



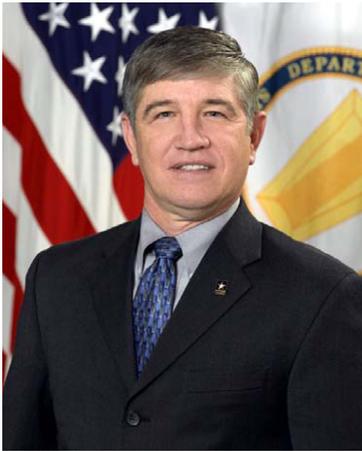
# Manpower and Force Management Career Program Bulletin

Summer 2008

## Training and Your Career Development

Mr. Roy A. Wallace

Director, Plans and Resources



Training is key to building and sustaining our professional manpower and force management corps. We enroll in training classes to acquire, improve or enhance our skills. Without a doubt, we need to identify and provide training for entry-

level positions. This introductory training is essential when new employees come to us with different educational credentials and varied work experiences. New employees join our ranks and ask important questions – “What is a management analyst? What do manpower and force managers do?” Valid questions. We promote the use of USDA courses to develop the analytical skills and techniques we need and expect of our careerists. We advocate the Action Officer Development Course (AOC) so they can understand what is expected of them as a staff member. We also rely on On-The-Job (OJT) training to build skills through practical application. To initiate new employees in our specialized area of expertise, manpower and force management, we offer the Manpower and Force Management Course (MFMC) at the Army Logistics Management College (ALMC). This course serves as an introduction to the strategies, requirements, resourcing and, in particular, management of the TDA Army. The Army Force Management School (AFMS) also offers a similar version with greater focus on the TOE/MTOE side of our house.

Too often however we overlook the value of training when we enter “mid-career.” Certainly it becomes more difficult for us to pull away from office responsibilities and leave our organizations short-staffed to attend a training class.

Complicating training even further are the ever-tightening budget pressures that sometimes cause training dollars to migrate to “higher priorities.” But training for the mid-careerist has tremendous value for the individual, the organization and the Army. Training can serve as a refresher and it can enhance current performance. We recommend the Force Integration Course as it brings participants up to speed on current processes. The Army Force Management School provides a four-week Advanced Force Management Course (AFMC) for Pay Band 2 / GS-11s and above. Additionally, civilians can apply for the FA-50 Qualifications course to gain a more detailed understanding of force management as presented by the Army’s Force Manager, G-3. On the CP26 website ([www.cp26.army.mil](http://www.cp26.army.mil)), we have posted two spreadsheets. Under the “Other Training and Development” links, there is an Excel file that lays out the ACTEDS training plan by Pay Band/GS series and available training. The second Excel file provides website links to training courses. In addition to classroom training, we also identify opportunities for developmental assignments to help broaden your perspective and experience. Have you considered an “Employee Swap?” This type of training enables two employees to temporarily trade positions to the benefit of everyone – employee and organization. We have included an article on a “SWAP” experience in this newsletter.

The Competitive Professional Development (CPD) program was designed to promote and fund training for mid-level careerists. Each year CP26 is allocated funds to training needs. Through this program,



we are able to provide financial support to those mid-careerists willing to step up and broaden their experience. I cannot overstate the value of training at all phases of your career. Learning shouldn't stop as you climb the ladder. Remember, the CP26 Proponency Office is here to help you with career development and training opportunities. ✪

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## The Manpower Management Challenge

By Ms. Jean Wigham

There are many issues facing the resource management community in this very turbulent time and we are all challenged to provide the Army with the most cost effective means to execute the mission while ensuring the safety, security, and wellness of soldiers and their

families, and the civilian and contract workforce that supports them. Our expectations, however, are based on what we are executing now to support operations in Iraq and Afghanistan. We are not setting expectation to ensure cost effective operations, but must begin to address how we will deal with that in a future that doesn't include supplemental funding.

The Army's most expensive and important asset is manpower, and, as good stewards of the tax payer's dollar (which includes all of us), it is the responsibility of Army manpower managers to develop programs that help reduce costs without degrading capabilities. Absent the ability to develop viable and cost effective manpower programs, we are neither analysts nor managers. We must challenge the status quo in order to implement change and meet the challenges of the future. We need to begin planning now. The Army was extremely successful in getting additional funds and military for Grow the Army, however, we must still deal with the issue of civilian manpower growth - we are fundamentally changing the way we do business and have an opportunity now to divest unnecessary functions and processes and focus on getting the manpower and organizations of the Army aligned with the strategic goals of the Department. With Base Realignment and Closure, Global Repositioning, and a new administration on the horizon, we must plan for significant change in order to maintain the current momentum. Change is inevitable –

QDR 2006 focuses our attention and expectations until the new administration arrives and QDR 2008 is begun. QDR 2006 is the '...roadmap of change...' that requires us to '...develop a model of continuous change and reassessment. .' with two key imperatives for the department...' – reorient capabilities and forces to be more agile and prepared for wider asymmetric challenges,



and implement enterprise-wide changes to ensure that organizational structures, processes and procedures effectively support the strategic direction. QDR 2006 introduces the concept of Business Transformation across the Department of Defense and fundamentally changes personnel management with the introduction of the National Strategic Personnel System (NSPS).

As manpower managers, we must understand the implications of NSPS and link our goals and strategies to Business Transformation. We must understand and be educated in the tools that will help us become more proficient analysts. The Mission Statement of the Army Business Transformation Office should inform your Strategic Goals – “To fundamentally change how the Army does business by applying proven business principles to the Army’s business processes in order to effectively and efficiently provide the necessary capabilities to Combatant Commanders in support of National Security and Defense Strategies.”

How do we build flexible organizations that accommodate change? Perhaps we already have the tools, we need the discipline to use them, and the authority to make them policy. Let’s begin now to reexamine our goals, set our strategies, and develop manpower programs that use the most cost effective mix of permanent, temporary, WAE and contract employees in efficient and flexible organizations. We must focus our efforts to help the Army man, train, equip and sustain soldiers and units, and support families.

I applaud the Installation Command in their Year of Manpower -- developing common standards for installation management that will standardize installation management across the Army and provide models for determining manpower requirements. As they work through the process, I challenge them to become the model for manpower management across the Army by creating standardized, flexible and efficient organizations, eliminating unnecessary processes, and developing creative staffing that sets the standard for the rest of the Army. That is, after all, our mission. 🚩

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## Attending the Manpower and Force Management Course

By Ms. Rocky Thomas



The entire course was wonderful. I learned about other commands; networked and made new friends; enhanced my understanding of what I do; and was shown the numerous

possibilities as a management analyst.

The following are a few experiences from the Manpower and Force Management Course;

(1) The guest speakers were inspiring as they spoke of their love for the Soldiers, civilians, and their areas of work.

Mr. Kirby Lampersberger, the instructor, was energetic and knowledgeable. He trained and provided opportunities to apply what was taught through practical exercises.

(2) One of my favorite assignments was the Strategic Planning Exercise. I chose to review the Manpower and Force Analysis Directorate (MFAD) and acknowledge weak points, create a vision, and present a plan of action. Due to not understanding MFAD well enough to identify weak areas, I was led to contact a few Division Chiefs for insight. Knowing Mrs. Helmerston has been an implementer of positive change, I inquired about her vision for the Directorate. This assignment led to numerous questions about MFAD and was beneficial as I designed various diagrams to help understand the functions, missions, needs, strengths, and overall vision for where MFAD is heading. Although most of the diagrams and information I collected were not needed for the assignment, it was beneficial for me.

(3) After this assignment and the course, I gained a new understanding of the importance of having a vision. My work affects the lives of both civilians and Soldiers. Knowing the Soldiers are

the heart and soul of America, dedicating their lives for our freedom. I will do all I can to go above and beyond to fulfill my purpose as an intern and give back to those who have given so much. It truly is “...an honor to serve the Nation and its Army.” ✪

## Intern Orientation

By Ms. Stacy Sepulvado



Interns assigned to the Combat Arms Division, US Army Force Management Support Agency enjoy a unique opportunity that not many interns receive. Listed on our Individual Development Plan

(IDP), is an Intern Orientation trip. Our CP26 Activity Manager, Mr. Tom Rezendes, leads this trip.

A group of 12 met at the airport on Monday, 5 November and began our journey. We flew from Kansas City to Washington D.C. First on our agenda was to travel to Alexandria, VA to the Human Resources Center (HRC) to meet colleagues with whom we will have future interaction with in our career. We were briefed on the Standards of Grade process and how it applied to building TOE, BOIP and MTOE. Then we went to USAFMSA in Ft. Belvoir, headquarters and sister division of USAFMSA Ft. Leavenworth. We had the honor to meet and have a conversation with COL. O’Keefe, our Deputy Commander, who explained the importance and significance our job has in the Army. We also met with the Combat Support Division and Table of Distribution and Allowances Division employees.

On 6 November we went to the Pentagon. We were briefed by the Chief of DAMO- FMP- COL Lindon and Chief of DAMO- FMO- COL Rivera. We also had the opportunity to meet with our Organizational Integrators (OI’s) with whom we have a close working relationship with over the phone, meeting them in person and seeing the

work they do helped put a piece of the puzzle together. We also met DAMO-FM representatives and the Chief of DAMO- FMF- COL Mealer. Next, we went to G-1 and met with Ms. Beryl Hancock, Ms. Tammi Webb-Drinkard and Ms. Barbara Guy. Ms. Hancock spoke about the importance of training, education and career planning. They answered any questions we had as interns and about the opportunities we will have to further our career with CP26.

Aside from briefings and meeting colleagues we received an important lesson in Washington D.C.: using the metro. The metro is an intimidating way of travel when you are unfamiliar with how it works. After the quick metro tutorial, going TDY in Washington D.C. and using the transportation system does not seem as daunting. The final day, 7 November, we caravanned to Ft. Lee and were briefed by Roberta Boneparte and LTC Grube. LTC Grube welcomed us to Combat Service Support Division and provided us an overview of the Division. Ms. Boneparte briefed us on Manpower Requirements Criteria (MARC) and how it fits in to the job we have as Management Analysts. Then we went to Ft. Eustis and were briefed by Ron Gillespie at the Tactical Wheeled Vehicle Requirement Management Office (TWVRMO) and we met with other action officers. We had the opportunity to view a prototype Joint Light Tactical Wheeled vehicle where we were able to climb on board and sit behind the wheel.

After an event packed three days we departed Virginia on 8

November and made our way back to Ft. Leavenworth. The trip was quick, informative and necessary. Not only did this trip allow us to put a face to a name and meet our colleagues at our sister organizations, but it was also a great opportunity for us, as interns, to get to know each other better and create a stronger working relationship. ✪



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## “Switch Work Assignment Program” (SWAP)

By Ms. Sam Winkelspecht



The benefits of being involved in a Switch Work Assignment Program (SWAP) is the exposure that you receive to other jobs. Do

you know the steps you should take to advance in your career? Do you know the website of the CP26 Proponency Office that explains what is involved in the your career progression and training needed? Do you know how to document a TDA? Do you know how requirements are determined and how authorizations are allocated? Who is responsible for making decisions on manpower actions and what offices do they work in? You can become aware of these and other processes in different offices at different levels by volunteering for a SWAP.

I was offered the opportunity to participate in the pilot of HQDA-IMCOM SWAP and was very fortunate to be able to work in the Pentagon, in the CP26 Proponency Office and the Manpower Allocations Office at the Headquarters DA level. I’ve worked at the installation, brigade, headquarters, and ACOM levels, but I never dreamed in my entire career that I’d be working at the HQDA level, at the Pentagon someday. I couldn’t pass this adventure up.

This opportunity came about because I was looking for a new challenge and a person working in the CP26 Proponency Office was curious about how ACOMs processed manpower requirements and allocated authorizations, so our supervisors agreed that we could swap positions for five weeks.

It has enlightened me on how HQDA’s Manpower Allocations Office receives manpower details on spreadsheets and what that information is compared against, and what actions are taken. I

attended the Program Budget Action Team (PBAT) meetings which are discussions of the redistribution of funds and MDEPS in preparation for POM. I was shown the Program Decision Memorandum (PDM) that displays all funding and manpower for Army, Navy, and Air Force, for the current year, budget year and outyears. It was explained to me what figures have to balance. This was certainly a different perspective. In my permanent job, I looked at each transaction individually, but at the Headquarters DA level, it is a rollup view. This took some getting use to.

While working in the CP26 Proponency Office, I learned about the Intern Program and the coordination, training and what research that is required, to ensure the interns are allotted every opportunity to progress. I read the descriptions of the nine functional areas of Manpower and Force Management, and what is involved in each one. I initiated the action to identify the subject matter expert (SME), in each of the functional areas of the HQDA level of Resource Management. I was given the opportunity to revise functional descriptions. I read AR 95-2, Rapid Action Revision and listed needed administrative changes, to enhance the AR and to meet official publication standards.

While this was not a lengthy assignment, it gave me ample time to: attend meetings at the DA level; meet impressive people and network; become familiar with what training is needed to advance further in my career; and to realize how knowledge and input can affect the higher echelon. It was an experience I highly recommend, especially for those who have been with the government for a lot of years and who want to experience change without it being a permanent one.



There are many opportunities at all levels to grow, if you just take the initiative. Ask your supervisor if there is an opportunity to participate in a SWAP position. It’s your chance to see how other offices do business. You won’t

be an expert in the field at the end of this assignment, but you will broaden your knowledge of how other government offices work and you will get to know the people that make things happen.

For more information, contact Ms. Sam Winkelspecht, 703-692-6884 or DSN 222-6884, email: [sandra.winkelspecht@hqda.army.mil](mailto:sandra.winkelspecht@hqda.army.mil)

*NOTE: After I returned to my permanent position with IMCOM, Ms. Hancock offered me the position permanently, as the gentleman I had swapped with was offered another position. Having worked in the office and knowing what the position would entail, I accepted the offer and am currently the co-editor of this bulletin, I maintain the CP26 website, and I work on the Secretary of Army Awards, along with many other duties. I am very happy I took this position and I highly recommend the Switch Work Assignment Program (SWAP). ★*

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## FA 50 Q-COURSE ATTENDEE IS AMC FELLOW

By Ms. Shanna Lawing



Ms. Shanna Lawing is an Army Materiel Command (AMC) Fellow with a primary career program of Manpower

and Force Management (CP 26) and a secondary career of Human Resources (CP 10).

In the FA 50 Q-Course, Ms. Lawing says she has seen where AMC fits into several Army processes that support its mission to provide acquisition support and logistics to the warfighter. A few of the many processes include linking AMC to the Nation's strategy documents, where the ACOMs fall in PPBE, how force structure is changed, and how equipment moves through the Defense Acquisition System. Essentially, the Q-Course teaches how to manage change. As AMC changes

with the Army, this is important knowledge that will aid her in her duties. Ms. Lawing says this course has been an invaluable experience for an upcoming Manpower and Force Management careerist, and she expects to benefit beyond measure from this knowledge gained.

The AMC Fellows program is a five-year internship designed to build "multifunctional, mobile cadre of highly qualified personnel for AMC." It consists of graduate-level training followed by several rotational assignments. Since her entrance into the Fellows program in 2003, Ms. Lawing has worked throughout Headquarters AMC, including Resource Management (G-8), Strategy and Concepts (G-3/5), and Personnel (G-1). AMC has plans to send Ms. Lawing to the Pentagon in the spring for more experience before she returns to AMC, G-3 in September of 2008. ★

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## Continuing Education for Senior Leaders (CESL)

By Ms. Barbara Guy

If you are interested in attending a course that not only educates and informs, but provides a venue for open communication among your peers, the Continuing Education for Senior Leaders (CESL) course is for you!!! I recently attended a "Pilot Course" (3 – 7 December 2007, Course 08-1) that was developed to provide a continuing education and sustainment program for senior civilian and selected military leaders. As "Pilot Course" attendees, we were the "guinea pigs" for the key development decisions pertaining to the course, including: curriculum; scheduled speakers and course duration. The course was comprised of 52 attendees representing various worldwide locations throughout the Army. The course provided the perfect forum to meet and share ideas concerning the challenges facing today's Army with a diverse group of professionals.

The course required nine Distributed Learning (DL) pre-course assignments: Automated Pre-Course Survey; One-Page Summary of a favorite

leadership book; Prepared list of issues/challenges for Army Civilian Corps leaders; Identification of 10 Qualities or Values that you want to emulate from a prepared listing; Prepared questions for a military panel of leaders recently returned from Iraq; Reading of 10 short Military Review articles (provided); Reading of two Middle Eastern Culture articles (provided); Completion of the automated quiz on Middle Eastern reading material; and, Review of the Middle Eastern Map provided for general familiarization purposes. All of that was PRIOR TO the first day of course!!!

The stringent pre-work requirements were not indicative of the course experience. The “Pre-Work” provided the foundation for the classroom discussions and group work. Shortly after our opening ceremony, we were divided into “Sub-Groups”, reminiscent of the Sustaining Base Leadership Management (SBLM) course format of “Seminar” groups. Each group met in separate, designated areas and discussed the readings, the leadership book recommendations and leadership issues. It was quite interesting sharing perspectives with such a diverse group. Throughout the week, various Key Note speakers briefed the entire class on relevant topics including Middle Eastern culture, ARFORGEN and Theories of Inventive Problem Solving. Individual leadership skills were also demonstrated and employed as each group ranked the top five book reviews and leadership issues for consideration by the entire class. Skills such as listening, negotiating, effective briefing and facilitating were all used during the group sessions by each member, (An inconspicuous way to enforce leadership skills without overtly teaching them).

I don't know whether it is because I possess superb skills of persuasion, but both my leadership book review (“When Generations Collide” by Lynne C. Lancaster and Davis Stillman) and recommended leadership Issue, “How Should Hiring, Promotion System, and Evaluations Be Competency Based?” were



selected by the class for the CESL “Top Ten Leadership Book List” and for forwarding to the Army Management Staff College (AMSC) Commandant, respectively.

CESL has now been incorporated into the Civilian Education System (CES) curriculum. Check out the AMSC website for more information and course schedules:

<http://www.amsc.belvoir.army.mil/>. A pre-requisite for this course is that you have attended either SBLM or the Advanced CES course and are a GS-14/15 or Pay Band O3 equivalent. It is a training investment that provides a positive rate of return! ✪



## Industrial College of the Armed Forces

By Ms. Jennifer A. Lasichak

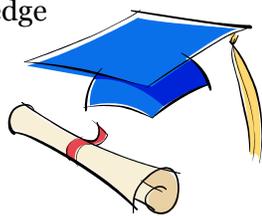
Greetings from a fellow CP-26er from the Industrial College of the Armed Forces (ICAF) at Fort McNair, Washington, D.C. ICAF is one of several Senior Service Colleges (SSC) in the Department of Defense – a sister college to National War College and the Army War College. Of course, in my opinion ICAF is the number one SSC! Ok, perhaps I'm a bit biased, but when you attend one of the SSCs you need to let me know what you think.

Some folks have asked what does it take to become a GS-15 and selected for a SSC. Well, I believe you need to decide what you want to do when you grow up. I've asked myself this question on numerous occasions and it is hard to

answer without help. Luckily, I've had excellent mentors and their advice has been invaluable. You certainly have to make up your own mind and make a commitment to whatever path you chose to take. Start now and just do it! There are certainly plenty of opportunities within the Department of Army, Department of Defense, and the other federal agencies.

I focused on five areas to round out my career and experiences.

**Multi-discipline functional experience:** I started as a manpower management intern at 5th Signal Command in Germany; completed my internship and transferred to Worms Military Community Directorate of Resource Management as a GS-11 Budget Officer (I did not even know the difference between a commitment and obligation much less the different appropriations); then selected as a GS-12 Program Analyst a year later in the HQ USAREUR, DCS of Information Management (G6) to work program funding issues; then a year later selected as a GS-13 Director of Resource Management in the 160th Signal Brigade. I was selected as the DRM due to my multi-functional experience in manpower management, budget, and programming. I also worked in programming, budgeting, strategic planning, and manpower management at HQ FORSCOM and accepted a six month developmental assignment to the HQDA G6 to draft a Strategic Plan for the development of Army Knowledge Online. I returned to HQ USAREUR in my most recent position as the Chief, Manpower and Program Analysis Division, in the USAREUR G8.



**Experience at multiple organizations and levels.** Experience at the various levels of the Army is invaluable. Each organization operates differently; you grow with each assignment – I worked for Army Signal Command (ASC) (now NETCOM), USAREUR, FORSCOM and HQDA G6. I have also worked at various levels of the Army – brigade and military community where the rubber meets the road; 5th Signal Command;

HQ USAREUR G6 and G8, and HQ FORSCOM J5 and G8; and HQDA G6.

**Continuous Learning.** Education and training is important; earn a degree—an associate, bachelors, masters, etc. I believe knowledge gained from each course broadens your horizons and helps you see the world differently. Training is also important, you need to learn continuously. I earned an MBA from Syracuse University, and will receive a Masters of Science in National Resource Strategy from ICAF. The CP-26 Proponency Office has the resources to fund college courses at both undergraduate and graduate levels. You can also apply for the Defense Comptrollership Program (DCP) to earn a MBA/MPA at Syracuse University. Excellent opportunity, again I may be a bit biased. Funding for various training events are also available. Why not set your goal to earn a certification and maintain it through continual learning events – one example is the Certified Defense Financial Manager (CDFM); however there are many more certification programs.



**Networking.** Establish lifelong contacts throughout the Department of Defense. You never know when you can help someone or receive their advice to complete a project. People are the most important asset in the Army; listen to your folks they may have a solution to a complicated problem. Develop your subordinates; they will be the key to the success of the organization in the future. As a manager, you will rely on their expertise, besides you cannot accomplish it all yourself. I have worked with exceptional folks throughout my career.

**Challenges.** Step up and accept a challenge. There are plenty of opportunities in the Department of Army! Step outside of your comfort zone and take a risk. You will learn volumes and will be able to apply what you learned to a problem in the future. When I accepted the developmental assignment at HQDA G6 to help develop the AKO Strategic Plan – wow! I was certainly in a panic, and questioned

why I volunteered – I was a little resource/manpower management analyst with no experience in Knowledge Management. What a stretch! But the experience was invaluable to my future.

Competition is tough, but with the right experiences and willingness to accept tough assignments you should be promoted right along. It is a matter of deciding what you want to do when you grow up. Find a mentor, establish a realistic plan, and start executing immediately. Although I do not know where my next assignment will be, please feel free to contact me at [Jennifer.Lasichak@us.army.mil](mailto:Jennifer.Lasichak@us.army.mil).

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## Training for the Successful Garrison Resource Management Directorate

By Mr. Donald Hagemann

Installation Management Agency (IMA) was established 1 October 2002; manpower assets were transferred from the mission (MACOM) side of the installation to establish requirements and authorizations, and to resource the newly created IMA garrison. During the 2004 split at Fort Huachuca many requirements and authorizations did not materialize on the IMA TDA as they were utilized as manpower bill payers for HQDA-level bills. Employees reassigned from the mission Resource Management office to the garrison (IMA) were not trained nor did they have experience in the workings of a garrison manpower activity, leaving them ill equipped to provide support to the Garrison Commander and Staff. In conversations with other garrisons, this situation was not unique to Fort Huachuca.

In October of 2006 IMA became the Installation Management Command (IMCOM). Manpower shops across the command were still working with grossly inaccurate Tables of Distribution and Allowances (TDA) as a result of the loss of requirements and authorizations as explained in the previous paragraph. The inadequacies of the

TDAs were such that it made the manpower environment very tenuous, creating strain between directors and manpower personnel. Our inability to develop and maintain an accurate TDA, especially through the Command Plan process was extremely frustrating and much more time consuming than necessary. The lack of manpower training and experience gave rise to an obvious dichotomy as the lack of understanding of what we should be doing and what was required were contradictory to the successful development of an accurate TDA.

IMCOM's incorporation of a new program called Common Levels of Support (CLS) created further challenges with TDA issues. CLS implementation began during FY07 and is expected to be fully implemented in FY09. CLS is the vehicle that allows IMCOM to ensure standardized service levels and requisite resourcing throughout IMCOM. This makes accurate manpower identification, validation, documentation, and maintenance of manning documents even more critical for identifying manpower budget requirements in the planning and programming years of the PPBES cycle.

The lack of experience at garrison level of manpower personnel, combined with the absence of formal training, contributes to decreasing levels of expert manpower support. Training the total manpower mission includes but is not limited to: Manpower Determination, Documentation, Concept Plan Development, Equipment TDA process/documentation, Command Plan, and Manpower Management. Properly trained IMCOM manpower shops would be able to meet their CLS imposed targets, goals, and capability levels. Well trained personnel and



shared experiences in development of these manpower areas would indeed provide exceptional levels of support for the Garrison Command and staff personnel, the soldiers and their families we support, also the civilian workforce and contractors at the garrison level.

In FY07, the Year of Manpower Task Force (YOM-TF) was chartered by the IMCOM Commander to permanently establish a requirements determination process by way of manpower models. Concurrently, the task force began the process that facilitates the correction of the TDAs that have been inaccurate since the IMCOM/Mission split. The YOM-TF has developed manpower models to show requirements for the majority of the services listed in CLS that are not A76 or undergoing an A76 study. These models have are being accredited by the US Army Manpower and Analysis Agency (USAMAA), reviewed by the functional representatives at HQ IMCOM and Regions, approved by HQ DA G3/5/7 and then applied to applicable garrisons CONUS and OCONUS. As of the writing of this article, not all models have been approved by USAMAA. Once the models are accredited by USAMAA the results (requirements) will be submitted to HQDA G3/5/7 for approval and then documented during Command Plan TDA update. The next step should be that each garrison manpower shop validates the model developed by YOM-TF with an actual manpower measurement to ensure all manpower requirements are identified for each garrison. Again, training is needed in requirements identification and validation to properly document manpower requirements during the Command Plan.

Another aspect of the garrison manpower shops mission is the InterService Support Agreement (ISSA) requirements to successfully secure reimbursable customer requirements and the associated dollars for such support. Again, there is no formal training provided for this key mission, responsible for identifying millions of dollars of reimbursable costs for services consumed by Army and non-Army customers of the garrison. These documents and associated programs are not simple templates that can be filled in by a neophyte. Rather, they require someone trained in the art of negotiation to identify required areas



of support and assign a dollar value appropriately. Individuals must understand reimbursable rules and regulations, CLS impact on ISSAs, associated costing documents such as Command, Control, Communication, Computers and Information Management (C4IM), and Military Interdepartmental Purchase Requests (MIPR) as well as their non military counterparts. Without the requisite training, the ISSA program can suffer. This can result in insufficient support and funding for garrison mission requirements.

As a side issue, the governing directive of the ISSA program (DODI 4000.19) is in rewrite and part of the rewrite appears to eliminate the Joint Interservice Regional Support Group (JIRSG). This move would have a severe, negative impact on the program as it would do away with a centralized regional representative. This individual would be responsible for providing critical support such as conferences and workshops where garrison and other support agreement personnel could gain up to date information, network with other ISSA developers, and assist in providing a regional solution to problems experienced throughout the support agreement community. The Support Agreement Manager (SAM) is the garrison's representative to all external customers of the garrison. Therefore, it is essential that the SAM be trained and knowledgeable in development of ISSAs to provide a professional face for the garrison.

Another responsibility of the management and manpower mission is the additional duty of Internal Control Program (ICP) Administrator for the garrison. Currently training is received through USDA training opportunities. This program is mandated by the Federal Financial Managers Act to annually identify any material weaknesses in the management of garrison resources. This program requires annual training for directors, staff, and other personnel responsible for accomplishing checklists showing the success of meeting stated requirements established by law, regulation, and OMB. Further requirements are followed up throughout the year to assist and ensure the material weaknesses are being eliminated as established in the ICP annual assurance statement submitted by the Garrison Commander.

One way to accomplish the entire resource management mission in the Army and provide increased and more effective support is to establish and/or increase the level of the manpower and budget interface throughout the Army. In my experience at garrison and ACOM levels, manpower and budget are treated as two different entities that have little to no interface when developing command plans or budget estimates. Manpower requirements and authorizations, as well as matching the PBG, should be inextricably connected to the budget and each authorization should be a statement of dollars provided to support the manpower authorizations. Stated another way, if there is a manpower authorization on the TDA then there must be payroll and benefit dollars to hire against that authorization.

In today's fast moving budget and manpower environment, it seems inevitable that cross training of manpower and budget analysts would alleviate much of the confusion and provide staffing flexibility to the directors of resource management. I would propose reclassifying positions and rewriting job descriptions to expand them to the GS-0501 or GS-0301, and provide opportunities for training and experience to all garrison level RM personnel in both areas of the RM mission. This will give management better flexibility and the employee greater career opportunities and promotion potential throughout the RM community. Although the garrison level RM personnel would be GS-0501 or GS-0301 they would qualify to compete for GS-0560 or GS-0343 positions Army wide.

In conclusion, training for garrison level manpower shops that will provide basic understanding and techniques to complete concept plans, requirements identification and validation, negotiate ISSAs, develop accurate and timely command plan input, and administer the Army internal controls program is urgently needed to provide accurate, timely, and complete services for all garrison, Army, non Army, and non DOD customers. This training will provide IMCOM garrisons the tools they need for successful completion of the garrison level RM manpower mission. Cross training would further

provide a well rounded analyst capable of complete mission success. 

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## **Closing Notes from the Assistant Editor**

This is my first issue of publication, as the assistant editor of the Manpower and Force Management Career Program Bulletin. I'd like to thank each reader of our newsletter and I hope you find our information on Training helpful. I would like to extend a special thanks to Jacob Padilla for his technical skills in formatting this bulletin and for the contributions of articles from some of our careerists.

## **Bulletin Articles**

Careerists, supervisors, and managers in the Manpower and Force Management Career Program and Career Field are invited to submit articles for publication or to suggest articles or features you would like to see in this Bulletin. Submit articles, comments, or suggestions to:

CP26 Proponency Office  
Deputy Chief of Staff, G1  
ATTN: DAPE-PRM  
300 Army Pentagon  
Washington, DC 20310-0300  
Or email to: [CP26@hqda.army.mil](mailto:CP26@hqda.army.mil)

## **Editorial Policy**

The Manpower and Force Management Bulletin is an official of the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Information in this bulletin concerns policies, procedures, and items of interest for the manpower and force management career program and career field. Statements and opinions expressed are not necessarily those of the Department of the Army.

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