Force Management Functional Area

1. Introduction

a. *Purpose.* Force Management is a critical operating function for the Army. It encompasses the many processes that generate future requirements and ensure the Army is efficiently and effectively organized, manned, equipped, trained, and sustained. Force Management provides trained and ready forces to Combatant Commands, now and in the future. Functional Area (FA) 50 officers — Army Force Managers — understand the art and science of "how the Army runs." The Force Management Functional Area provides critically skilled officers who integrate and implement changes to the force. FA50 officers provide synchronized delivery of capabilities and translate strategy into capabilities, while advising Army leaders on the second- and third-order effects of their Force Management decisions. They are self-disciplined strategic thinkers. FA50s are problem solvers for Army and Joint senior leaders. The Army strives to implement orderly management of change through existing processes to minimize turbulence in organizations. Force management is the capstone process to establish and field mission-ready Army organizations. The process includes the execution of activities encompassing the development of concepts, capabilities requirements, force development, force integration, and documentation. The focal point of force management is meeting the Secretary of the Army statutory requirements to recruit, organize, supply, equip, train, service, mobilize, demobilize, administer, maintain, and station the Army.

b. *Proponent.* FA50 (Force Management) is managed within the Operations Support functional category. The Deputy Chief of Staff, G–8, is the proponent for FA50. The Director of Force Development is appointed as executive agent. For more information, contact the FA50 Personnel Development Office, Office of the Deputy Chief of Staff, G–8, Directorate of Force Development, 700 Army Pentagon, Washington, DC 20310–0700.

c. *Functions.* Force Management officers are critical to managing change and accomplishing the Army's Title 10 (T10) responsibilities for organizing, manning, training, equipping, stationing, and supporting land combat forces. FA50s serve as the Army's subject matter experts in Force Development, Force Integration, and Force Generation. Force Development is the process of determining Army doctrinal, leader development, training, organizational, Soldier development, and materiel requirements and translating them into programs and structure, within allocated resources, to accomplish Army missions and functions. Force Integration is the synchronized, resource constrained execution of an approved force development program to achieve systematic management of change. Finally, Force Generation consists of the procedures and processes at Joint and operational Army levels to build readiness, plan for, request, mobilize, deploy, and redeploy forces. FA50 officers serve primarily at general officer operational command headquarters (Corps; Divisions; Expeditionary Sustainment Commands; Theater Sustainment Commands; Theater Engineer Commands; Army Air and Missile Defense Command; Security Force Assistance Command; Special Forces Command; Chemical, Biological, Radiological, Nuclear, and Explosives Command; Army Service Component Commands; Army Commands, and their subordinate headquarters; Combatant Commands; the Army Staff in G-3/5/7 and G-8; Army Reserve Command; Office of the Chief of the Army Reserve; Army National Guard (ARNG) Headquarters; and ARNG state headquarters.

2. Officer Characteristics Required.

a. *Characteristics required of all officers.* All officers are expected to possess the base characteristics that will enable them to develop into agile and adaptive leaders. Our leaders must be grounded in Army Values and the Warrior Ethos, competent in their core proficiencies, and broadly experienced to operate across the spectrum of conflict. They must be able to operate in Joint Interagency Intergovernmental and Multinational environments and leverage capabilities beyond the Army in achieving their objectives.

Our officers must be culturally astute and able to use their awareness and understanding to conduct operations innovatively and courageously to exploit opportunities in the challenges and complexities of the operational environment. Further explanation of these characteristics can be found in Army Doctrine Publication (ADP) 3-0, Operations and ADP 6-22, Army Leadership and the Profession.

b. *Unique knowledge and skills.* Force Management officers require the following knowledge and skills:

(1) Knowledge: As the Army's subject matter experts on organizational and materiel change, Force Management officers require detailed knowledge of Army organization, structure, and doctrine. The FA50 officers must possess a thorough understanding of:

(a) Army Force Management processes, gained through specialized education and training and through varied Force Management assignments at operational and strategic levels of the Army.

(b) The organization of the Army, Army National Guard (ARNG), and USAR, their T10 and Title 32 United States Code responsibilities, missions, roles, and functions of their major commands.

(c) The Defense Planning, Programming, Budgeting, and Execution process.

(d) The organization of the Department of Defense (DoD); the principal strategic planning documents (National Military Strategy, National Defense Strategy, National Security Strategy, and Defense Planning Guidance). Joint warfighting concepts; the Joint Strategic Planning System; and the formal and informal procedures and processes for resourcing DoD and the Services.

(e) How national issues, including political, military, economic, social, intergovernmental, and international/multinational challenges influence Army and Joint Force Management.

(f) The Joint Capabilities Integration and Development System – the formal DoD procedure that defines acquisition requirements and evaluation criteria for future defense programs.

(g) The procedures and processes at Joint and operational Army levels to build readiness, plan for, request, mobilize, deploy, and redeploy forces.

(2) Skills: The Force Management Functional Area requires officers to be problem solvers who are skilled in leadership at all levels; who understand military operations; who possess strong Army Values, leader attributes, and skills; and who fully understand the key leadership actions that must be taken to adapt the Army as change occurs. Force Management officers also have the technical aptitude necessary to grasp complex, abstract ideas. Force Management officers must be able to:

(a) Operate routinely in high-level staff assignments where guidance may be minimal and close interaction with senior-level decision makers is frequent.

(b) Express their ideas clearly, concisely, and accurately in both oral and written communication.

(c) Thoroughly develop and clearly articulate recommendations, and potential second- and third-order effects, to senior-level decision makers.

(d) Analyze raw data to produce products that support senior-level decision makers.

(e) Organize, integrate, and lead work groups of military and civilian specialists to solve specific force management problems.

(f) Conduct innovative research on evolving force management processes or developmental Army systems or capabilities.

(g) Operate independently when in broadening assignments and present a positive representation of the FA and the Army.

c. *Voluntary Transfer Incentive Program (VTIP).* Functional designation is currently accomplished via VTIP. Details of VTIP are explained in Part One of Department of the Army Pamphlet (DA PAM) 600-3. Officers should refer to the most recent military personnel message on the topic for specifics and functional area requirements. Current FA50 requirements as of the publishing of this chapter are:

(1) Officer must have completed the Captain Career Course and should have at least 12 months of successful command Officer Evaluation Reports (OER) (or CPT key developmental (KD) equivalent

OERs in branches where company command is not a KD requirement) in their Official Military Personnel File. Officers with experience in brigade, division, or corps headquarters are desired. Officers who are Captain Promotable and Major do not require field grade KD.

(2) A specific undergraduate degree is not required; however, those with undergraduate degrees in business, finance, project management, or human resources are highly encouraged to apply. We are looking for officers who have the technical aptitude to grasp complex, abstract ideas and understand key leadership actions that must be taken to adapt the Army as change occurs.

(3) Officers must possess the potential for Advanced Civilian Schooling, Training with Industry (TWI), and complex research fellowship programs.

d. *Direct Commission*

(1) Qualifications. Direct Commission candidates must have the technical aptitude to grasp complex, abstract ideas and understand key leadership actions that must be taken to adapt the Army as change occurs. In addition, we are looking for candidates with the following Knowledge, Skills, and Abilities:

(a) Knowledge of: change management; affordability, suitability, and feasibility of modernization requirements and resource allocations; decision making processes; innovation and organizational change processes.

(b) Skills in: resource management; synchronizing, coordinating, and integrating planning team efforts; developing programs of actions and milestones; business analytics, transformation, and resource management as a project manager.

(c) Abilities to: communicate effectively to advise senior leaders on second- and third-order effects; determine requirements for mission-required capabilities and modernization efforts as part of transformation analysis; think strategically; and solve complex problems.

(2) Experience. Credible experience in a comparable field of work, to include manner of performance, is always preferred over educational background; the greater experience in applicable work areas may outweigh that of education requirements. Preferred Fields of Work: Project/Program Management; Consulting; Resource Management; Organizational Behavior; Innovation Development; Organizational Design and/or Structure; Resource Requirements Determination and/or Management; Strategic Planning; and Programming, Budgeting, and Execution.

(3) Education. A specific undergraduate degree is not required likewise, education is viewed as a single factor rather than an absolute discriminator; minimal standards established by AR 601-100. Preferred Academic Discipline: Business, Finance, Project Management, Public Policy, or Public Administration.

(4) Training. The Functional Area recognizes the multitude of Project Management Institute (PMI) certifications to include Certified Associate in Project Management (CAPM), Project Management Professional (PMP), and PMI Agile Certified Practitioner (PMI-ACP), as well as the Lean Six-Sigma family of certifications as applicable for Force Managers but not required.

3. *Officer development and assignments*

a. *Officer development model.* The officer development model focuses on building a range of experience in Force Development, Force Integration, and Force Generation. All FA50 officers are encouraged to seek a broad array of assignments in the operating force, the generating force – to

include Army Force Proponent, and joint assignments at different echelons. This provides officers with a diverse set of experience to apply to solving problems and more effectively managing change. Although specific duty titles and descriptions vary by assignment, all FA50 positions generally fall into the following groupings:

(1) Generating Force Headquarters/Army Command: Headquarters Department of the Army (HQDA); U.S. Army Forces Command (FORSCOM); U.S. Army Futures Command (AFC); U.S. Army Training and Doctrine Command (TRADOC); U.S. Army National Guard Headquarters; U.S. Army Reserve Command (USARC); and Office of the Chief of the Army Reserve (OCAR).

(2) Army Force Proponent: Centers of Excellence (CoE) Capabilities Development Integration Directorate (CDID); U.S. Army Combined Arms Center (CAC); U.S. Army Space and Missile Defense Command (SMDC); U.S. Army Special Operations Command (USASOC); U.S. Army Futures and Concepts Center (FCC); U.S. Army Combat Capabilities Development Command (CCDC); U.S. Army Operational Test Command; and Joint Modernization Command.

(3) Operating Force "1 of 1" or "1 of Few." Expeditionary Sustainment Command (ESC); Theater Sustainment Command (TSC); Division; Corps; Security Force Assistance Brigade (SFAB); Security Force Assistance Command; 1st Special Forces Command; 20th Chemical, Biological, Radiological, Nuclear, and Explosives Command (CBRNE); Army Air and Missile Defense Command (AAMDC); Theater Engineer Commands (TEC); Mission Support Command (MSC); and Regional Support Commands (RSC).

(4) Operating Force HQ: Army Service Component Commands (ASCC).

(5) Joint: Combatant Commands; North Atlantic Treaty Organization (NATO); Office of the Secretary of Defense (OSD); Joint Staff; United States Space Force; and Joint Task Forces.

b. *Functional Area development.* The Regular Army, T10 ARNG Active Guard and Reserve (AGR) or T10 USAR AGR Force Management officer typically begins his or her FA career by attending the 14-week FA50 Qualification Course followed by an initial assignment at a three- or four-star level headquarters to develop a deep understanding of force management processes and to enhance future utility in subsequent assignments. FA50 officers gain proficiency in the functional competencies through a diverse assignment path. Success depends not on the number or type of positions held, but rather the quality of duty performance in every assignment. Force Management Officers can increase their expertise and broaden their skill sets by seeking subsequent assignments that alternate between operating and generating forces and across echelons between Army Staff, Army Commands, Operational Units and Joint levels as they progress through their careers.

c. *The FA50 Qualification Course*. The FA50 Qualification Course is the 14-week functional area credentialing component of Intermediate Level Education for FA50 officers and is required to be considered functionally qualified for promotion for AGR and Regular Army Officers. The FA50 Qualification Course taught at the Army Force Management School at Fort Belvoir, VA has two phases of instruction. The first 4 weeks of the FA50 Qualification Course coincide with the How the Army Runs Course, and provide a basic understanding of the logical flow from strategic guidance to operational concepts, requirements determination, capabilities-based assessments, organizational design and documentation, equipment and manpower resourcing, and materiel acquisition and fielding. The following 10 weeks incorporate an intense focus on the principles of Army force development, force integration, and force generation. Officers should attend the full 14 weeks consecutively, exceptions to policies are to be directed to the Chief, FA50 Personnel Development Office for review and approval. Officers who complete Command and General Staff Officers' Course (CGSOC) Common Core and the FA50 Qualification Course are Joint Professional Military Education Level 1, Intermediate Level

Education, and Military Education Level 4 complete.

(1) FA50 Broadening Opportunities Program. The FA50 specific Broadening Opportunities Program is managed by the FA50 Personnel Development Office in coordination with HRC. Select FA50 officers will be afforded the opportunity to obtain additional training or education. These opportunities include fully funded graduate education, Training-With-Industry, or various Army fellowships. Fully funded graduate education is only available to Regular Army FA50s, AGR FA50s may compete for TWI and Fellowships upon receipt of waivers from their component. FA50 specific broadening opportunities are internally board selected. These experiences should enhance the adaptability and intellectual scope of officers for the diverse and evolving needs of the present and future Army without affecting the officers' career timeline. In order to be considered for any of the below programs officer must be functional area qualified at his/her specific grade. Officers selected must agree to serve an Army Duty Service Obligation (ADSO) upon completion of the Broadening Opportunity IAW AR 350-1, AR 621-7 and AR 621-1 of three times the length of the period of education or assignment.

*d. Captain Development.* Officers are selected for FA50 as Captains around their 8th year of service. Before making the transition to FA50, officers should be fully qualified as a captain in their basic branch, having completed the Captains Career Course and an appropriate key developmental (KD) assignment.

(1) Education

(a) FA50 Qualification Course. Upon transition from basic branch to FA50, the Human Resources Command (HRC) Career Manager will strive to enroll new Force Managers in the FA50 Qualification Course in route to their first FA50 position or soon thereafter.

(b) Advanced Civil Schooling. All FA50 Captains are highly encouraged to compete for a fully funded master's degree in the recommended academic disciplines of Organization Management, Leadership and Management, Organization Behavior, Business Administration, Project Management, Public Policy, or Public Administration through the FA50 Broadening Opportunities Program.

(2) Assignment. All FA50 captain positions are considered developmental assignments. Positions are normally located at the Army Staff, Army Commands, Army Force Proponent, and Operational ASCC levels, which allows the FA50 Captain to be directly mentored by a larger population of more senior and experienced force managers.

(3) Self-Development. Officers not selected for participation in Advanced Civil Schooling are encouraged to pursue a master's degree. Additionally, officers should actively participate on the FA50 web site at: https://www.milsuite.mil/book/groups/fa50 to develop awareness of changes in the Army and contribute to forums.

e. *Major development.* Majors serve as force management specialists or as individual action officers with specific focus in force management areas of responsibility. Officers should seek force management assignments that provide additional breadth to their experiences, and should strive to serve in Force Development, Force Integration, and Force Generation positions at several levels and environments. In their initial FA50 assignment, officers should seek assignments at the Army Staff, ACOM, Army Force Proponent, and Operational (ASCC) levels, which allow them to be directly mentored by a larger population of more senior and experienced force managers. In their second FA50 assignment, more experienced officers should seek assignments in the Operational Force at Divisions, ESCs, TSCs, AAMDCs, 20th CBRNE, SF Command, and SFABs. Senior FA50 Majors should seek joint assignments, broadening opportunities, and leadership roles within their organizations as they prepare for additional responsibility as Lieutenant Colonels. An officer must be MEL 4 complete and completed 24 months in a KD assignment to be considered functionally qualified at the rank of Major.

(1) Education.

(a) Command and General Staff Officers' Course (CGSOC) Common Core. All FA50 officers are required to complete CGSOC Common Core by their 15th year of commissioned service. CGSOC provides a quality education for all field-grade officers and prepares them for their next 10 years of service. Officers not selected for resident attendance will complete CGSOC Common Core by Distance Learning.

(b) FA50 Qualification Course. To be functionally qualified for Major, FA50s must complete the 14-week FA50 Qualification Course. CGSOC Common Core and the FA50 Qualification Course provide the officer the required training and education for Intermediate Level Education requirements and Joint Professional Military Education (JPME) 1 qualification.

(c) Advanced Civil Schooling. Regular Army Majors should continue to compete for a fully funded master's degree through the FA50 Broadening Opportunities Program.

(2) Key developmental assignments. All FA50 Major positions are considered KD.

(3) Broadening assignments.

(a) Fellowships. After becoming functionally qualified, FA50 Majors may compete to serve a 12-month tour with not-for-profit fellowships arranged by the Proponent.

(b) Training With Industry. The Proponent has Training with Industry arrangements for senior Majors. Selected officers spend 12 months representing the Army at corporate headquarters to observe and learn state-of-the-art organizational and management skills useful to the Army.

(c) Joint duty. FA50 positions exist on the Joint duty assignment list for Major and above. Officers seeking assignments at the Combatant Commands, Joint Chiefs of Staff, Office of Secretary of Defense, or deployed Joint Task Forces should first successfully complete at least one Army Force Management assignment, preferably at the HQDA or ACOM staff level.

(4) Self-Development. In addition to the areas identified in Captain self-development, Officers can expand their knowledge and skills through completion of applicable DoD training such as: Defense Acquisition University Requirements Workforce Training outlined in AR 71-9 *Warfighting Capabilities Determination*, The Defense Strategy Course offered by the U.S. Army War College, or the Synchronization Staff Officer Training Course offered by the Army Force Management School. Additionally, officers can pursue applicable Industry Certifications such as the multitude of PMI certifications to include CAPM, PMP, and PMI-ACP, as well as the family of Lean Six Sigma Certifications.

f. *Lieutenant Colonel Development.* Lieutenant Colonels (LTCs) serve as force management supervisors and senior action officers at major headquarters and HQDA. They are expected to have a broad understanding of the Army Force Management Model, including the programmatic underpinnings of requirements determination, capabilities development, force design, authorization and documentation, and resource programming and funding. They guide and review the force management work of subordinates and apply analytical assessment techniques to a wide range of military force management and managerial issues. Officers should seek force management assignments that provide additional breadth to their experiences and skill sets, and should strive to serve in positions that exercise force development or force integration processes at several levels. A master's degree is significantly beneficial for an officer's career. An officer must have completed 24 months in a KD

assignment to be considered functionally qualified at the rank of Lieutenant Colonel.

(1) Education. No education is mandated beyond those listed in the Major development path.

(a) Successful completion of Joint Professional Military Education Level II through the Joint and Combined Warfighting School (JCWS) at the Joint Forces Staff College (JFSC) is desirable for officers in Joint Billets.

(b) Senior Service College (SSC). FA50 LTCs are encouraged to compete for SSC and complete resident SSC or the Army War College Distance Education Program.

(2) Key Developmental Assignment. All FA50 Lieutenant Colonel positions are considered KD.

(a) Centralized Select List (CSL) Key Billets and Key Nominative Billets. From placement in Fiscal Year 2013 (FY13) through FY20, FA50 LTCs competed for CSL Key Billets. Beginning with placement in FY21, FA50s are selected through a proponent panel at the DA Secretariat for Key Nominative Billets. Selection to these challenging positions indicates an officer is best qualified for key and strategic positions across the force management enterprise.

(3) Broadening Assignments.

(a) Fellowships. Opportunities are available for junior FA50 LTCs to serve a 12-month tour with not-for-profit fellowships arranged by the proponent.

(b) Joint Duty. Joint experience is highly encouraged, though not required for an FA50 officer to be promoted to Colonel. Officers seeking assignment opportunities within the Joint Commands, Joint Chiefs of Staff, North Atlantic Treaty Organization or the Office of the Secretary of Defense should first successfully complete at least one Army force management assignment, preferably at the HQDA or ACOM/ASCC staff level.

(4) Self-Development. Lieutenant Colonels should continue to pursue the self-development recommendations under Major development.

g. *Colonel Development.* Colonels are considered Army Strategic Leaders. Joint experience, enterprise management exposure and experience, and Army Staff experience are highly desirable. Experience in multiple geographic venues is encouraged.

(1) Education. FA50 Colonels are encouraged to attend one of the Senior Service Colleges, resident or nonresident, or one of the many available fellowships to obtain MEL 1 education status. Colonels are encouraged to consider the Post MEL-1 Chief of Staff of the Army Senior Fellowship Program at Northwestern University Kellogg School of Management.

(2) Key developmental assignments. All FA50 Colonel positions are KD.

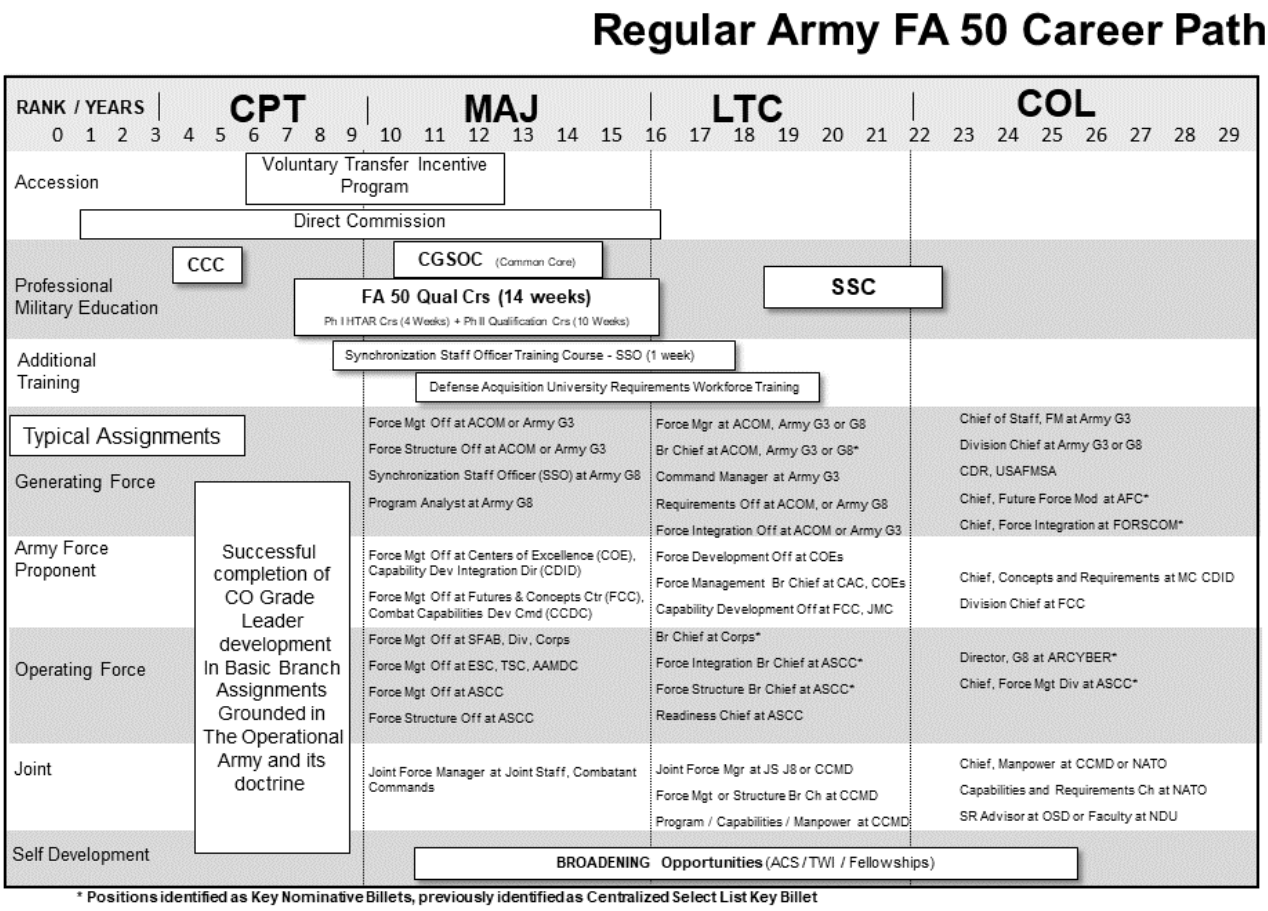
(a) Centralized Select List Key Billets and Key Nominative Billets. From placement in FY12 through FY20 FA50 COLs competed for CSL Key Billets. Beginning with placement in FY21, FA50s are selected through a proponent panel at the DA Secretariat for Key Nominative Billets. Selection to these challenging positions indicates an officer is best qualified for key and strategic positions across the force management enterprise.

(3) Broadening Assignments. FA50 Colonels serve in a variety of enterprise positions across the Army and DoD to include positions not specifically coded for FA50, but for which an officer is well suited.

(4) Self-development. There is a wide variety of schools and professional development opportunities available to an officer serving at the grade of Colonel. The available list can be accessed at the senior leader web site at https://www.srleaders.army.mil/ or by contacting the FA50 Senior Leader Division-Colonels Management Human Resource Manager.

(5) Life-cycle development model. Figure 1 shows typical sequences of assignments and training/education for a Regular Army FA50 Force Management officer.

**Figure 1. Regular Army Life-cycle Development Model for FA50**




h. *Warrant Officer development.* There are no Regular Army warrant officers managed under FA50 at this time.

4. Army Reserve Force Management Officers

a. *General.* USAR Force Management officers in the T10 AGR program perform the same roles and missions as their Regular Army counterparts. Title 10 Troop Program Unit (TPU) officers perform similar, but not identical, roles as Regular Army FA50s. The roles and missions TPU FA50s perform are dependent upon the type and level of the organizations they support. Unlike their Regular Army counterparts, USAR Force Management officers may have opportunities for basic branch assignments to continue their reserve participation and career development. For guidance on USAR officer development, see Part One of DA PAM 600-3.

b. *Assignment opportunities.* FA50 Assignments are available throughout the USAR (AGR, TPU, and IMA). Title 10 AGR Force Management officers can expect assignment opportunities that mirror those of Regular Army officers, as well as positions applicable exclusively to the USAR. Officers serve at all levels within DoD, and must fully understand and be conversant with the roles, missions, and composition of the USAR as an integral component of the Total Army. The success of a T10 AGR Force Management officer is not measured by length of service in any one component or control group, but by the officer's breadth of experience, duty performance, and adherence to FA requirements and processes.

c. *Assignment opportunities for USAR FA50s not in Title 10 AGR status.* Assignment opportunities for TPU and IMA FA50s are not as broad as their T10 AGR and Regular Army FA50 counterparts. All TPU FA50s are documented in the Divisions and Sustainment Commands for the USAR and are primarily found in the Major Subordinate Commands and OCAR.

d. *Qualification and professional development.* All USAR Force Management officers satisfy FA qualification requirements and become competitive for promotion when they attend grade appropriate military schools and seek assignments in positions of increased responsibility. Requirements for qualification depend upon component and status. For USAR officers, functional qualification and professional development requirements are the same as for Regular Army FA50 officers as outlined in paragraph 3, unless otherwise noted in the standards by grade below.

e. *Captain Development*. Title 10 TPU FA50 Captains have the opportunity to attend force management training at the Army Force Management School and serve in FA50-coded positions, once they have completed any basic branch requirements and schooling.

*f. Major Development.* To be considered functionally qualified at the rank of Major, USAR FA50s must meet the education requirements listed below and have completed 24 months in a KD assignment.

(1) Education.

(a) Command and General Staff Officer Course (CGSOC) Common Core. To be functionally qualified for Major, AGR and TPU FA50s must complete CGSOC Common Core.

(b) FA50 Qualification Course. To be functionally qualified for Major, AGR FA50s must complete the 14-week FA50 Qualification Course. CGSOC Common Core and the FA50 Qualification Course provide the officer the required training and education for Intermediate Level Education requirements and JPME 1 qualification. To be functionally qualified for Major, TPU FA50s must complete the 4-week "How the Army Runs" course also known prior to 2010 as the Advanced Force Management Course.

(2) Key developmental assignments. All FA50 Major positions are considered KD.

Table 1. USAR Assignments for Majors

| Assignment | Command level |
|---|---|
| Force Management Officer | Geographic and Functional |
| Force Development Officer | Geographic and Functional |
| Force Modernization Officer | Geographic and Functional |
| Organizational Integrator | USARC |
| Systems Integrator | USARC |
| Manpower Officer | USARC |
| PERSSO | OCAR |
| Requirements Officer | OCAR |

(3) Broadening assignments.

Table 2. Broadening Assignments for USAR Majors

| Assignment | Command level |
|---|---|
| Force Management Officer | AFC |
| RC Structure Advisor | HRC |
| Army Congressional Fellowship | |
| Association of the U.S. Army (AUSA) Fellowship | |
| CGSC Interagency KD/Post MEL4 Fellowship | |
| CSA Strategic Studies Group (SSG) | |
| Defense Advanced Research Projects Agency (DARPA) | |
| White House Fellowship | |

*g. Lieutenant Colonel Development.* Optimally qualified officers will have 36 months in a 50A position of which 12 months should be in an O5 position. For TPU officers, Civilian Force Management service such as time spent as a Career Program 26 Series (Manpower and Force Management) employee will be taken into consideration. Civilian force management service must be annotated on the biography submitted to promotion boards.

(1) Education. No education is mandated beyond those listed in the Major development path. In addition to the opportunities listed below, Reserve Component officers are encouraged to pursue the RC National Security Course, and Defense Strategy Course.

(a) Successful completion of Joint Professional Military Education Level II through the Joint and Combined Warfighting School (JCWS) at the Joint Forces Staff College (JFSC) or Advanced Joint Professional Military Education (AJPME) is desirable for officers in Joint Billets. Both JCWS and AJPME confer Additional Skill Identifier (ASI) 3H (Joint Planner).

(b) Senior Service College (SSC). FA50 LTCs are encouraged to compete for SSC and complete resident SSC or the Army War College Distance Education Program.

(2) Key Developmental Assignment. All FA50 Lieutenant Colonel positions are considered KD. At the O5 level, Division Chief, and Branch Chief positions at OCAR, USARC, and, the two-star or higher-level Geographical and Functional commands are considered battalion command equivalent positions.

Table 3. USAR Assignments for Lieutenant Colonels

| Assignment | Command level |
|---|---|
| Chief, Force Development | Geographic and Functional |
| Director, Force Management | Geographic and Functional |
| Chief, Force Integration | Geographic and Functional |
| Chief, Manpower Requirements Division | USARC |
| Chief, Organization & Integration Division | USARC |
| Chief, Functional Command Branch | USARC |
| Chief, Geographic Command Branch | USARC |
| Chief, Operating Force Integration Division | OCAR |
| Chief, Generating Force Integration Division | OCAR |
| Chief, Plans, Policy, & Integration Division | OCAR |
| Chief, Force Development Integration Division | OCAR |
| Force Integrator | OCAR |
| USAR Command Manager | HQDA G-3/5/7 |

(3) Broadening Assignments.

Table 4. Broadening assignments for USAR Lieutenant Colonels

| Assignment | Command level |
|---|---|
| Program Integrator | AFC |
| Requirements Integration | AFC |
| Requirements Officer | USAFMSA |
| Force Management Staff Officer | HQDA |
| Station and OPS Officer | HQDA G-3/5/7 |
| Force Integration Officer | HQDA G-3/5/7 |
| FS Program Officer | HQDA G-3/5/7 |
| USAR Force Manager | HQDA G-8 |
| JT Requirements Officer | HQDA G-8 |
| SSO (USAR) | HQDA G-8 |
| Force Structure Officer | ASA(M&RA) |
| Association of the U.S. Army (AUSA) Fellowship | |
| CGSC Interagency KD/Post MEL4 Fellowship | |
| CSA Strategic Studies Group (SSG) | |
| Defense Advanced Research Projects Agency (DARPA) | |
| White House Fellowship | |

*h. Colonel Development*

(1) Education. FA50 Colonels are encouraged to attend one of the Senior Service Colleges, resident or nonresident, or one of the many available fellowships to obtain MEL 1 education status.

(2) Key developmental assignments. All FA50 Colonel positions are KD.

Table 5. Assignments for USAR Colonels:

| Assignment | Command level |
|---|---|
| Director Force Management | OCAR |
| Chief, FTS Directorate | OCAR |
| Division Chief | HQDA G-3/5/7 |
| MILDEP | HQDA G-8 |

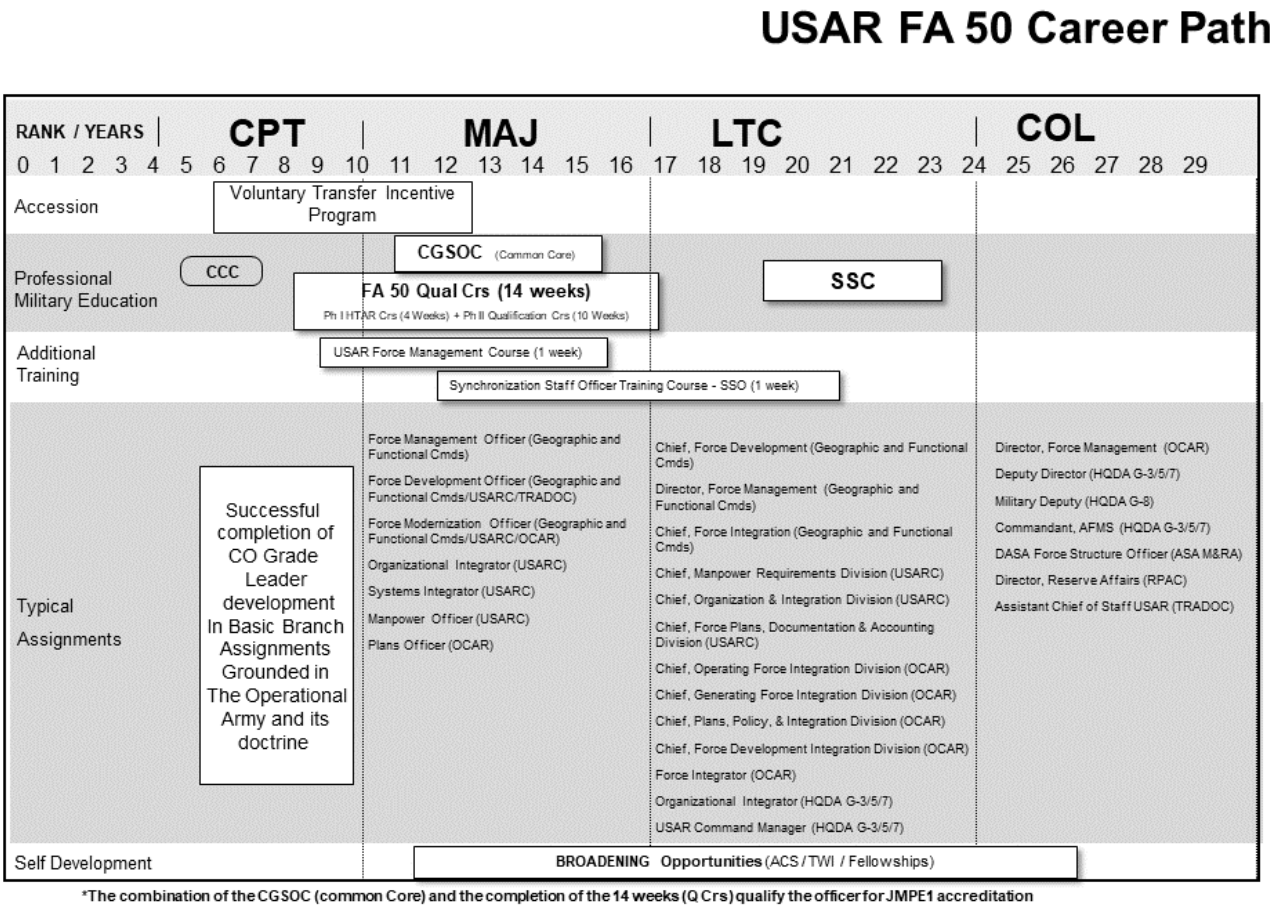
(3) Broadening assignments.

Table 6. Broadening Assignments for USAR Colonels:

| Assignment | Command level |
|---|---|
| Commandant, AFMS | HQDA G-3/5/7 |
| DASA, Force Structure Officer | ASA (M&RA) |
| Asst COS USAR | TRADOC |

i. *Life-cycle development model*. Figure 2 shows typical sequences of assignments and training/education for a USAR FA50 Force Management officer.

**Figure 2. The USAR Life-cycle Development Model for FA50**




5. Army National Guard Force Management Officers

a. *General.* The ARNG Force Management officers in the T10 AGR program are in an active status and perform the same roles and missions as their Regular Army counterparts. The ARNG officers and warrant officers in the Title 32 (T32) program perform similar, but not identical roles as Regular Army FA50s. The roles and missions these officers perform are dependent upon the type and level of the organizations they support. Unlike the T10 program, where the FA50 force is made up of officers and DA Civilians, states often employ warrant officers in their force integration readiness office. The ARNG officers are expected to follow the Regular Army officer development patterns as closely as possible. One exception is when ARNG officers in a T32 status have increased windows to complete mandatory educational requirements. The AGR professional development assignments are managed separately by ARNG Human Capital Management for T10 officers and the individual state or territory for T32 officers. Every attempt will be made to assign force management officers in developmental positions. For general guidance on RC officer development, see Part One of DA PAM 600-3.

b. *Assignment opportunities.* The T10 AGR Force Management officers in the ARNG can expect assignment opportunities that mirror those of Regular Army officers, as well as positions applicable exclusively to the RC. The T10 AGR FA50 officers serve at all levels within DoD; they must fully understand and be conversant with the roles, missions, and composition of the ARNG as an integral component of the Total Army. The success of these Force Management officers is not measured by length of service in any area of force management; but by the officer's breadth of experience and duty

performance is extremely important to become a senior force manager. Within the T32 ARNG program, FA50 opportunities are at the SFAB (IN) Division (CA, IN, KS, NY, VA, MN, TX, PA) and Sustainment Commands (AL, MS).

c. *Assignment opportunities for ARNG FA50s in T32 status. The* ARNG T32 assignment opportunities are not as broad as their T10 AGR and Regular Army FA50 counterparts. The FA50s are documented in the Divisions and Sustainment Commands for ARNG. Title 32 officers are required to belong to a federally recognized ARNG unit where they may serve in a force management capacity, per the authorization document, or as a basic branch assignment.

d. *Qualification and professional development.* The ARNG Force Management officers satisfy FA50 qualification requirements and become competitive for promotion when they attend military schools and then seek assignments in positions of increased responsibility.

(1) FA50 Qualifications. Requirements for qualifying ARNG Soldiers depend on employment status, T10 versus T32 status. In the T10 AGR program, functional qualification and professional development requirements mirror Regular Army FA50 officers, outlined in paragraph 3. For ARNG officers in T32 status, constructive credit may be awarded in accordance with AR 310–1 and submitted through the State or Territory of membership to Chief, ARNG Force Management, for approval. Minimum criteria for constructive credit consideration:

(2) Education:

(a) "How the Army Runs" course (4-week). Confers ASI of 3R (Force Management).

(b) ARNG Force Management Course (2 weeks)

(3) Experience: 2 years of force development/force integration experience in the past 5 years.

(4) Approval:

(a) State leadership will recommend constructive credit / ASI 3R (Force Management) in a memorandum sent to Chief, ARNG Force Management Division. Upon validation, the ARNG Force Management Division will coordinate with the state joint force headquarters who will publish the order and award the ASI of 3R.

(b) Constructive credit for functional qualification purposes ASI 3R does not meet Regular Army / T10 AGR requirements for Soldiers who change their employment status.

e. *Professional development*. The following standards listed below must be met for T32 officers to be considered as a qualified FA50. Length of service in a given position does not automatically qualify a candidate as an FA50. Some key discriminators are: education, experience, skill set, and sufficient time within each assignment to develop competence is vital.

f. *Warrant Officer through Captain ranks*. ARNG T32 officers designated to fill ASI 3R (Force Management) or FA50 coded positions must first finish their basic branch requirements, graduate the 4-week "How the Army Runs" course, and the recommended 2-week Army National Guard Force Management Course for Force Integration Readiness Officers (FIRO) to understand National Guard specific processes.

g. *Major.*

(1) Education. ARNG FA50 Majors must successfully complete basic branch requirements to include Captains Career Course (CCC), Command and General Staff Officer Course (CGSOC) Common Core, and graduate the 4-week "How the Army Runs" course. Further professional development opportunities for T32 officers include completion of the FA50 Qualification Course and Advanced Education Programs such as Advanced Civil Schooling, Training with Industry, and the RAND Fellowship.

(2) Assignment.

(a) Key developmental assignments. Title 32 Majors, as a minimum must successfully serve in a 50A coded position for 24 months in one of the following KD positions:

Table 7: Key Developmental Assignments for T32 Majors

| Assignment | Command level |
|---|---|
| Force Integration Readiness Officer | State JFHQ |
| Assistant Mobilization Readiness Officer | State JFHQ |
| *Organization Integrator | ARNG-FM |
| *Systems Integrator | ARNG-FD |
| *Force Integrator | ARNG-FM |
| *Program Analyst | ARNG-FD |

Notes: *as part of an OTOT or T10/T32 swap

(b) ARNG and T10 AGR KD assignments at the O4 level. The following positions are deemed fundamental to the development of an officer in his or her FA50 competencies:

Table 8: Key Developmental Assignments for T10 AGR Majors

| Assignment | Command level |
|---|---|
| Force Integrator | ARNG-FM |
| Program Analyst | ARNG-FD |
| CoE Staff Officer | CAC, TRADOC |
| Synchronization Staff Officer | HQDA |
| Requirements Staff Officer | HQDA |
| Force Management Officer | USAFMSA |

h. *Lieutenant Colonel*.

(1) Education. The ARNG FA50 LTCs should have successfully completed CGSOC Common Core and the Army Force Management Qualification Course. To be considered qualified at the rank of Lieutenant Colonel, an officer should complete the FA50 qualifications for Major, and successfully complete at least 24 months in one or more of the key billet positions. These leadership positions require specific, highly developed skills and experiences, and are critical to the unit's mission. The individual exercises judgment and recommends actions to the commander.

(2) Assignment.

(a) Key Developmental Assignments. Serve successfully in a Lieutenant Colonel-grade level, force management position. Optimally qualified officers will have 24 months in a 50A position, of which 12

months should be in an O5 position. The KD positions are located at HQDA, ARNG Readiness Center, or TRADOC. Civilian Force Management service, such as time spent as a Career Program 26 Series (Manpower and Force Management) employee, will be taken into consideration. Civilian force management service must be annotated on the biography submitted to promotion boards. Officers are also encouraged to pursue additional non-Military Education Level producing educational opportunities.

Table 9: Key Developmental Assignments for T32 Lieutenant Colonels

| Assignment | Command level |
|---|---|
| Mobilization Readiness Officer | State JFHQ |
| Force Management Officer | Div HQ |

Table 10: Key Developmental Assignments for T10 AGR Lieutenant Colonels

| Assignment | Command level |
|---|---|
| *ARNG Force Manager (FDR) | HQDA |
| *Chief, TAA | CAC, TRADOC |
| *Branch Chief | ARNG FMF / FD P&I |
| Branch Chief | ARNG FM / FD |
| Organization Integrator | HQDA |
| Force Integrator | HQDA |
| ARNG Force Manager | HQDA |
| Program Analyst | HQDA |
| Requirements Staff Officer | HQDA |
| ARNG Force S&A Development Officer | FCC, AFC |
| ARNG Force Management Officer | USAFMSA |
| FM Command Manager | HQDA |

Notes: *Key (nominated position)

(b) Opportunities to compete for nominative assignments are available for FA50s at the LTC level both at state for command and nominated key positions at HQDA and TRADOC.

i. *Colonel*.

(1) Education.

(a) Successfully complete CGSOC Common Core and the Army Force Management Course.

(2) Assignment

(a) Serve successfully in at least one FA50 coded position. Preferably, qualified officers will have served 48 months in FA50 positions of which they should serve 12 months in an O5 position as a Lieutenant Colonel and 12 months in an O6 position as a Colonel. As senior force managers, Colonels serve in assignments that require leadership, technical force management, and managerial skills. They should be able to oversee and direct diverse force management efforts. They should pursue an advanced civilian degree, complete Senior Service College (SSC), and potential senior-level fellowships.

(b) Key developmental positions. Certain jobs for ARNG AGR officers are critical for career progression. At the O6 level, the Chief, Force Management Division, is considered a brigade command equivalent position.

Table 11: Key Developmental Assignments for T10 AGR Colonels

| Assignment | Command level |
|---|---|
| *Chief, Force Management | ARNG |
| *Chief, Materiel Programs Division | ARNG |
| *FM Division Chief | HQDA |
| *FD Division Chief | HQDA |
| Assistant Chief of Staff | FCC |

Notes: *Key (nominated position)

Table 12: Broadening Assignments for T10 AGR Colonels

| Assignment | Command level |
|---|---|
| Brigade Command | State |

j. *Civilian acquired skills*. Many ARNG officers are qualified force management officers in their Civilian profession, but do not possess FA50 qualification. These officers are strongly encouraged to request the FA50 designation. The ARNG CFM in coordination with the corresponding State or Territory will be the approval authority for all ARNG FA50 requests. Civilian force management assignments will be considered as developmental equivalents when qualifying these officers for positions of increased responsibility.

k. *Life-cycle development model.* Figure 3 shows typical sequences of assignments and training/education for an ARNG FA50 Force Management officer.

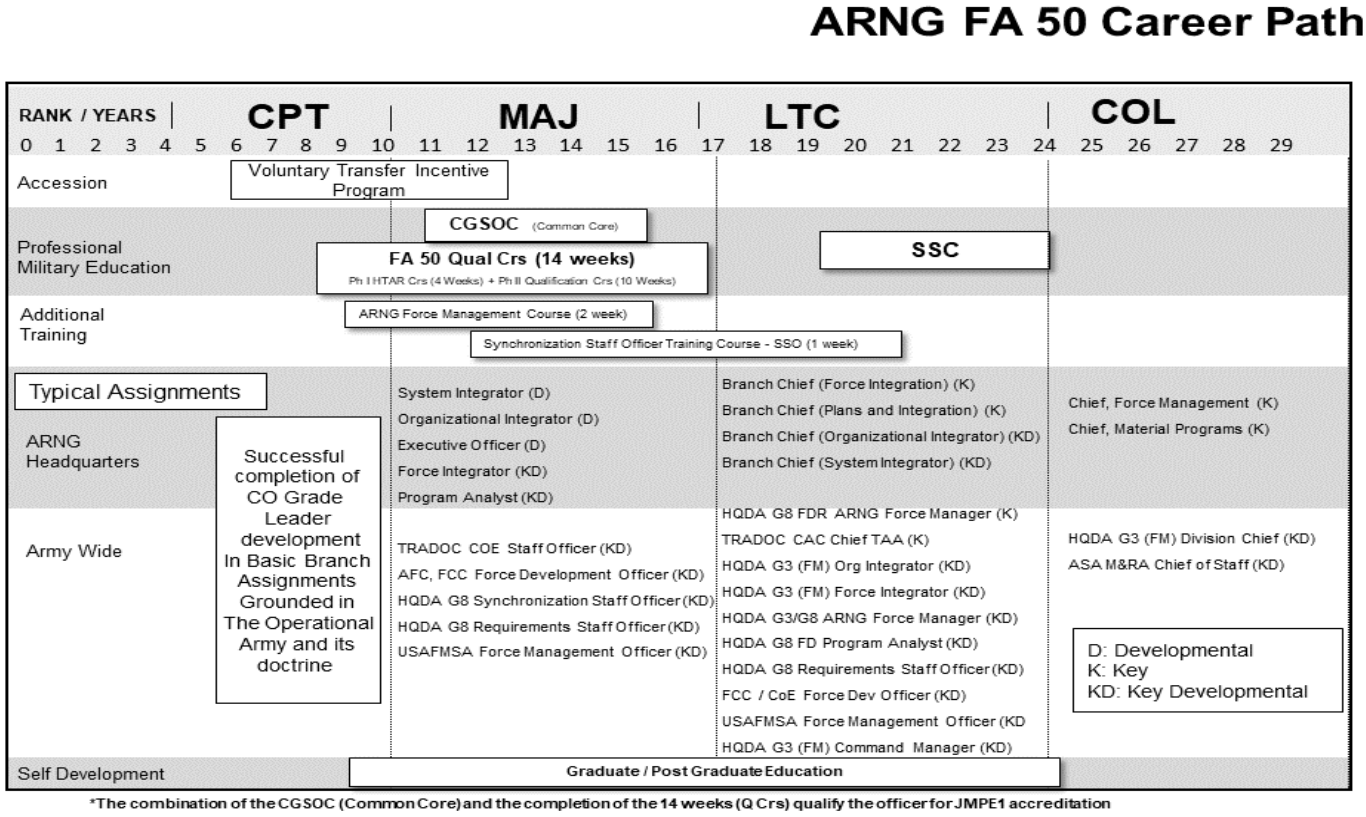



**Figure 3. The ARNG Life-cycle Development Model for FA50**