



Career Program 26

Manpower and Force Management

WINTER-SPRING 2017 BULLETIN

Managing Civilian Workyear Executions in an OCONUS Environment

By: Mr. Jim Davis, Chief, Manpower and Management Division at U.S. Army Europe, Wiesbaden, Germany

*** Mr. Jim Davis wrote the following article in October of 2015 while serving as USAREUR's Deputy Chief of Staff G-8. His words will resonant with OCONUS organizations as these organizations strive to manage their civilian workforce under a variety of unique challenges. Mr. Davis encourages us to view workyears as a resource and he offers a proactive approach to maintaining a steady civilian workforce. ***

BACKGROUND. Working in a variety of Manpower Management positions throughout the DoD for the past 30+ years prepared me for my current assignment - or so I thought.

A little over two years ago, my career with the Army Manpower Management Community and life as a CP26 began and what a ride it has been. My first couple of months were spent feverishly working on reduction-in-force (RIF) mitigation efforts in response to previously programmed reductions and moving the command from Heidelberg to Wiesbaden, Germany. Imagine having a crash course in Army processes, terminology and culture, while running split operations an hour apart.

If that wasn't enough, just as we began to feel that U.S. Army Europe was ahead of the drawdown, the focus seemingly changed overnight. The Army began to react negatively toward underexecution. This shift occurred as the Army was simultaneously

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What you do today can improve all your tomorrows.

– Ralph Marston

dealing with emerging missions and Congressional interest in civilian workyear underexecution. We were labeled a “habitual, chronic and significant” underexecutor of civilian workyears and had to defend against additional manpower reductions.

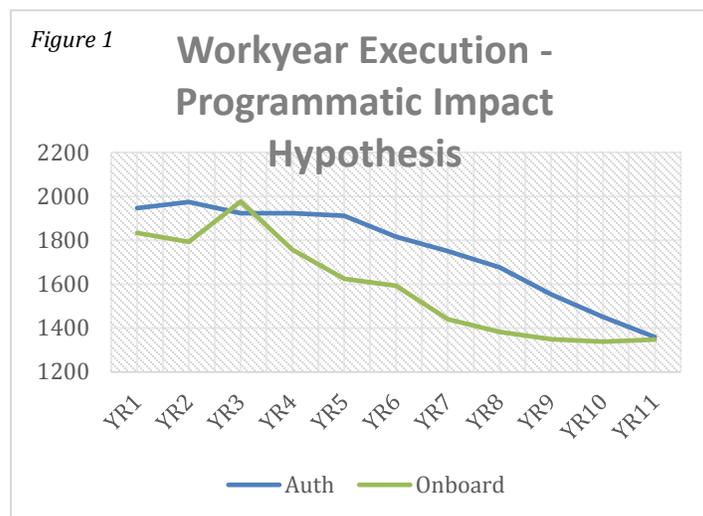
Against this backdrop, we were in planning meetings on how and where to take a 40% reduction to the command staff as a result of the focus area review group (FARG) decisions (couple this with the continuing European transformation, reductions in civilian pay accounts, sequestration, hiring freezes and previously announced drawdowns). As the new guy, I have a perfect credibility problem. Which is it --- hire or fire? I am sure my boss was having doubts about hiring me when I responded, “It’s obvious; they want you to do both.” Of course, it had to be done with a thoughtful approach, but with the help of an outstanding team of manpower analysts we have accomplished just that.

UNDERSTANDING UNDEREXECUTION. So how did we address the problem? Are there lessons learned that we can share? While not a lean six sigma project, we used the Define, Measure, Analyze, Improve and Control (DMAIC) model to guide the project:

Define. Defining the problem seemed simple enough. Between vacant positions and a significant lag between one person leaving and the arrival of the replacement, we were not spending the workyears and civilian pay dollars that were budgeted.

Measure. Did we understand the factors that contributed to under-execution? The first working theory was that we weren’t doing anything wrong and were simply exercising due diligence in managing a shrinking workforce. We dubbed this “an era of uncertainty – a conservative approach to managing the workforce.” By adopting this conservative approach, we implemented a 30+ % reduction to the U.S. civilian end-strength without a RIF.

As you can see in our first working model (Figure 1), our projection looked simple. The onboard line lagged the authorized line by 18 to 24 months. This meant a loss of authorizations would begin manifesting as reduced onboard strength about a year and a half earlier, which we tried to statistically prove. Our hypothesis was that the amount of underexecution could be quantified as the sum of reductions each year times the projected vacancy rate. Three-years out the projected rate of vacancies was 25%, two-years out it was 50% and one-year out it was 75%.



Analyze. As it turns out, the effects of our programmatic actions were more subtle than we appreciated. While programmatic losses were the number one contributor to underexecution, there were several other factors that contributed as well. The three remaining factors were:

a. **Hire Lag** – the second largest contributor to underexecution is defined as the time between the departure of an employee from the command and arrival of the eventual replacement. A common misperception is that this can be quantified as the time to process a request for personnel action (RPA), but equally important is the ratio of internal/external hires. From a command standpoint,

it could take several hiring actions until someone is actually added to the end-strength.

b. Vacant Billpayers – vacant positions with a pending reprogramming action that will not be filled until the reprogramming is effective. While not a large number of positions, as few as 13 can affect execution by 1%.

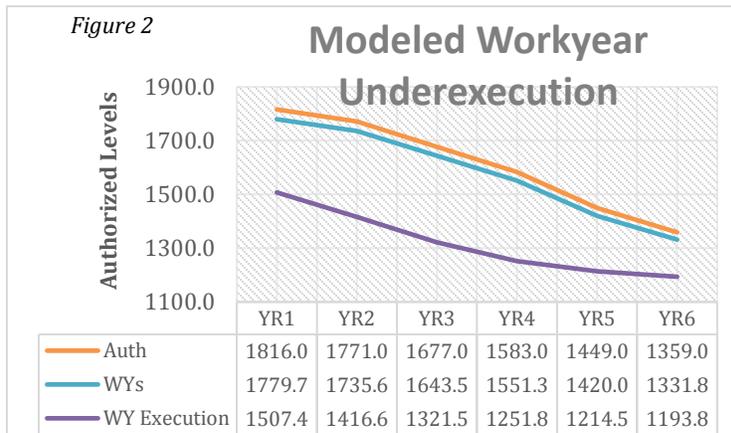
c. LWOP/Part-time – onboard employees not executing a full workyear. Again, a relative small number of employees on extended leave without pay (LWOP) or part-time employees can affect the execution rate.

Armed with this knowledge, we set out to make sense of the data. We created a working model (Figure 2) to understand and visually depict the impact behind each of these factors. The key was to find the correct variable(s) associated with each factor. A look at the two largest contributing factors:

b. Hire Lag – this is influenced by several factors including the anticipated rate of departures (impacted by tour length management policies), the ratio of internal/external hires to the command and the number of days to process an RPA. There are other factors within the hiring process such as management time, delays in submitting the RPA, and the length of time to onboard the selectee. These are activities not included in the model as discrete variables but are opportunities for improvement as well.

Model Factors							
Program Redux		Hire Lag		Reprogrammed		LWOP	
1 Year Out	75%	Departures	12%	Bill payer	1%	LWOP	0%
2 Year Out	50%	External Rate	60%	Positions		Part-time	
3 Year Out	25%	Internal Rate	40%				
		RPA Days	180				

Figure 2



a. Programmatic Losses – based on historical trends, the impact begins to manifest itself as early as three years out once decisions are made in the PPBE process. As positions slated for reduction become vacant, managers become increasingly reluctant to hire since they are committing to a minimum three-year tour.

Additional analysis of the subroot causes showed we had things in common with CONUS locations and some that were unique to OCONUS. These subroot causes could have either a positive or negative influence, but the solution had to consider all aspects:

a. Common with CONUS: CPAC staffing, workforce planning tool, hiring freeze, furloughs, HQ reduction uncertainty, quality of referral lists, etc...

b. Unique Overseas Factors: tour lengths, return rights, limited use of temps/terms in higher grades, local national versus DACs, etc...

Improve. Before designing the improve measures, we recognized there would always be some degree of underexecution (which is not necessarily a bad thing). The key was to accurately predict how much and then use the other tools at our disposal to

mitigate the impact. The following has resulted in the command going from an 88% execution rate in FY13 to what we predict to be a 96% rate in FY16 and 98% in FY17:

a. The first thing we had to do was raise the awareness of the staff. We began an aggressive campaign aimed at managers and mid-level supervisors on the collective impact of their decisions and how to better accomplish workforce planning. On more than one occasion, the question was raised, “So you’re telling me we have been doing this all wrong?” My answer was always, “No, we were doing the prudent thing, but as conditions changed, we also needed to change to meet the challenges.” The bottom line was that the command needed to loosen the reins and allow managers and supervisors to make informed decisions on when to hire and when to defer.

b. Workyears needed to be treated like other fiscal resources. Managers are now required to have a budget and spend plan that ties their allocated work years to the strategic human capital plan. The workyears distributed through the Resource Guidance process is based on the expected execution rate. This allows the internal realignment to reflect what would actually occur during execution and identify gaps for future reprogramming actions.

Control. As we implemented the improvements, it was essential to put controls in place to ensure we didn’t over compensate and put the command into a RIF situation. To do this we:

a. Established a senior officer working group comprised of the GS-15s from across the staff and the major subordinate commands. This group was responsible for jointly managing the collective risk and making recommendations on workforce management and resource utilization policies to senior leaders within the command. The group reviewed the quarterly execution data and 18

months of projected end-strength data to determine if corrective intervention is required.

b. Automated our faces-to-spaces data system and incorporated an area for managers to document their projected workyear requirements.

c. Charged the Manpower staff with monitoring execution, ensuring GFEBS data is recorded correctly, preparing command forecasts and ensuring each manager has a resource management plan in place prior to submitting a recruitment action. In total, these responsibilities require the Manpower staff to be engaged with their counterparts across the staff and work the details before they can become issues.

CONCLUSION. In the past year, great strides have been made across the staff on anticipating how to manage a force in transition and understanding the second- and third-order effects. We are on course to meet the Army’s workyear execution target of 98% within the next year. At the end of the day the CP26 community can continue to be an enabling force to meet the Army challenges of the future, by using a systemic approach to problem solving.

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**Spaces (CP26)
Money (CP11)
Faces (CP10 and CP50)**

Together, we all manage RESOURCES

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Defense Resource Management Course: A Careerists View



By: Ms. Karen Taylor, Chief, NATO Manning Division, U.S. European Command, Stuttgart, Germany

This past summer, thanks to funding from the CP26 Proponency Office, I had the fantastic opportunity to attend

the Defense Resource Management Course (DRMC) in Monterey, California. This fast-paced four-week course focuses on the economic, efficient and effective allocation of scarce defense resources among competing mission areas, a subject all too familiar to Army Manpower and Force Management professionals. Lectures covered topics that included a strategic overview of the global political environment, an explanation of the U.S. Defense Resource Management System functions and a delineation of economic and quantitative approaches to problem solving in the Department of Defense (DoD). Participants were challenged to consider tradeoffs among competing goals, identify the opportunity cost of resource-constrained decisions and examine uncertainty and its effect on decisions at both the tactical and strategic levels. As I attended DRMC, my goal was to understand how I could apply the analytical concepts and tools presented in the course to my manpower and organizational management role at a Combatant Command (CCMD).

Services have well-established programs to determine minimum-required staffing and develop manpower models that create efficient and effective organizations based on validated mission requirements. Organizations, such as the Army Manpower Analysis Agency and Air Force Manpower Analysis Agency, develop manpower and organizational models to analyze requirements and provide recommendations to Service leadership.

Thus, the Army recognizes that the development and application of an Army-wide standard requirements determination methodology and strategic level organizational designs are critical to adapt the institutional Army to support the Operating Force efficiently and effectively.

CCMDs have small manpower staffs and must rely on the Services or a contractor for such robust analysis. While CCMDs can request additional manpower for new missions through the Joint Manpower Validation Process (JMVP), in the Joint arena there is no overarching institutional process, analytical framework or dedicated organization to periodically evaluate current CCMD authorizations and organizational designs. Even in the JMVP, the CCMDs must independently analyze and determine what additional manpower senior leaders believe is needed to meet new missions. In my view, CCMD manpower staffs have limited capability to provide systematic, “like” analysis and recommendations to ensure their leadership has the ability to allocate manpower optimally within a structure designed to meet assigned missions in a rapidly changing, uncertain security environment.

There is, of course, guidance to the CCMDs on establishing and managing their Joint Manpower Programs (JMP). The Undersecretary of Defense, Personnel and Readiness provides DoD policy guidance for the JMP and is charged with ensuring all Joint activities establish a JMP. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1001.01B, Joint Manpower and Personnel Program, outlines policy for the CCMDs and establishes additional responsibilities and procedures for joint manpower requirements. The Directorate of Manpower and Personnel at the Joint Staff (JS J1) administers and executes the JMP on behalf of CJCS developing further guidelines to identify peacetime, wartime, contingency and mobilization requirements. In turn, CCMDs are responsible for establishing a JMP, including setting internal policies and procedures for determining, validating,

documenting and prioritizing joint manpower requirements. However, the CCMDs have no explicit guidance on establishing appropriate analytical systems and methodologies to assess how existing manpower requirements and structure can be reallocated to support their mission sets.

There is tremendous merit in providing CCMDs maximum flexibility to establish and manage their own JMPs. The Combatant Commander, ultimately a warfighting commander, should have great internal latitude to adapt the CCMD manpower and structure to accommodate mission changes within a rapidly changing security environment. However, the CCMDs, other Joint organizations, and the Services have been facing and will continue to face Congressional and DoD imperatives to reduce resources, including manpower, to headquarters activities. In the face of these reductions, and without a relatively robust, objective analytical capability, the principle of flexibility does not always translate into informed decision-making based on rigorous analysis. Instead, staffs react based on fear of the future and the unknown, and “circle the wagons” around narrow equities rather than evaluating problems and alternative solutions within a structured, analytically-based process. As a result, manpower decisions are too often reactive rather than proactive and mission-based. In a reduction environment, leaders too often must default to a “fair share” basis or other factors unrelated to mission in order to allocate limited resources across the headquarters staff.

How did attending DRMC help me think about these manpower challenges in the Joint arena? Simply put, my time at the course reinforced my sense that a more effective and holistic analytical capability needs to be developed to approach manpower and organizational changes in the Joint community. CCMD staffs don’t always have the right training, background and analytical tools necessary to advise their senior leaders so they can make informed decisions under tremendous time

and resource constraints. Further, having each CCMD staff independently develop analytical capabilities is inefficient; the use of multiple, disparate analytical (and non-analytical) approaches also impedes the ability of Joint Staff and OSD senior leaders to evaluate and prioritize competing requirements. In an era of scarce manpower resources, it may be time to reevaluate the Joint approach to manpower requirements; these requirements must undergo a more consistent, rigorous analysis to support Combatant Commanders in executing the national military strategy as effectively as possible.

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DRMC: An Enriching Experience



By: Mr. Damion Cowan, Management Analyst, U.S. Aviation and Missile Command, Redstone Arsenal, Alabama

I attended the Defense Resource Management Course (DRMC) at the Naval Postgraduate School in Monterey, California. This was an exceptional course taught in an interactive format that concentrated on resource management, acquisition, cost analysis and executive level decision making within an operational framework of finite resources.

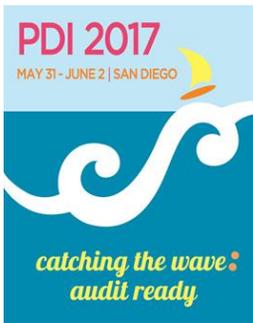
DRMC broadened my vision and taught me (as a mid-level careerist) to apply my skillset into arenas far beyond my day-to-day tasks as a Management Analyst. Having the opportunity to understand the Defense Financial System from the senior-level decision maker’s perspective enabled me to tailor my work product to a broader audience. Upon my return to Redstone Arsenal, I immediately began to assess situations differently, as I was able to approach tasks from a more holistic view using the skills and knowledge I acquired at DRMC.

The DRMC course environment was very unique and consisted of students from the United States as

well as Allied nations. This created a culturally diverse environment for learning that simulated potential real world operations and relationships. I was able to engage and learn about similarities and differences of Allied nations’ financial systems and introduce many first-time U.S. visitors to our systems and culture.

I would strongly encourage my fellow CP26 Careerists to consider DRMC for future training opportunities. This course provides four-weeks of Resource Management training encompassing an operational environment of scarce resources, which is very representative of how we operate today. This course is a highly interactive learning opportunity that will broaden your vision as a resource manager and enhance your performance to the Army and the Nation.

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Interested in attending the ASMC PDI?



If you are interested in attending the American Society of Military Comptrollers Professional Development Institute annual training event, contact the CP26 Proponency Office as soon as possible.

CP26 has been allocated a small number of seats for careerists. Do not miss this great professional development opportunity. And remember, Manpower and Force Managers are resource managers too!

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Conducting: Resource Management, Another Approach

By: Dr. Wayne Applewhite

CP26’s are resource managers too. The article below gives an in-depth look at resource management. The article has been republished from Resource Management 4th Quarter 2011. Dr. Wayne Applewhite is an Adjunct Professor for Boston University and the cofounder of the leadership development firm Just Leadership. Dr. Applewhite received his Bachelors of Science in Resources Management from Troy State University, a Masters of Arts in Management and Supervision with a concentration in Health Care Administration from Central Michigan University and his Doctor of Management in Systems Management from Colorado Technical University.

No matter if you are looking in the public or private sectors of conducting business, you are sure to find leaders and/or managers working in the realm of Resource Management. If you took a step back and watched over a period of time, you would most assuredly observe the leaders and managers attempting to maximize ‘these’ resources, effectively and efficiently develop ‘those’ processes, and you would also encounter the leaders and managers of their respective organizations involved in a myriad of resource management genres such as finance, human capital, information technology, and the dreaded bottom line.

Taking a closer look at resource management, it simply means getting the ‘right’ product to the ‘right’ customer on time and at a price the customer is willing to pay. Anything on the long side of that is, frankly, unacceptable in the world of resource management.

There are a plethora of articles and books speaking to process improvement, delivery, quality, Six Sigma and the list goes on. This is not one of those articles...well, maybe not, depending on your perspective.

In business, we take and use terminology from many sources. By now I am sure most of us are quite fluent in the terms of ‘strategic’ and ‘tactical’ which we have used for years thanks to the military. We have adapted to the use of ‘surgical precision’

taken from our colleagues in the medical profession, and all of us have “struck out” at one time or another.

Today, however, I want to focus on a central theme of what many of us have said about the fact that “I have to orchestrate this mess...”

The first time I heard the term “orchestrate” used in this context, I was not quite sure what was meant. Surely, we were not in the band room back at school; clearly we were in the boardroom of a mid-sized business. As I let the term resonate within myself for the next few weeks, I came to see and notice something different about the organization of which I was a part.

Yes, the organization had many departments and bosses, and teams, and leaders, and projects, and managers, and divisions, and products to produce. We certainly needed someone to manage these resources. Could this collision of resources be orchestrated? Is this the hidden secret of resource management? Maybe.

Resource management should be strategically positioned within the organization. Resource management should be the purpose that binds an organization from the lowest levels to the highest. It should be the watchword, that standard of excellence, the golden ring that we all strive to capture as we conduct business day-in and day-out. “Conduct”. So then am I suggesting that our resource managers might be conductors? Is that the hidden secret of resource management? Maybe. Let’s ponder that thought for a moment. Imagine the conductor (resource manager) has just raised a hand as if to capture our attention. All is quiet. Then comes a beckoning gesture from the conductor directed to the group in the back of the organization and a definition is presented (defining the problem). Now the conductor looks to the group to the right and beckons a response (possible solutions). Now the conductor turns to the left and with a left hand

points to the group on the left side as if to say, “What say you?” (providing alternate solutions). Now with one finger pressing the lips, the conductor quiets the organization and begins ever so slowly to raise the volume of the group. First the conductor points to the group in the middle and raises a hand from low to high as if to say, “Begin, let me hear you.” Now looking and pointing to the group on the back right, the conductor completes a similar motion or engagement. Then, to the left, now to the front, over to the right...and now hushing the organization ever so slightly but not totally, the conductor listens... (testing possible solutions). Now the conductor smiles brightly. Having gathered the best information at one’s disposal, collaborating with everyone on the team and some outside of the team, gathering all the experience, knowledge and best practices to date, the conductor raises both hands and starts a new rhythm from within the organization. It starts very low and gathers greatness and momentum as the conductor artfully ‘orchestrates’ all of the players toward a strategic goal. At this point in time it is quite loud as everyone plays from the same page (best alternative). Finally, the conductor gestures swiftly and firmly at the group in the back right and a very loud BOOM, BOOM is heard throughout the building (product delivered). The conductor raises both arms as if to suspend the sound for eternity and then...quickly and powerfully brings both arms crashing down to the waist with one fluid motion. All sound has stopped and for just a brief moment, nothingness. Then, a huge eruption of applause is heard (audit). Profits and moral are high; job well done!

Profits and moral are high; job well done!

Is there a secret to resource management? It depends on who you ask. I suggest that the secret is in leadership and management. It is about knowing the people you work for and the people you work with. It is about knowing the organization and the

organizations strategic goals and what part you play. It is about collaboration within an organization, not competition. It is about defining the problem and bringing the best solution to the forefront without hidden agendas. Where do we find most of the answers to our everyday challenges? From individuals! Yes, people are our best assets. Respect them. Value them. Challenge them. Hold them accountable. And when the music stops, thank them.

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SETM and ETM Application Windows now open!



Interested in taking your career to another level?

Apply for the Senior Enterprise Talent Management (SETM) program or the Enterprise Talent Management (ETM) program.

Both programs are designed for specific grade levels and have great opportunities for professional development and growth.

The application window is open until May 15.

Take advantage of these opportunities to develop and expand your capabilities. There are many different offerings, from Command General Staff College (CGSC) to TDY programs.

Learn more about these great programs at: (CAC-enabled) <https://www.csldo.army.mil/>

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DoD Travel Policy Changes



Changes are coming to DoD Travel. Be sure to check out the Joint Travel Regulation and read the most up-to-date policy changes in the Defense Travel Dispatch:

<http://www.defensetravel.dod.mil/Docs/Dispatch/Defense Travel Dispatch Winter 2017.pdf>

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Army Civilian Employee Engagement Conference held at Fort Leavenworth

By: Mr. Thomas Scott Gibson (TRADOC)

Fort Leavenworth provided the backdrop for the Employee Engagement Training Conference (E2TC) at the Lewis and Clark Center Tuesday, March 21 and Wednesday, March 22. The two-day event brought together numerous Department of the Army civilian supervisors in an effort to share best practices throughout the cohort and craft reasonable solutions to address issues facing the Army's modern civilian workforce.

The conference, which was organized by the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA M&RA), was part of an effort to address a presidential mandate to increase civilian employee engagement scores to 67 percent positive responses from the current number of 64.3 percent.

The theme of this year's E2TC was 'Influencing Engagement through the Art of Supervision'. "It is really about communicating, developing, motivating and empowering people," said Sue Engelhardt, Acting Deputy Assistant Secretary of Army (Civilian Personnel) and Director, Civilian Senior Leader Management Office. "Engagement is about

much more than just making sure your people are happy... when you engage, you increase employee productivity."



Unlike previous E2TC meetings, which were bottom-up opportunities for senior leaders to gain insights from the civilian cohort, this year's E2TC shifted to more of a grass-roots training effort based largely on feedback received from previous conference attendees. Attendees worked in small groups, heard from senior leaders and subject matter experts as a large group, and attended a panel discussion on creating a healthy culture and effective work-life balance.

"This year our focus is on supervisors of the civilian workforce, and we want those leaders to leave here with additional tools to improve interaction within their teams," said Edward Emden, Civilian Workforce Transformation integrator for the ASA M&RA. "Our expectation is that these supervisors will also take our message beyond their teams to improve employee engagement throughout the broader organization."

The E2TC program has already led to changes in the civilian cohort in the area of identifying talent and potential earlier in the career of an Army civilian employee. "The Emerging Enterprise Leaders (EEL) program is a system that will help identify those civilian employees who have the potential and the desire to be future enterprise

leaders in our Army," said Emden. "We know that not everyone wants to be an enterprise leader, but being able to identify and groom these future leaders early -- at the GS 11-12 level -- will have a positive impact on the future of our cohort."

Another area of focus for the ASA M&RA civilian workforce transformation team is finding new ways to encourage the civilian cohort to help identify trends and shortfalls in the employee engagement process. They will encourage employees to take the Federal Employee Viewpoint Survey, scheduled to be released in May and June of 2017.



"Our goal is to double the number of respondents from 25 percent to 50 percent for the 2017 FEVS," Emden said. "We want to ensure that every DA civilian knows that their voice is heard. That is why we are going to initiate the 'Your Army -- Your Voice' campaign which will help ensure the cohort is represented as widely as possible."

Throughout the conference, in both large and small group discussions, a recurring topic was the importance of active communication at every level, and being ready to stand up for subordinates when necessary.

"Engagement does not rest on one person's shoulders," said Elisa-Ruth Nelson, Civilian Workforce Transformation integrator for the ASA

M&RA. "E2 (Employee Engagement) requires a person to take risk for the people who work with them... It's about people and we can't allow ourselves to be boxed in by policy -- sometimes you have to challenge the status quo."

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Do you know what's in the CP26 Communications Portfolio?

Curious about all the ways CP26 reaches out to the community? Find out all about our Communications Portfolio in our new video!



You can check out the video at:
<https://www.dvidshub.net/video/511078/cp26-communications-portfolio>

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Upcoming CP26 Roadshows



The CP26 Proponency Office will be hosting Roadshows in the coming months. Join us!

May 11 – Aberdeen Proving Ground, Maryland

July 11 – Fort Sam Houston, Texas

August 23 – Fort Bragg, North Carolina

If you would like more information about the roadshow or would like a roadshow at your organization, contact the CP26 Proponency Office.

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Coming this Summer: The CP26 Lunch and Learn Series



LUNCH AND LEARN

CP26 Lunch and Learns will be available this summer on CP26 Community page on Army Career Tracker! The Lunch and Learn program is a series of short videos and accompanying worksheets on several different topics such as resumes, competitive professional development, the civilian toolkit and much, much more!

If you or your organization are interested in a Lunch and Learn or have an area that you would like covered by a Lunch and Learn, contact the CP26 Proponency Office.

CP26 Word Search

X P N L T T T M S N F N Q U T
P B S O E R A D U D A L G T D
Q W T V I A E Y A C X N R V M
V S N L O T D W A E I H R X C
F E E C C V A E O C F T Z R O
I H M A Q F D T R P D T E S F
S T E H N T D U N S N R J Q H
T S R Z I O O T K E H A V R K
R Y I N I S U N Z Z M I M B H
U L U G E H V A A N F U P D G
C A Q R M J Q E V J X X C E C
T N E M E G A N A M E C R O F
U A R A L L O C A T I O N R D
R S T N E M P I U Q E M T O E
E R U B L C F F Z N Q X L B U

ACTEDS
ALLOCATION
ANALYST
DOCUMENTATION
EQUIPMENT
FORCE MANAGEMENT
LEADERSHIP
MANPOWER
MTOE
REQUIREMENTS
RESOURCING
STRUCTURE
TDA



Name: Dwayne Ford

Years of Federal Service: 9

Activities and Hobbies:
Hanging with family and friends, writing/making music, traveling and learning about different cultures.



Where do you work? Headquarters, U.S. Army Europe, G8, Manpower and Management Division, Wiesbaden, Germany

What is your job title? Management Analyst

Describe your job: I am an action officer with primary focus on building and administrating the manpower portion of the USAREUR Program Objective Memorandum (POM). Additionally, I help build annual civilian workyear allocation and execution plans. I also develop annual civilian manpower resource guidance for USAREUR staff and subordinate Major Support Commands and provide guidance on the utilization of resources to accomplish programmatic objectives and goals. Finally, I am responsible for projecting, tracking and comparing manpower workyear and resource execution to the program.

What do you like best about your job? I love data analytics, data mining, critical thinking and statistical modeling/analysis and this job gives me plenty of opportunities to exercise those skill sets. I like the constant change of pace and find myself regularly needing to adapt and think outside the box. Most importantly, I absolutely love supporting the Soldier and the Army as a whole.

What is your most memorable and/or challenging experience during your time as a Manpower and Force Manager? My last 4 years here in USAREUR without a doubt. I have learned so much from my supervisors and colleagues, who by the way are true experts in the Manpower and Force Management/Resource Management world. It has been a very eye-opening experience, learning about USAREUR's history, to the nuances of the Local National Pay Systems. The biggest challenge has been managing USAREUR reductions and balancing resources across the Future Years Defense Program (FYDP), while trying to avoid under/over execution and risk to resources.

Would you recommend working in this career field to other federal employees? Absolutely, it is an extremely important and diverse career program.

TRAINING SCHEDULES

Looking to continue your career development by attending a CP26 funded course? Ensure you meet the eligibility requirements and do your research. Then speak with your supervisor and the CP26 Proponency Office to plan out your next training opportunity. Listed below are a few of the courses and FY17 schedules. For the full list of courses funded by CP26 please refer to the CP26 ACTEDS plan. If you plan on going to training contact the CP26 Proponency Office for an application packet. Please note that the Manpower and Force Management Course is not covered under the CP26 CPD program. Also, dates of courses listed are only tentative and may be changed at the discretion of the individual school.

Manpower and Force Management Course (MFMC)

http://www.alu.army.mil/ALU_COURSES/ALUCOURSES.htm

The curriculum concentrates on manpower and force management functions within the Army's Operating and Generating Forces. The subject areas covered during instruction are tailored to the manpower and force management process described in AR 570-4 and AR 71-32. This process includes the integration of strategy, planning guidance, requirements determination, validation through the Total Army Analysis, resourcing and documentation. *Note that the Manpower and Force Management Course is not covered under CPD.*

Start Date	End Date	Location
14 August 2017	25 August 2017	Fort Belvoir, Virginia
11 September 2017	22 September 2017	Fort Sam Houston, Texas
5 December 2017	16 December 2017	Fort Sill, Oklahoma

Operation Resource System Analysis Military Applications Course (ORSA MAC)

http://www.alu.army.mil/ALU_COURSES/ALUCOURSES.htm

Course includes a comprehensive block of instruction in probability and statistics, as well as a review of calculus. In addition, there is an in-depth instruction in the use of computer software to conduct data analysis and spreadsheet modeling, including database structure and data retrieval. The classroom presentation will emphasize principles, demonstrate techniques of analysis and illustrate typical applications of the analytical techniques.

Start Date	End Date	Location
15 May 2017	18 August 2017	Fort Lee, Virginia
07 August 2017	09 November 2017	Fort Lee, Virginia
28 August 2017	06 December 2017	Fort Lee, Virginia



Capabilities Development Course (CDC)

http://www.alu.army.mil/ALU_COURSES/ALUCOURSES.htm

This course introduces the processes used to achieve desired joint and Army warfighting capabilities needed for the 21st century. Processes focus on determining, documenting, and staffing warfighting concepts, required capabilities, warfighting gaps and doctrine, organization, training, materiel, leader development, personnel and facilities requirements and cost-benefit analyses of those potential resource informed, integration focused, outcome based solutions. This course concentrates on inputs to and outputs of the Joint Capabilities Integration and Development System process and related organizations; its relationship to planning, programming and budget execution system; and its relationship to the acquisition process and organizations.

Start Date	End Date	Location
15 May 2017	26 May 2017	Fort Sill, Oklahoma
12 June 2017	23 June 2017	Fort Leavenworth, Kansas
31 July 2017	11 August 2017	Fort Sam Houston, Texas
05 September 2017	15 September 2017	Fort Eustis, Virginia
18 September 2017	29 September 2017	Fort Lee, Virginia

Defense Resource Management Course (DRMC)

<http://my.nps.edu/web/drmi/welcome>

DRMC is suitable for professionals concerned with the economic, efficient and effective allocation and use of scarce defense resources in today's complex and uncertain security environment. Participants normally come from a broad spectrum of fields, to include logistics, operations, personnel, acquisition, financial management, program management, planning, engineering and program evaluation. This course is designed for military officers rank O3 through O6 and equivalent civilian officials. The course should prove very helpful for anyone involved with conducting a Business Case Analysis.

Course	Length	Dates
Defense Resources Management Course (MASL-P162002)	4 weeks	24 April – 18 May 2017
Defense Resources Management Course (MASL-P162002)	4 weeks	22 May – 16 June 2017
Defense Resources Management Course (MASL-P162002)	4 weeks	19 June – 14 July 2017

Army Comptroller Course (ACC)

<http://whitman.syr.edu/programs-and-academics/programs/defense-programs/defense-programs/army-comptroller-course/index.aspx>

ACC provides a basic multi-disciplined financial and resource management overview to DoD civilian & military personnel newly assigned to the Comptroller Career field and to other personnel without a multi-disciplined background. The course blends current DoD and Army management and the latest in academic management techniques. The course is a three-week resident program conducted at the Whitman School of Management, Syracuse University, Syracuse, New York and SU's Minnowbrook Conference Center in the Adirondack Mountains.

Course Title	Date
ACC 17-IV	31 July 2017 – 18 August 2017

Executive Comptroller Course (ECC)

<http://whitman.syr.edu/programs-and-academics/programs/defense-programs/defense-programs/executive-comptroller-course/index.aspx>

ECC provides mid-level military and civilian resource/financial managers a broad perspective of the core competencies of Defense Financial Management. The course emphasizes the application of those competencies for resource/financial management decision making in the U.S. Army. The course is a three-week resident program conducted at the Whitman School of Management, Syracuse University, Syracuse, New York and SU's Minnowbrook Conference Center in the Adirondack Mountains.

Course Title	Date	Location
ECC 17-III	8 -26 May 2017	Syracuse University, New York
ECC 17-IV	5 – 23 June 2017	Syracuse University, New York



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CP26 is always looking for new and innovative ways to share the Army Manpower and Force Management story. Here is how you connect with CP26 to get the latest news about the career field.



CP26 Proponency Office is expanding its Army Career Tracker (ACT) presence. In ACT you can Track your career dashboard and plan your next professional development opportunity. You can also, engage with other CP26's. Additionally, ACT supports an easy to use IDP tool, to help you keep track of your career. Join the CP26 community today: <https://actnow.army.mil/communities/community/civilian-cp26>



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CP26 publishes a quarterly newsletter. The newsletter is intended to give a wide audience a look into the career program. The newsletter includes firsthand accounts from careerists, interns and Army leaders about courses, experiences and the manpower career field. Submissions are always welcome; if you would like to submit please send the article to: usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil



The "Talking Manpower" program is an audio interview program, conducted with members of the Army Manpower community. These interviews focus on professional development, a discussion of leadership and a conversation about the interviewees work. The podcast is also available on iTunes and via Google Play Music.

Editorial Policy

The Manpower and Force Management Bulletin is a publication of the Army G-1.

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 provisions of AR 25-30 as a functional bulletin. Articles submitted may be edited for clarity or brevity.

If you or a colleague would like to be highlighted in the Army Manpower Employee Spotlight program or interviewed in a Talking Manpower segment, please contact the CP26 Proponency Office at: usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil

Bulletin Articles

Careerists, supervisors and managers in the Manpower and Force Management Career Program and Career Field are invited and encouraged to submit articles for publication or to suggest articles or features you would like to see in this bulletin. Please submit articles, comments or suggestions to the CP26 Proponency Office via: usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil

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