

## Chapter 44 Simulations Operations Functional Area

### 44-1. Unique features of Simulations Operations functional area

*a. Unique purpose of Simulations Operations functional area.* High operational tempo (OPTEMPO) and reduced budgets will require increased Army utilization of simulations for training, rehearsals and combat development. The Army needs a group of officers to leverage advances in computer simulation technologies and assist field commanders to optimize training opportunities using simulations. The Director, National Simulations Center is the proponent for FA 57.

*b. Unique functions performed by Simulations Operations functional area.* Simulations Operations (FA 57) functional area officers plan and employ simulation systems in support of training, mission rehearsal, combat development and simulation based acquisition.

*c. Unique features of work in Simulations Operations functional area.* FA 57 officers work at all staff levels, and perform the following functions and tasks:

(1) Provide simulation expertise and coordination at all levels of command.

(2) Develop doctrine, organizations and equipment for the FA 57 mission area.

(3) Instruct FA 57 skills at service schools and Combat Training Centers.

(4) Provide service in positions requiring high level skills in acquiring, developing, managing and operating high technology military simulation systems.

(5) Serve in a wide range of activities to include simulation systems engineering, simulation system development and acquisition, simulation operations management and the application of simulation within the training exercises and military operations (TEMO), research, development and acquisition (RDA) and advanced concepts and requirements (ACR) domains.

(6) Serve as FA 57 advisors to Army National Guard and U.S. Army Reserve organizations.

### 44-2. Officer characteristics required

The Simulations Operations functional area requires officers skilled in leadership at all levels; steeped in tactics, techniques and procedures; and who are dynamic, competent and possess the following characteristics:

*a. Competencies and actions common to all.* Army officers must be premier warfighters who can effectively apply the four core dimensions of leadership: values, attributes, skills and actions. (For additional discussion of these leadership dimensions, see FM 22-100.) The four core leadership dimensions provide the basis for what a leader must be, know and do. The values and attributes set the basis for the character of the leader - what a leader must be. The skills developed by leaders establish his or her competence - what a leader must know. The actions that leaders conduct and execute constitute leadership - what a leader must do. The leadership framework describes a leader of character and competence who acts to achieve excellence across the spectrum of operations from total war, to operations other than war, to disaster relief and in times of peace.

(1) *Values.* Values are at the core of everything the Army is and does. The Army is an institution of people with unique and enduring values. These values must be a part of the men and women—officers, enlisted personnel and civilians—who are the Army. These values provide the sense of purpose necessary to sustain our soldiers in combat and help resolve ambiguities in operations other than war. Officers must establish and maintain an environment in the Army where soldiers and civilians do what is right; where we treat each other as they should be treated; and, where everyone can be all they can be. There are seven Army values (LDRSHIP).

(a) *Loyalty.* Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other soldiers.

(b) *Duty.* Fulfill your obligations.

(c) *Respect.* Treat people as they should be treated.

(d) *Selfless-service.* Put the welfare of the nation, the Army and your subordinates before your own.

(e) *Honor.* Live up to all the Army values.

(f) *Integrity.* Do what's right, legally and morally.

(g) *Personal Courage.* Face fear, danger or adversity (physical or moral) with the spirit and determination of a warfighter.

(2) *Leader attributes.* Attributes are fundamental qualities and characteristics. Attributes assist in defining what an officer should be and contribute to leader actions. Army leader attributes are described in three categories - mental, physical and emotional.

(a) *Mental attributes* describe aptitudes and capacities for learning that leaders should possess and develop. Included in this category are will, self-discipline, initiative, judgment, confidence, intelligence and cultural awareness.

(b) *Physical attributes* specify physical dispositions or aptitudes that can be nurtured and developed. Included in this category are health fitness, physical fitness, stamina, military bearing and professional bearing.

(c) *Emotional attributes* are those affective aptitudes or capacities that contribute to how one feels and substantially contribute to leadership. Included in this category are self-control, balance and stability.

(3) *Leader skills.* Skills are synonymous with competencies. They are abilities or competencies that one develops and uses with people, with ideas and with things. Competence is of primary importance for all Army officers. The Army recognizes that officers must develop four types of skills.

(a) *Interpersonal skills* reflect competence in communicating with people.

(b) *Conceptual skills* refer to competence in handling ideas.

(c) *Technical skills* reflect competence with things.

(d) *Tactical skills* refer to the ability to put together technical, interpersonal, and conceptual skills and apply them to warfighting tasks.

(4) *Leader actions.* Officers provide purpose, direction and motivation as they influence their subordinates, operate to accomplish their mission and strive to improve their unit or organization. Leader actions are how Army officers act to achieve excellence and get the job done. These actions are applicable across all levels of leadership.

(a) *Influencing* refers to the use of appropriate people skills to guide subordinates or teams toward mission accomplishment. Influencing subdivides into communicating, decision-making and motivating.

(b) *Operating or accomplishing the mission* refers to the relative short term actions of getting the job done. Operating divides into planning, executing and assessing.

(c) *Improving* refers to the long term investment-type actions essential to improving everything the leader influences. Improving subdivides into developing (people), building (teams) and learning.

*b. Unique skills.*

(1) *Conceptual competence.* The ability to synthesize information and to clearly communicate information required to make timely decisions are critical skills. The uncertain conditions of operations demands mental endurance and agility, often under severe time constraints. FA 57 officers must effectively develop and communicate their vision, purpose and direction.

(2) *Interpersonal competence.* FA 57 officers are part of a combined arms team. They must be skilled in building teamwork within their organization and recognize that they often simultaneously belong to many teams. They must possess the ability to express themselves to their team members clearly, concisely and accurately, both orally and in writing.

(3) *Technical competence.* FA 57 officers must possess the necessary expertise to accomplish all tasks and functions of the functional area. They must be able to apply their technical knowledge and skills to solve problems in the TEMO, ACR and RDA arenas. They must be able to prepare and present clear and informative

briefings relating to their technical areas of expertise to their peers, subordinates and superiors.

(4) *Tactical competence.* FA 57 officers must show proficiency in required professional knowledge, judgment and warfighting. They must apply their doctrinal knowledge and understanding to the solution of tactical problems, and formulate and defend solutions to problems using current Army and joint doctrine.

(5) *Decision making skills.* FA 57 officers often work in an environment where time available for problem analysis is seriously constrained; but, where sound, timely decisions are urgent. Information gained in this environment will vary in its completeness and ambiguity. An ability to operate under stress and make decisions is critical to success.

(6) *Tactical and technical skills.* FA 57 officers must be warfighters who are technically proficient with functional area and mission unique simulations, tools and systems. FA 57 mission success requires the proper balance between technical skills and the ability to understand and apply the appropriate skills at the right moment. These skills must be gained and developed through repetitive operational assignments and continuous professional study and self-development.

*c. Unique knowledge.* Simulations Operations officers must:

(1) Possess expert knowledge of various simulation systems and their employment.

(2) Possess expert knowledge of computers, communications and C4I systems and their employment.

(3) Understand the organization, structure and doctrine of the warfighting Army, other DOD simulation organizations, as well as other national, civil commercial and allied simulation activities.

(4) Possess expertise and knowledge to support military units and staffs at all levels in planning and executing realistic simulation training in dynamic, synthetic environments.

(5) Retain competency in the basic warfighting skills of their basic branch.

(6) Understand how to design and support efforts to test C2 configurations, C3I design concepts, doctrinal techniques, etc., through well-designed and properly controlled training experiments.

(7) Create a simulation environment for commanders and staffs to conduct structured, interactive training sessions linked through technology.

(8) Understand how to integrate technology with training and combat developments.

(9) Understand DOD and Army policies that govern the development and use of simulations.

(10) Design and implement unique simulation/C4I system federations, on short notice, to support contingency operations, mission planning and rehearsal.

*d. Unique attributes.* FA 57 officers must:

(1) Display systems management skills and the ability to understand, monitor and improve systems.

(2) Work and excel in a dynamic, complex and high-tempo environment performing functions that are typically not intuitive to the majority of their contemporaries.

(3) Integrate technology and training principles to accomplish the mission/task.

(4) Be familiar with the overall requirements for comprehensive integration of software, hardware, networks and communications to support simulation training activities.

(5) Possess the ability to think creatively and have a well developed ability to reason both critically and intuitively.

(6) Analyze and solve complex technical problems.

(7) Demonstrate intellectual honesty with superiors and be unafraid to state and defend convictions.

#### 44-3. Critical officer developmental assignments

Some officers are designated in the Simulations Operations functional area between their 5th and 6th years of service. This designation is based upon the needs of the Army, officer preference,

military experience, and in some cases civil schooling. FA 57 officers are not generally considered for functional area assignment until they are qualified in their basic branch.

*a. Functional area qualification and development.*

(1) *Captain.* Captains designated FA 57 will receive developmental training prior to any functional area assignment.

(2) *Major.*

(a) All Army Competitive Category officers will undergo a Career Field Designation Board upon selection for major. This board of senior officers will decide in which Career Field each officer is best suited to serve. Majors who receive the Simulations Operations functional area will be designated into the Information Operations Career Field. FA 57 officers will compete for subsequent promotions only within their designated Career Field. Assignments are managed in the PERSCOM Functional Area Development and Distribution Division (FAMDD) by the FA 57 assignment officer. FA 57 officers will receive both functional area and branch/functional area generalist (formerly branch immaterial) assignments such as ROTC, USMA faculty and staff and Inspector General. Every major should complete either resident or nonresident Command and Staff College (CSC).

(b) FA 57 majors will attend a Simulations Operations Officer Orientation course at the National Simulations Center (NSC) prior to the beginning of their initial FA 57 assignment.

(c) Completion of the orientation course and one year of successful experience in a FA 57 designated billet are the functional area qualification requirements for FA 57 majors.

(d) A substantial number of FA 57 billets are located within joint commands. FA 57 officers will be assigned into the joint arena as they progress through increasing levels of responsibility. An example of a joint assignment is service as the Director, Defense Modeling Simulation Office.

(e) Typical FA 57 assignments for majors include: division/MACOM/corps staff, joint/defense/Army staff, National Simulation Center (NSC) staff, Battle Simulation Center (BSC) staff, various acquisition and development agencies staffs and Reserve Component (RC) support.

(f) Majors should continue self-development efforts to become an expert in all aspects of simulation operations. Self-development should include correspondence courses, civilian education and institutional training. Officers should devote time to a professional reading program to broaden their technical and warfighting perspective.

(3) *Lieutenant colonel.*

(a) Officers selected for lieutenant colonel in the Information Operations Career Field should seek assignments of greater responsibility in the functional area and in branch/functional area generalist positions. The objective of lieutenant colonel professional development is greater contribution to the functional area and the Army. Critical FA 57 functional area qualifying assignments for lieutenant colonels include the following: primary staff officers at Battle Simulation Centers, staff officers at MACOM level, branch chiefs at the National Simulation Center, and project officers at simulation acquisition activities and RC simulation support activities.

(b) Lieutenant colonels may also serve in branch/functional area generalist positions.

(4) *Colonels.*

(a) The professional development objective for colonels is greater contribution to the functional area and the Army. Critical FA 57 qualifying assignments for colonels include the following: directors of Battle Simulation Centers, primary staff officers at the MACOM/Army/joint/defense level and division chiefs at the National Simulation Center.

(b) Officers selected for colonel should complete Senior Service College if selected.

*b. Branch/functional area generalist assignments.* All FA 57 officers can expect to serve in branch/functional area generalist (branch immaterial) assignments to include ROTC, USMA faculty and staff and Inspector General. These billets are not identified with a specific branch or functional area, but are important to the Army.

*c. Joint assignments.* FA 57 officers can expect to be considered for joint duty assignments worldwide. Joint experience is important to the Army and is essential to individual officers for their advancement into senior leadership positions.

*d. Other assignments.* FA 57 functional area officers may be assigned to organizations and duties beyond those indicated above. These other assignments may include White House Fellows, duty with the National Security Council, the United Nations, as well as FA 57 functional area representatives at Allied service schools. The spectrum of possible assignments is large and these assignments can be characterized as highly responsible and important, and requiring mature, skilled, and well-grounded officers.

#### **44-4. Assignment preferences and precedence**

*a. Preferences.* The Simulations Operations functional area has diverse career development path opportunities. The goal of the professional development of FA 57 officers is to leverage advances in computer simulation technologies and to optimize training opportunities using simulations. Assignments in the functional area will be made to develop the FA 57 officer's ability to achieve that goal. Requests from FA 57 officers for assignments that do not contribute directly to this goal must be fully justified.

*b. Precedence.* All officers will attend the Simulations Operations Orientation Course prior to their initial FA 57 assignments. Some FA 57 billets are designated as requiring advanced education. Officers assigned those jobs must have completed the necessary courses of instruction prior to reporting for duty.

#### **44-5. Duration of critical officer life cycle assignments**

*a. Key Simulations Operations functional area qualification positions.* Attendance at the Simulations Operations Orientation Course and one year successful performance in an FA 57 position will serve as qualifying experience. Specific positions may require completion of Advanced Civil Schooling or Training with Industry prior to full qualification.

*b. Simulations Operations functional area life cycle.* Figure 44-1 displays a FA 57 functional area timeline with functional area qualifying and developmental positions.

#### **44-6. Requirements, authorizations and inventory**

*a. Goal.* The goal is to maintain a healthy, viable career path for FA 57 functional area officers. To do this the field grade inventory must be optimized in order to meet functional area authorizations and to provide sufficient flexibility to support branch/functional area generalist positions.

*b. OPMS XXI implementation.* The numbers of authorized FA 57 billets, by grade, will vary as force structure decisions are made and actions to implement them are taken. Officers desiring more information on FA 57 authorizations and inventory are encouraged to contact the Simulations Operations proponent office or the PERSCOM OPMD FA 57 assignment officer.

#### **44-7. Key life cycle initiatives for Simulations Operations**

*a. Structure.* The Army has no plans to make significant changes to the structure of FA 57 organizations through FY 2006. There will be changes to the authorizations of those units based on the restructuring and recoding initiatives associated with the implementation of OPMS XXI. Other minor changes are possible due to the iterative nature of the restructuring and recoding process.

*b. Acquire.* Some captains will be designated into the Simulations Operations functional area between their 5th and 6th years of service. Other officers will receive the FA 57 functional area and Information Operations Career Field designations through a Career Field designation process immediately after selection for major.

*c. Distribute.* Assignment managers in PERSCOM FAMDD will manage all FA 57 assignments. The National Simulation Center (FA 57 proponent office) will work in close coordination with PERSCOM to ensure assignments are made in the best interests of both the officer and the Army.

*d. Deploy.* Simulations Operations officers are warfighters who

remain personally and professionally prepared to deploy worldwide at all times. Whether assigned to mobile TOE units with high levels of readiness or fixed site TDA organizations, all FA 57 officers must be deployable to accomplish missions across the full spectrum of conflict. FA 57 officers may deploy tomorrow with their units to deter potential adversaries and to protect national interests; or as individuals to support joint and multinational operations other than war such as humanitarian and peace keeping missions. Simulations Operations officers must prepare themselves and their families for this most challenging life cycle function.

*e. Sustain.* OPMS XXI changes the manner of execution of two major actions which affect FA 57 officer career development.

(1) *Promotion.* The institution of Career Field based promotion boards is a significant but fundamental change. FA 57 functional area officers will compete for promotion only within the Information Operations Career Field, eliminating the double counting which occurred previously when officers competed in both their functional area and their basic branch. Additionally, the percentage of below-the-zone (BZ) promotions will decrease and officers will be eligible for BZ promotion one time for each grade. Promotion numbers and percentages should reflect Army and functional area requirements.

(2) *Officer Evaluation Report.* The OER will reinforce the linkage between officer development and OPMS XXI. Starting with captain, the rater and senior rater will recommend on the officer's OER the Career Field which best suits his or her abilities and interests.

*f. Develop.* FA 57 will offer some diversity for assignment and professional development. The increasing complexity of the technical skills required will mandate that some officers attend Advanced Civil Schooling or Training With Industry. Officer development will continue to occur through a methodical sequence of progressive assignments. Self-development continues to be an essential component of officer development.

*g. Separate.* The officer separation process remains unchanged.

#### **44-8. Simulations Operations Reserve Component officers**

*a. General career development.* Reserve Component officer development objectives and qualifications basically parallel those planned for their Active Component counterparts. Junior officers must develop a strong foundation through assignments in their functional area before specialization begins.

*b. Functional area qualification and development opportunities.* Even though Reserve Component officers are limited by geographical considerations, they should strive for FA 57 assignments that yield the same developmental opportunities as their Active Component counterparts.

*c. Life cycle development model.* The Reserve Component life cycle development model for FA 57 officers is shown at figure 44-2.

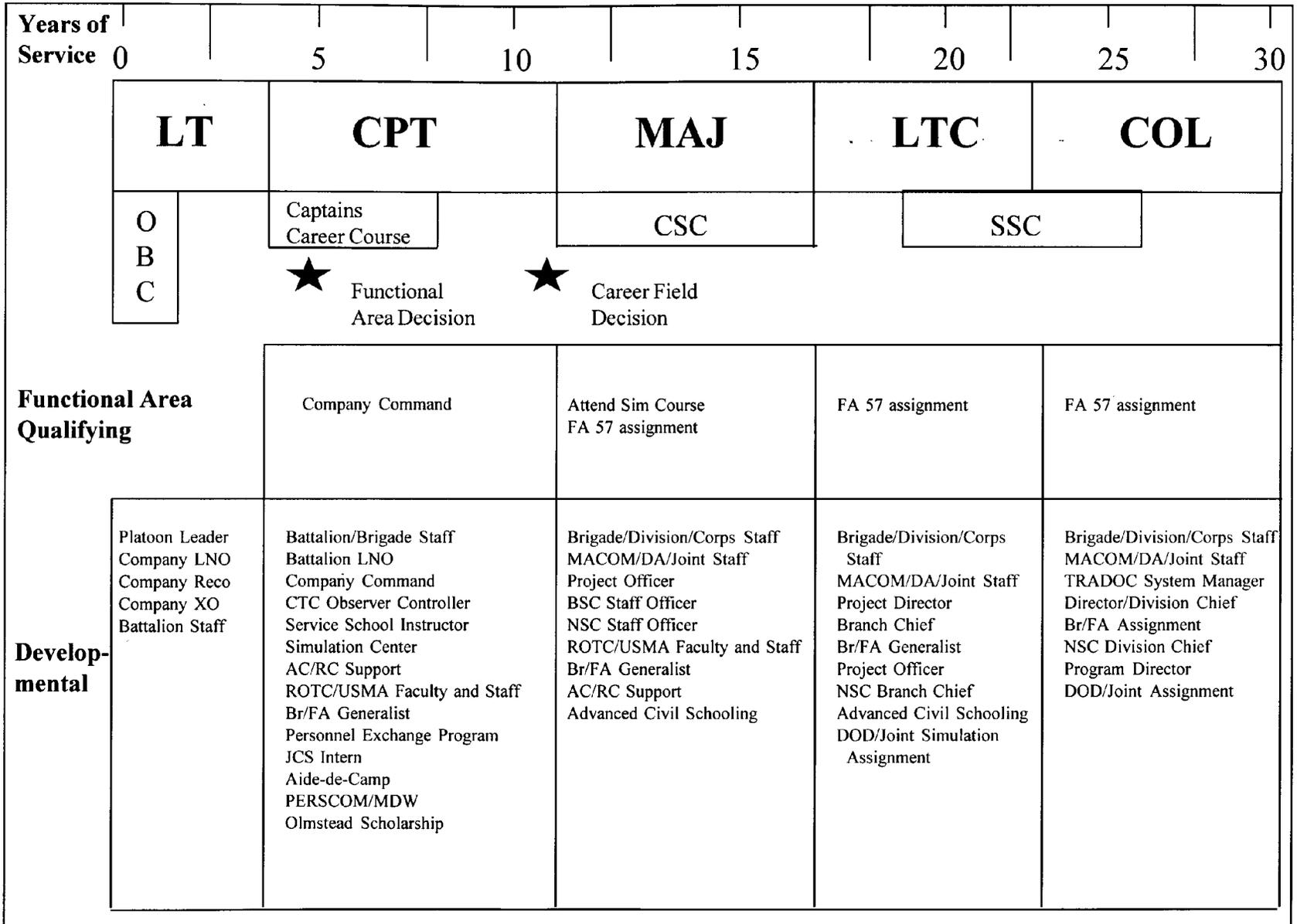


Figure 44-1. FA 57 life cycle development model (Active)

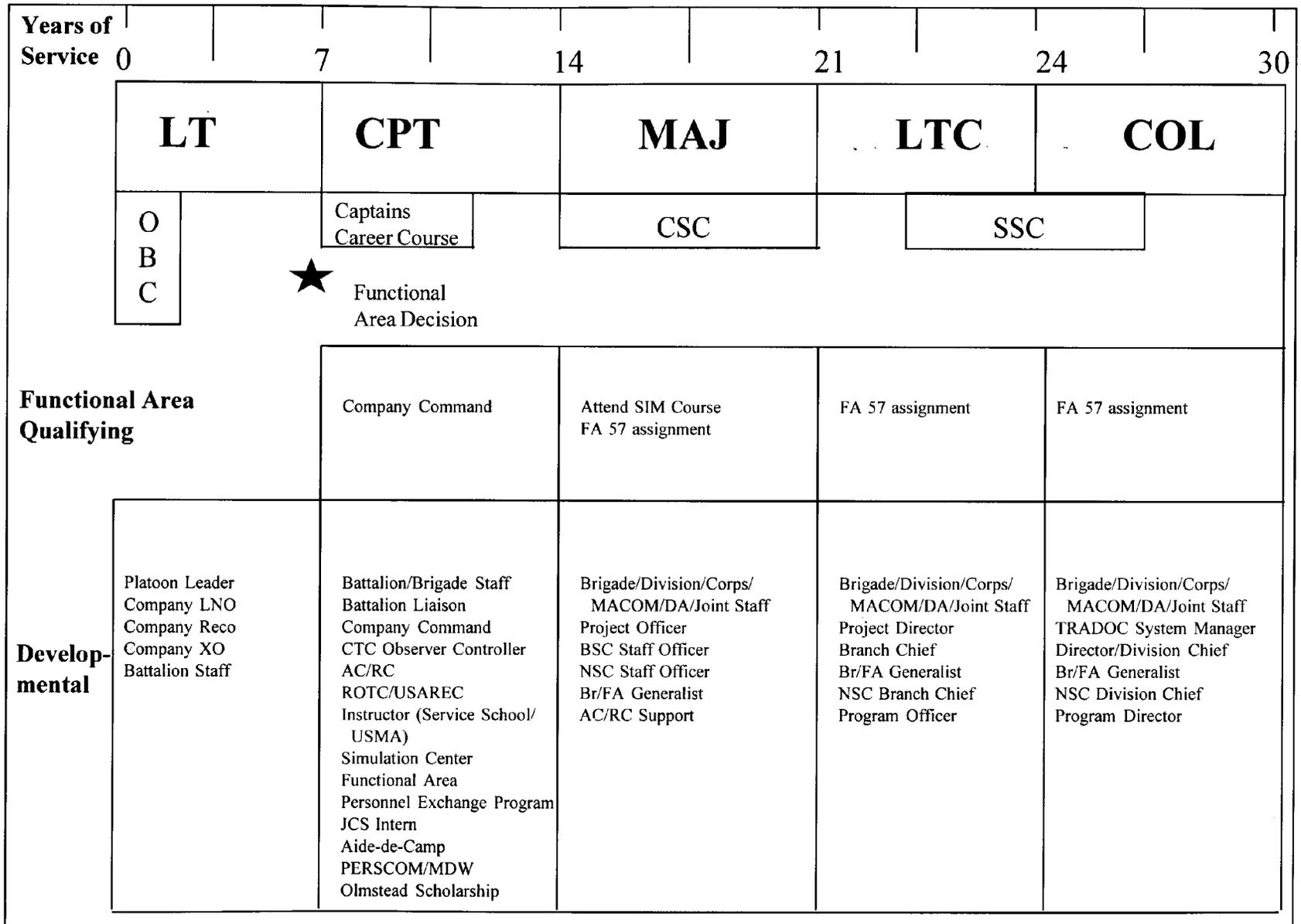


Figure 44-2. FA 57 life cycle development model (Reserve)