



Career Program 26

Manpower and Force Management

SUMMER 2017 BULLETIN

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*Deciding what not to do is as important as
deciding what to do.*

– Steve Jobs

Hear from Ms. Randon



Check out the CP26 Facebook page and the CP26 DVIDS page for our exclusive sit down discussion with Ms. Diane Randon, Senior Official Performing the Duties of the Assistant Secretary of the Army for Manpower and Reserve Affairs.

Ms. Randon provides insight on a wide range of topics to include the importance of developmental assignments, her outlook on leadership and why she values Manpower analysts.

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The Importance of Resource Management Integration



By: Ms. Alyssa Buxbaum,
Management Analyst, U.S. Army
Garrison Stuttgart, Stuttgart, Germany

I can easily recall my first years working for the U.S. Army. I worked on the Documentation and Execution Team of my organization's Manpower and Force Management Division. My tasks included providing recommendations on the affordability of requested recruit actions as well as monthly reports reflecting on-board strength against authorizations. My recommendations were typically dismissed and I am fairly certain my supervisor was



the only one reading the monthly reports, which demonstrated where we were over-strength. Then the shoe dropped. The seemingly endless funding stopped and the questions from functional directors began. What is an over-hire and how do we have so many? Why didn't anyone tell us? What is a TDA? What are authorizations?

Many years later I am still working to impress upon my leadership the importance of the TDA and executing against it. Models are being documented, authorizations decremented and missions realigned as decision-makers lack the full spectrum of information needed to make truly informed decisions. In some cases the data documented differs greatly from actual execution. This could be due to lack of communication with manpower personnel or to restrictions imposed by higher headquarters on TDA updates. Manpower models may be flawed, yet still documented, reflecting inaccurate requirements data. Or it may be the case of a restructure which is executed but not documented. Behind the scenes, comptroller personnel are conducting cost-benefit analyses and comparing execution against the budget. Planning personnel are comparing effectiveness of alternatives. Functional personnel are providing data in all directions (and not always knowing why). Personnelists are conducting workforce and succession planning. Few of these activities consider the inclusion of Manpower and Force Managers until their analyses and recommendations are documented. Then we get the "what happened?" phone call.

CP26 professionals add value to all areas of force structure development and budgeting. Manpower and Force Management personnel should be included in alternative analysis, structure development and documentation, as well as workforce planning. Attending courses such as the Enhanced Defense Financial Management Training, the Defense Resources Management Course, Fiscal Law and the Planning Programming Budgeting and

Execution System course can provide basic knowledge and skills to actively participate in the planning phase and potentially avoid surprises at the end. Between recent cuts and now redirecting existing resources, reviewing structure, equipment and processes for the most efficient (money) and effective (performance) solution requires an **integrated team** able to provide input from all perspectives. A manpower mix (military, civilian, contractor) and employment type (full/part-time, TERM/TEMP) are important considerations when every dollar (or authorization) is precious.

CP26 Professionals add value to all areas of force structure development and budgeting.

In our current environment, business as usual is not sufficient. CP26 personnel must be educated in Comptroller, Personnel and Operations Research (as well as Acquisition for those in Acquisition organizations).

We must reach out and educate our colleagues, as well as integrate ourselves early in the process. Be a part of the organization's strategic planning process. Provide quality control checks for data calls related to workload analysis or impacting structure. Rather than being the office which people complain to when the structure does not align to the true requirements, be the partner that helps build the true requirements structure. Depending on your organization, this may be welcomed or a challenge. If it is a challenge, do not give up. Change takes time and once the value of your participation is seen, it will be sought after.

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Why a Manpower and Force Management Professional Should Attend SRMC



By: Erin Patacsil, Senior Management Analyst, U.S. Army Manpower Analysis Agency, Fort Belvoir, Virginia

Department of the Army
Civilians serving in
Manpower and Force

Management (CP26) positions have a variety of analytic skills and techniques to facilitate developing sound and timely recommendations for decision makers in our Army. I recently graduated from the Senior Resource Managers Course (SRMC). Conducted by the Whitman School of Management at Syracuse University, the goal of SRMC is to help students better understand the dynamic resource management environment facing the Department of the Army and Department of Defense.

The SRMC is also a forum for senior resource managers to discuss issues and share solutions. Students of this recent session of SRMC included Civilian Comptrollers (CP11) and Military Comptroller Officers (Functional Area 45). Also among the students were three Manpower and Force Management Professionals (CP26). This article will briefly explain how the class benefited from having the perspective of CP26 civilians attend as well as outline the insights gained from attending SRMC.

Chief of Staff of the Army, Gen. Mark Milley, stated, that readiness is the number one priority. Most students of SRMC serve in various positions that seek to ensure our Army has sufficient resources to fight and win the Nation's wars. With almost two decades of reliance on Global War on Terror and Overseas Contingency Operations funds,

the attendees of SRMC tried to address some of the Army's current challenges to resource a trained and ready force. The Manpower and Force Management professionals were able to provide unique insights and perspectives to the resource managers in the course concerning force structure, workload and functional analyses. These insights and perspectives assisted in the development of recommendations to enable resource informed decisions.

As a Senior Management Analyst at the United States Army Manpower Analysis Agency (USAMAA), I partner with the Resource Integration Directorate of the Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASA (ALT)) to help validate manpower requirements to resource within the acquisition community. Army Acquisition professionals work to provide Soldiers a decisive advantage in any mission and to develop, acquire, field and sustain the world's best equipment and services to meet current and future Army needs. One of the analytic tools used in my work with acquisition stakeholders is the Predictive Resource Staffing Model (PRSM), which prioritizes critical skills and plans future workforce requirements years in advance.

PRSM is a suite of manpower models used to forecast manpower requirements across the Army acquisition community. Senior leaders can use the PRSM results to inform Army planning processes, including the Program Objective Memorandum (POM). For example, ASA (ALT) developed PRSM Program Management (PRSM PM) with eight Program Executive Offices and USAMAA validated PRSM PM for use to inform POM planning. ASA (ALT) is also developing PRSM Contracting, PRSM Logistics, PRSM Research & Development, and PRSM TEST to provide manpower requirements determination across the entire acquisition community.

During SRMC, I shared my experiences with PRSM and lessons learned from using the model with my colleagues –many of whom had not heard of PRSM. What I found by the end of the course was that my experience in HQDA G-3/5/7 Force Management and at USAMAA coupled with my colleague's CP26 experience from the United States Army Force Management Support Agency made us a very powerful team. We were able to contribute to class and group discussions as we explored solutions to our Army's resourcing issues. As Manpower and Force Management analysts, we understood the Army's process and were able to explain the importance of "getting it right" during the requirements phase.

We explained to our resource management colleagues that before they can allocate resources, they must first have authorizations to compete in the Program Evaluation Groups. Once HQDA G-3/5/7 approves the USAMAA validated PRSM suite of manpower models, PRSM models will significantly reduce reliance on concept plans, ultimately increasing competitive edge for authorizations. Once PRSM derives the minimum essential manpower requirements by Unit Identification Code (UIC), the acquisition community can request G-3/5/7 approval of the requirements in order to compete for authorization in the Total Army Analysis (TAA) process.

This is just one example of the invaluable lessons learned that I gained as a CP26 attending the Senior Resource Manager Course. As a SRMC graduate, I am better prepared to assist my mission partners from the acquisition community.

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FA50Q Course: A Civilian View



By: Mindy Bickal, Organizational Integrator, Army National Guard, Force Management Division, Arlington, Virginia

I had an awesome opportunity to attend the FA50 Qualification Course at the Army Force Management School in Fort Belvoir, Virginia. The two phases, totaling 14 weeks of training, are required for military members to become Force Managers via the Voluntary Transfer Incentive Program to earn an additional skill identifier as an FA50. As a CP26 careerist, this course provided extensive knowledge of our responsibilities throughout the Force Management Model. The roles, missions and functions of a CP26/FA50 were identified in each requirements building process from Strategy; Planning, Programming, Budgeting, and Execution; Capabilities Development; Materiel Development; Force Development and through the Joint Capabilities Integration and Development System as well as the Defense Acquisition System.

Phase I, How the Army Runs (HTAR), is designed to provide an overview of how the Army runs in an operational environment. This four-week interactive course provides force managers an excellent baseline to navigate through the interdependent processes within the Army Force Management Model. This is also an opportunity to network with military and civilians within the force management field.

Phase II, the ten-week portion of the course, takes the lessons acquired in HTAR and expands force managers knowledge on how to manage change in the Army. This course provides time for extensive peer discussion and practical exercise application of the force management model. Through the practical exercises, a greater understanding develops for how the Combatant Commanders establish requirements for each area of responsibility. In addition, expert

speakers from Joint Staff, OCAR, NGB, DCS G-3, DCS G-8, Program Analysis & Evaluation, Army Budget Office and TRADOC provided insight on how effective force managers can influence and aid force management processes to shape and equip the force for current and future threats.



Students in FA50Q Course 01-17 pose for a photo. CP26 Careerist Ms. Mindy Bickal is on the first row second right.

I feel extremely fortunate to have been able to attend the FA50Q Course. I am now better equipped to address force management issues, develop courses of action recommendations, review strategic guidance and connect process impacts. I am grateful for everyone who provided me the opportunity to enhance my skills.

My U.S. Southern Command SETM Experience



By: Mr. Rick F. Yates, Chief, Materiel Programs Division, Army National Guard

I reported to the U.S. Southern Command (SOUTHCOM) in February 2014 to begin my Senior Enterprise Talent Management (SETM) assignment. Upon notification, two factors came to mind:

(1) How do I prepare for the assignment, in terms of learning as much I could about Information Operations (IO), specifically the SOUTHCOM IO Division mission? I wanted to hit the ground with a working knowledge of IO doctrine, without the benefit of serving in an IO organization. As a young military officer, I had a five-year assignment in the 5th Special Force Group at Fort Bragg, North Carolina and Fort Campbell, Kentucky which provided the context of a joint working environment.

(2) How do I prepare for my Branch Chief responsibilities? I must admit, that I did not spend a lot of effort preparing my branch to function during my absence. I always empowered the branch members to operate independent without daily supervision.

My focus was primarily on reporting to SOUTHCOM and making a difference to the organization during a short 179 day assignment. Upon arrival, I was assigned to the SOUTHCOM J39, Operation Security Team. The responsibility provided the opportunity to travel to Santiago, Chile and Buenos Aires, Argentina to conduct Operation Security Surveys with the Embassies and Security Cooperation Offices.

My primary responsibility was to transfer operational control and contract management of the SOUTHCOM Theater Engagement Website from the U.S. Special Operations Command (USSOCOM) to SOUTHCOM. I had three personnel assigned to assist with the website transfer. Immediately, I was amazed by the talents of my subordinates. Each individual was capable of speaking, writing and translating English, Portuguese and Spanish articles submitted by the journalists stationed throughout South America. Needless to say, I was at a disadvantage, as I only speak and write in English!

One might say, the SOUTHCOM Theater Engagement Website is just a website similar to any

websites we access daily. This is not the case, the SOUTHCOM Theater Engagement Website is a key resource for the SOUTHCOM Commander to communicate Information Operation messages and his Intermediate Military Objectives (IMO) to the 31 Countries and Territories in the SOUTHCOM area of operations.

Background: USSOCOM managed and operated the Operational Theater Military Engagement Website Contracts for the worldwide Joint Combatant Commands, Pacific Command, European Command, Northern Command, African Command and the Southern Command. The National Defense Authorization Act (NDAA) of 2014 terminated USSOCOM's involvement in managing the Joint Combatant Commands Theater Military Engagement Websites on September 20, 2014. However, the Act permitted the Combatant Commands to maintain their own Operational Theater Military Engagement Websites utilizing assigned personnel and organic funding resources. The Southern Command leadership considered the Theater Military Engagement Website as a critical combat multiplier to accomplish the IO mission and wanted to keep the website operational. Prior to my arrival, the SOUTHCOM Commander directed the Information Operations Division to transfer the Military Engagement Website Contract from USSOCOM by September 2014, and evade an operational gap during the transfer.

Although the SOUTHCOM Commander directed the website transfer prior to my arrival, few actions had been initiated to meet his demands. My immediate thought was “there was no way I could complete the website transfer to avoid a gap in an operational coverage in less than six months”. My second thought was “this is the challenge I wanted and an opportunity to leave a mark in SOUTHCOM during my SETM assignment”.

The first step was to build a coalition with the USSOCOM and SOUTHCOM's Acquisition Support Center to establish an executable timeline in which to conduct the website contract transfer and to develop a thorough Website Performance Work Statement that articulated the responsibilities and duties of the Southern Command as the new Theater Engagement Website owner.

The SOUTHCOM Acquisition Support Center was hesitant in meeting my aggressive transfer timeline, stating time constraints in executing contract proposals, solicitations and the administrative requirements in less than 150 days. I concluded the Acquisition Support Center did not fully grasp the vital importance of the Theater Engagement Website to the Southern Command and the criticality of avoiding a lapse in the website operations. A contract lapse also meant the potential loss of over 70 journalists positioned throughout South America.

Being afforded the opportunity to conduct an Operational Theater Military Engagement Website Capabilities Brief to the Acquisition Support Center, was extremely beneficial. The briefing was designed to illustrate the Theater Engagement Website, which was not a typical website but was singularly unique in leveraging and broadcasting the United States Southern Command's IMO and priorities to the 31 partner nations and territories. I also emphasized how a lapse in website operation could potentially result in losing a number of journalist that may leave South America or seek employment with other news outlets. Retaining journalists over the years has established trust and rapport with both Government Officials and Anti-Government leaders. Losing the assigned journalists also meant replacement journalists would need time to establish confidence and trust from their indigenous sources.

My presentation was successful and resulted in the Acquisition Support Center's support and determination to establish a new website contract before the deadline. With the dedicated support and expertise of the Acquisition Support Center, the website transfer was successfully executed without a lapse in operational coverage.

My partnering with the Acquisition Support Center also served as a bridge to foster a partnering relationship between the Acquisition Support Center

and the Southern Command Information Operation Division beyond my SETM assignment. The Southern Command was the only Joint Combatant Command which did not experience a gap in website operations or reduced capabilities as a result of the 2014 NDAA.

Although I was able to see a different part of the world, there are three aspects that I treasure more:

(1) I left a tangible accomplishment for the organization beyond my assignment

(2) the SOUTHCOM J39 eagerness to seek future SETM Selectees to perform duties at SOUTHCOM

(3) the life-long friendships established with professional Department of Army Civilians assigned to the United States Southern Command.

My SETM Assignment Recommendations:

(1). Study the organization of your assignment prior to your arrival.

(2). Eagerly accept high-visibility assignments.

(3). Strive to leave a lasting impression on the organization.

(4). Understand as a SETM Selectee your credibility is accepted prior to your arrival and only you can lose it.

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To Manage Costs, Manage Relationships



By: Lt. Col. David Ratliff,
Chief, DOD Strategic and
Financial Management
Environment, Defense
Financial Management &
Comptroller School, Ira C.
Eaker Center for Professional
Development, Maxwell AFB,
Alabama

*** CP26's are resource managers too. The article below gives an in-depth look at resource management. The article has been republished from Armed Forces Comptroller Spring 2016. Lt. Col. Ratliff served as an Assistant Professor of Economics at the United States Air Force Academy and most recently, completed his PhD in Economics at George Mason*

*University. A native of Logan, Utah, he earned his commission through the Air Force Reserve Officer Training Corps at Utah State University in 2001.***

As a young lieutenant assigned as a deputy comptroller in a Theater Headquarters Special Operations Command (TSOC), I witnessed first-hand what I believe to be two crucial truths.

First, each of our Armed Services is the premier fighting force within its areas of specialty. Observing exercises, participating in planning meetings, sitting in staff reporting forums, and hearing first-hand experiences from some of our elite operators convinced me that the professional expertise, dedication and tactical proficiency of each service's cutting-edge forces are (at risk of understating it) amazing and awesome.

Second, from a cost management perspective, relationship management expertise is as crucial as tactical proficiency in order to achieve our objectives efficiently. Unhealthy relationships within and between organizations can be as costly to individuals and organizations as operational mission failure. Within the TSOC, I observed that individuals who were skilled in maintaining mutually pleasant and mutually beneficial relationships were generally happier, more productive, and usually got what they wanted. Others spent significantly more of their time fighting, manipulating and seeking to force their will on others by affecting channels of formal authority. Working conditions around these individuals were usually highly unpleasant, and accomplishing anything through them required a lot more effort.

We find examples of the astounding costs of unhealthy relationships everywhere around us. Consider the costs to our Services of programs specifically designed to combat unhealthy relationships. These programs include Sexual Assault Prevention and Response, Equal Employment Opportunity (EEO) and others. While



these programs make progress toward combating the results of bad relationships, they would be irrelevant if our relationship environment organically prevented such misconduct. Aside from obvious misconduct, consider the cost of replacing irrepressibly disgruntled employees, or sometimes worse, dealing with them on a day-to-day basis. The annual cost of processing and resolving EEO cases (many of which are caused by poor communication between management and employees) across the federal government is high, in terms of both time and money. Consider the cost of deadlock in Congress or stalemates in support agreements with host countries. At all levels, and across all agencies, we suffer additional costs due to unhealthy relationships.

...from a cost management perspective, relationship management expertise is as crucial as tactical proficiency in order to achieve our objectives efficiently.

In economics, we sometimes relate relationship costs with transactions costs, such as search and negotiation costs, or contracting, property transfer and enforcement. In general, the healthier a relationship is, the lower its associated transactions costs. Thus, suppliers seek repeat buyers, businesses conduct customer satisfaction surveys, and international trading partners receive Most Favored Nation status. Interestingly, each of us naturally pursues relationships that are less costly and more beneficial. We all have our own personal rolodex of go-to guys and favorite points of contact for getting things done across our various scopes of responsibility.

Just as appropriate investments in physical capital can decrease the marginal costs of production, investments in relationship improvement can increase the balance of organizational capital and promote more efficient transactions.

Conversely, unhealthy relationships increase the cost of every transaction. When we don't trust a contractor to deliver quality goods on time, we monitor them more closely. As an auditor on one of our significant overseas contracts, one of my friends discovered a contractor had been "changing" the oil in base generators by updating the maintenance logs, but not the oil. This deceit created a lack of trust between the contractor and the government and meant every future audit had to be conducted in significantly greater detail. These additional enforcement costs increased the overall cost of the transaction and diverted resources which would otherwise have been available to positively impact one or more other activities.



When individuals don't trust their organization or co-workers to protect them or their interests, processes become laborious, cumbersome and unproductive. Some years ago, when working to implement the Defense Travel System (DTS) at one of my duty locations, the project became very difficult when two of the agencies within the command were not willing to relinquish any element of control over their existing paper orders approval process. This conflict eventually became so heated and explosive that our supporting headquarters withdrew DTS support from us until our command resolved our differences. Our inability to manage our relationships had become costly to our headquarters as well, and it was unwilling to bear that cost.

These few experiences provide specific examples of increased costs due to unhealthy relationships. Generally, individuals with unhealthy relationships seek to protect themselves by implementing

protective controls, influencing through coercion and eliminating potentially beneficial associations. It is easy to see how these efforts increase transactions costs. For example:

** Protective controls--consider the additional costs to all employees of stricter base access procedures whenever the threat of terrorist activity increases.*

** Coercive influence--employees who are motivated solely via contractual obligation require more direction than those who act independently because of a personal intersection of interest with the organizational mission.*

** Isolation--when one country imposes a trade embargo on another, both countries suffer from the loss in gains from trade.*

Once you start to look for them, these costs pop up all over the place. Recognizing the status of relationships as an important cost driver provides the motivation to improve relationships. Not only are healthy relationships more pleasant, improving relationships decreases all associated transactions and operating costs.

We frequently require training to learn how to use our assets. Perhaps we need to consider relationship training too.

The quality revolution, led by Edwards Deming, Joseph Juran, Philip Crosby, and Armand Feigenbaum, taught us that high quality and low cost come from good processes. Leading thinkers in economics, such as Douglas North, Oliver Williamson, Daron Acemoglu and Edward Glaeser, taught us that institutions that govern our relationships largely determine our level of productivity. As members of the resource management community, we must recognize the asset value of high quality and low cost relationships. Additionally, we should consider how our institutions and processes affect those relationships.

Just as we seek to increase efficiency through implementation of technology solutions, investment in physical capital or overall personnel development, we can also seek ways to invest in relationship capital. Regardless of our position and level of authority, each of us can examine the quality and cost of our key individual and agency relationships and consider ways to improve them. In cases of very high cost and low quality (such as active conflict or toxic relationships), external intervention or consulting may be important to resolve underlying issues. In some cases isolation may be the best remedy. We frequently require training to learn how to use our assets. Perhaps we need to consider relationship training, too.

Many of our leaders actively work to improve the relationships among personnel and our agencies. Some encourage us to read articles and books about leadership and management. As one example, our current Air Force Air Education and Training Command Comptroller, Col. Richard Fogg (USAF), recommended his staff to read *The Speed of Trust*--a Covey publication that discusses how to develop trust and its implications on organizational costs. As another example, the professional functional managers for the Defense Financial Management and Comptroller School (DFM&CS) agreed DFM&CS should include instructional blocks about resolving conflict, effective communication and familiarization with personality literature. Steps like these encourage individuals to foster more healthy relationships, acknowledge and capitalize on complementary differences in skill sets and preferences, and decrease organizational costs from distrust and conflict.

While we must recognize these steps require effort and planning, and their accomplishment requires resources, these costs may represent investment in improved relationships which can pay significant dividends. One comptroller I worked with organized an office retreat for a few days where we all cooperatively developed an organizational



strategic plan. It was challenging. It required each of us to stretch and compromise, to listen to each other's desires and ideas. The result was very positive. This exercise improved our intra-office relationships, helped us focus our efforts on our highest priorities, and ensured a strong intersection of interest between each individual and our office goals. We had suffered from toxic relationships, but this effort significantly improved our office morale and performance and improved our ability to efficiently meet the needs of our customers.

Learning to engineer and conduct healthier relationships among individuals and organizations may have as much impact on our operating costs as increasing our technical proficiency. Each of us can improve the performance of our offices and agencies by considering how to eliminate or mitigate the effects of unhealthy relationships while seeking to enrich healthy ones. If we truly seek to manage our costs, we must effectively manage all of our assets, and that includes learning to manage relationships.

Did you miss CP26 at the 2017 ASMC PDI?



Unable to attend the 2017 ASMC PDI? Did you miss the CP26/CP11 Proponency Office update?

No need to worry! The full Proponency Office update is available on the CP26 Facebook page! Let us know your thoughts,

comments and questions. Also on the CP26 Facebook page you will find other interviews from the PDI.

Here is the link to the full CP26/CP11 Proponency Office update session:

<https://www.facebook.com/ArmyCP26/videos/vb.165442470169475/1389840017729708/?type=2&theater>

Congratulations!



Congratulations to Ms. Kia Gunter on receiving a Chapter Leadership Award in appreciation for her exceptional support and leadership to the Land of Lincoln ASMC Chapter.

She was recognized for her achievement during the 2017 ASMC PDI. Ms. Gunter is a former CP26 Intern. Way to go Kia!

Upcoming CP26 Roadshows



Join us for our upcoming roadshows:

July 11 – Fort Sam Houston, Texas

August 23 – Fort Bragg, North Carolina

You can find more information about our upcoming visits on the events section of the CP26 Facebook page.

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

Interested in Training this FY?



Contact the CP26 Proponency Office ASAP if you are interested in training for FY.

Go Army Ed will close out FY17 CPD requests on August 1st. If you are interested please

email the CP26 Proponency Office at: usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil

Coming Soon: 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 résumés, 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.

Congratulations DCP Graduates!

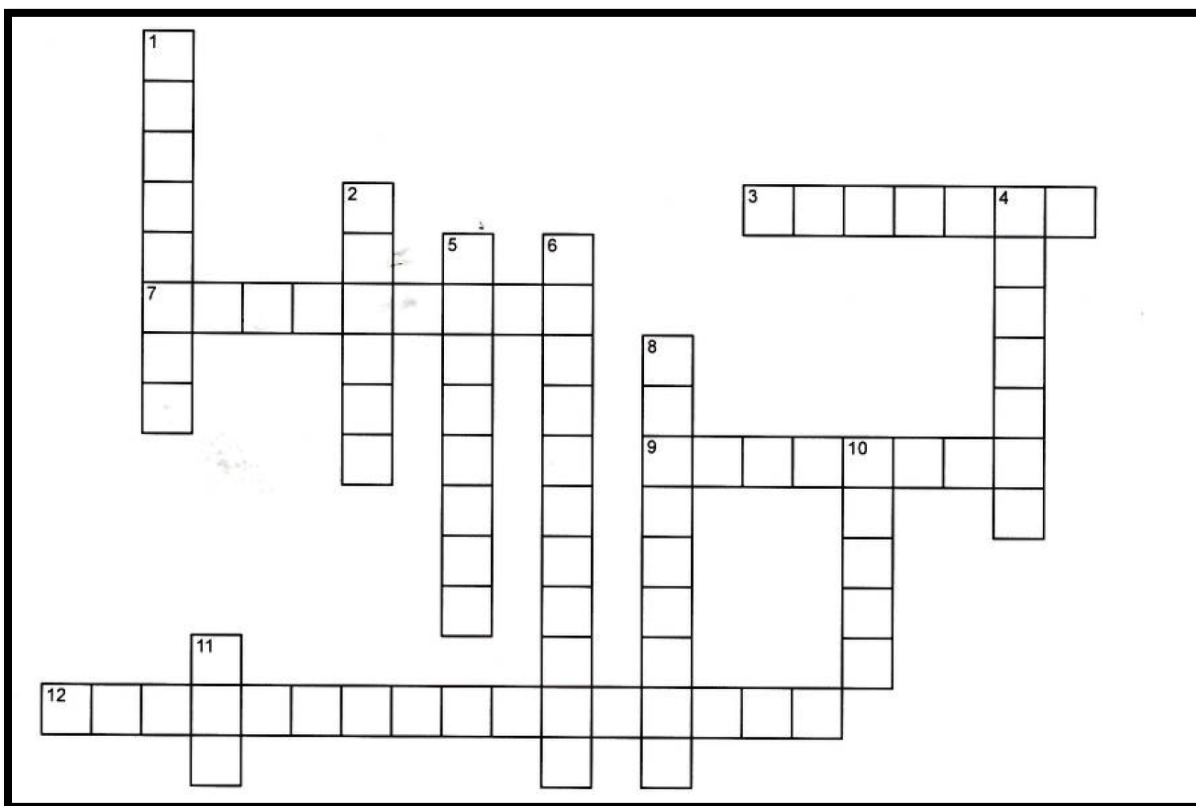


Congratulations to two former CP26 interns for completing the Defense Comptrollership Program -- Mr. Robert Ursel and Mr. Matt Tognarelli

CP26 is partnering with CP11 to offer DCP opportunities for CP26 careerists. If you are interested in participating in a future program, contact the CP11 Proponency Office for more information. CP11 is currently accepting applications through August 31.



CP26 Crossword



ACROSS

- 3 CP26 is the only career program to use this medium to share information
 7 The number of Career Programs in the Army
 9 You attitude determines your _____
 12 CP26, CP11 and CP10 are all _____

DOWN

- 1 This document is produced quarterly for the CP26 community and contains articles and insights from the Proponency Office and field
 2 This document contains all of the training plans for CP26
 4 The Centerpiece of the United States Army
 5 This is the program that CP26 presents to the field
 6 Individual _____ Plan
 8 Practice Career Yoga by continuing to stretch and _____ yourself
 10 There are _____ pillars of the CP26 Communications portfolio
 11 This person is your best career program manager



Name: Litisha D. Shelvin

Years of Federal Service: 20

Activities and Hobbies: Spending time with family & friends and volunteering at my local church.

Where do you work? Headquarters, Installation Management Command (IMCOM) - G8, Manpower Force Analysis Division, Fort Sam Houston, Joint Base San Antonio, Texas

What is your job title? Management Analyst

Describe your job. My primary responsibilities include management and oversight of the Program Objective Memorandum (POM) process for IMCOM HQ, IMCOM Training Directorate and Army Environmental Command (AEC). I coordinate the integration and documentation of Army and Senior Leadership Decisions that enable readiness for a globally-responsive Army. I am also the Table of Distribution and Allowance (TDA) documenter for IMCOM HQ, Army Environmental Command (AEC) and IMCOM Directorates (3 CONUS and 2 OCONUS).

What do you like best about your job? The POM process. It is interesting to see the different priorities that drive the decisions being recommended from the lowest command level to obtaining approval from HQDA and how they change annually. This job gives me an opportunity to learn something new every day whether its technical competencies or interpersonal skills needed to perform my job successfully.

What is your most memorable and/or challenging experience during your time as a Manpower and Force Manager? Although I have 20 years of federal service, only four have been as a CP26. The most memorable experience for me thus far is the CP26 Internship. The internship allowed me the opportunity to gain knowledge and training from some of the best Manpower Analysts in the Army. After the internship I was placed in my current assignment working with the POM. There are numerous challenges that come from working with so many different resources, especially when priorities change year-to-year, but it is rewarding to see the final product that impacts the services IMCOM provides to enable readiness for a globally-responsive Army.

Would you recommend working in this career field to other federal employees? Most definitely, this career field provides an internal view of why and how decisions are made that effect manning! I can't imagine a more fruitful career than being a CP26er!



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 known schedules to date. 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. Dates of courses listed are only tentative and may be changed at the discretion of the individual school.

Manpower and Force Management Course (MFMC)

(CAC-Enabled) 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
17 July 2017	28 July 2017	Redstone Arsenal, Alabama
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)

(CAC-Enabled) 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
7 August 2017	9 November 2017	Fort Lee, Virginia
28 August 2017	6 December 2017	Fort Lee, Virginia

Capabilities Developers Course (CDC)

(CAC-Enabled) 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



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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
31 July 2017	11 August 2017	Fort Sill, Oklahoma
5 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	4-28 September 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.

Course Title	Date
ACC 17-IV	7-25 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. *Please review their website for course dates.*



Connect with Army Manpower and Force Management!

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>



CP26 uses Facebook for a wide range of posts, to include stories from Army.mil, latest program initiatives, professional development opportunities and information of interest to CP26 interns and careerists. This platform also allows the CP26 Proponency Office to share our story with a wide and diverse audience. Comments and conversation on the page are welcomed and encouraged.



DVIDS is a way for CP26 to disseminate information. This platform allows the audience easy access for stories about a wide range of topics and events affecting the Career Program. You can subscribe to DVIDS to get all the latest CP26 news and information sent directly to your inbox.



CP26 publishes a quarterly bulletin. 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. Any repurposed articles are used solely for educational purposes and are not used for profit nor do they offer endorsement.

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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