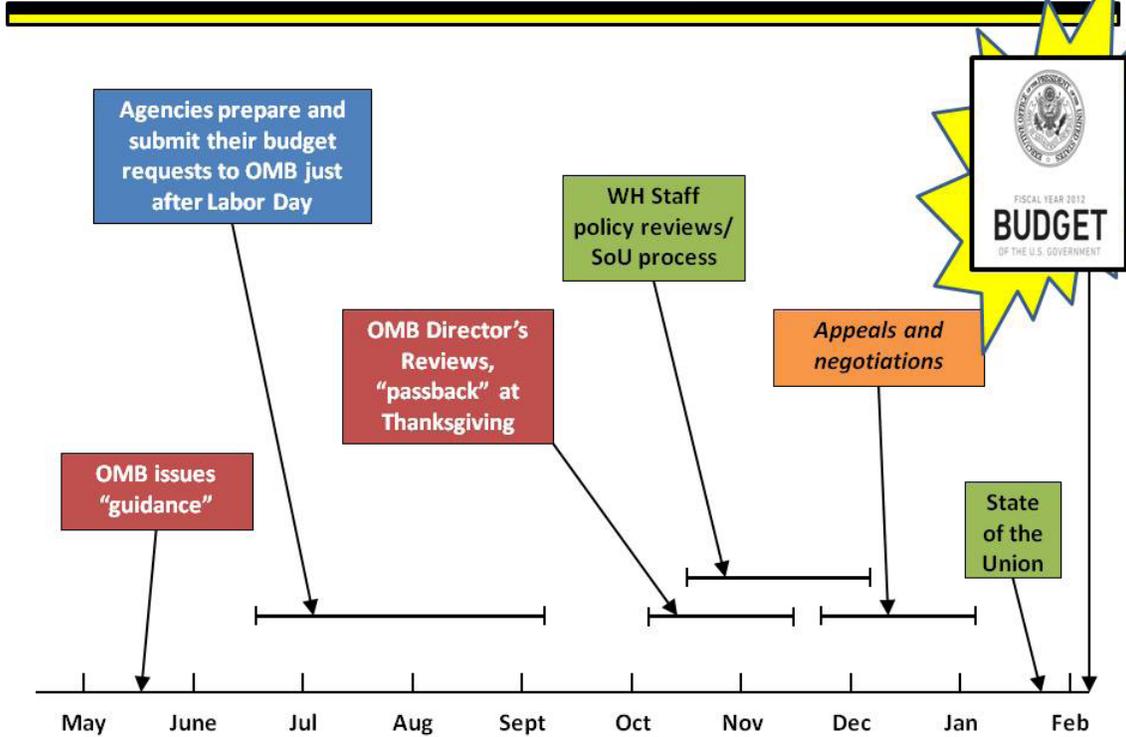
Rescission: The cancellation of previously appropriated budget authority – a common way to save money that already has been appropriated. A rescissions bill must be passed by Congress and signed by the president (or enacted over his veto), just as an appropriations bill must.

Revenue: Income taxes, taxes on estates, excise taxes on tires and fuels, customs duties and some user fees account for most receipts collected by the federal government. Some receipts and user fees show up as “negative outlays,” however, and do not count as revenue.

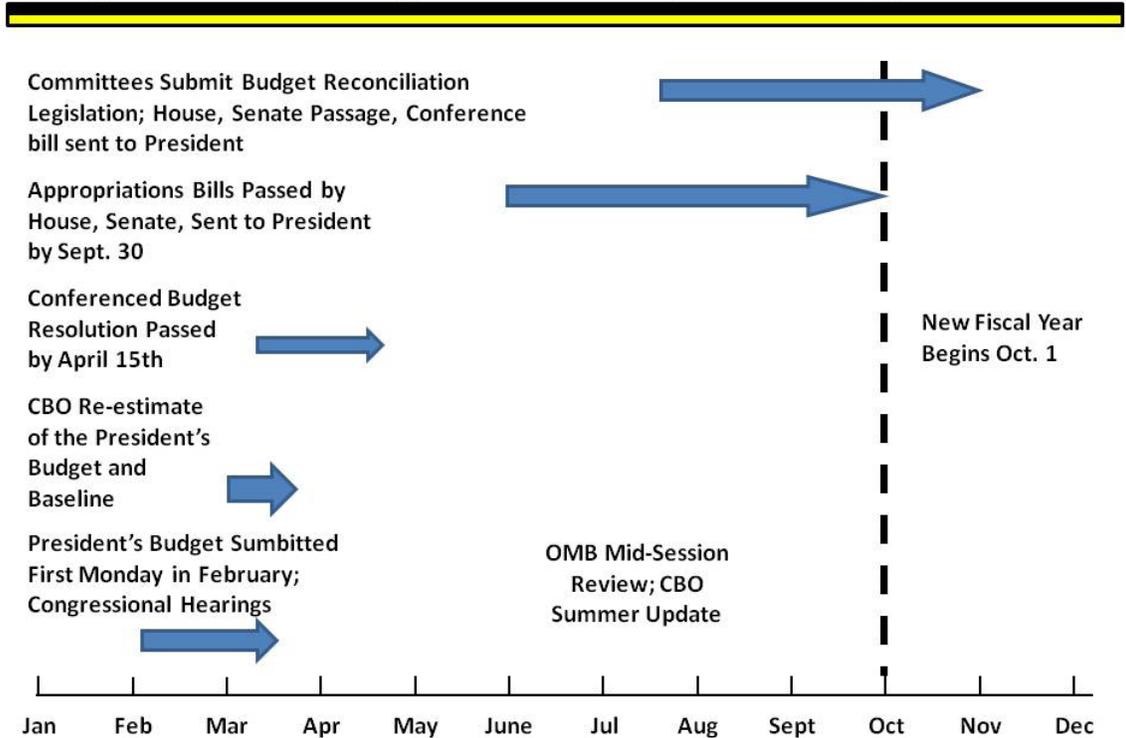
Sequestration: The Gramm-Rudman-Hollings Deficit Reduction Act (GRHDRA) of 1985 created a congressional procedure, now known as “sequestration.” Before GRHDRA, multiple appropriation bills would be passed by Congress creating a total sum of government spending that exceeded overall budget goals. Under sequestration, if this total exceeds the annual Budget Resolution, spending is automatically cut. Sequestration should reduce spending across the board (affecting all departments and programs by an equal percentage), but Congress has at times exempted certain programs (such as Social Security). Such exemptions create greater burdens for those programs that are not exempted. The amount exceeding the budget limit is held back by the Treasury and not transferred to the agencies specified in the appropriation bills.

Total Obligation Authority (TOA): Obligation authority is a generic term that includes multiple types of budgetary resources. Total obligation authority includes budget authority provided for a given fiscal year, un-obligated balances of amounts brought forward from prior years (carry over), and transfers between funds or accounts.

Timeline for the President's Budget



Congressional Budget Timeline (In Theory)





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