



MANPOWER AND FORCE MANAGEMENT CAREER PROGRAM BULLETIN

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Mr. Mark R. Lewis

FROM THE FUNCTIONAL CHIEF REPRESENTATIVE

This is first edition of the Bulletin to be published since I was named in April as the Manpower and Force Management Functional Chief Representative (FCR), a position that I am pleased to assume. Collateral to my duties as Director, Plans, Resources and Operations in DCS, G-1, I look forward to representing the CP26 workforce at HQDA.

The HQDA Realignment Task Force, NETCOM, Transformation Installation Management, and Army Contracting Agency are examples of emerging organizations and initiatives that manpower managers are playing a key role in. During the last year, the Army has undergone significant turbulence. We are engaged in a global war on terrorism while concurrently streamlining the Army Headquarters; realigning functions; standing up new, more efficient organizations; and continuing to carry on with the transformation to the objective force. Our manpower and force management workforce are enablers of these changes, with their expertise in organizational design and workload measurement to identify the essential manpower required to perform the mission, recommend the most efficient organizational structure, and document the results.

The recipients and runners-up of the 2001 Secretary of the Army Awards for Improving Manpower and Force Management are featured in this edition of the Bulletin. Recipients will be recognized in an award ceremony scheduled for October 2, 2002 at Ft. Belvoir, VA. This event is held during our annual CP26 Planning Board so that all of the MACOMs can participate in recognizing the outstanding achievements of our careerists.

I look forward to working with the Manpower and Force Management team.

MARK R. LEWIS



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Lt General John M. LeMoyné

THE NEW FUNCTIONAL CHIEF

Lieutenant General John M. LeMoyné serves as the Deputy Chief of Staff, G-1. The G-1 oversees personnel policy and execution for the Active, Guard, Reserve, and DA Civilian forces. The G-1 also oversees the Total Army Personnel Command as a Field Operating Agency. LTG LeMoyné's responsibilities include overseeing Officer, Warrant Officer, and Enlisted personnel programs to include manning, recruiting, retention, and promotion policy; implementing a world-class Well-Being program designed to encourage a positive work-life balance; and coordinating the Transformation of the Army's Human Resources Systems to support the Army Transformation Campaign plan.

As the Functional Chief (FC), LTG LeMoyné is responsible for monitoring effective career management within the Manpower and Force Management career program; monitoring progress of career management-related EEO goals; developing policies, procedures and program requirements; resolving career management issues; reviewing proposals for program changes; reviewing program effectiveness; projecting intern requirements; fostering broad-based employee representation and ensuring all qualified candidates are equitably considered for promotions to executive level grades; and establishing training and development requirements.

Commissioned in the Infantry out of the University of Florida ROTC program, LTG LeMoyné has served in command positions from platoon to brigade level. He served as the commander of the Infantry Center, Fort Benning, GA. just prior to assuming his current duties as the G-1. He previously served on the Army Staff as the Assistant Deputy Chief of Staff for Personnel from 1997 to 1998.

LTG LeMoyné received a Bachelor of Science Degree in Business Administration from the University of Florida, and a Masters Degree in Public Administration from Shippensburg State College.

THE NEW FUNCTIONAL CHIEF REPRESENTATIVE

It is our pleasure to announce the recent appointment of Mr. Mark R. Lewis, Director, Plans, Resources and Operations, Office of the Deputy Chief of Staff for Personnel (G-1) as the Manpower and Force Management Career Program/Field Functional Chief Representative (FCR). He succeeds Mr. Robert Bartholomew in this role. Mr. Bartholomew retired from Federal service in November 2001. As the FCR, Mr. Lewis assumes responsibility for the career management, education, training and professional development of the Army's civilian manpower and force management professionals.

Mr. Lewis recently completed a 30-year career in the United States Army. He served in a variety of field assignments, interspersed with tours of duty at Headquarters Department of the Army. After graduating from the Industrial College of the Armed Forces in 1991, Mr. Lewis was assigned to the Pentagon and served consecutively as the Special Assistant and, then, Executive Officer to the Deputy Chief of Staff for Personnel. His next assignment was Assistant Director of Land Warfare, Office of Assistant Secretary of Defense (Special Operation and Low-Intensity Conflict). In August 1995, he became Chief of Plans Division, Office of the Deputy Chief of Staff for Personnel. In 1996, until his retirement as a Colonel in November 2001, Mr. Lewis served as the military Director of Plans, Resources and Operations, Office of the Deputy Chief of Staff for Personnel. In December 2001 Mr. Lewis was appointed to the Senior Executive Service and is now serving as the civilian Director of Plans, Resources and Operations, ODCS, G-1.

Army Civilian Career Evaluation System (ACCES) News

ACCES will be replaced by RESUMIX October 15, 2002. The last ACCES central referral list will be issued 15 September 2002. Regional CPOCs will begin issuing RESUMIX referral listed on 15 October 2002.

This change affects all CP26 employees at the mandatory career referral level (GS-11 through GS-15).

By October 15, 2002, all employees must complete a resume using Army's Resume Builder at <http://cpol.army.mil> to compete for promotion and employment opportunities. Once your resume is on file, employees may self-nominate for positions for which they wish to be considered. Vacancy announcements will be posted on the CPOL site under Employment and it is the employee's responsibility to check the website for vacancies.

Career Program (CP26) Awards Update

On May 8, 2002, an Awards Board met to select winners and runners-up for the 2001 Secretary of the Army Awards for Improving Manpower and Force Management. On June 5, the Secretary of the Army approved the recommendations of this Board. The award winners were announced to the MACOM career program managers in an email sent from the CP26 Propensity office on August 5, 2002. The 2001 selected winners and runners-up are as follows:

The winner of the Superior Performance Award is Ms. Sharon A. Brown, Manpower and Force Analysis Directorate, Office of the Deputy Chief of Staff for Resource Management, HQ, TRADOC, Fort Monroe, VA. The runner-up in this category is Ms. Cynthia T. Ward, Force Integration Division, Deputy G-3, U.S. Army Signal Command, FORSCOM, Fort Huachuca, AZ.

The winner of the Organizational Excellence Award is the Requirements Documentation Directorate, U.S. Army Force Management Support Agency, Fort Leavenworth, KS. The TRADOC Command Equipment Survey Team, Manpower and Force Analysis Directorate, Office of the Deputy Chief of Staff for Resource Management, HQ, TRADOC, Fort Monroe, VA, is recognized as the runner-up in this category.

The winner of the Distinguished Service Award is Mr. John J. Reeder, Combat Arms Branch, Requirements Documentation Directorate, U.S. Army Force Management Support Agency, Fort Leavenworth, KS. There is no runner-up in this category.

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The recipient of the General Lesley McNair Essay Award is Mr. John C. Di Genio, Requirements Branch, Manpower Division, Assistant Chief of Staff, Resource Management, HQ Eighth U.S. Army, Republic of Korea. The runner-up in this category is Mr. Charles J. Longazel, Requirements and Documentation Team, Comptroller Office, HQ, 1st Signal Brigade, U.S. Army Signal Command, FORSCOM, Republic of Korea.

Ms. Linda A. F. Mizuguchi, Force Development and Program Division, Deputy Chief of Staff for Resource Management, HQ, USARPAC, Fort Shafter, HI, is recognized as the recipient of the General Mark Clark Intern Award. There is no runner-up in this category.

Congratulations to all the 2001 winners and runners-up of the Secretary of the Army Awards for Improving Manpower and Force Management.

The following essay is the 2001 General Lesley McNair Essay award winner written by Mr. John Di Genio.

WHAT MANPOWER ANALYSTS OWE DECISION MAKERS

"Dare to Be Different"

"... [T]he priority is to shape that smaller workforce to ensure the right mix of skills, experience, and training."

– Helen T. McCoy, Former ASA(FM)

By John Di Genio

Introduction

The military services employ numerous analysts: Manpower analysts, budget analysts, logistics analysts; force developers, analysts, managers, management analysts, operations research analysts, etc. Although covering different disciplines, all analysts essentially owe decision makers the same type of analytical support, which I call responsibilities. Core responsibilities are those requirements that analysts have traditionally owed decision makers. "Emerging" responsibilities are simply "add-ons" to the traditional core responsibilities that analysts should consider to meet today's challenges and ever-growing demands. Although these responsibilities apply to all analysts, they represent the core values of every CP-26 careerist. With this as our starting point, let's begin by discussing how professionals in CP-26 adhere to the guiding principals contained in the "Core Responsibilities."

Core Responsibilities

There are four "Core Responsibilities" that analysts owe decision makers. I call these "Core Responsibilities" the "4-Cs" for "Candor," "Clarity," "Cost Effectiveness," and "Conditional." These traditional responsibilities are at the very heart and soul of what an analyst should produce for decision makers. Even though circumstances change with time, these core responsibilities have remained constant. Let's start with the most important of the core responsibilities, "Candor and Frankness."

Candor and Frankness. This is the most important of the core responsibilities that analysts owe decision makers. This responsibility includes telling the truth, even when people do not want to hear it. There is nothing wrong with reaching conclusions that do not agree with what a decision maker had in mind. As professional force managers, we have to be prepared to tell study sponsors, senior executives, and other decision makers that workload, budget, or force structure data do not sustain a particular position -- no matter how popular that position may be. In accepting this responsibility, skilled manpower analysts and force managers have to be willing to revise conclusions and recommendations as the facts change. Candor ties in nicely with the second of the core responsibilities, "clarity."

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Clarity. How many times have you read a study report and were left completely dumbfounded on how the analysts arrived at their conclusions and recommendations? Instead of a smooth flowing, comprehensible report that leads to logical conclusions, the report contains vague innuendo, meaningless bureaucratic jargon, or conclusions and recommendations that come from left field. Many times, a review of the raw data indicates that the information presented in the report has been "watered down" and "sugar coated" to be more acceptable. Proficient manpower specialists and force managers have to be clear and precise in presenting *all* the facts to the decision makers. Our arguments have to be sequential and lead to logical conclusions and recommendations. Also, force managers need to remember that no amount of fancy graphics with all the "bells and whistles" and animated presentations could ever be used to cover-up faulty, mis-leading analyses.

Too often, analysts arrive at conclusions and make recommendations because of "apprehension" instead of the facts. For whatever reason, some analysts have been led to believe that presenting controversial, or contentious, issues that disagree with leadership's way of thinking is hazardous to career progression. Nothing could be further from the truth! We are paid to do just that! Professional manpower and force accounting analysts owe decision makers the hard, cold facts surrounding an issue. Without these facts, decision makers will develop manpower and force structure policy and guidance without knowing all the implications and consequences of their decisions. Indeed, CP-26 is no place for professional "Yes men." Force management analysts, however, should remember that we ***are not*** the decision makers. Analysts conduct the research, present the "pros" and "cons" of each alternative, and recommend an alternative that is consistent with survey methodology and study objectives, enhances the effectiveness and efficiency of an organization, improves a system, solves a problem, or that answers a question. As professional analysts, we cannot force the decision maker's hand; he is free to make his own, independent decision – regardless if he uses our recommendations or not.

Conditional ("What if"). To be a benefit to the command, manpower analysts and force structure specialists have to be flexible enough to quickly respond to "what if" questions from command decision makers. Analysts will not always have the luxury of time to complete all the research that is needed to produce a complete product. This is especially true during deployments. Force managers may be asked questions about augmentation and equipment arriving into theater to support contingency operations. Environmental, military, or political circumstances may demand that the decision maker choose a specific course of action before the analysts have completed their research. During crisis, it will be of little use for an analyst to say: "I need to conduct more research, Sir, before I could answer that question." Indeed, more research may be needed to come up with a complete solution. However, analysts should be willing to provide those answers that *can be* supported by the research that has been completed *up to that point*. I am not advocating that CP-26 analysts give knee jerk responses to questions that address issues that have not even been looked at or researched. Given this situation, analysts should candidly tell the decision maker that he doesn't know -- but, he will find the answer before the next session.

Cost Effectiveness. Although Secretary McNamara brought this principle to the department some thirty years ago, economic considerations remain a key criterion in making decisions within the Department of Defense. In these resource constrained times, agencies want to implement programs and adopt those recommendations that give them the "biggest bang for the buck." To deserve support, a program should have its benefits weighed against the costs of implementing it. As professionals, we are the stewards of the public resources placed in our trust. Therefore, we owe the decision makers unbiased assessments of the various manpower and force structure programs or recommendations being considered. What good is a force structure if the costs far outweigh the benefits derived?

Emerging Responsibilities

In addition to the traditional core responsibilities, there are new emerging responsibilities that analysts owe decision makers. I have identified four that probably represent the analysts' expanding roles in aiding decision makers. They are "Daring Out-of-the-Box Thinking," "Focus on the Outcome," "New Scenarios," and "Why."

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Daring Out-of-the-Box Thinking. Analysts and force managers need to be creative when developing alternatives. Conventional thinking could hinder the analyst's ability to arrive at a solution to a unique problem or situation. Moreover, analysts should never lose site of the "big picture." Many times, careerists in CP-26 only focus on a specific part of a problem or an issue. Hence, the conclusions and recommendations tend to be too parochial and narrowly focused to be used on a broader scope. Let's turn to an example from Korea for a clearer understanding of this responsibility.

Eighth United States Army employs Korea Augmentation to the United States Army (KATUSA) Soldiers. The KATUSA program allows Korean soldiers to become more acquainted with U.S. customs and military traditions. The program focuses heavily on the cross-cultural interchange of ideas, values; and moves to promote a spirit of cooperation and trust between U.S. and Republic of Korea military personnel in the defense of the peninsula. In the past, manpower professionals have used the standard Army Availability Factors published in AR 570-4, "Manpower Management," to calculate the amount of effort a KATUSA soldier contributes to an organization's armistice workload. However, organizations have argued that these published availability factors overstate the level of support that the command receives from KATUSA personnel. For example, KATUSAs dedicate 5 hours a week for directed Republic of Korea (ROK) Army and English proficiency training. This time is not captured in the published availability factors. Inflating the amount of effort that the command can expect from its KATUSA personnel could potentially result in less staffing requirements being recognized to accomplish validated workload demands. Consequently, our professional manpower requirements determination staff took a hard look at the KATUSA program, compared and analyzed the standard and Korean soldier unique unavailable times, and developed a distinct KATUSA availability factor of 102 hours a month to properly account for additional unavailability times for ROK Government directed training, leave, and in- and out-processing. A bit of creativity, initiative, and good, old-fashioned practicality helped professional force managers within Eighth United States Army to take a good, hard look at the printed, standard availability standards; and develop a more realistic benchmark to accurately measure the workload efforts of KATUSA personnel. The challenge that we, as professional manpower analysts and force managers, have today is **"Dare to be different."** Question the status quo! Use innovative ways to use personnel assets more efficiently and effectively.

Focus on the Outcome. Force Management professionals should consider the long term outcomes of their conclusions and outcomes. If not thoroughly explored, today's recommendations for additional staffing requirements, force structure, and method improvements may become tomorrow's problems and headaches. Temporary "fixes" are not "fixes." Manpower analysts and force managers need to consider all the possible implications of their conclusions and recommendations to make sure that the recommended alternative permanently corrects a staffing problem or improves a system. Otherwise, future analysts in CP-26 will be stuck re-inventing the wheel.

New Scenarios. Manpower analysts and force managers need to develop new scenarios and be the "standard bearers" for new ways of doing business. "We always did it that way" or "business as usual" are poor answers to give command decision makers. These responses also stunt professional growth and development. A process, procedure, or scenario may have been relevant in the past. However, with the passing of time, they may have become obsolete. The analyst's challenge is to determine if these ways of doing business are still current, and, if not, how can they be creatively improved, modified or re-engineered to reflect the current operating environment. Analysts need to have a keen sixth sense for the future. We must be comfortable in dealing with probability and uncertainty -- the so-called "gray area" where "right" and "wrong" answers have yet to be published. Furthermore, CP-26 careerists should be able to tell the decision makers how these changes will impact on resources, planning, operations, and readiness.

Korea is a fine example of the "changing environment." The current mission of United States Forces Korea is to deter aggression from North Korea. If this fails, to commence operations that will lead to a decisive victory. Recently, North and South Korea have taken positive steps to end fifty years of hostility on the peninsula. These measures include the successful North - South summit, family reunions, and a plan to reopen the North - South Railway. By the same token, North Korea still maintains a large, forward deployed military presence along the 38th parallel and is continuously improving its ballistic missile capabilities -- hardly a position suggesting "peaceful reconciliation" is close at hand. To complicate matters, statements from the Executive Office and Congress suggest that the United States should pay careful attention to China as an emerging regional threat in the Pacific Rim.

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With these concerns, Korea now becomes even more vital as a forward deployed power reception platform to counter potential regional threats. Professional manpower analysts and force managers in Korea have to determine: (1) what new funding, personnel resources, equipment, and materiel will be needed, (2) what new force structure / force mix will be required to maintain the peaceful integrity of the region, and (3) what new, state-of-the-art equipment and technologies, training requirements, and personnel specialties will be needed to assure that the United States fields a well-supported, modern force in defense of the Pacific Rim.

Why? It is not enough that analysts answer "What if" questions from decision makers. Analysts should now challenge conventional thinking by asking "Why." For example, at one installation in Korea, the post shuttle bus used to run every half hour from 7:00 AM to 10:00 PM. Concerned, conscientious Resource Managers asked "why" was this shuttle service essential every half hour. Analysts and force managers within Resource Management collected data that revealed that the shuttle buses were practically empty during parts of the day. Consequently, the professional Resource Management analysts were able to make sound, cost effective recommendations that did not degrade the shuttle service. This came about because an analyst asked "why." Think of the efficiencies you could possibly realize at your own installations by simply asking "why."

"Why" questions do not only apply to base operations and installation management and manpower functions. They should also be applied to critical operational questions and concerns. For example, why does a theater require a specific piece of equipment? Why does a command need specific personnel requirements to accomplish its assigned mission? Why is a command performing "unique" responsibilities – such as United States Forces Korea using Army personnel assets to perform ration control data administration? What training is available to familiarize in-coming information management / Signal Corps personnel on the Global Command and Control System – Korea? Although these kinds of questions make some "uncomfortable," they need to be asked to assure that staffing, ways of doing business, and programs are economical, efficient, and meet current mission requirements. Ideas, inspirations, imagination, and improvements start by asking "why." Afterwards, analysts use creative thinking to develop alternatives that improve the current ways of doing business.

Conclusion

Traditionally, manpower analysts and force managers owe decision makers the basic core responsibilities — "Candor," "Clarity," "Conditional ("What if" questions)," and "Cost Effective" recommendations and alternatives. Analysts should be open and frank with decision makers. We should be clear, concise, and logical when developing alternatives and recommendations. Manpower specialists need to be prepared to answer "what if" questions and develop alternatives that are efficient and effective. Today, in addition to the basic core responsibilities, CP-26 professionals owe decision makers four additional responsibilities to meet ever-growing demands and challenges — "Out-of-the-Box Thinking," "Focus on the Outcome," "Developing New Scenarios," and asking "Why." Manpower analysts should challenge conventional thinking by getting "Out-of-the-Box" and ask "Why." Furthermore, analysts and force managers should take the time to consider the implications and future impacts of their (our) conclusions, alternatives, and recommendations. Also, manpower professionals should be comfortable with developing new scenarios and ways of doing business. More importantly, CP-26 careerists need to have an open mind and imagination to come up with workable methods to determine staffing needs and force structures that the department will use (and urgently need) in the 21st century.

Proponency Office New Location

The Proponency Office for CP26 is now located in the Deputy Chief of Staff, G-1, effective 1 April 2002. The G-1 website is <http://www.odcsper.army.mil>. To find CP26 on the web, click on Plans, Resources, and Operations, then click on DAPE-PR, and scroll down to Manpower and Force Management Career Program (CP26). The CP26 website is also still at its current location on the ASA M&RA Homepage with a link to the G-1 website.

CP26 Duties – MACOM Career Program Managers

The CP26 Proponency Office has been asked about how much time on the average should MACOM Career Program Managers spend on these collateral duties? There is no Army standard for this function and we expect that it varies depending on the number of CP26 careerists that the MACOM manager is responsible for within the “serviced area”. Taking into consideration 5 workdays per year attending the CP26 Planning Board (including travel time); responding to taskers from the CP26 Proponency Office (estimate 8 hours per month); assigning ACCES ratings to subordinates and answering ACCES related questions (estimate 8 hours per year); and miscellaneous (viewing CP26 website for current information, representing CP26 at local RM conferences, time spent preparing for the visit of the Functional Chief Representative, etc.) estimate at 16 hours per year. These activities add up to 160 hours per year or slightly less than 10% of your time per year on CP26 MACOM Career Program Manager responsibilities. Developing your intern's training plan probably falls within the indirect work category under supervision so that is not included in the estimate. Again, this time will vary, person to person, but we believe everyone can use this as a benchmark in determining time spent serving as a MACOM Career Program Manager.

Education and Training Information



Army Force Management School

The Army Force Management School, located at Fort Belvoir, VA, has announced the following schedule for the Force Management Course. More information on this course and how to enroll can be found on their home page at <http://www.afms1.belvoir.army.mil>

This note is of interest to those commands/activities who employ CP26 ACTEDS (central) or local interns. It was recently brought to the attention of the CP26 Proponency Office that intern requests to attend the Army Force Management School (AFMS) four week Force Management Course have been denied, even with written justification provided. In the past, the school made exceptions to their grade GS 11-15 eligibility criteria so that interns could attend the course as long as they provided supportable rationale. Last year, the school made the decision to strictly enforce the grade criteria and not permit exceptions for interns to attend. This was due to an increase in the number of interns applying to attend this course—the school had to balance this against turning away students who met the grade criteria.

Once a year, AFMS offers a two-week Force Management course the first two weeks in December that interns are eligible to attend. It is a condensed version of the material covered in the first three weeks of the four week Force Management Course. Please note this course description is not posted on the AFMS website. Although it has been offered for the last few years, it has not been formally incorporated into the AFMS curriculum. The school notifies the commands in the August/September time frame and solicits applications to fill the 30 seats in the December course. The CP26 Proponency Office will also be notified of this so that we can get the word out through CP26 functional channels. Attendance at the two-week course will not preclude individuals from taking the four-week Force Management Course once they meet grade eligibility requirements.

Intern training should be adjusted accordingly. This change will be reflected in the next update of the CP26 ACTEDS Plans.

FORCE MANAGEMENT COURSE SCHEDULE

| Class Number | Start Date | End Date |
|---------------------|-------------------|-----------------|
| 04-04 | 07 Oct 02 | 01 Nov 02 |
| 05-04 | 06 Jan 03 | 31 Jan 03 |
| 06-04 | 03 Feb 03 | 28 Feb 03 |
| 07-04 | 03 Mar 03 | 28 Mar 03 |
| 08-04 | 31 Mar 03 | 25 Apr 03 |
| 09-04 | 28 Apr 03 | 23 May 03 |
| 10-04 | 02 Jun 03 | 27 Jun 03 |
| 01-05 | 07 Jul 03 | 01 Aug 03 |
| 02-05 | 04 Aug 03 | 28 Aug 03 |
| 03-05 | 08 Sep 03 | 03 Oct 03 |

Manpower and Force Management Course

The Manpower and Force Management Course, taught by the Army Logistics Management College, is the CP26 basic course for employees working in manpower and force management functions. Interns and functional trainees at grades GS-5/7/9 should complete this course within the first year of their training program. As a course prerequisite, nominees must be assigned to, or programmed for assignment to, a position requiring knowledge or use of manpower and force management skills. Officers, warrant officers, and enlisted personnel in the grades of E5 or above, and civilians in the grades of GS-5 or above are eligible to attend on the basis of job title and assigned responsibilities.

The curriculum concentrates on manpower and force management functions. The subject areas covered during the manpower blocks of instruction are tailored to the manpower management functions described in AR 570-4 and AR 71-32. These functions address the fundamental aspects of planning and programming, and requirements determination, with emphasis on the U.S. Army Manpower Analysis Agency 12-Step Method, Centralized Documentation (CENDOC), Civilian Manpower Integrated Costing System (CMICS), Total Army Visibility (TAV), Total Army Analysis (TAA), the allocation process, and analysis and evaluation. The force management subject areas address the fundamental aspects of force management: developing, manning, and equipping the force. Students are introduced to automated systems used to manage dollars and manpower, including the Army Resource Management Analytical Tool (ARMAT). HQDA automated manpower management information systems and current force structure issues are also discussed.

FY02 Manpower and Force Management Course Schedule

| Class Number | Start Date | End Date | Nominations Due | Location |
|---------------------|-------------------|-----------------|------------------------|------------------|
| 2003-701 | 21 Oct 02 | 01 Nov 02 | 06 Sep 02 | Camp Zama, Japan |
| 2003-702 | 12 Nov 02 | 22 Nov 02 | 27 Sep 02 | Germany |
| 2003-703 | 03 Dec 02 | 13 Dec 02 | 18 Oct 02 | Ft Belvoir, VA |
| 2003-001 | 03 Feb 03 | 14 Feb 03 | 20 Dec 02 | ALMC, Ft Lee, VA |
| 2003-704 | 10 Mar 03 | 21 Mar 03 | 24 Jan 03 | Ft McPherson, GA |
| 2003-002 | 05 May 03 | 16 May 03 | 21 Mar 03 | ALMC, Ft Lee, VA |
| 2003-705 | 14 Jul 03 | 25 Jul 03 | 30 May 03 | Germany |
| 2003-003 | 11 Aug 03 | 22 Aug 03 | 27 Jun 03 | ALMC, Ft Lee, VA |

See the Army Logistics Management College homepage at <http://www.almc.army.mil> for additional information.

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Combat Development Course

The Army Logistics Management College also teaches the Combat Development Course. The course introduces the processes used to achieve desired Joint and army war fighting capabilities needed for the 21st Century. This course is recommended to those employees working in manpower, force management functions and those assigned to their initial combat development or materiel acquisition assignments. The main focus of this course is on determining, documenting and processing war fighting concepts, future operational capabilities and doctrines, training, leader development, organization, materiel and soldiers requirements (DTLOMS). The curriculum concentrates on inputs to the requirement determination (RD) process its sub-process and products.

U.S Army Logistics Management College ALMC-CD, COMBAT DEVELOPMENT COURSE SCHEDULE

| Class Number | Start Date | End Date | Nominations Due | Location |
|---------------------|-------------------|-----------------|------------------------|---------------------|
| 2003-701 | 15 Oct 02 | 25 Oct 02 | 30 Aug 02 | Ft Bragg, NC |
| 2003-001 | 12 Nov 02 | 22 Nov 02 | 27 Sep 02 | ALMC, Ft Lee, VA |
| 2003-002 | 02 Dec 02 | 13 Dec 02 | 18 Oct 02 | ALMC, Ft Lee, VA |
| 2003-703 | 06 Jan 03 | 17 Jan 03 | 22 Nov 02 | Ft Leonard Wood, MO |
| 2003-003 | 27 Jan 03 | 07 Feb 03 | 13 Dec 02 | ALMC, Ft Lee, VA |
| 2003-702 | 17 Mar 03 | 28 Mar 03 | 31 Jan 03 | Ft Sam Houston, TX |
| 2003-004 | 07 Apr 03 | 18 Apr 03 | 21 Feb 03 | ALMC, Ft Lee, VA |
| 2003-004 | 12 May 03 | 23 May 03 | 28 Mar 03 | Ft Leonard Wood, MO |
| 2003-005 | 08 Sep 03 | 19 Sep 03 | 25 Jul 03 | ALMC, Ft Lee, VA |

Army Management Staff College

An Electronic Application Process (EAP) for the Sustaining Base Leadership Management (SBLM) Program has been developed and is in its implementation phase. The EAP is a web-based application that will allow applicants to complete their SBLM applications online at the Army Management Staff College Website. Online applications will reduce or eliminate the current paper trail and allow concurrent processing by those involved in the application approval process. See the AMSC website at <http://www.amsc.belvoir.army.mil> for more information.

Army Comptroller Course (ACC)

Earlier this year, the CP26 Proponency Office announced the addition of the Army Comptroller Course (ACC) to the CP26 ACTEDS Plan. At last year's annual CP26 Planning Board, we discussed the eligibility requirements for this course relative to our CP26 ACTEDS interns. This is one of several courses offered by CP11. It is open to second year ACTEDS (centrally funded) interns and is taught at Syracuse University, Syracuse, NY. We have coordinated this with the CP11 Proponency Office and are pleased to add this training opportunity to our ACTEDS Plan.

The 4-week ACC course is Army-oriented and focuses on providing a resource management overview for newly assigned careerists and second-year interns. It covers Army financial management, comptrollership focusing on federal budget challenges, strategic planning, PPBES, fiscal law, activity and service-based costing, manpower management, contracting, management controls, competitive sourcing, financial operations, the legislative process and installation and major command resource management.

ACC is taught three times per year and the approximate cost is \$6,000 per student. This includes tuition, lodging, meals, travel, and per diem. Cost will vary based on the geographic location of the student. Funding is from the resources allocated for each ACTEDS intern. Students are selected through a competitive process.

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The ACC course is Priority II. Since there is some duplication between the content of the ACC course and existing resource management and financial management short courses in the ACTEDS Plan, the ACC should be given preference. The ACC should not be taken in addition to these short courses. For example, if the intern attends ACC, it is duplicative to attend PPBES. The ACC Course supports the following CP26 competencies:

- T1 Manpower Policy and Guidance
- T2 Army, MACOM, and Installation Mission/Functions
- T4 Management Information and Workload Reporting Systems
- T5 System Interface
- T9 Commercial Activities Program & Other Contracting Out
- T10 Efficiency Review and Productivity Programs
- T11 Budget Preparation and Submission
- T12 Interrelationships of Force Structure, Manpower, Equipment, Budget
- T21 PPBES
- T24 DA Program Budget Guidance
- T26 Army Appropriation and Account Structure
- P3 Human Relations
- P4 Analyze
- P5 Communicate Orally
- P6 Write

SCHOOL OF MANAGEMENT, UNIVERSITY OF SYRACUSE THE ARMY COMPTROLLER COURSE SCHEDULE

| Class Number | Start Date | End Date | Location |
|---------------------|-------------------|-----------------|--------------------|
| ACC 03-1 | 13 Jan 03 | 07 Feb 03 | Syracuse, New York |
| ACC 03-11 | 28 Apr 03 | 22 May 03 | Syracuse, New York |
| ACC 03-111 | 18 Aug 03 | 12 Sep 03 | Syracuse, New York |

More detailed information on the course and the application procedures are found in Chapter 3 under CP11 of the FY2003 ACTEDS Training Catalog on <http://cpol.army.mil>.

Government Online Learning Center

The Government Online Learning Center (GOLC) opened its doors on July 23, 2002. The GOLC is result of one of the President's Management Agenda e-Gov Initiatives to create a premier government-wide e-training site that will provide one-stop access to high quality e-training. The U.S. Office of Personnel Management developed the site in conjunction with its Federal agency partners from the Departments of Defense, Labor, Transportation, and Treasury and the General Services Administration.

The GOLC is being developed in phases. Phase I of the GOLC contains more than 30 free training courses ranging in topics from Communication to Project Management. In November 2002, additional products and services will be added to the GOLC - some free and some for a fee - including many new training courses.

The site is designed as a virtual campus that houses free training courses and knowledge resources in each of its rooms. Explore the Center by visiting GOLC website at <http://www.golearn.gov/>. You can navigate by clicking on the doors of the various rooms, which act as gateways to training and information.

Intern's Corner

Experiences and Observations of Our CP26 Interns

"My experience as an intern has been beneficial and given me many training opportunities. The schools I have attended were excellent and have enhanced my professional, as well as, personal skills. Not only is attending the class beneficial, but meeting and learning from other students who can share their experiences is advantageous as well. The instructors of the classes are always outstanding, most notably, Ms Nieta Scott-Dunmore. She is a true professional and extremely knowledgeable in not only the Manpower and Force Management field, but in the overall Army. Being in the intern program has definitely broadened and enhanced my knowledge of the Army, specifically, the Force Management arena. The learning opportunities are great and would not be possible without the intern program! This is an excellent program that affords many training opportunities that will prepare Army civilian "leaders" in Manpower and Force Management."

**Amy Williams, USASOC
Fort Bragg, NC**

"I feel privileged to be selected for the DA Intern Program, and to intern in a great organization (HQ USASOC) with great people who are getting the resources and performing the mission to make a major impact on the War on Terrorism and Army Transformation. This program has given me, as a retired Air Force operator, the opportunity to better understand the United States Army and its culture by sending me to educational courses and by exposing me to knowledgeable employees."

**Charles Latham, USASOC
Fort Bragg, NC**

"The intern program has been beneficial to me in several aspects. When I began my internship, I had no specialized experience in manpower and force management. Formal training gave me the opportunity to attend various training programs to receive some training necessary to acquire the knowledge, skills, and abilities needed to work as an analyst in any of the manpower and force management functions. Working with other analysts with diverse experiences coupled with formal training helps put some of the missing pieces together and allowed me to acquire other skills/techniques not covered in the formal classroom environments. My "self-directed training" gave me the opportunity to independently develop and complete tasks that accommodated my schedule/my learning style. This program has enabled me to capture the overall vision of the Army of transforming into a more strategic and responsive full-spectrum force that will be dominant at every point on the spectrum of operation. I am satisfied with this program."

**Jonathan Hayes, USASOC
Fort Bragg, NC**

I am delighted to write about the internship program because it provides positive outcomes not only for those who are participating in the program, but also to those who support an intern's rotational assignment. The program allows the opportunity to meet great people that later become good friends and mentors to each other. I have found my fellow interns to have positive and optimistic attitudes. We should all treat other interns, and

share information about the program. We should take the time to share experiences such as rotational assignments, required and developmental courses and last, but not least, the interaction with others at different levels. All of these are just some of the many key elements for succeeding and enjoying the good aspects of the internship program. After all, don't we all like the human contact and appreciate the wealth of sharing information?

**Georgina Cupp, HQ USAMAA
Fort Belvoir, VA**

Through The Eyes of an Intern

Suggestions for Being a Good Mentor

- Challenge the intern to establish a development plan and then review it with them.
- Encourage the intern to seek out rotational assignments relevant to the career field and support their endeavor to do so.
- Treat the intern as an INVESTMENT and mold him/her for a big return. Have guidelines in place to accommodate the relocation process.
- Make sure that management understands the primary purpose of an intern – to TRAIN.

Management, at the training site, should be armed with the knowledge and ability to take on the task of mentoring an intern, weighing the pros and cons of doing so. The added responsibilities should be “seriously” taken into consideration (i.e., bi-annual evaluations, preparing and counseling the intern on the significance of a development plan). Strong **emphasis** should be placed on management's responsibilities as a potential mentor/training site. There should not be double standards where management places subjective demands on the intern, yet does not fulfill their managerial duties.

Key to a successful intern training program → **PLANNING!** **Planning** will allow for the structuring of work to accomplish the mission at the training site and provide a training opportunity for the intern. The training site will benefit, as well, the intern is afforded a valuable learning opportunity with a hands-on approach.

Suggestions for Central Management of the Intern Program

Central management of the CP-26 intern program should allow for greater objectivity in implementation of the program. A simple database of all interns consisting of general information (i.e., date of entry, training site, date of IDP, performance evaluation dates, etc.) will allow for tracking the status of each intern. This tracking device can alleviate the possibility of an intern being one year into the training with no IDP or evaluation in place. The tracking system will alert the career program manager, who will then inquire with management at the training site to determine the problem.

The training site could be provided standard guidelines for successful implementation of the intern program. Inform them of the importance of getting the intern acclimated into the program. Stress the significance of their responsibility of insuring that training plans are in place and evaluations are done in a timely manner, as this is the foundation for a successful program. Ensure that management at the training site is aware of the responsibilities of taking on the challenge of mentoring of an intern. Its not just added personnel under someone's supervision.

**Sarah Williams, TRADOC
Fort Benning, GA**

Editor's Note: The future of our career program is our interns. CP26 currently has 51 ACTEDS interns on board filling our manpower and force management positions across a broad spectrum of Army organizations. We want to hear from other CP26 interns (both local and ACTEDS) regarding any aspect of their intern experience. We will publish this in this “Intern's Corner” in the next CP26 Bulletin.

Manpower and Force Management Career Program Bulletin

Announcements

PROMOTIONS

Ms. Tanya Wade, promoted to GS-12, Program Analyst, Program Manager Chemical Demilitarization, Aberdeen Proving Grounds, MD.

Mr. John Williams, promoted to GS-14, Chief, Manpower Branch, Program & Manpower Division, G8, HQ FORSCOM

Ms. Jennifer Lasichak, promoted to GS-15, Chief, Program & Manpower Division, G8, HQ FORSCOM

REASSIGNMENTS

Ms. Janice Kreuser, assigned to DAPE-PRM, G-1, Manpower Policy, Plans, and Programs Division

Mr. Richard Courtney, reassigned, from HQ USAREUR to Chief, Management and Manpower Division, Resource Management Office of the Installation Management Activity (ACSIM)

RETIREMENTS

Mr. John Stewart, HQ FORSCOM, G8, Program & Manpower Division, Manpower Branch, retired 3 May 02.

Congratulation and best wishes to all.

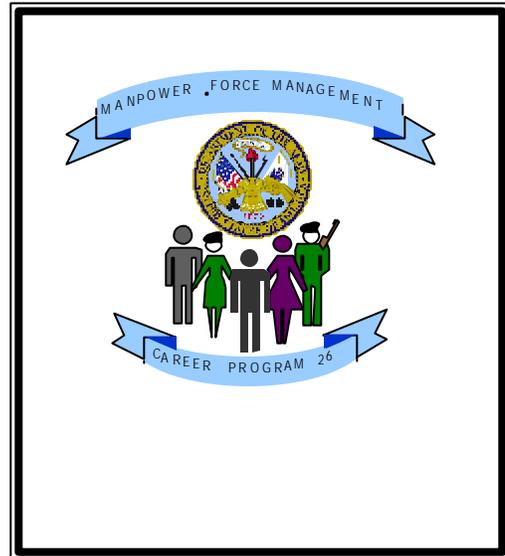
Manpower and Force Management Career Program Bulletin

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:

**Assistant Secretary of the Army
(Deputy Chief of Staff, G1)
ATTN: DAPE-PRM
300 Army Pentagon
Washington, DC 20310-0300
703-614-1214
Or email to:**

Diane.Schaule@hqda.army.mil



BULLETIN DISTRIBUTION

This bulletin is published electronically on the DCS, G-1 homepage. We hope you will assist us by publicizing the DCS, G-1 homepage to all CP-26 employees. This office will email our MACOM contacts when the current bulletin is available on the homepage. MACOMs in turn are asked to notify their subordinate Activity Career Program Managers (ACPM) and on down the chain until each CP26 careerist has been informed.

<http://www.odcsper.army.mil>

EDITORIAL POLICY

The Manpower and Force Management Bulletin is an official bulletin 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. This bulletin is published under the provisions of AR 25-30 as a functional bulletin.

FUNCTIONAL CHIEF

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