



MANPOWER AND FORCE MANAGEMENT

CAREER PROGRAM BULLETIN

VOLUME 12 ISSUE II SPRING 2005

A Note from Our Functional Chief Representative:



MR. MARK R. LEWIS
ASSISTANT G-1

Later this year, many of us will start to experience some of the changes associated with implementation of the Department of Defense (DOD) National Security Personnel System (NSPS). This new civilian personnel system will enhance our ability as an Army to more easily size, shape and deploy our workforce to meet changing missions and requirements. The initial deployment of the system within DOD is scheduled to start later this year, with all of us transitioning over the next few years.

As many of you know, our current human resource system is currently inadequate to manage the diverse DOD workload in today's dynamic national security environment. Hiring is slow, pay is not linked to performance and rigid rules hinder DOD's ability to react quickly to meet mission needs. Implementation of the new system affords us the opportunity to modernize an outdated civilian service system

and attract, recruit, retain, compensate, reward and manage our employees with a focus on performance, flexibility and accountability.

Core competencies are needed to successfully transition to this new environment. Four core competencies have been identified as being essential for successful NSPS implementation. They are: the ability to deal with change; skill in interpersonal communications; the ability to coach and counsel employees; and the ability to achieve results through performance and/or manage employee performance. These skills have always been important, but under NSPS they will be even more critical. Web-based courses are available at no cost through Army Knowledge Online (AKO) E-Learning program. Any Army employee may register for these courses. Instructions are available at <http://www.chra.army.mil/nsps-training/index.htm>. The recommended online courses are listed in the Army E-Learning catalog under Army NSPS Core Competency Training.

I recommend that each of you visit the Army site at <http://cpol.army.mil/library/general/nsps/> and the OSD NSPS website at www.cpmc.osd.mil/nsps to learn more about the NSPS. Start to prepare by focusing on your organization's missions and goals and what you can do to achieve those goals. View this change in a positive manner and make a difference!

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SECRETARY OF THE ARMY AWARDS



2004

Annually, the Secretary of the Army recognizes excellence in our profession through the approval of SECARMY Awards for Improving Manpower and Force Management. Congratulations to the Awardees of the 2004 Manpower and Force Management Awards

Superior Performance Award in Manpower and Force Management

Winner

MR. LEX A. STEPHENSON
G-3, Force Management
HQs V Corps
US Army Europe
Heidelberg, Germany

Runner-Up

MS. SHIRRELL JOHNSTON
Directorate of Resource Management
(Mission), U.S. Army Maneuver
Support Center and Fort Leonard Wood
Fort Leonard Wood, MO

Organizational Excellence Award in Manpower and Force Management

Winner

MANPOWER AND FORCE ANALYSIS DIRECTORATE
DEPUTY CHIEF OF STAFF, RESOURCE MANAGEMENT
HQ U.S. ARMY TRAINING AND DOCTRINE COMMAND
Fort Monroe, VA

Runner-Up (Three-Way Tie)

Force Integration Division, Deputy G-3, U.S. Army Network Enterprise Technology Command (NETCOM)
9TH Army Signal Command, Fort Huachuca, AZ

Force Management Division, Deputy Chief of Staff for Resource Management,
U.S. Army Communications-Electronics Command (CECOM), Fort Monmouth, NJ

U.S. Army Force Management Support Agency, (USAFMSA)
Fort Belvoir, VA

Distinguished Service Award in Manpower and Force Management

Winner

MR. LOUIS R. LOWERY

USA Force Management Support Agency
Fort Lee, VA

Runner-Up

Mr. Robert L. Plante
Force Integration Division, Deputy G-3,
U.S. Army Network Enterprise Technology
Command (NETCOM)/9th Army Signal Command
Fort Huachuca, AZ

General Lesley McNair Essay Award

MS. BARBARA GUY
Deputy Chief of Staff, G-1
Headquarters, Department of Army
Washington, DC

General Mark Clark Award for the Outstanding Manpower & Force Management Intern Graduate

MR. CHRISTOPHER D. GUIMOND
USAFMSA
Fort Leavenworth, MO

THE MANPOWER AND FORCE MANAGEMENT CAREERIST

TRAINING, DEVELOPING AND EDUCATING OUR PROFESSIONALS!

CAREERIST PROFESSIONAL ANNOUNCEMENTS

Senior Service College Selection:

- Stephen Helmersen, HQDA National War College

Academic Graduations:

- Dr. Audrey Prestonsoto, USAMAA Doctorate in Organizational Leadership
- Patricia McDonald, ATEC Master's Degree, Business Administration

COMPETITIVE PROFESSIONAL DEVELOPMENT

There is no time like the present....to prepare for the future!!!!

As FY05 draws to a close, ACTEDS Competitive Professional Development funds are still available for resource support for University undergraduate and graduate studies, professional certificate programs, and individual non-degree courses. Apply NOW, to expand and enhance your career potential!!! All applications for ACTEDS funding support, (i.e, DD FORM 1556, ACTEDS Application Packets,

DD FORM 1610), must be submitted NLT 20 July 2005 for Fall 2005 enrollment.

Additional information, including specific application guidelines, is available on the Manpower and Force Management Civilian Career Program Proponency website, <http://www.cp26.army.mil>, or contact Ms. Barbara C. Guy, CP26 CPD Program Manager, (703) 695-5437; (DSN)225-5437; barbara.guy@hqda.army.mil.

DEVELOPMENTAL OPPORTUNITIES

- ...Need updated credentials?
-Bored in your current job?
- ...Want to gain new skills?
-Eager to explore other career competencies?



The professional Development Assignment offered by HQDA, G-1, Manpower Policy, Plans & Program Division, was recently amended to provide an alternative 3 month assignment. CP26 CPD ACTEDS funding support is also available. Take advantage of the opportunity to enhance job knowledges and skills by working at a different operating location, a different level, or in a different competency area. Applications for Development Assignments are due to the CP26 Proponency Office NLT 27 June, for FY05 consideration.

Additional details are available at the CP 26 website. Check it out!

More information on training opportunities can be found at www.cpol.army.mil or in the CP 26 Army Civilian Training, Development, and Education System Plan at www.cp26.army.mil.

Reminder: All applications for training opportunities using CP26 Competitive Professional Development (CPD) ACTEDS funding support, (i.e., University Training, Developmental Assignments, PRMC, ACC, etc.) must be submitted to the CP26 Proponency Office for review and funding consideration. If the application is approved, the application will be forwarded to the appropriate source to complete the selection process. If the application cannot be funded, it will be returned to MACOM for resource determination.



INTERN CORNER

The Intern Corner creates a forum for our Interns to share information and gain valuable knowledge of the career field they have chosen. In an effort to extend this network, we have created a CP26 Intern Chat Room on AKO, this will allow greater opportunities to engage in professional discussions. These efforts will be broadened in the near future with a Professional Bulletin Board for posting of intern related issues.

NEWS & INITIATIVES

Current Demographics:

- ✚ 53 Manpower and Force Management Interns onboard at various commands
- ✚ 24 additional interns to be hired; expect vacancy announcement in June 2005

Graduates

Congratulations to our recent CP26 Intern Graduates:

- | | | |
|----------------|-------|-----------------------------|
| ❖ Debra Hall | GS-11 | AMC, Rock Island, IL |
| ❖ Joni Smith | GS-11 | MEDCOM, Ft. Sam Houston, TX |
| ❖ Brian Harvey | GS-11 | MEDCOM, Ft. Sam Houston, TX |
| ❖ Carmen Mayo | GS-11 | AMC, Ft. Monmouth, NJ |

Administrative Updates

Seeking Volunteers

Virtually PARTICIPATE in the

Review Task Force

- ✚ The CP26 Master Intern Training Plan (MITP) is currently under review.
- ✚ Manpower and Force Management CP26 Reference Guide for Interns and Supervisors is being updated

Anyone interested in participating in this effort, please contact Sehree M. Mickel

A SUPERVISOR'S PERSPECTIVE

Care, Concern and Consistency – three words that are critical to anything or anyone you wish to nurture and develop. Clearly, this applies to our CP26 Intern Program. We are proud of our CP26 Intern Program and its members in TRADOC and work diligently to apply these principals. As example, several years ago, we centralized our entire intern training at the headquarters – in large part to ensure a consistent approach to training. We are now able to structure a program where our interns are closely managed and mentored (CARE), where they have direct access to senior managers as well as seasoned analysts from whom they can learn (CONCERN), and where all interns can be managed under a structured Individual Development Plan (IDP) which outlines training and developmental assignments (CONSISTENCY).

We have seen a number of benefits from this centralized intern-training program in addition to those mentioned above. We have found that the interns bond not only with the organization and their mentors, but they develop bonds with each other that should serve them well as they grow in their careers. We have also found that the forth “C” – for COMMUNICATION, thrives in this environment if you work to make it happen. There is tremendous opportunity for sharing information and establishing networks. One of the tools we have successfully used is to periodically schedule intern luncheons – where all current interns, some recent graduate interns and the ACPM/MCPM attend. It's an informal setting where we can have some lunch, socialize a bit and, while everyone is relaxed, some open dialog and discussion. Forums such as this provide an informal setting where interns can feel freer to surface questions and offer suggestions. More importantly, these informal forums allow them an opportunity to feel more a part of the organization, the program and that they have a voice.

Bottom line – Intern training programs are more than just courses and developmental assignments. Those formal components of the program have to be augmented with the FOUR C's – to make sure that we grow the whole careerist – not just the technical side, but the whole package. We expect our careerists to be self-starters, energetic, engaged, and self-assured, as leaders and mentors; we need to do our part to make sure we create the environment where such growth is not only possible, but a certainty.

Gary Hess
HQ TRADOC
SENIOR CAREER PROGRAM MANAGER



INSTITUTIONAL MEMORY

Are we poised to let lapse much of our institutional memory? If so, does it even matter? As an intern, I am concerned that I must say yes on both counts.

Like many of American workplace, the Army is seeing a graying of its workforce. According to ACPERS data, in 2004, the average age of the CP26 careerist was 50 years old. As I see it, with much of the workforce eligible for retirement within a few short years, no challenge is greater than that of retaining our institutional memory in form of Army knowledge, understanding, and expertise.

No matter where we sit in the Army, imparting institutional memory stands to matter for at least three reasons. First, it is necessary to preserve our rich history. Defining who we are, this strong-rooted collective identity is the basis upon which we rest much of our momentum for carrying out future efforts that rely upon past investment, effort, and experience. Second, it allows us to build and maintain capacity for successfully accomplishing missions and goals. Senior careerists have at their disposal many skills and tools that interns must master for successfully performing technical tasks and routines. Finally, we need it to sustain relations with other agencies, organizations, and constituencies. Interns must be positioned to capitalize on the long-cultivated relations and informal understandings of senior careerists. Indeed, when it comes to navigating the Army's contextual landscape, there is much to be learned from senior careerists.

For those of us convinced that what resides collectively in the heads of our careerists matter, keeping it in there is our obligation. To this end, much is to be plucked from the heads of senior analysts and made available to interns in the form of written practices, procedures, and the like. As interns, we need to stuff ourselves of these resources.

Also, we must look for ways to actively engage senior careerists through both direct observation and interaction. We can do this by seeking and seizing training opportunities with our elder careerists and being involved in meetings, briefings, and other gatherings in which they participate. Lastly, we need to develop more meaningful communication between interns and senior careerists through long-lasting, intense relationships.

Mentoring, which will further the professional growth and competence of all involved, offers much potential here. If where we sit in the Army does not already have a formal mentoring program, there is more on our shoulders than just our heads. That is, as interns, we shoulder the responsibility of becoming the proponent for the creation of such a program. We can also seek out mentoring relationships informally. Hopefully, we have already begun to lay the foundation for such relationships by building trust and confidence with more senior analysts

Ultimately, our collective memory affords us stability and continuity while we cope with complexity and uncertainty. We know where we need to be headed, and we have an idea how to get there. Clearly, it will take an investment of much time and effort by all parts. We need to act now so we do not forget.

Brian Durham
ACTEDS INTERN
HQ TRADOC

A LOOK BACK OVER THE JOURNEY

Looking back on the past two years, I am amazed at how much I have learned and how far I have come in integrating myself into the DA civilian workforce. Prior to becoming an intern at CECOM in Fort Monmouth, NJ, I had a very limited understanding of the Army and how it functioned. To bring me up to speed, I spent a large part of my internship in training. Courses such as Manpower and Force Management, PPBES and Fiscal Law, gave me a macro view of the Army. The hands on training that I received while working in the Force Management Division of the Deputy Chief of Staff for Resource Management proved invaluable in that it helped me apply what I had learned at a local/micro level. Furthermore, my 90-day rotational assignment at HQDA in the Force Management Directorate, Accounting and Documentation Division of the G-3, provided me with an opportunity to work in a different Army environment and experience life at the Headquarters level. In short, I feel the CP 26 intern program has provided me with all the right tools to build a successful and rewarding career with the Army!

Carmen Mayo
ACTEDS INTERN
AMC/CECOM

SPOTLIGHT ON PROFESSIONAL DEVELOPMENT

Requirements Determination: The Way Ahead – An Overview

(Part 1 of a 3 part series)

Over the last several years, the U.S. Army Manpower Analysis Agency (USAMAA) has been working with the Major Army Commands (MACOM) in resolving the Secretary of the Army has declared material weakness in the area of manpower requirements determination. The process entailed comparing MACOM programs against the attributes of the approved Army methodology (commonly referred to as the 12 Step Method), and then conducting on-site data collection and analysis of randomly selected work centers stratified functionally.

During our review, it became apparent there is a wide range of analytical processes and “models” MACOMs use to determine their requirements and allocate resources. Over the last two years, the MACOM methodologies and models that cover the Institutional Army have come under considerable scrutiny. Why is this? For one, the lack of standardization across like-type organizations raises questions at the Department-level on the analytical underpinnings of many of these designs and the resources allocated to them. Another reason is that the Operating Force is in the midst of transforming, and there is real concern with how we develop, design and resource the complementary Institutional Army. The Operating Force is designed under a very deliberate process that the Army Leadership understands; the Institutional Army typically does not go through the same rigor.

Due to concern with the lack of analytical underpinnings, and the size and composition of the Institutional Army, it is easy to see why it attracts so much attention, and is seen as the key to resourcing Transformation (see Table 1).

INSTITUTIONAL ARMY					
	MILITARY			TOTAL MIL	TOTAL CIV
	COMPO 1	COMPO 2	COMPO 3		
REQUIRED	115K	37K	59K	211K	242K
AUTHORIZED	97K	36K	57K	190K	207K

Table 1 – Institutional Army (2006 WebTAADS Data)

The numbers above capture only the documented workforce. In addition, there are somewhere between 200K – 600K contractors that cost the Army over \$30B a year.

In order to support the increased modular forces of the future, the Army leadership is working hard to realign military from the Institutional Army. From the numbers above, we can see there are a significant number of military in the Institutional Army. Many should be there because of the need to “warm-base” them for deployment into Table of Organization and Equipment (TOE) units during wartime (e.g., medical personnel), or by statute, law, tradition, or rotational purposes. Clearly, under the military-to-civilian initiative undertaken by the Army, we have a way to go in order to help ourselves. It is also interesting to note that the Army really does not know how many contractors there are in the Army providing what I would call “direct” or “direct support” work (e.g., not the support contractors repairing copiers, etc., but integral in our offices producing tangible products tied to our Mission Statements). A recent GAO report highlights the Services’ deficiencies in conducting surveillance of contracts, and the resulting impacts (<http://www.gao.gov/new.items/d05274.pdf>). There is a new Secretary of the Army directed initiative that will help us account for this labor source, which will eventually be documented in Army resourcing systems, and compete for allocation against Army priorities.

In addition, the new Secretary of the Army has made it clear one of his imperatives is Business Transformation. “Business” in this context I would offer is synonymous with Institutional Army. No doubt, a

future article written for this publication will be entitled “Institutional Army Transformation” – or something close to that.

Just as we are making significant changes to the Operating Force, we must adapt the Institutional Army to more efficiently and effectively support our redesigned combat force structure. There have been several small steps already taken – incorporating the Institutional Army in Total Army Analysis, tightening the requirement for submission of concept plans in order to get visibility of incremental growth at the MACOM level, and a recently published Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) policy memorandum that outlines the way ahead for requirements determination in the Army (<http://www.asamra.army.pentagon.mil/usamaa/asamrapolicymemo.pdf>).

The ASA (M&RA) policy memorandum, and accompanying Implementation Plan (<http://www.asamra.army.pentagon.mil/usamaa/Implementation.cfm>), discusses the expanded use of models, standardization, and best business practices across the Army, as well as a new study methodology. This conceptual framework for requirements determination takes a corporate approach and makes better use of strategic assessment tools, such as models, templates, rules of allocation, and a standard study methodology. The goal is a manpower requirements and organizational base that is HQDA approved via application of standard analytical tools and methodology applied across the Army, incorporating best business practices and emerging strategy. Over time, we anticipate these tools will cover a majority of requirements, and our effort will be focused on ensuring they are adaptive and up to date based on new technology, business practices and performance metrics.

The ASA (M&RA) policy memorandum also clarifies responsibilities and authorities in requirements determination. While we have put in place an approval process at the HQDA-level, MACOMs retain the authority to determine requirements below their headquarters level using the aforementioned approved tools. We look forward to working collaboratively with all parties in ensuring a logical, analytically based; workload supported Institutional Army that efficiently and effectively supports our Operating Forces.

Jay D. Aronowitz
Director
USA Manpower Analysis Agency

(Next article: Requirements Determination – The Way Ahead (Modeling, Standard Organizational Designs, and Workload-Based Templates))

SPOTLIGHT ON PROFESSIONAL DEVELOPMENT

Force Management System (FMS)

Mission: To design, develop and deploy an integrated Force Management System that will establish accurate, consistent and timely Force Structure information to the Army Force Management Community. FMS will directly support the Army Force Management Director mission of: Managing & Allocating Manpower & Force Structure Information, Documenting unit models (Requirements) & Authorizations over time, and providing organizational /Force Structure solutions in support of the Army's Transformation towards the Future Force.

Description: The project consists of replacement of the four legacy systems currently being used by the Force Management community [Requirements Documentation System, client-server (RDScs), The Army Authorization Documentation System (TAADS, WINTAADS, WEBTAADS), Force Builder/SACS, and Structure and Manpower Allocation System, client-server (SAMAScs)]. The development of RDScs and SAMAScs represents an interim step in the integration process, these systems have replaced expensive and manpower intensive mainframe operations and re-located functionality to client-server platforms, providing cost and manpower savings to the Army. The FMS incorporates Common Software Development tools, design and development standards, complying with Army Architecture and CIO standards. It provides for browser-based web accessibility, on-line transaction processing, and on-line analysis processing capability to users in the community with approved access. The integrated system will provide consistent and standardized data, incorporating Government and Industry standards for security. The design also provides for on-line data warehousing of archive data and streamlined system maintenance.

Products and Services: The Army's Force Management System will provide the means for the Force Management community to support the Army staff and proponents to capture requirements and authorizations, document organizational structure, allocate manpower and change the Army as envisioned by the Army Chief of Staff. Standard output products from FMS will include; Master Force File (MFORCE), Manpower Budget File (PBG), Consolidated TOE Updates (CTU) data, Table of Organization and Equipment (TOE's), Modified Table of Organization and Equipment (MTOE's), Table of Distribution and Allowances (TDA's), Structure and Composition (SACS), LogSACS, and PerSACS. The database will contain the capability to assign unique "identifiers" to each asset and billet within a specific organization; this capability supports the Organizational Enterprise Identifier (ORG-EID) concept. Implementation of this capability will greatly increase the flexibility of Army planners to select and then track task-organized forces as they deploy and to feed Army Force Structure information to DoD planners under the DoD Global Force Management (GFM) concept. Fielding of TOE/MTOE capability is scheduled for December 2005, FMS Initial Operational Capability (IOC) is scheduled for 30 Jun 2006, and Full Operational Capability (FOC) is scheduled for 30 June 2007.

Points of Contact for additional Information:

Project Office, PEO-EIS, email addresses are listed below:

Dr. Dave Powers, PO FMS	David.Powers@eis.army.mil	703-373-1025/703-428-0668(DSN328-0668)
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Dr. Dave Powers
Project Officer, FMS



CP 26 Careerists On the Move



Promotions:

To GS-15: NETCOM: Deborah Pool; USAMAA: Stephen Uehling

To GS-12: USASOC: Lori Faust, Dee Blake, Gene Keaveney, Jonathan Hayes, Amy Williams, Sharon Walker; TRADOC: Jacqueline Sincere, Regina McLean-Burrell, Yolanda Johnson, Melissa Proffitt

To GS-14: NETCOM: John Gonzalez; USAFMSA: Harold "Roy" Hodges; ASA (M&RA): Enna Roulier; USAMAA: Susan Powers, John Negron; USAFMSA: Johnnie Bennett, Leonard Chester

To GS-11: TRADOC: Kathy Mack; AMC Carmen Mayo, Debra Hall, MEDCOM: Joni Smith, Brian Harvey;

To GS-13: NETCOM: Debra K. Kaleponi; TRADOC: Brenda Minor, Eric Brown, Deborah Colson, Helen Peters; USAMAA: Tim Clark, Jimmy Buckelew, Dr. Audrey Prestonsoto, Deborah Ray

Transfers:

Vicki Metcalf from USAREUR to IMA-Pacific; Sharon Walker from Fort Campbell, KY to USASOC

Welcome:

TRADOC: Peggy Fiels, Erma Covington, Pam Ingram, France Holloway, Helen Peters; USASOC: Carl Koone, Sharon Walker

Our best wishes to the following careerists on their retirement: William Shipley, USASOC; Brenda Goodpasture, HRC; Ellen Bowman, ATEC; Barbara Morgan, TRADOC; Ed Gause, TRADOC; Linda Tanguay, USAFMSA

This section of the bulletin is dedicated to providing information regarding promotions, retirements, deaths, etc., of those in our manpower and force management community. If you have information of this nature you would like included, please contact the editor.

CP 26 PROPONENCY OFFICE

We are here to serve you. Please feel free to contact us with your questions, comments, and ideas!

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Mr. Chris Sudberry
Mrs. Barbara Guy
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Bulletin Articles. The Manpower and Force Management community are invited to submit articles for publication or to suggest articles or features you would like to see included in this Bulletin. Please submit your input to the CP26 mailbox: CP26@hqda.army.mil

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