

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’s 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 the 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 structures, 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 achieve their objectives.

b. 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. Force Management Officers must possess the potential to develop, visualize, and execute creative and innovative approaches to complex challenges. 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.

c. *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 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 Title 10 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 Global Force Management and Army Force Generation 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 demonstrate the leadership fundamentals at and across echelons; 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) Thoroughly develop clearly and concisely articulate oral and written recommendations, including and potential second- and third- order effects, to senior-level decision makers.

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

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

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

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

3. *Accessions.* 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. There are currently two avenues to enter the Force Management Functional Area.

a. *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) Officers must have completed the Captain Career Course and should have at least 12 months of successful command Officer Evaluation Reports (OER) (or CPT branch qualifying (BQ) equivalent OERs in branches where company command is not a BQ 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.

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

b. *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) Ability 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, including manner of performance, is always preferred over educational background; 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; within 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. While not a requirement, direct commission applicants should have some level

of certification relevant to force management.

4. *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.

b. *Officer Assignments:* 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 Directorates (CDID); U.S. Army Combined Arms Centers (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; and Joint Task Forces.

5. *Functional Area Development.*

a. 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 co-located with more experienced FA50 officers to develop a deep understanding of force management processes and to enhance future utility in subsequent assignments. FA50 officers gain proficiency in 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 alternating between operating and generating forces and across echelons between Army Staff, Army Commands, Operational Units and Joint levels as they progress through their careers.

b. *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

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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.

c. *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, TWI, 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. To be considered for any broadening programs, officer must be functional area qualified at his/her specific grade. Officers selected must agree to serve an Active Duty Service Obligation (ADSO) upon completion of the Broadening Opportunity IAW AR 350-100, AR 621-7, and AR 621-1 of three times the length of the period of education or assignment.

6. Individual Officer Development.

a. *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 Captain's Career Course and an appropriate BQ assignment.

1) *Education.* FA50 Qualification Course. Upon transition from the basic branch to FA50, the Human Resources Command (HRC) Career Manager will strive to enroll new Force Managers in the FA50 Qualification Course enroute to their first FA50 position or soon thereafter. 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 after completing their first FA50 assignment.

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 ASCCs, and Corps HQs 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 website at: <https://www.army.mil/q-1> to develop awareness of changes in the Army and contribute to forums.

b. *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 on 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, Field Armies, 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/JPME 1 complete, including the FA50 qualification course and CGSOC Common Core, and completed 24 months in a BQ assignment to be considered branch qualified at the rank of Major.

1) Education. All FA50 officers are required to complete CGSOC Common Core by their 15th year of commissioned service. CGSOC provides 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.

2) Branch Qualifying assignments. All FA50 Major positions are considered BQ. FA50 positions exist across the Army on General Staffs in both the Operating and Generating forces. BQ positions also exist on the Joint Duty Assignment List (JDAL); however, Officers should first successfully complete at least two Army Force Management assignments, preferably an assignment at HQDA or ACOM staff and a 1-of-1 assignment, before seeking a Joint Duty assignment. All Majors should complete a 1-of-1 assignment prior to promotion to Lieutenant Colonel.

3) Broadening assignments. Fellowships. After becoming branch qualified, FA50 Majors may compete to serve in various broadening assignments arranged by the proponent. These include a 12-month Fellowship with not-for-profit, or, 12-month TWI arrangements at a corporate headquarters to observe and learn state-of-the-art organizational and management skills useful to the Army.

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 including CAPM, PMP, PMI-ACP, and Lean Six Sigma Certifications.

c. *Lieutenant Colonel Development.* Lieutenant Colonels (LTCs) serves as force management leaders 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. A proponent designated Key Nominative Billet (KNB) assignment is the only branch qualifying assignment at the rank of Lieutenant Colonel. An officer must have completed 18-months in a KNB assignment to be considered functionally qualified at the rank of Lieutenant Colonel. KNB assignments are 24-month in length.

1) Education. FA50 LTCs are encouraged to compete for resident Senior Service College (SSC) or the Army War College Distance Education Program. Officers slated for joint billets are highly encouraged to attend Joint Professional Military Education Level II through the Joint and Combined Warfighting School (JCWS) at the Joint Forces Staff College (JFSC). However, no education is mandated beyond those listed in the Major development path.

2) Branch Qualifying Assignment. KNB assignments are the only BQ assignments at the rank of Lieutenant Colonel. KNBs are challenging positions and selection for these positions indicate an officer is best qualified for key and strategic positions across the force management enterprise. Officers will complete a minimum of 18 months in a KNB assignment to gain BQ designation.

3) Broadening Assignments. Lieutenant Colonels have the same broadening opportunities outlined under Major Broadening Assignments. However, officers seeking joint assignments should first successfully complete a minimum 18-months in a KNB assignment prior to a Lieutenant Colonel-level joint assignment.

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

d. *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 SSCs, resident or nonresidents, 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) Branch qualifying assignments. KNB assignments are the only BQ assignments at the rank of Colonel.

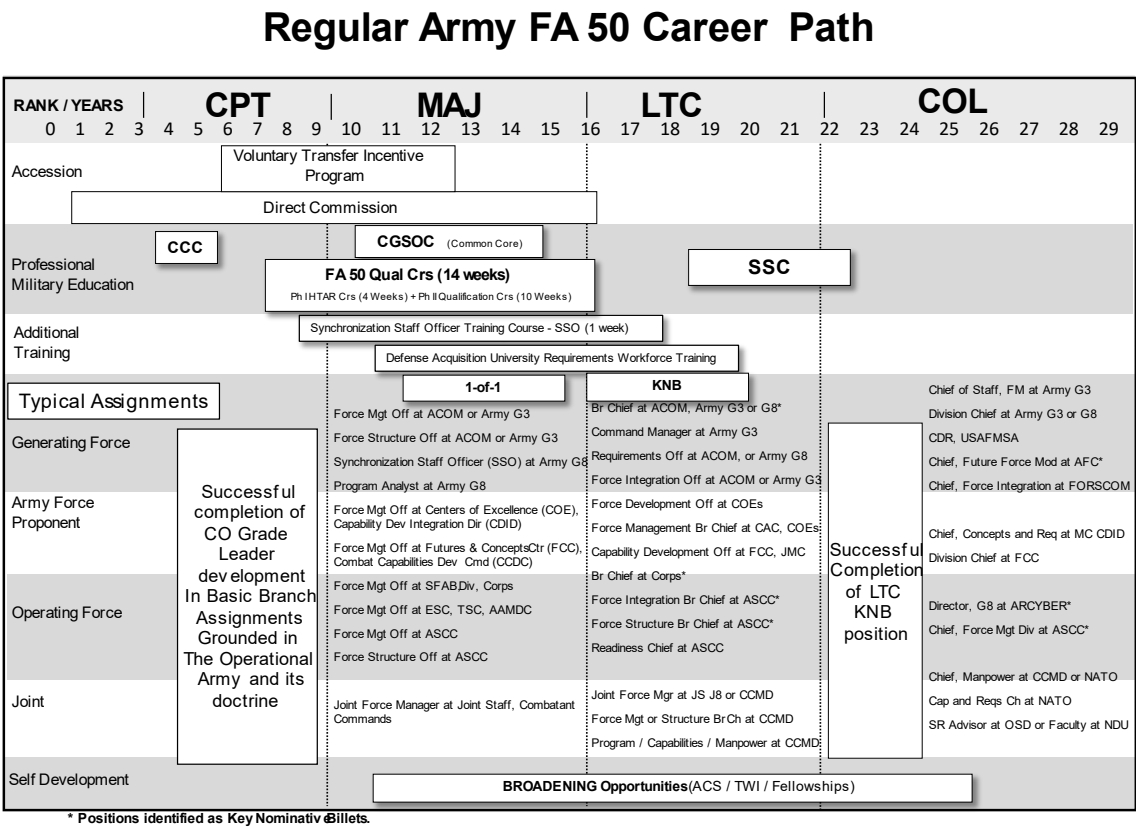
3) Post Branch Qualification Assignments. BQ Colonels should seek out positions for increased responsibility either within the Army Staff or in a competitive broadening assignment.

4) 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.

5) 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 website at <https://www.srleaders.army.mil/> or by contacting the FA50 Senior Leader Division-Colonels Management Human Resource Manager.

6) 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



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