



Soldiers On Point for the Nation



Persuasive in Peace, Invincible in War

United States Military Academy

MG David Melcher, Director, Army PAED

POM 04-09



Agenda



“Soldiers On Point for the Nation”



“The Army -- Persuasive in Peace, Invincible in War”

**Army POM FY 04-09
Executive Summary**

- **The Army Program**
- **Army PAED**
- **Functional Area 49**



The Army Today



- **Conducting homeland defense**
 - Support to civil authorities
 - Emergency preparedness
- **Supporting combatant commands to defeat terrorism**
 - Maintaining capability for full-spectrum, strategic responsiveness to fight and win
 - Maintaining strategic mobilization base
 - Maintaining near-term readiness
- **Sustaining the Nation's deterrence**
 - Enhancing forward-deployed/stationed forces in four critical regions
 - Maintaining versatile, rapid response forces and a capable strategic reserve
 - Executing theater security cooperation: assured access
 - Maintaining the Nation's hedge; capability and capacity for decisiveness (enduring solutions)
- **Transforming the Army while at war**
 - Fielding Stryker Brigades to fill capabilities gap
 - Accelerating the Objective Force
 - Selectively recapitalizing the force





The Army Vision



People

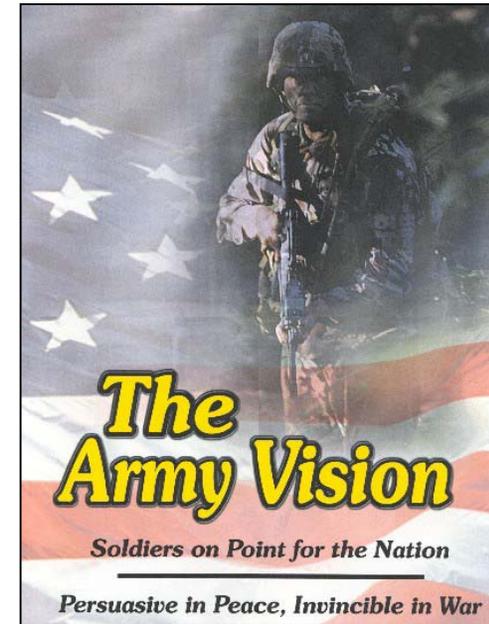
- Centerpiece of our formations
- Train Soldiers and grow leaders
- Leadership is our stock-in-trade
- Well Being -- investment in Nation's security -- providing for soldiers, civilians, veterans, and their families

Readiness

- Top priority
- Must maintain non-negotiable contract -- to fight and win the Nation's wars as we transform
- Support National Military Strategy -- meet JSCP and Combatant Commander requirements

Transformation

- More strategically responsive and dominant at every point on the spectrum of military operations





Concept of the Objective Force



The Objective Force



Doctrine

Training

Leader Development

People

Facilities

Train, Alert, Deploy, & Sustain

Joint, Interagency & Multi-National

Factory

Home Station

HSOC

UE₂

UE₁

UA

FCS

Objective Force "Space to Mud"

Objective Force "Factory to Foxhole"

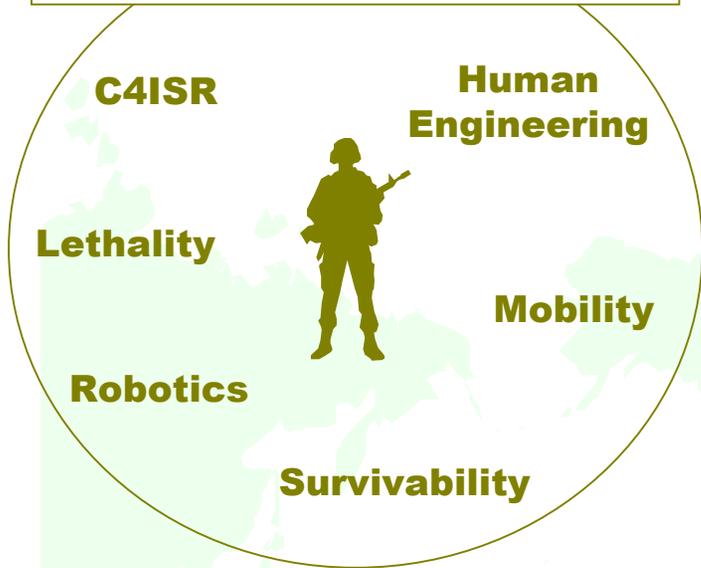
- ★ **Full Spectrum Army** – campaign quality forces with special purpose capabilities
- ★ **Joint, Interagency & Multi-National Capabilities**
- ★ **Enabled by Knowledge** – network centric, self-aware and adaptive Soldiers and leaders, agility & reach enhanced by advanced technology
- ★ **Adaptive Organizations** –
 - **UA (Bde)** – conducts engagements; enabled by the UE
 - **UE₁ (Div)** - conducts battles & precision attacks
 - **UE₂ (Corps)** – conducts campaigns and major operations
- ★ **System of Systems** – Family of networks & platforms designed with commonality and interoperability
- ★ **Power Projection Sustainment Base**



Changing the Way the Army Fights



Leveraging Technology



See First
Understand First
Act First
Finish Decisively

**Strategic responsiveness +
 Full-Spectrum Dominance
 = Swift & Decisive Victory**

- **Decision superiority**
- **Operational maneuver from strategic distances**
 - C-130 deployable
 - Multiple entry points
 - Bypassing/defeating anti-access challenge
 - Immediately employable
- **Powerful small units**
 - Linked to joint forces and capabilities via network-centric operations
 - Embedded information operations capabilities
 - Long-range joint precision lethality
 - Overwhelming close combat capability
- **Dispersed operations over non-contiguous battlespace ... continuous & overwhelming**
- **Small footprint, reduced sustainment requirements**



The Army in Transformation



End of the Cold War Army – fielding a new Army that is responsive, lighter, rapidly deployable, lethal, and more capable

- Achieves the Objective Force – this decade
- Rapidly fielding Stryker Brigades today for an immediate capability to support the 1-4-2-1 Defense strategy – six fielded in this program
- The Army kills or reduces systems to fund Transformation
- Transformation of Installation Management is the Army's boldest business reengineering effort to date – mission commanders will focus on warfighting
- Privatizes 82% of the US on-post housing in order to eliminate all inadequate housing by 2007
- Initiates Reserve Component restructuring to better conduct Homeland Defense and support the warfight
- Converts 18,000 soldiers to critically needed special operations, homeland defense, and chemical/biological units

Balanced program that maintains a Decisive Win capability



PPBES...



The art of distributing resources



Strategy Determines Requirements, and Requirements Drive Resources...

National Security Strategy (NSS)
National Military Strategy (NMS)

*Assure, Dissuade,
Deter, & Defeat*

Strategy

The Army Plan (TAP)
CINCs Priorities Lists (IPLs)
JROC/JWCA
CPA/CPR
Defense Planning Guidance (DPG)

Requirements



Title X, US Code
Armed Forces
Army Functions
Organize
Man
Train
Equip
Sustain
Installations

Army Programming
Guidance
Memorandum
(APGM)

Resources





Capabilities Based Planning Strategy to Resources



Strategy → **Plans / Requirements / Resources**

OSD Force Sizing Construct

Planning Priorities

PEGs

Vision Resource Framework

Defense Planning Guidance
Quadrennial Defense Review

Defend the United States

Deter Forward in Four Critical Regions

Swiftly Defeat the Efforts (in Two)

Win Decisively (in One)

Smaller Scale Contingencies

Force Generation Capabilities

Strategic Reserve

The Army Plan TAP

Transformation Campaign Plan (TCP)

Facilities Strategy

Modernization Plans

Senior Leader Guidance

Manning

Training

Equipping

Organizing

Sustaining

Installations

Readiness

- Unit Training
- Sustainment
- Installations & Infrastructure

People

- Man the Force
- Well Being
- Leader Development

Transformation

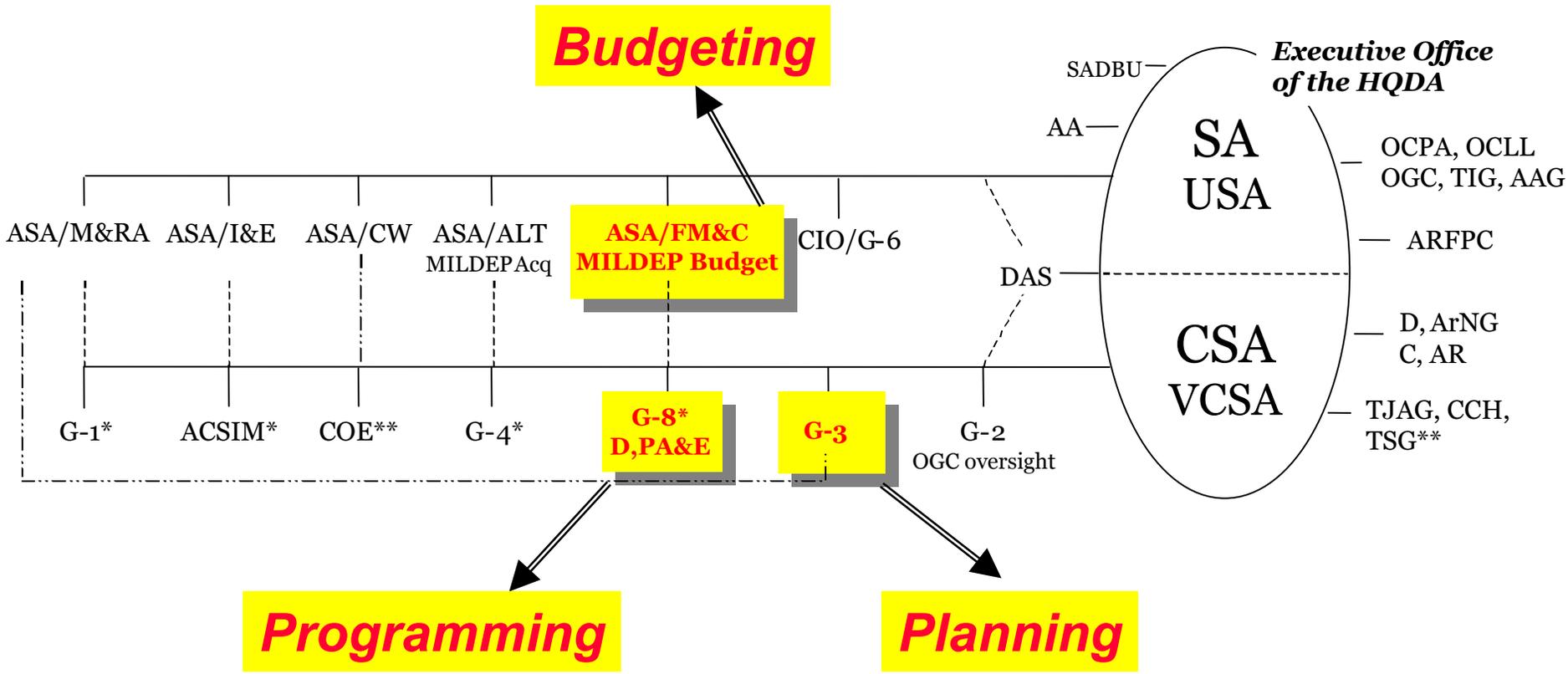
- Objective Force
- Interim Force
- Legacy Force

Translating OSD Strategy to The Army Vision Resource Framework



Army PPBES Roles

Headquarters, Department of the Army



* Dual hat as responsible to ASA within functional area
 ** MACOM commanders

----- Oversight



PAED Mission



The PAED, by direction of the Secretary of the Army and the Chief of Staff, Army through the Deputy Chief of Staff , G8 (Programs):

- **exercises overall responsibility at HQDA for Army program development in support of the Program Objective Memorandum (POM) and the Future Years Defense Program (FYDP), and**
- **provides independent assessments of programs, program alternatives and priorities.**

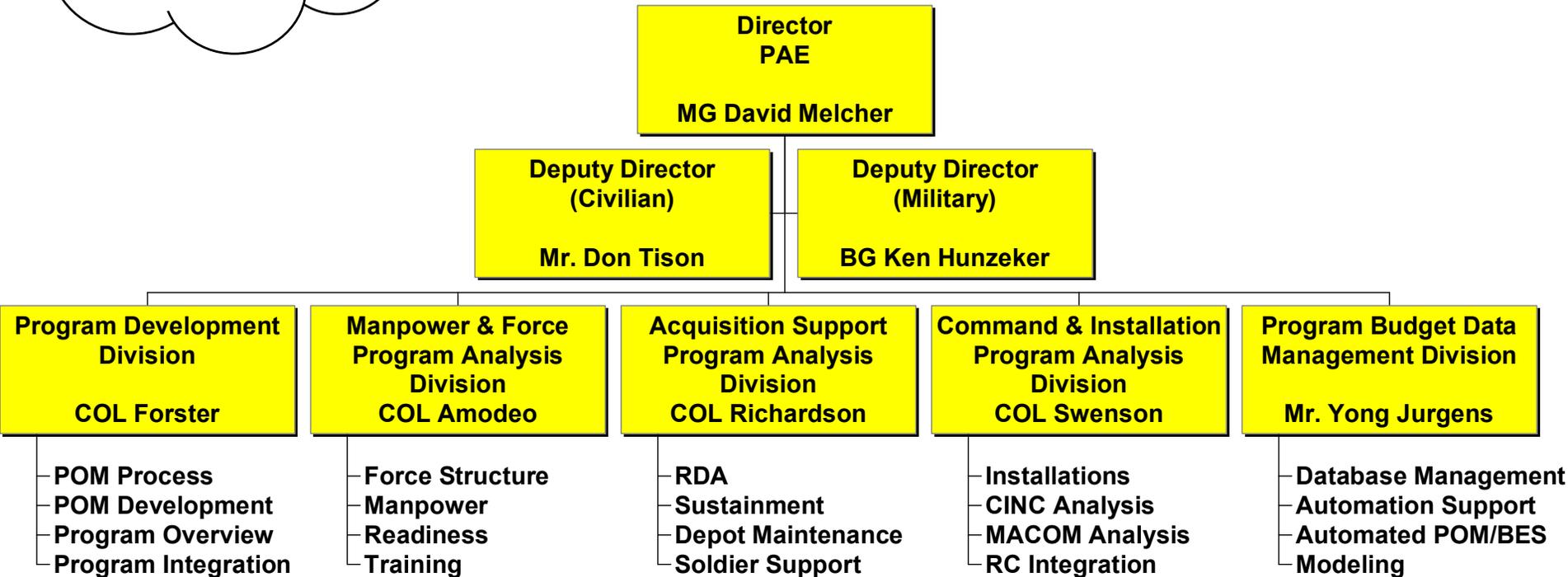


Program Analysis and Evaluation Directorate



Current Strength

Military 53
Civilian 34





Current PAED Personnel



Major Jeff Angers – Sustaining PEG Analyst

- 1st week on job – Assess Army Prepositioned Stocks for CSA
- Army Venture Capital Initiative
- Net Present Analysis of Army Recap Program
- Logistics Transformation Task Force

Major John Ferrari – Program Integrator (Strategy)

- OSD Working Group for Defense Planning Guidance
- Resource Framework Development
- POM Executive Summary
- POM Defense to SecDef

Major Ted Frederick – Program Integrator (TOA Control)

- Section III of The Army Plan – Army Programming Guidance
- Army Science Board to SecArmy
- ARSTAF Coordinator for Defense of the POM

A flat hierarchy and a very busy schedule give PAED action officers highly visible and important responsibilities



Functional Area 49



Current FA49 News



- **Effective 1 October 2002, the FA49 Personnel Proponent Office (FA49 PPO) transferred from the CG, TRADOC to the DCS, G8**
- **The Director of Army PA&E is now the new FA49 PPO Executive Agent**
- **PERSCOM has two FA49 Assignment Officers dedicated to nothing but managing FA49 requirements for the grades of CPT – LTC**
- **I need your input on any concerns you have and the direction this functional area must head in the future**



FA49 Mission



The Functional Area 49 (ORSA) provides the Army uniquely skilled officers who produce analysis and other analytic products (e.g., decision aids, models) to underpin decisions by leaders and managers at all levels of the Department of Defense (DOD), and to enable solutions to varied and complex strategic, operational, tactical and managerial issues.

“The FA49 officer introduces quantitative and qualitative analysis to the processes used throughout the military. The kinds of techniques that the ORSA officer applies include probability models, statistical inference, simulations, optimizations and economic models. The functional area contributes directly to personnel management, doctrine and force development, training, system acquisition and resource management, as well as peacetime and wartime operations of the force.” -- DA PAM 600-3



Work Environment



Modeling

Testing

Managing

Resourcing

Planning

JOINT

Analyzing

DOD

ARMY



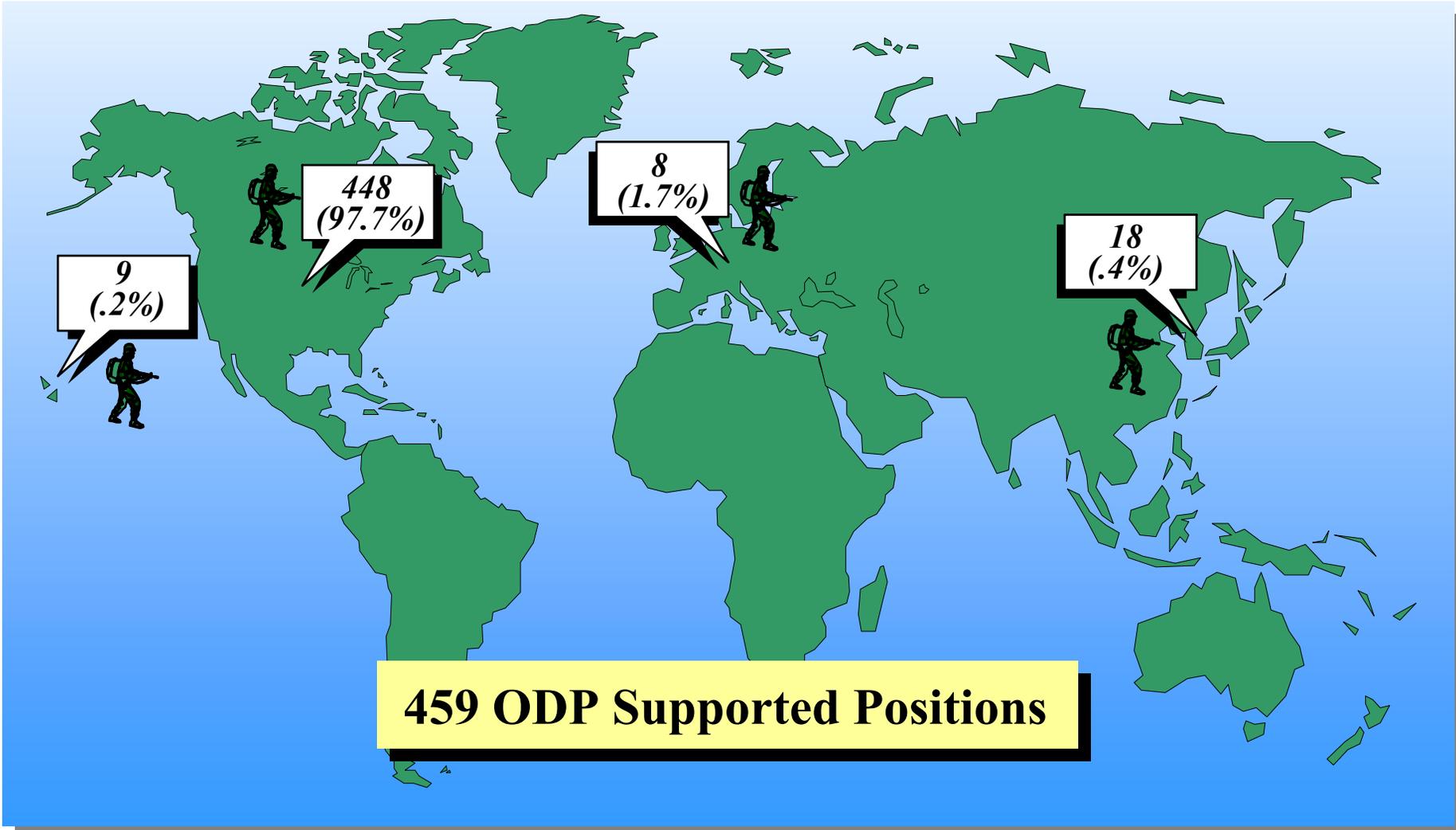
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Where FA49s Are



FA 49 WORLD WIDE DISTRIBUTION



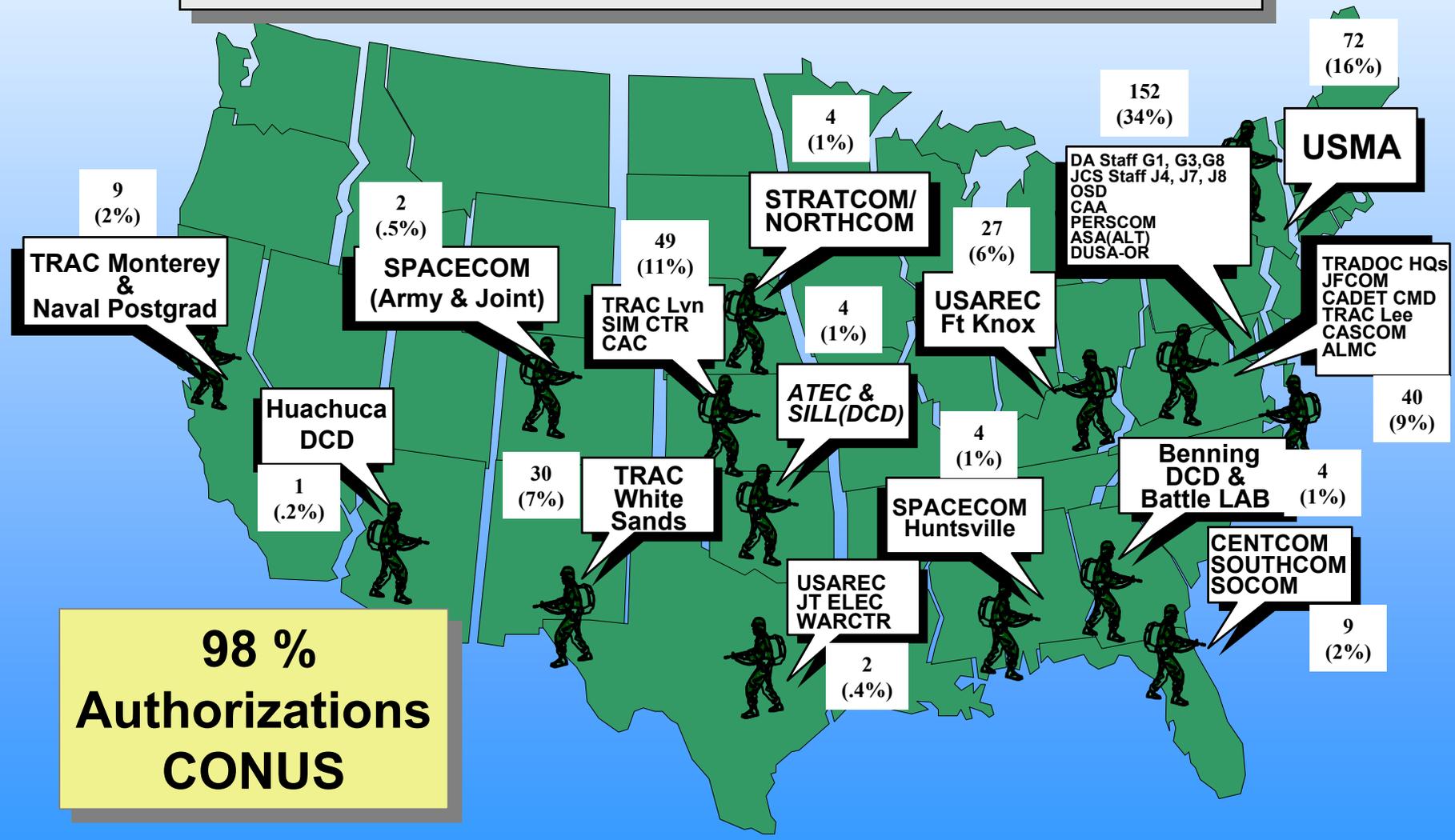
459 ODP Supported Positions



Where FA49s Work CONUS



FA 49 CONUS DISTRIBUTION (ODP)

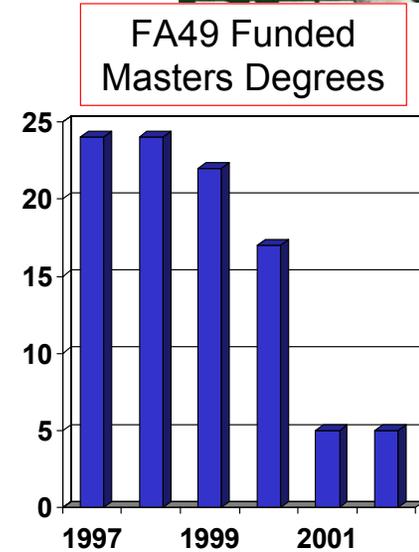


**98 %
Authorizations
CONUS**



Growing our FA49 Officers

- **ORSA MAC I – initial FA49 training**
- **Operations Research/Systems Analysis Technologies and Applications Course (ORSATAC) – introduce spreadsheet-based military OR applications and refresh OR skills**
- **Masters Program:**



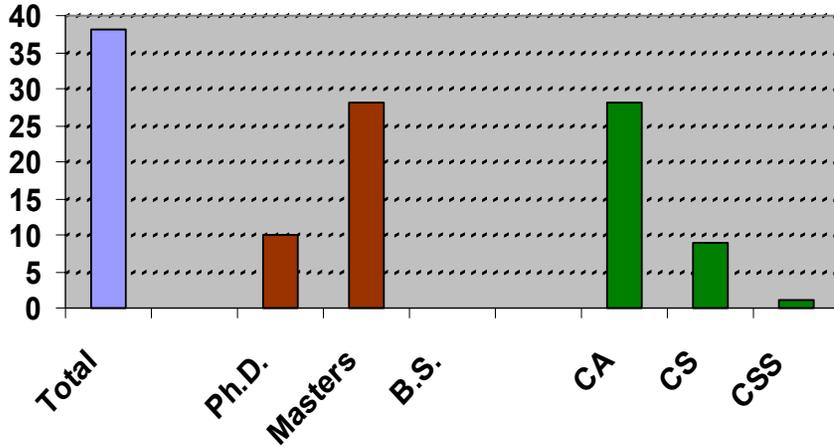
- Fully funded ACS (currently with Army students): Naval Postgraduate School, Kansas State, Georgia Tech, Florida International University, MIT, RPI, UT-Austin, Texas A&M, Air Force Institute of Technology, and Colorado School of Mines
- Primary degree disciplines: ORSA (Engineering), ORSA (Business), Industrial Engineering, Systems Engineering, and Applied Mathematics
- Associated degree disciplines: Computer Science Management, Business Administration, Systems Management, Mechanical Engineering, Mathematics (General), etc...
- Professional Development Programs in OR: Kansas State and New Mexico State Universities



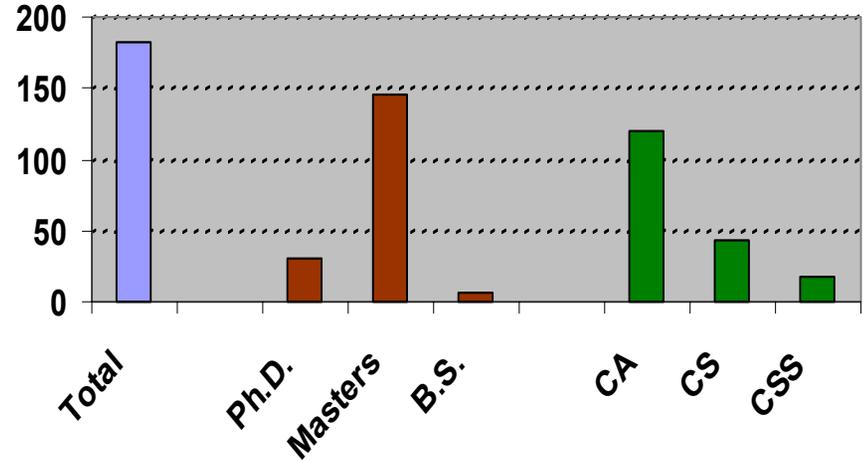
FA49 Officer Demographics



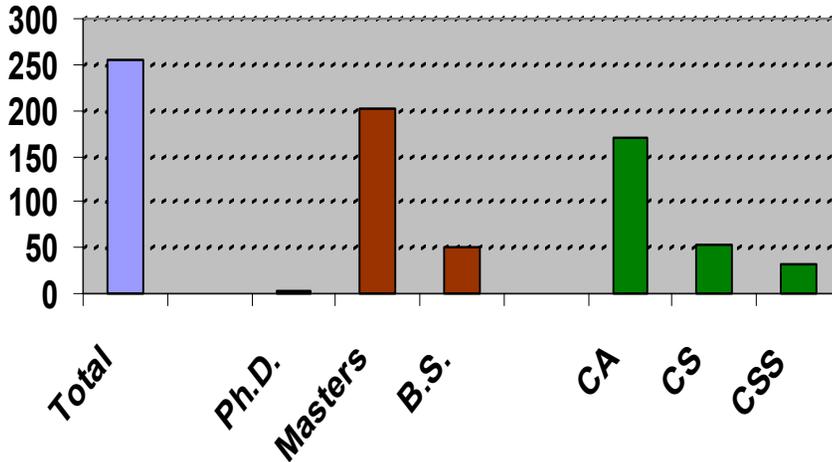
Colonels



Lieutenant Colonels



Majors



Senior Army Leaders

BG	-	11
MG	-	5
LTG	-	3
SA	-	1

- 476 in current FA49 inventory
 - 36% initially attended ORSAMAC I – 66% eventually received masters
 - 70% of masters/Ph.D graduates participated in a fully funded program
- Next CFD Board: June 2003 for Year Group 1993



FA49 Selections and Promotions



Good News so far under OPMS 3

FY02 LTC Board (Only 5 Requirements, but 40 selected)

AZ	14.3%	5 selected out of 35 considered
PZ	75.6%	31 selected out of 41 considered
BZ	8.5%	4 selected out of 47 considered

SSC FY02 Select Statistics (10 Total YGs 80-84)

- Experience base is a mix of USMA, Joint, ARSTAFF, Other
- 5 officers have a Ph.D.
- Average Total FA49 time is 89 months

FY01 COL Board (PZ = 60% 9/15 AZ= 14.3% 2/14)

- There were 11 requirements and a small PZ cohort for FY01
- FY02 PZ cohort was larger and requirements much lower



Vision



Operations Research System Analysts will be **highly skilled** and **operationally experienced** in order to **incorporate cutting edge technology** and knowledge-based/information rich systems in the constantly changing global environment. ORSAs will be an **integral part of** the Army leadership's **decision-making process** in **designing the force**, **determining resource requirements**, and **managing operational requirements** associated with the Global War on Terrorism and transformation to the Objective Force.



Realizing the Vision



- **Maintain Functional Area 49's operational relevance** in a rapidly changing global environment
- **Encourage professional development** through increased educational opportunities and other programs
- **Recruit high quality individuals** with a demonstrated potential to incorporate military experiences and knowledge with analytical tools available
- **Transform FA49 with the Army** to ensure quality, relevant, timely, and efficient analysis



Need Your Help



- Talk to cadets about opportunities as an ORSA – both at the five year point and ten year points of their careers
- Send me your best ideas for FA 49
- Talk to me about opportunities in PA&E following USMA or Leavenworth

??? QUESTIONS ???



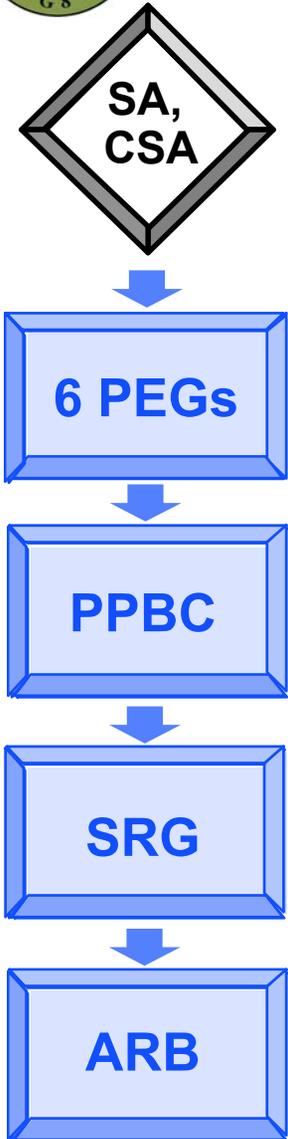
**Director, Programs Analysis and Evaluation
MG DAVID F. MELCHER
24 October 2002**



Backup



Army Programming Process



- Strategic level guidance for program and budget.....
 - SA/CSA cover letter and APGM
 - Fiscal guidance for each PEG

- Program Evaluation Groups
 - ★ Secretariat/ARSTAF co-chairs build POM
 - Subject Matter Experts implement guidance

- Planning Program Budget Committee (PPBC) (GO/SES level)
 - ★★ Evaluates PEGs against guidance
 - Recommends program decisions
 - Refer issues to higher level

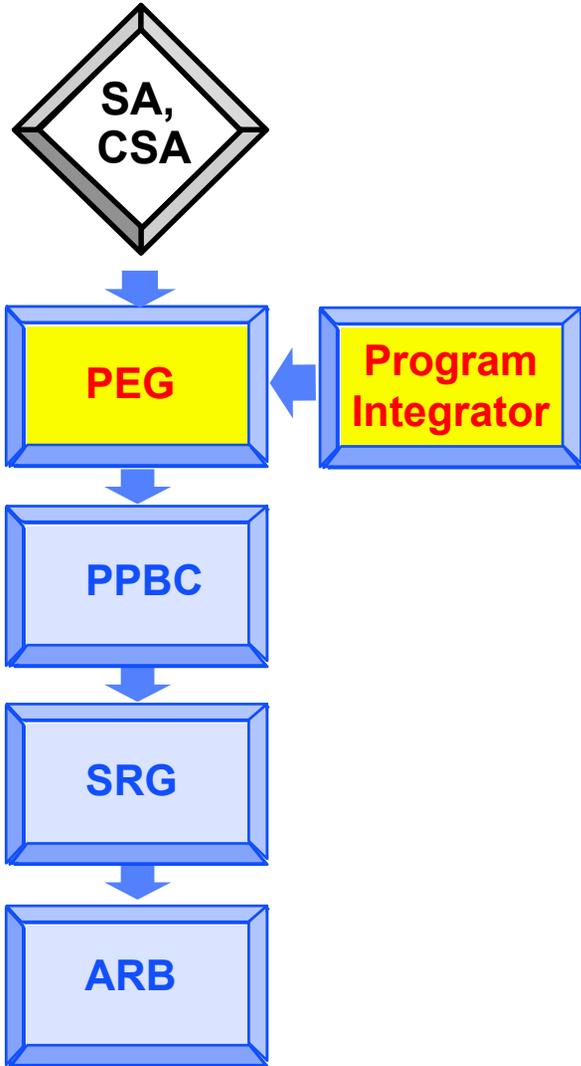
- Senior Review Group
 - Co-Chaired by USA and VCSA
 - ★★★★ Recommends final decisions on APGM, POM & Budget
 - Provides recommendations to the ARB

- Army Resources Board
 - Chaired by SA; Vice-Chaired by CSA
 - ★★★★ Final decisions on programs and unfunded requirements

Secretariat and ARSTAF are involved at every level from PEG to ARB



Program Evaluation Groups



- Program sponsor for Requirements Determination, Programming, and Budget & Performance evaluation.
- PEGs build the POM based upon Fiscal Guidance
- Secretariat & Army Staff Representatives Co-chair
- G3, G8-PAED, & ASA(FMC) are represented
- National Guard, Army Reserve, and G6 serve as Program Integrators within each PEG

Title X Function	Co-Chairs
Man	ASA(M&RA) DCS, G1
Equip	ASA(ALT) DCS, G8
Train	ASA(M&RA) DCS, F3
Organize	ASA(M&RA) DCS, G3
Sustain	ASA(ALT) DCS, G4
Installations	ASA(I&E) ACSIM



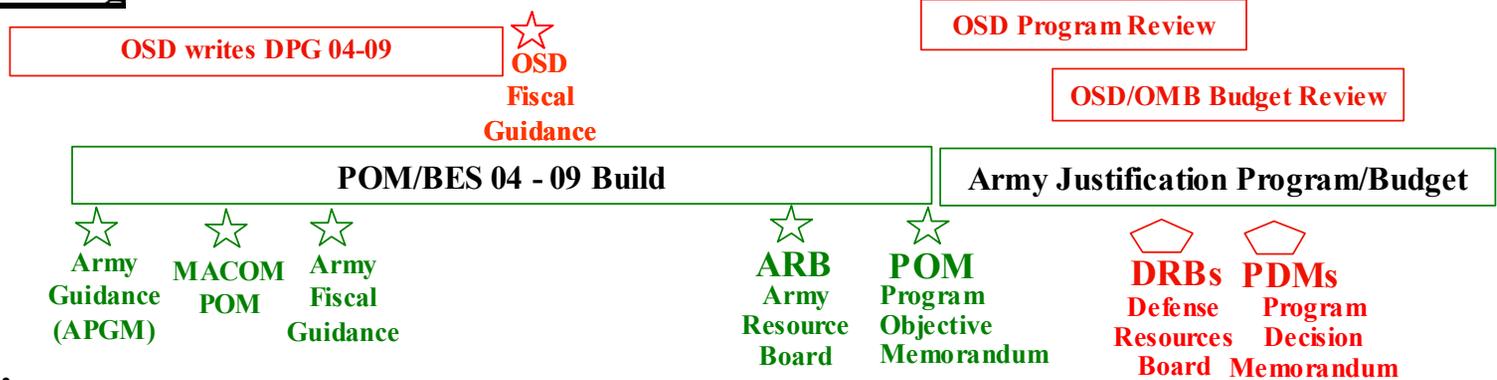
PPBES Timeline



Planning



Programming



Budgeting



Execution



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