

RESOURCEMANAGEMENT

4th Quarter 2008
PB48-08-4

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DCP
Class of

08



DCP Class of 2008

From left to right

Back Row: LTC Timothy C. Murtha, CPT David Brian Cook, MAJ John Czyz, MAJ David E. Vandevander, Victor M. Castillo, Sean M. Cullifer, Brian D. Blank, Thomas Lemon, MAJ Toby A. Austin, MAJ Travis A. Biggar **Second Row:** MAJ Ki Young A. Pak, Veronica M. Helden, MAJ Eric C. Anderson, Bruce B. Miller, Cheryl L. Partee, MAJ Richard T. Broyer, CPT Brook E. Hess, CPT Kristi M. Andrews, LT Richard P. Armstrong, MAJ Curtis E. Burrell Jr., Gregory J. Burke **Front Row:** MAJ Kip R. Kruse, Chaplain (MAJ) Paul H. Yoon, Kirsten L. Abare, Jefferson Oakes, MAJ Keith R. Kruelski, Aaron Kuchinski, Denise A. Oberndorf, CPT Jayme K. Hansen



BRMM

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By order of the Secretary of the Army:

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GENERAL, UNITED STATES ARMY
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THE SECRETARY OF THE ARMY

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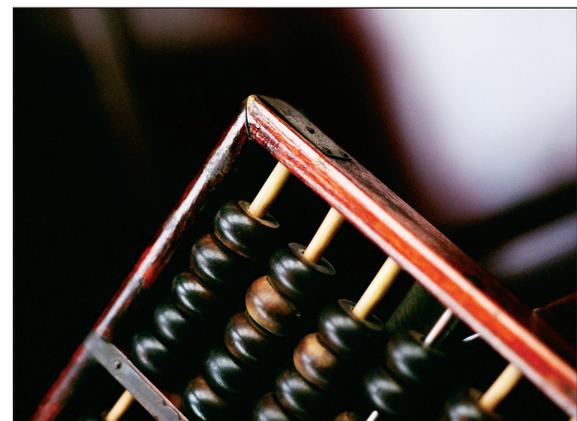
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AUSA-Army Civilian Luncheon “An Army without Civilians”

REMARKS-AS DELIVERED
RENAISSANCE HOTEL WASHINGTON D.C. 8 OCTOBER 2008

By: The Honorable Nelson Ford

General Stroup, thank you for your kind introduction and the opportunity to recognize the Army Civilian Awardees and AUSA Chapter streamer recipients; their achievements have my deepest respect and admiration. I also want to add my welcome to all of the familiar faces in the room, and to all of you I haven't met; I look forward to meeting you and working with you in the future. Also, my thanks to our distinguished guests and leaders, both military and civilian: your presence underscores the importance of Army civilians.

Whenever I'm asked to speak after lunch, I try to follow two rules: be brief and be interesting. Otherwise, you see way too many nodding heads.

So this afternoon, let me try something a bit different; let's examine how the Army might look without our civilian workforce. What would disappear from our Army? How would the Army adapt? What things that we take for granted every day would have to change? To make my point, I'll focus on just a few Army organizations. In a moment, you'll understand why.

If the civilian workforce disappeared, the Army would shrink by almost 250,000 positions: 250,000 workers, analysts, managers, scientists, technicians, and leaders would disappear, reducing full-time Army employees by nearly a third. This reduction in force would be approximately the size of the two corps of personnel the Army shed during the 1990s or, looked at another way; it would be the equivalent of emptying Forts Bragg, Bliss, Hood, Lewis, and the Army personnel in the Pentagon. But most important would be the question of who would do the work that was left behind. Because, as we learned in the 90's, just because you downsize the force, that doesn't mean the work that the folks did goes away.

So let's think about what that would look like. After such a loss, only a few Soldiers would remain to carry a variety of critical missions. Army Material Command would lose 99% of their workforce, leaving only 678 Soldiers. The Corps of Engineers would be reduced to a few hundred uniformed personnel (an almost 96% reduction). US Army MEDCOM would lose over half of their workforce.

And it wouldn't be just the support functions that suffered. The effect on combat readiness would be shocking, because functions like human resources, logistics, property management, and transportation have been largely civilianized in the past 20 years. Some of these effects would be obvious, others less so, but all would be profound.

Contracting command would stop functioning; leaving over 600,000 contracting actions and over \$192 billion in spending without proper oversight and management. Depot level maintenance would cease; ammunition manufacture at our arsenals would stop. All types of equipment and supplies—the thousands of items procured, stored, and managed daily—couldn't be obtained or distributed.

Base support operations would suffer. At every installation—every post, camp, and station—barely 5% of workforces

would remain. Things we take for granted, like Army Community Services, Child Development, base maintenance, logistics, range control, resource management, transportation; almost every base function would be gone or, at best, ineffective. Base services would be unable to meet demand. And we've been through this drill, actually several times in the last several years as we've not had our appropriations and we had to plan what we would do to shut down the Army.

The loss of Army civilians would affect the rest of the Nation at large. Without the Corps of Engineers' civilians, much of the nation's infrastructure would be at increased risk; flood control, waterway maintenance, navigation, and other projects would be put on hold. Hurricane mitigation—vital to coastal states and cities—would be even more dependent on the Reserves and National Guard.

Reserve Troop Program Units and every Guard Armory would also be affected. Without Unit Technicians, over 21 thousand civilian assistants that the Guard and Reserve forces depend on, equipment maintenance and critical administration would suffer. The only services remaining would be those provided by drilling Guardsmen and Reservists.

These kinds of effects would play out on every Army installation around the world. Hidden, essential functions would cease and the Army would have few resources to fill a huge void.

Even deployed units would feel the loss, as some 3700 deployed Army civilians would vanish—and we know some of their names. In Basrah, the Iraq's first, 94 bed children's hospital could not be finished because Mr. Art Bennett, currently on his third tour in Iraq, wouldn't be there to supervise the \$163 million project. Civilians like Carol David, a budget analyst for the 25th ID, currently preparing for her second deployment, would be absent from next year's team. Mr. Scott Hicks wouldn't be in Afghanistan, causing a loss of valuable

computer aided design and cartography services. Additionally, someone else would have to deliver donations to Afghan children and families on Friday afternoons—something Mr. Hicks volunteers time for.

Many projects, large and small, would be impossible without the essential support to Army missions provided by you, our Army civilians. Your loss would mean fewer reconstruction projects, a murkier intelligence picture, degraded administration and supply. Losing you would mean haphazard mission accomplishment.

The Army's future would also be in jeopardy. Programs like FCS, Rapid Fielding, and acquisition would cease and the Army's future would quickly become as forlorn as our imaginary present. Soldier modernization efforts and initiatives would become almost impossible. Many far-reaching, daring projects would be beyond us.

So how could we get the work of Army civilians done? Well, one of two ways: we could either fill all the vacancies with Soldiers, contract the work out, or some combination of these two approaches. So I'd like to take a look at each of these two options in terms of practicality and cost.

Substituting Soldiers for civilians would be the most straightforward approach. It would return us back in history to when all the Army's work was done by Soldiers; when all the cooks and quartermasters and muleskinners and blacksmiths were Soldiers.

In the early 1800's, garrisons on the frontier were required to farm so that they could provision themselves as well as provide military presence in the western Appalachian territories—how many people knew that? It's a very interesting description of that time, and the question is how do you balance the need to provision and farm against the need to provide security in the western territories; they finally gave it up because they couldn't figure out how to do both.

looked at another way; it would be the equivalent of emptying Forts Bragg, Bliss, Hood, Lewis, and the Army personnel in the Pentagon

Replacing civilians with soldiers would require us add several hundred thousand volunteers, to rebuild doctrine and structure, and then retrain against new (Mission Essential Task List) METLs. Substituting Soldiers for civilians would alter our tooth to tail ratio and reverse our transformation and modularity efforts.

I wonder if we could meet the recruiting challenge. Civilians have, on average, much longer tenure than enlisted Soldiers. If we need 15,000 recruiting personnel to recruit almost 87,000 entry level soldiers and officers today, how many additional recruiters would we need to replace you, the Army Civilians, with Soldiers? My best guess is that we would need to recruit twice as many Soldiers if we had to replace civilian spaces and functions with Soldiers. And we would still be short the expertise and skills, which take years of training and development to grow. Clearly, the arithmetic doesn't work.

The other option is to use contractors. We have been trying that for the last 20 years. We've been pursuing the increased use of contractors and we've found it is difficult to get a stable pool of personnel with the diverse talents, skills, and experiences to meet our requirements. And even if you could identify the pool, try to imagine how it could be managed. Could Soldiers with their rapidly changing assignments do an effective job managing the contract

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workforce? Yet, we would still have shortages of skills because your talents are unique and in high demand.

And of course, cost is a critical factor. We estimate that contractors costs between 60 to 100% more per worker than Army civilians doing similar tasks. So, while contractors can make sense if the tasks are short-term or require a particular expertise, over the life cycle of an employee, an Army Civilian is almost always a better deal. The Army couldn't afford and the public wouldn't tolerate an Army without its civilian employees.

Let's face it: without you, the Army would be lost. You give us the capabilities we depend on today and my guess is that you will be more—not less—important in the future we aspire to. Everyday, you keep the equipment serviced, the contracts flowing, the ammunition manufactured, and you maintain precious pieces of our nation's infrastructure. You are not only the Army's back office; you perform essential tasks in virtually every organization in the Army.

Thankfully, we don't have to worry about a future without Army civilians. But our worries about the future for Army civilians are not completely unfounded. A version of this story is playing itself out right now.

Today, the Army civilian workforce faces many pressures; demography, global competition and competing budget priorities are pushing us towards the scenario I just described. The timeline of this story isn't tomorrow or next week, but the problems are clearly on the horizon, visible in the coming decade.

This year, the first Baby Boomers reach retirement age and more than 10% of our FERS workforce will be eligible to retire, and virtually all the CSRS employees are eligible. Within ten years, nearly half of our current workers can retire and, without new incentives, many will choose to do so causing us to lose valuable skills and experience. This demographic change

is happening throughout government and throughout private industry. Competition to replace your skills will fall on a shrinking US workforce, one that will shrink as much as 64% between 2010 and 2020, at a time of growing demand for technical and managerial expertise. Globalization just makes the problems worse by creating an ever-increasing demand for talented workers around the world.

Therefore, we must begin now to remedy the situation and keep the Army primed for success. Our goal is to make Army civilians more central to the Army's mission; to rethink the balance between Soldiers, civilians and contractors so that being an Army civilian becomes a better career choice tomorrow than it is today.

To that end, the Army is investing in civilian education, civilian leader management, and career progression. Our goal is to improve the entire civilian career lifecycle from recruitment, through education, training, development, promotion, to retain this workforce just like we do for Soldiers, so that we have the right person in the right job at the right time to accomplish the Army's mission.

To develop our most talented senior civilian leaders, we will centrally manage and develop NSPS, Band 3 talent using the models that have been proven successful for officers. We will develop a bench of civilian senior leaders with broadened career opportunities, centrally managed senior civilian education and career management. We will expand opportunities for other civilians and strengthen the Army's Civilian Fellows Program to recruit, train, and retain future leaders. Finally, we will restructure Army civilian education and career progression processes to facilitate career development at every level. To keep great talent tomorrow, it must be cultivated today.

I often remind people that the Army is a huge organization: it's a lot of people, it's a lot of buildings, and it's a lot of stuff. It has incredible inertia, and that inertia

often masks the effects of entropy on our performance. One of the things that keep this mass of people, buildings, and stuff from succumbing to degradation through entropy is you, the Army civilian. Though you often work behind the scenes, your work is essential to our success. Our missions cannot be accomplished without you. We must do more to recognize your contributions and we must correct longstanding gaps in civilian personnel management, education, and training if we are going to keep you and your successors as part of the Army team—and I want civilian hiring done in seven workdays.

And so, on that note, I want to thank you for your hard work, your patriotism, and your dedicated service. I'm a huge fan of the Army civilian—the quality of the civilian workforce has been and continues to be outstanding in spite of the many challenges that the political process has thrown our way in the last twenty years. Together, Army Civilians and Soldiers work hard to keep the Army strong, and our institution, "the Strength of the Nation", shows it every day.

RM



About the Author:

Mr. Nelson Ford currently serves as Under Secretary of the Army and is the Army's first congressionally mandated Chief Management Officer. Earlier, Mr. Ford served as the Principal Deputy Assistant Secretary of the Army for Financial Management and Comptroller and later as the Assistant Secretary of the Army for Financial Management and Comptroller. From 2002 through 2004, he was responsible for financial management, policy development and program evaluation for the Defense Health Program while serving as the Deputy Assistant Secretary for Health Budgets & Financial Policy in the Department of Defense.

Functional Chief Representative Message:

By Terry Placek

“The person who goes farthest is generally the one who is willing to do and dare. The sure-thing boat never gets far from shore.”
Dale Carnegie

The quote by Dale Carnegie reinforces the importance of going the extra mile to apply and benefit from the professional development opportunities within the Financial Management and Comptroller community. Numerous professional development opportunities are available but sometimes careerists are reluctant to apply in fear that they are not competitive, they will not meet the eligibility requirement or their supervisors will not allow them to be out of the office for training. Careerists and supervisors need to look at the return on investment to them and the organization. Also, careerists need to communicate more with their supervisors and discuss their professional development interests, as well as short and long-term career goals.

The Army Comptroller Proponency Office provides several centrally funded training opportunities for Financial Management (FM) professionals. If you aren't aware of the training opportunities, here are just a few ways to find out: ASA (FM&C) website (Proponency Section), AKO page “Comptroller Proponency Office”, Resource Management Publication, and workshops and briefings at courses, workshops and professional association forums.

If you are looking for short-term training, these courses range from four days to four weeks. Specifically,

- ◆ **Army Comptroller Course (ACC)** - Provides a basic multi-disciplined financial and resource management overview blending current DoD/Army management with the latest in academic management techniques.



- ◆ **Executive Comptroller Course (ECC)** - Provides mid-level military and civilian FM careerists a broad perspective of the core competencies of Defense Financial Management and the application of those competencies in the U.S. Army.
- ◆ **Defense Financial Management Course (DFMC)** – Focuses on the comptroller’s role in the economic, political, and social environment of the military organization, and emphasis on personal/interpersonal skill sets (leading teams, conflict resolution, communications, etc.) and the comptroller’s role as an advisor for decision support.
- ◆ **Defense Decision Support Course (DDSC)** - Provides senior leaders with an understanding of Decision Support. It incrementally walks through the decision-support model illustrating the steps or areas that can be positively affected utilizing various qualitative skills.
- ◆ **Senior Resource Managers Seminar (SRMS)** - Focuses on current issues in resource management: highlighting a better understanding of the changing resource management environment of the Army and DoD; and providing a venue for senior resource managers to discuss issues, and to develop solutions to these resource management issues.
- ◆ **Enhanced Defense Financial Management Training (EDFMT)** – Provides a 5-day intensive financial management review of three modules: Resource Management Environment, Budget & Cost Analysis and Accounting & Finance.

These short-term courses offer CP 11 careerists, BC 36 Officers and NCOs the opportunity for skill and competency development in the areas of resource management and leadership and organizational management. In addition, careerists get the opportunity to network with others, and possibly obtain guidance on future courses. Further, it affords the careerists the opportunity to share their personal knowledge through classroom forums and group presentations.

If you are interested in long-term training, the following programs are available to CP 11 and BC 36 officers:

- ◆ **Defense Comptrollership Program (DCP)** - A 14-month graduate course of study at Syracuse University, Syracuse, N.Y. combining a 60-hour graduate curriculum of business and public administration theories, principles, and concepts with Defense and Army resource management processes and practices. Graduates are awarded a Master of Business (MBA) degree and an Executive Master of Public Administration (EMPA) degree.
- ◆ **Training with Industry (TWI)** - Designed to immerse BC 36 officers and CP 11 careerists into a commercial industry. Participants are placed in, or rotated through, positions providing exposure to broad financial management operations.

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- ◆ **Defense Masters in Business Administration in Financial Management Program (DMBAFMP)** – An 18-month course of study with a 96 hour graduate curriculum combining financial management and business administration theories, principles and concepts with Defense and Army resource and financial management processes and practices.

For CP 11 careerists there is the University/College Long Term Training Program, which centrally funds tuition, and book expenses associated with local college and university academic programs.

These long-term training programs provide a valuable learning experience and competitive edge for future advancement in leadership positions to those attending.

Additional information is available on the Proponency Office website at <http://www.asafm.army.mil/proponency/POWBT/index.html>. All application packages must be submitted through your Career Program Manager.

If you interested in leadership training, in addition to the above centrally funded short term and long-term courses and programs there are other training and development opportunities such as:

- ◆ **Civilian Education System (AMSC)**
- ◆ **Congressional Fellowship Program**
- ◆ **Senior Service College**
- ◆ **Federal Executive Institute**

Studies indicate that the heart of professional development is the individual's interest in lifelong learning and increasing their own skills and knowledge. Remember you are "Your Best Career Manager."

RM



Defense Comptrollership Program, Class 2008, Syracuse University Commencement Address, 1 AUGUST 2008

By Major General Stanton III

Thank you very much for inviting me to join you today. It really is a pleasure to be here with you and your families to mark a very significant achievement.

Earning an MBA and an Executive Master of Public Administration at the same time, and in only 14 months, is an amazing accomplishment. That the average GPA was 3.65 – well, I'm thoroughly impressed. You obviously have strong intellects and a work ethic worthy of admiration.

Equally noteworthy, you completed 956 hours of community service projects, earning the Chancellor's Award for Public Engagement and Scholarship. Your effort to be involved beyond the classroom was exceptional, and I would like to personally thank you for showing the very best side of those in government service.

No matter how much one does in an academic setting, returning to the working world is always a bit of a shock to the system. For you, it may be a little more jarring than usual – because you are coming back to a world of uncertainty on multiple fronts. On the macro level, the country finds itself at a pivotal moment. The economy is not faring well. Just a few days ago, the White House predicted that the budget deficit in 2009 would reach a record \$482 billion – and that figure does not include recent legislation affecting Medicare, an emergency housing bill and the ultimate tally for GWOT expenditures. Analysts believe that the deficit could end up exceeding half a trillion dollars.

Then there is the upcoming presidential election, which could produce a sharp

change in direction, especially for national security policy. It's hard even to guess what lies ahead for the Departments of Defense and Homeland Security. Our engagements in Iraq and Afghanistan could be altered dramatically within the next year. And who knows where else we may become involved. The rise of non-state actors means whatever little bit of predictability we previously had enjoyed in gauging our adversaries and their next moves has almost entirely evaporated.

It's almost certain, however, that the expected policy adjustments will impact the Defense Department's budget – and probably not for the better. If we draw down forces now in Iraq and Afghanistan, supplemental funding likely will drop. The question is: How rapidly will it fall? The base budget may take a hit in real terms, also. With a slowing economy and growing domestic requirements, defense could become a bill payer.

And even if our deployment posture doesn't change immediately, history indicates defense appropriations probably will begin to shrink in the near future anyway. Defense spending tends to rise dramatically with the onset of a new conflict, but drops well before operations are over. During the Korean War, the defense budget peaked in 1950, but the conflict lasted until 1953. Vietnam hit a funding high in 1968, but we didn't withdraw until 1975. Cold War-era spending was greatest in 1985, four years before the Berlin Wall fell.

We're almost seven years into the Global War on Terrorism. Based on the country's previous wartime pattern, and the current political landscape, I think it's pretty safe to say that defense spending has reached its zenith.

While this is the broad view of the budget, we have a more immediate issue. I'm not sure how many of you have been following the machinations in Washington, but the Defense Department still does not have an authorization or an appropriations bill for fiscal year 2009. Congress is taking

the month of August off, which will leave them just a few weeks in September to get everything squared away. House and Senate leaders say they are committed to getting the defense and homeland security bills done before October 1. But who knows what will happen. They've already said that the rest of the government will be funded through a continuing resolution, which probably will last through the inauguration of the new administration. While it would not look good in an election year to put DoD or Homeland Security on the continuing resolution leash, it could happen. Continuing resolutions are particularly problematic because no new programs may be started and spending must be held at the previous year's level. Obviously not the way we would want to begin 2009 – especially with new projects worth billions in our military construction bill.

I'm a bit of an optimist, though, so I'm hopeful that we'll get an appropriations bill by the time the new fiscal year starts. But it probably will take until the very last minute of this fiscal year. That could make the first few weeks of 2009 a little exciting.

This is the environment to which you are returning. In these circumstances, the experience and expertise you have gained here, and through your previous endeavors, will be more important and more useful than ever. The Army, the Air Force and the Coast Guard definitely will need your critical-thinking skills and your creativity – whether you're at a stateside installation, deployed to the theater, working at headquarters or serving an agency. You will be tapped as leaders and mentors in your organizations. This is your opportunity to have a profound impact on financial and resource management. We're going to have to be more careful than ever with our resources; we will have to make sure that we apply them effectively and efficiently at all times. The nation's Soldiers, Airmen and Coast Guardsmen rely on us to ensure that they can execute their missions, and that their families are taken care of.

This responsibility may become more

challenging in the near future but I am confident that you are up to the task. You had proven yourselves before you were accepted to Syracuse, and you clearly demonstrated exceptional acumen and resolve while here. I know you can -- and will -- carry your talent, knowledge and positive attitude forward. Your services are counting on you, and I am certain that you will deliver.

Again, congratulations on this great achievement, and thank you for all you do. Our nation depends on you. Your dedication is what keeps all of us strong.

RM



Syracuse University, Defense Controllership Program (DCP) Graduation, Class 2008 McCall Award Speech

By: Colonel David W. Smartt

I am delighted to be with you today and very much overwhelmed by the honor of this award. I certainly owe a great deal of gratitude to so many that has been very important in my life and in my academic and professional pursuits. To be mentioned in the same breath with a man of the stature of Gen McCall gives me pause. I had the privilege to meet Gen McCall a few years ago, I can tell you he is not only a true gentleman, but he is a brilliant professional in the field of business who has modeled for us leadership and excellence. He is a true hero. It is my hope that, as this award honors his life, we can emulate those virtues that he so ably embodies.

As you know I am a Chaplain in the U.S. Army, so I wanted to receive an offering at the end of my speech today...but I was told it would have to go to the Dave Berg retirement fund...decided to pass. But, this day is about you and I want to join others in saying, "Congratulations and well done!" Also, I'd like to share a few brief thoughts with you, some "be - attitudes" if you will, that can hopefully contribute to your success.

First, be customer focused. No business will survive long if it fails to meet its customer's needs and expectations - The government has the luxury of receiving tax income even if the customer is not satisfied. While we are not driven by revenue, we must be even more diligent to insure that we provide the highest quality services, at the lowest possible cost, using



Chaplain (COL) David W. Smartt with Dean Melvin Stith

the best available business practices. Your time here at Syracuse has prepared you to do just that.

Second, be conscientious - remember whom we work for. Let us remember whom we serve everyday. Every dollar translates into people programs and activities that touch service members and families in some way and produce security for our nation.

Third, be a learner - continue to nurture a hunger for learning and self-improvement. You will need a break from academics after your 14 months here...maybe. I know I did, but don't stop learning, continue to grow, continue to challenge yourself, continue to learn new ideas and better processes. This will keep you credible and relevant.

Finally, be true to yourself, the Army, and the nation. Let the Army's seven values be your guide:

1. **Loyalty: be faithful and trustworthy**
2. **Duty: fulfill your obligations, accept responsibility, and find opportunities to improve.**
3. **Respect: follow the golden rule.**
4. **Selfless Service: put others first**

5. **Honor: build character**

6. **Integrity: Do what is right even when no one is looking.**

7. **Personal Courage: face adversity and challenge with moral fiber**

Having said that, I believe, as you go from this place and apply what you know, you will indeed bring honor to yourself, this program, the Service you represent, and, more importantly, you will honor our civilian and military members who faithfully serve this Nation everyday. May God bless each of you. Pro Deo et Patria.

RM



Syracuse University, Defense Controllership Program (DCP) Graduation, Class 2008

Leonard F. Keenan Memorial Award Recipient

By: Ms. Irma Finocchiaro



Ms. Irma Finocchiaro with Dean Stith

Good morning! Vice Chancellor and Provost Spina, Dean Stith, General Stanton, Associate Dean Bretschneider, Associate Dean Shukla, Colonel Smartt, Colonel Berg Class of 2008, and distinguished guests. It is a privilege for me to be standing here today and an honor to be the recipient of the Leonard F. Keenan award. We owe a debt of gratitude to Larry Keenan, for his tireless efforts to provide advanced educational opportunities for Army Comptroller careerists while serving as Deputy Comptroller of the Army in the early 80's.

It is great to be back in Syracuse and to be among you here today as you are honored for your academic achievements during this past year. I look back on my Syracuse experience as one of the best in my life—the academics, the teamwork, the lasting friendships—all contributed significantly to my personal and professional growth. When I graduated from this program 17 years ago, it never occurred to me that I would someday be a recipient of this prestigious award. I am honored to receive this award amongst the current Army resource management leadership as well as the future RM leadership, this DCP graduating class of 2008. I started my civil service career with the Army 40 years ago as a part-time clerk typist GS-3. Thanks to the developmental opportunities provided to me by the Army, I am privileged to now be serving as the G8/Comptroller for the U.S. Army in Europe.

As you leave this institution and embark in a new assignment you will be faced with

many challenges. You will be operating in an environment of uncertainty and constrained resources. It is imperative that we support Secretary Ford's goals of ensuring that the money we receive provides effective capabilities efficiently so that we maximize our "bang for the buck" in a period of persistent conflict as we continue to fight the Global War on Terrorism; developing a cost culture within the Department, and bringing greater discipline to our resource decision-making processes.

I believe the future of Resource Management is bright. The deployment of new financial systems like GFEBs will strengthen financial controls and provide timely and accurate data to enhance senior leaders' decision making. The application of the skills you have acquired here will ensure the betterment of our RM profession.

Larry Keenan exemplified ethical values and commitment. I challenge each of you to take away a commitment to strive to maintain the professionalism and credibility of defense resource management. Integrity will be critical for your success as a resource manager. You will need to set the standard for future generations of comptroller careerists and make the most of this opportunity.

I also want to encourage you to make the commitment to mentor others. We would not be here today had it not been for those individuals who took the time to provide us guidance and support along the way.

Lastly, don't forget about yourselves. You need to have balance in your life. It will be important to balance your personal well-being and your career with the goal of becoming a well-rounded individual.

My special thanks to my husband, Albert, who is here in attendance today and for always being there for me. I am very proud of my son Albert Jr. who recently redeployed from Iraq and my daughter Cristina and wish they could have been here to share this day with me.

To the graduates of the class of 2008, you are in a very challenging and exciting environment. I wish you a most successful and rewarding career in resource management as you move on to your next assignments.

Congratulations on your graduation and thank you so much for your attention this morning.

RM



About the Author:

Ms. Irma Finocchiaro is the Deputy Chief of Staff, G8, U.S. Army Europe and 7th Army.

Syracuse University, Defense Controllership Program (DCP) Graduation, Class 2008 Laychak- Rasmussen Award Speech:

By: Gregory Burke



Lieutenant General Stanton, Vice Chancellor Spina, Dean Stith, distinguished guests, family, friends, and fellow classmates of DCP 2008...

It's an honor and privilege to receive this award and I will endeavor to live up to its high ideals.

Dave Laychak and Rhonda Rasmussen worked for Resource Services Washington. The office lost more than half of its 65 employees on 9/11, more than any other Pentagon office. The budget division lost 24 of 28 workers.

Trying to piece together a shadow organization to complete the fiscal year end close, the call went out for volunteers familiar with the office's procedures. They came from across the Pentagon and across the country.

Traumatized survivors and volunteers, working long hours, through tears and memories of their friends and colleagues, banded together, including the four budget division survivors. Gradually they reconstructed the lost information and were able to close out the \$3.6 billion dollar budget.

This story represents to me the highest ideals that the Laychak - Rasmussen award stands for. And though the call to act won't always be this dramatic or unmistakable, it will come. Someone will need a hand, a coworker will need some help, and something will need to get done that isn't in anyone's job description.

And as this story also shows, the call won't come on our schedule or when it's convenient to us, and it'll require us to look past ourselves and just do what needs to be done.

In the past 14-months we've made friends and developed relationships that will last a lifetime. We've helped each other and been helped, carried each other and been carried, and we've turned those abstract notions of selfless spirit, responsibility, and responsiveness into something real.

That's an achievement we should all be very proud of and we should thank each other for that.

I want to thank you, again, for the honor of receiving this award, and for the opportunity to speak today.

Onward!

RM



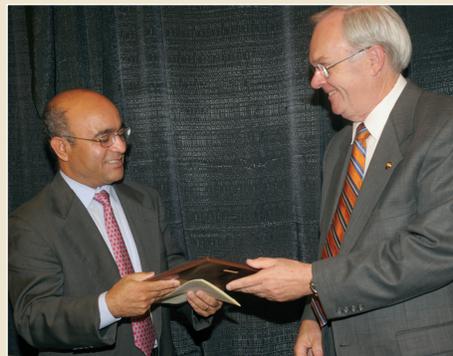
left to right—COL (Ret) David B Berg, Keith Kruelski, Irma Finocchiaro, David Vandevander, professor Neil Katz (Program Manager for Training & Organizational Development Maxwell School of Citizenship & Public Affairs—Marshal), Brian Blank, David Smartt, Bruce Miller, LTG Edgar Stanton III, Jeff Oakes, Gregory Burke, Denise Oberndorf, Curtis Burrell, Associate Dean & Chair Public Administration Stuart I Bretschneider-Maxwell School of Citizenship & Public Affairs, Vice Chancellor and Provost Eric F Spina, Dean Mel Stith



Dean Stith w/ commencement address speaker, LTG Edgar E Stanton III



LTG Edgar E Stanton III



Associate Professor Finance Ravi Shukla w/ COL (R) David B Berg



Panel- Col Berg, Chap Smartt, Ravi Shukla, Assoc Dean & Chair Bretschneider, (speaking) Chaplain Paul Yoon (DCP 08), VC & Provost Spina, Dean Stith, Stanton, Finocchiaro, & Katz

The Chief Financial Officer (CFO) Academy:

TRAINING STRATEGIC LEADERS IN FINANCIAL MANAGEMENT

By: Ricardo A. Aguilera

On September 22, 2008, the Chief Financial Officer (CFO) Academy will open its doors, and in doing so it will write a new chapter in how the federal government educates the next generation of strategic federal financial leaders. The Federal CFO Council and key members of the federal financial management community recognized a need to bolster the education of strategic leaders in this field. The CFO Academy's leadership certificate program will be focused exclusively on equipping up-and-coming managers and leaders within the federal financial community with the strategic leader competencies they will need to take on issues in the rapidly changing world of the CFO. These efforts are a significant step in bringing federal financial leaders into the 21st century.

The timing could not be better for a bold undertaking like this one. Economic worries, rising costs for fuel and other commodities, and the first wartime Presidential transition in 40 years will surely challenge federal financial leaders in the next few years. Training leaders now to grapple with the uncertainties of the future will be critical to ensuring that the federal government makes wise investments with taxpayer money.

Genesis of the CFO Academy

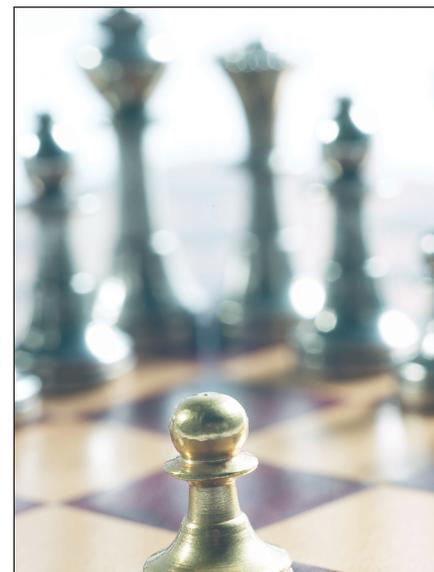
The inspiration for creating the CFO Academy came from the work of the Federal CFO Council. In 2007, the then OMB Controller Linda Combs led several months of work on perceived shortfalls in the competencies of leaders and managers in the federal financial management

community. The CFO Council determined financial managers needed to strengthen their knowledge and understanding of:

- Federal Financial Policy and Organization
- Strategy and Change Management
- Performance Management and Accountability
- Portfolio Management
- Business Process and System Integration
- Financial Systems Security and Internal Controls
- Federal Appropriations Law and Ethics
- Creating 21st Century Government/ National Security
- Leadership Skills, Relationships, and Communication
- Acquisition and Federal Budget Challenges

The CFO Council soon found an advocate at the Pentagon in the person of Tina Jonas, Under Secretary of Defense (Comptroller) and Chief Financial Officer.

Mrs. Jonas' career has taken her from one end of Pennsylvania Avenue to the other with stops in between. Along the way, she arrived at many of the same conclusions and shared the Council's broad vision for the future development of financial managers in the federal government. Mrs. Jonas saw the need for a strategic view and an ability to communicate issues and solutions concisely to senior leaders. Too often she had seen financial managers' approach issues from a narrow perspective that missed the bigger picture behind the financial



issues. Senior leaders at the Pentagon and elsewhere wrestle with multi-faceted issues each day and need financial advisors who propose solutions that recognize strategic ramifications.

With these lessons in mind, Mrs. Jonas exercised the initiative in sponsoring the CFO Academy at the National Defense University. As she put it, "This will make a tremendous difference not just for DoD, but for the entire federal government."

The academy is located on the banks of the Potomac at the Information Resources Management (IRM) College in Washington, D.C.'s historic Fort Lesley J. McNair. The IRM College is a component of the Department of Defense's National Defense University (NDU), the nation's premier center for joint professional military education and national security education. NDU is an accredited graduate-level institution that prepares military and civilian leaders from the United States and other countries to evaluate national and international security challenges through multi-disciplinary educational and research programs, professional exchanges, and outreach. As a key component in NDU, the IRM College prepares leaders to direct the information component of national power by leveraging information and information technology for strategic advantage.

The IRM College is an ideal setting for a new CFO Academy. The IRM College's mission in preparing leaders in the information age aligns well to the challenges of the CFO world. The IRM College's primary areas of expertise include leadership; process management; information technology, policy, and security; transformation; and management of acquisition processes and reform. Over its twenty year history, the IRM College had grown from its humble beginnings as DoD's computer school. In fact, the CFO Academy's grand opening at the IRM College coincided with the IRM College's twentieth anniversary celebration. The College has an impressive track record of educating information leaders in the federal Chief Information Officer (CIO) world. The multi-disciplinary programs and faculty at the College could easily deliver the curriculum of the financial management world.

Over its twenty year history, the IRM College had grown from its humble beginnings as DoD's computer school

While Tina Jonas was reaching out to NDU, Clay Johnson, the Deputy Director for Management at the Office of Management and Budget (OMB), also became convinced of the potential in a CFO Academy. Energized by the prospect of having DoD provide the "brick and mortar" to build on the CFO Council's inspiration, Mr. Johnson endorsed the idea and sponsored a search for exceptional students throughout the federal government. He

said, "The CFO Academy provides a training program that helps transform our financial managers to government leaders. The Academy will be a place where financial management professionals from across government can come together and develop the leadership skills necessary to overcome today's financial management challenges and, in doing so, help government programs work more effectively."

At the same time, the faculty and staff at the IRM College immediately set about developing a curriculum. They brought in experts throughout the federal financial management community. Integrating the knowledge of these experts and the rich background of the IRM College faculty led to a curriculum to develop future CFO Academy students with a formidable strategic leadership and management toolkit.

The CFO Leadership Certificate Program

The CFO Leadership Certificate is designed to prepare successful graduates who will:

Lead within and across organizational boundaries by leveraging financial management strategies, policies, and processes,

Link critical decisions regarding resources, people, processes, and technologies to mission performance, business outcomes, and financial system security requirements,

Balance continuity and change in the development, implementation, and evaluation of financial management strategies, processes, and policies, while meeting legislative and executive mandates, and

Commit to on-going leadership development of themselves and others in their organizations.

The CFO Leadership Certificate Program consists of eight courses. Students entering the Program will enroll in four courses that

focus exclusively on financial management issues: the changing world of the CFO; budgeting and financial management; auditing, risk management and internal controls; decision support strategy and tools; capital planning and portfolio management; and government business transformation, among others. The four remaining courses will cover topics such as multi-agency collaboration; business cases; measuring results; enterprise strategic management; and leadership for the Information Age.

Each graduate-level course is a week-long classroom experience, enriched by intensive discussion, pre- and post-classroom exercises, and projects. There will be panels of experts and guest speakers in each course. Distinguished members of the federal financial management community have offered to address CFO Academy classes. Guest speakers in the first CFO Academy course included Admiral Thad Allen, Commandant of the U.S. Coast Guard, and Daniel Werfel, the Deputy Controller at OMB. After classroom time has ended, each student is expected to complete a project applying what he/she has learned to his/her own work situation. The students will put lessons into practice as a hallmark of the CFO Academy experience.

The first offering in the CFO certificate program is a course entitled "The Changing World of the CFO." Thanks to the efforts of Clay Johnson and Tina Jonas, the students for this first offering came from all parts of the federal government. The first class had students representing each of the CFO Council agencies. They were selected through competitive application processes in their own agencies, which identified promising senior leaders in the budgeting, accounting, internal control, financial systems, and auditing realms.

The "Changing World of the CFO" serves as an overview course and introduces topics that students can explore in more depth in other courses. Some of the issues that

continued on page 14

continued from page 13

students explore include governance and the legislative landscape; strategic planning and performance measurement; change leadership; strategic systems thinking; and transparency and accountability.

On September 22, 2008, Ms. Tina Jonas was the keynote speaker at the ribbon-cutting ceremony for the CFO Academy. The inaugural class attended the gathering and witnessed this historic occasion. It is their charge to be the next leaders in the financial management community. Who knows? Someday, one of them may be the CFO of a major federal department addressing the next generation of CFO Academy students eager to become leaders in federal financial management.

Applying to the CFO Academy is a three-step process. First, interested potential students should get the HUCFO Leadership Certificate application which is submitted to the IRM College's Registrar's Office. Second, applicants must submit an Employer Verification Form for the CFO Leadership Certificate. This Form is used to verify employment, knowledge and experience. The applicant's Departmental, Agency, Bureau CFO, or Deputy CFO or comparable senior official responsible for financial management functions must complete and submit the form. Finally, completed applications are reviewed within ten business days upon receipt of required documentation. Please visit http://www.ndu.edu/irmc/pcs_cfo.htm or call 202-685-6300 to get all the application materials.

RM



About the Author: Ricardo A. Aguilera is the DoD Comptroller Chair of the Chief Financial Officer Academy.

Building Professional Cost Analysis and Cost Management Capabilities

By: Cecile Batchelor and Denise Oberndorf

Utilizing cost management in the Army will enable managers to make accurate and timely decisions in order to be better stewards of the Army's limited dollars and ultimately achieve the best result for the war fighter. The Under Secretary of the Army the Honorable Nelson Ford says, "As we face the challenge of dealing with an uncertain security environment in a period of declining resources, the need for a cost management culture has never been greater." While the need for change is evident, the implementation of change is not always easy or painless.

To realize effectiveness and efficiency benefits, Army executives, resource managers and operational leaders must incorporate cost management into every day operational and managerial decisions. Currently, Army managers are focused on the budget and participate in a "defend and spend" cycle, which the Army would like to change to a "cost-wise" paradigm, where all leaders and managers consider costs in day-to-day decisions. Understanding an organization's capabilities (a quality and long-term focus) managers must consider output products and services and their full cost (not budget obligations) as well as what drives costs and how behaviors affect costs. Too often, managers are forced to make suboptimal decisions because of the way in which funds are provided, however with the incorporation of cost management, management decisions can be improved from ones that avoid risk to decisions that manage risk.

On 1 October 2008, the General Fund Enterprise Business System (GFEBS) went "live" at Fort Jackson. GFEBS is

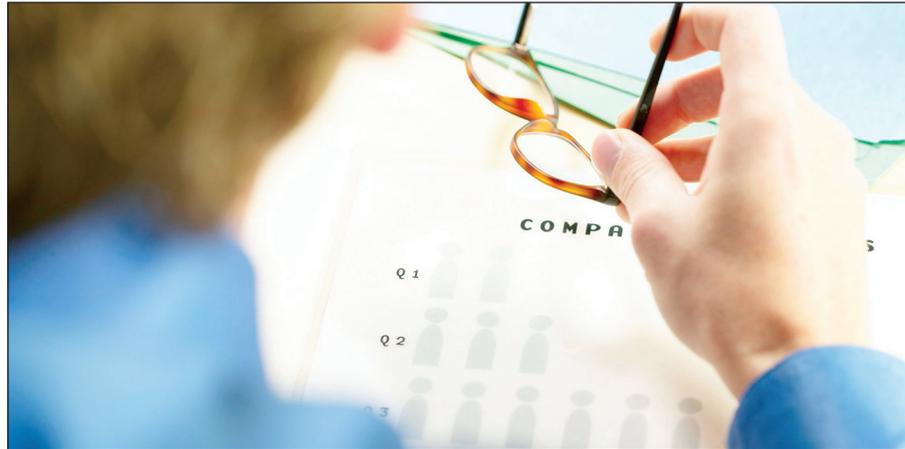


the enterprise tool that will assist the Army with providing cost information to support cost management. GFEBS provides an enterprise solution for Army managers to increase their professional financial management skill set to include cost analysis and cost management. Prior to deployment, DASA-CE will be sending cost model development teams to each installation to aid in the architecture and creation of cost objects in the GFEBS cost module.

Cost management training will precede "go live" for each installation that will gain access to GFEBS. In August 2008, DASA-CE provided Cost Management 101 prior to GFEBS deployment to the garrison at Fort Jackson and will return to provide training to the tenants as well. The course will be improved based on lessons learned and delivered to Fort Stewart and Fort Benning prior to the next wave of GFEBS deployments. As more is learned about who needs training and what needs to be trained, this training will be delivered by computer-based

methods across the Army. There will also be business-area training that is currently being developed with the Installation Management Command (IMCOM), specifically tailored to the IMCOM mission, as it is “first-up” to get GFEBs. This will be used as a prototype to develop unique business area training for other commands. Since cost management requires a champion, DASA-CE will be providing cost management mentoring to IMCOM leaders at all levels—headquarters, region, and garrison. As a capstone to professional cost management development, DASA-CE is developing a certification course in collaboration with the Naval Postgraduate School that will allow the Army’s brightest and best to become Cost Warriors. The program of instruction is under development and the pilot for this class is currently scheduled to graduate its first class in FY09.

To facilitate the implementation of these changes and provide additional support for end-users, the office of the Deputy Assistant Secretary of the Army for Cost and Economics (DASA-CE), issued the Cost Management Handbook on 6 October 2008. The purpose of this handbook is to provide a cost management policy and procedure reference for Army executives, resource managers, and operational leaders. This handbook is a living document that will be continuously improved as the Army moves forward in institutionalizing cost management. The handbook defines the cost management process and walks end-users through important topics and calculations regarding full costing, overhead assignment and allocation, labor tracking (for government personnel and contractors), standard rates, and depreciation. Each chapter clarifies the key principle of the topic, identifies the policy to be followed, and gives a full explanation of the topic and how to incorporate each of the six subjects into cost management. Most chapters provide examples to walk end-users through real life situations in order to assist in understanding the application of the policies.



In order to effectively improve the Cost Management Handbook, feedback from Army managers is important. This handbook has been posted on AKO at the Cost Management Community of Practice Homepage at <https://www.us.army.mil/suite/page/593701>. A forum for each chapter of the Cost Management Handbook has been set up on the page for submitting suggestions, comments, and change recommendations. In addition, the Cost Management 101 training slides are also available on the homepage. As the Army moves forward in increasing its professional cost management capabilities, Resource Management is interested in collecting success stories and lessons learned for future issues to address this important resource management topic.

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About the Authors:

Denise Oberndorf career with the Department of the Army started in January 2002 when she began working for Army Audit Agency. She graduated in December 2001 from Frostburg State University with a Bachelor of Science in Accounting and Economics. During her career with Army Audit she worked on information technology, force structure, and contract focused audits. She obtained a Masters in Business Administration and an Executive Masters in Public Administration from SU in August 2008. Upon graduation she began working for the office of the Deputy Assistant Secretary of the Army, Cost and Economics (DASA-CE). In the short time she worked at DASA-CE she have

had the opportunity to develop a cost management handbook and assist with the development and deployment of GFEBs cost module. Her goal since working at DASA-CE is to help facilitate the Army's transition from obligation and budget focused management to cost management.

Cecile Batchelor serves as a senior operations research analyst and Special Assistant for Enterprise Cost Strategy in the Programs and Strategy Directorate of the Office of the Deputy Assistant Secretary of the Army for Cost and Economics (ODASA-CE). Prior to returning to ODASA-CE she served in the Resources Directorate as Chief, Requirements Modeling Division in the Office of the Assistant Chief of Staff for Installation Management. Prior to joining OACSIM, she worked for seven years in ODASA-CE. She has over 25 years of work experience in the private sector, which includes environmental consulting service to DoD and the U.S. Environmental Protection Agency.

She earned a Bachelor of Science degree in Computational Mathematics from Eastern Illinois University, Charleston, Illinois and two graduate degrees through the Army Comptrollership Program administered by Syracuse University, Syracuse, New York. She earned a Master of Business Administration from the Whitman School of Management in 2003, and a Master of Art in Public Administration from the Maxwell School of Citizenship and Public Affairs in 2004.

She is married with two sons, two stepsons and a stepdaughter, and lives in Reston, Virginia. She considers herself an artist by passion and a mathematician by profession.

GFEBs: Focused On The Future of Financial Management

TRANSFORMATIONS IN THE RESOURCE MANAGEMENT COMMUNITY

By: Ms. Tamika Smith

GFEBs—Transforming the Business of the Army:

It is an exciting time for the Army's resource management community. The General Fund Enterprise Business System (GFEBs) successfully deployed 1 October 2008, becoming the financial system of record for the Fort Jackson Garrison with worldwide deployment underway. For some time, Army Resource Managers have used Standard Finance System (STANFINS) and Standard Operation and Maintenance Army Research and Development System (SOMARDS) to perform financial management operations for the Army's General Fund. That is all about to change. As of January 2009, GFEBs has launched pre-deployment and site readiness activities for three "Waves" of deployment completed numerous site visits; launched training for the next release; and is gearing up on-site deployment teams, Supervisor Workshops, and site Point of Contact (POC) conferences in preparation for the 1 April 2009 deployment across the Southeast region and the ramp-up for the 1 October 2009 implementation.

GFEBs is here! The aggressive deployment timeline only emphasizes the extent of the transformation – Army-wide and worldwide. GFEBs is more than a new finance system, rather it includes new ways to collect business information, a new management information structure, new ways to conduct analysis, and significantly improved capabilities for delivery of financial services, accounting processes, asset management (e.g., Real Property Inventory), budgeting, and cost management.

The GFEBs Project is based on a partnership between the functional community which defines required capabilities and the program management/acquisition side, under the direction of the Program Executive Office for Enterprise Information Systems (PEO EIS). As the functional proponent and executive sponsor of GFEBs, Lt. Gen. Edgar E. Stanton, III, Military Deputy (MILDEP) for Budget, Assistant Secretary of the Army for Financial Management & Comptroller (ASA (FM&C)) has given the call-to-arms, stating, "GFEBs is my number one priority following the demands and needs of our organizations and Soldiers during wartime." Ms. Kristyn Jones, the Director, Financial Information Management, leads the functional effort, incorporating program, system and functional experts from the field, the financial management arena, and the industry enterprise resource community. Col. Simon L. Holzman serves as the GFEBs Project Manager.

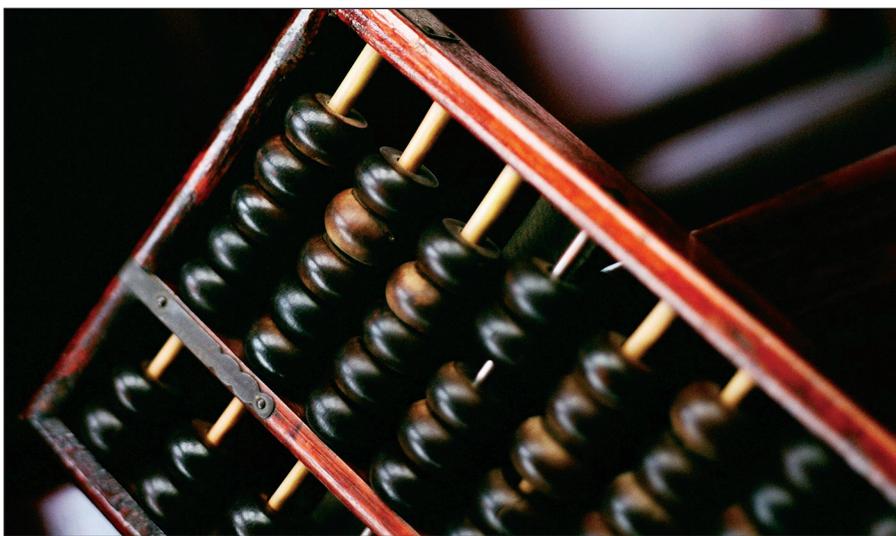
This is the first in a series of four quarterly articles focusing on GFEBs, its impact on the Resource Management community, and the exciting changes ahead for the Army, the Army National Guard, and the Army Reserves. This article builds the foundation for all future articles by showcasing the GFEBs Project, providing its system release schedule, enabling a high-level understanding of GFEBs roles and training, and highlighting each of the GFEBs business processes and targeted impacts. Future articles will expand upon these topics, discussing detailed impacts and benefits and creating a deeper understanding of the transition to GFEBs and the changes it brings.

The GFEBs Release 1.2 (R1.2) implementation was the proving ground for worldwide deployment and represents a significant milestone for the GFEBs Project, its sponsors, and the financial community. As the first leap towards global change, its success provides a springboard for communication and insight. Get ready....

October 2008 Release 1.2 Deployment:

Overview:

The Army successfully implemented R1.2 of the General Fund Enterprise Business System (GFEBs) at the Ft Jackson Garrison in South Carolina after two years of requirements development,



system configuration, testing and training. Implementation affected 227 system end users from eight deployment sites, including Ft Jackson and Installation Management Command Southeast Region (IMCOM SE) in South Carolina and Defense Finance and Accounting Service (DFAS) in Indianapolis, Indiana. The Washington, D.C. area offices of IMCOM, Assistant Chief of Staff for Installation Management (ACSIM), Army Budget Office (ABO), Deputy Assistant Secretary of the Army (Cost and Economics) (DASA (CE)), and Deputy Assistant Secretary of the Army (Financial Operations) (DASA (FO)) were also impacted by the Release 1.2 go-live of GFEBS.

Implementation of R1.2 included many firsts for the Army and was achieved through the commitment of hundreds of experts, field staff, and organizational liaisons. It is important to take a step-back and look at the significance of these efforts and their impact on worldwide deployment across the Army. Below is a snapshot of the October 2008 accomplishments, by category, and their influence on the resource management community and future releases:

◆ **Functional**

- ◆ Transformed over 400 business processes across six major process areas
- ◆ Developed a cost management structure for the Army, an entirely new concept for gathering critical management information

◆ **Data Conversion**

- ◆ Converted over 400,414 master data records
- ◆ Subsumed 11 source systems
- ◆ Completed three mock conversions

◆ **Technical**

- ◆ Established and built 15 interfaces to GFEBS
- ◆ Completed comprehensive test phase, which included product test, user test and over 1500 Federal Financial Management Improvement Act (FFMIA) test requirements

◆ **User Roles**

- ◆ Assigned 221 end users to 121 GFEBS User Roles
- ◆ Release 1.2 end users have been assigned an average of six user roles
- ◆ Maximum number of roles assigned to one user is 30

◆ **Training**

- ◆ Supervisors conducted Change Discussions with end users to prepare them for training and their new roles within GFEBS
- ◆ End users received an average of 90 hours of Computer-based and Instructor-led Training
- ◆ Conducted 164 Instructor-led Training (ILT) courses

Release 1.2 launched the beginning of large-scale transformation and site readiness activities for future releases have already begun. The following article sections provide information on GFEBS deployment.

Deployment Section:

GFEBS deployment activities build upon the successes and lessons learned in Release 1.2. The Release 1.3 and 1.4 (R1.3 and R1.4) deployment strategy mitigates disruption to Army operations by implementing the solution in seven stages, or Waves. GFEBS selected organizations to be included in each Wave based on regional locations, organization activities and reporting relationships, the Dynamic Army Resourcing Priority List (DARPL), Installations and all tenant organizations, and the schedules of other enterprise resource planning (ERP) Implementations. With this approach, the essential command operations at each installation will transition to GFEBS at the same time as the garrison. GFEBS has already begun deployment preparation activities for Waves 1 and 2, with Wave 1 deployment scheduled for April 2009 and Wave 2 scheduled for October 2009. The remaining waves will be phased in during Fiscal Years (FY) 2010 and 2011.

Preparation for each deployment wave begins approximately 12 months prior

to GFEBS implementation with the establishment of the Change Management Deployment (CMD) Network. Each Wave has its own GFEBS CMD Network with varied representation; however, typical membership includes Points of Contact (POCs) from the Directorate of Public Works (DPW), the Directorate of Resource Management (DRM), mission tenants from each installation, as well as representatives from the Headquarters (HQ) of each impacted Army Command (ACOM) and the Defense Finance and Accounting Service (DFAS) -Rome and DFAS - Indianapolis. The members are chosen by their leadership to be the primary GFEBS POCs to facilitate all site-readiness activities such as data conversion, training coordination, and user identification. "The use of a CMD Network was extremely helpful in Release 1.2," said Len Cayer, GFEBS Deployment Division Chief. Mr. Cayer further explains that, "on-site change agents, such as CMD Network members, are the cornerstone to a successful GFEBS implementation."

To prepare CMD Network members for their role as POCs, GFEBS holds a three-day Kick-off conference for each Wave to provide a detailed introduction to GFEBS. During the conference, POCs receive the training and tools needed to address questions on GFEBS scope and functionality, deployment schedule, resource mapping to GFEBS roles, and POC pre-deployment responsibilities to ensure a successful implementation at their sites. After the conference POCs continue working hand-in-hand with GFEBS on multiple fronts, such as driving through the CMD Network work plan.

In addition to these activities, GFEBS delivers a series of outreach activities, such as demonstrations, road shows and site visits, all aimed at preparing organizations for business process changes and go-live. GFEBS developed a demonstration, or "demo" tool, to exhibit system functionality to future end users. These demos are often leveraged at

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roadshows conducted across the Army to provide a practical display and overview of GFEBS and its business processes. These demonstrations allow end users and Army leadership to observe the functionality of the system first hand.

Roadshows:

Roadshows, in many cases, are end users' first exposure to GFEBS; and; therefore, primarily focus on building awareness in the field through the use of demos, Subject Matter Experts (SMEs), GFEBS staff overview presentations, and open forums for questions and answers.

Site Visits:

Site visits, on the other hand, are geared towards building a broader and deeper understanding of GFEBS for near-term deployment sites and collecting specific information from the field. Site visits are conducted approximately six to nine months prior to go-live and serve as a critical stepping-stone for transformation. Lasting approximately two days, these visits include both executive leadership and general sessions to encompass multiple demos, workshops, and opportunities for two-way communication.

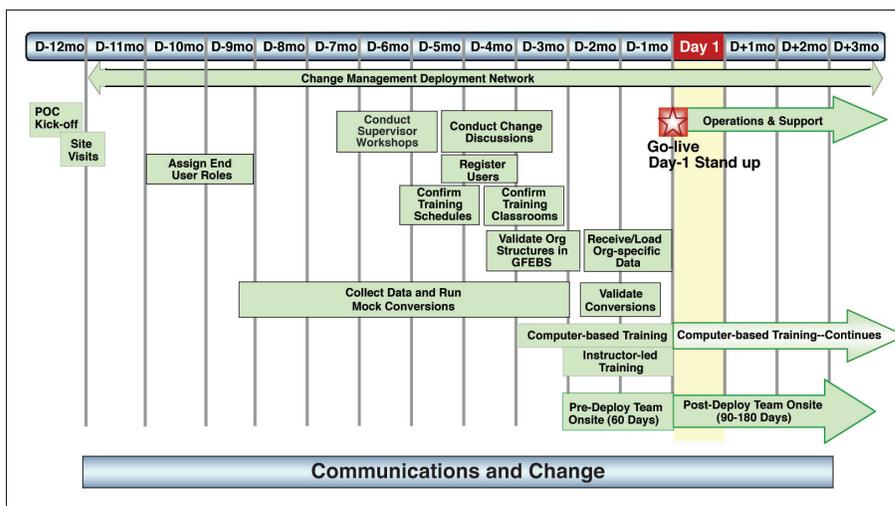
An important element of a site visit is the role assignment workshops. These workshops address how impacted end users will perform work in the new GFEBS environment; proper separation of duties and financial controls among users; and identification of end user roles to effectively and efficiently assign activities to users while maintaining performance excellence and customer service. Properly mapping roles to job activities ensures the training curriculum meets the needs of end users, streamlines the training registration and learning process, and ultimately drives the fields' ability to hit-the-ground-running on day-one (See the Roles & Training Section for more information).

Supervisor Workshop:

Building on the work done in the site visit and ongoing user roles, deployment and training activities, GFEBS conducts a series of Supervisor Workshops approximately three months prior to go-live. The goal of the Supervisor Workshops is to prepare supervisors at each impacted organization to conduct "change" discussions with their end users. The workshops provide supervisors with the tools necessary to facilitate these discussions utilizing Change Discussion Guides that elaborate on key GFEBS business process impacts and highlight user role descriptions and associated training. Additionally during the workshops, supervisors discuss scenarios, questions, and hot topic items that may arise as a part of the change discussion process.

together, creating those final linkages between the change aspects of GFEBS, its impacts and benefits, and training of end users. "

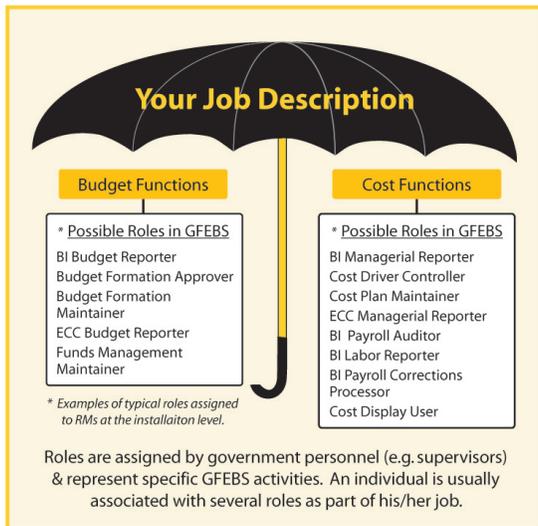
GFEBS deployment involves a range of activities across the project in its efforts to create a smooth transition. Deployment is built on a matrix of teams within the GFEBS Project, SMEs, and stakeholders. The development and approval of the GFEBS deployment strategy; selection of sites for each deployment Wave; and the coordination between commands and organizations represent core building blocks in this large and complex financial management transformation. The outreach activities – Wave-specific POC Kick-off conference, the CMD Network, Roadshows, site visits, and Supervisor Workshop – link these units in the construction of a sound base. These certainly do not denote all the components



Mr. Jerry Weidner, Ft Jackson site lead and R1.2 CMD Network member, commented on the Release 1.2 workshop, "The Supervisor Workshops explain GFEBS functionality and the impacts at the command level. They provide an engaging environment for supervisors to practice discussion scenarios, increasing participant confidence in their knowledge of the system." One supervisor, Teresa Overby, DFAS-Indy System Accountant, commented on how the Supervisor Workshops, "...pulled all the pieces

of GFEBS delivery; however, they embody the significant tactics of worldwide implementation.

Several factors influence this deployment strategy, including strategic direction from executive and senior leadership strategic; the successes and lessons learned from R1.2 deployment; and stakeholder input. These items help shape the GFEBS Project's work efforts in training, development of business processes and system functionality and change management and communications.



GFEBS training uses a multi-level, building-block approach providing role specific training and basic system knowledge on GFEBS. To accommodate the differences between organization sites & commands, roles were designed to be modular allowing as much flexibility as possible to the assigning organization.

Roles:

1. Address how users will perform work in the new GFEBS environment
2. Allow for proper separation of duties and financial controls amongst personnel
3. Establish better consistency of duties across organizations
4. Lead to proper development of training programs by role; accurate role mapping is critical to ensure user are aligned properly & eliminate training redundancies

- ◆ Transaction processing vs. approving
- ◆ Available to anyone vs. restricted
- ◆ People can perform more than one GFEBS user role (for example, the average number in R1.2 was six)
- ◆ GFEBS user roles are assigned by government personnel (e.g., supervisors)
- ◆ User role assignment supports segregation of duties and financial controls
- ◆ Tools are being developed to help supervisors assign roles and communicate to their staff
- ◆ User role assignment drives GFEBS user training requirements

Roles and Training:

User Roles:

As briefly discussed in the Deployment Section in relationship to site visits, GFEBS user roles determine the SAP transactions users can perform and the data they can see. In other words, roles provide users the link between the systems (to include the business processes they are trained on) and how they perform their day-to-day tasks on the job.

GFEBS utilizes new terms and applies them in new ways, so it is important to create a universal understanding of common concepts. For example, roles simply represent the various “hats” people wear throughout the day at their job. One perspective is to view a job, job description, or job title as the larger umbrella that may change depending on where the job is located or under what organization, group or command. For example, a job entitled Resource Manager could include a number of job functions (or different job activities) depending on the size of the workload, duties, etc. A Resource Manager whose job description includes budget and cost functions most likely wears multiple hats (roles) to accomplish those job functions (activities).

Building on these basics, GFEBS user roles were designed to be modular, allowing for the differences in job descriptions across autonomous groups. Prior to deployment and training, government personnel (e.g., supervisors) are asked to assign roles. Role assignment is critical because it addresses how end users will work in GFEBS. Roles also allow for proper separation of duties and financial controls amongst personnel, providing the ability to efficiently assign activities to designated users and avoid degradation in performance or service. By developing specific roles, consistent duties are established across multiple organizations. “Properly assigning roles is critical to success and a smooth go-live experience,” explains Ms. Jones. “Successful end user training and system access is directly affected by sites’ abilities to determine the user roles they need and map them to their workforce.”

A summary of roles is outlined below:

- ◆ GFEBS user roles are enterprise roles
- ◆ GFEBS roles determine the SAP transactions users can perform and the data they can see

There is a wide variety of GFEBS user roles:

- ◆ Every day vs. year-end

Therefore, role assignment is an important step in the deployment process. Each user’s training curriculum is determined based on their role assignments, and training is a mandatory requirement for being granted system access to a role. Once roles are assigned, training becomes the next step towards final go-live.

Training:

GFEBS Training begins approximately two to three months prior to deployment. In Release 1.2, GFEBS focused on a blended approach to training, offering 26 Computer-based Training (CBT) courses and 48 Instructor-led Training (ILT) courses. The GFEBS Training team conducted a total of 197 ILT training sessions at Ft Jackson, S.C., DFAS (Indianapolis, Ind.) and GFEBS Headquarters (Kingstowne, Va.). Release 1.3 and 1.4 training builds upon the R1.2 approach, with the addition of Virtual Instructor-led Training (vILT) and Train-the-Trainer (T3) delivery methods in tandem with ILT and CBT formats used in the prior release.

While the ILT and vILT methods are conducted with live instructors, all Computer-based Training will be web-based and available through the Army

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Release 1.3 Training Strategy: Blended Training Approach

Computer-based Training (CBT):

- Also know as Web-based Training
- Accessible via the Army Learning Management System (ALMS)

Instructor-led Training (ILT):

- Delivered by an instructor in a classroom during a pre-defined training schedule

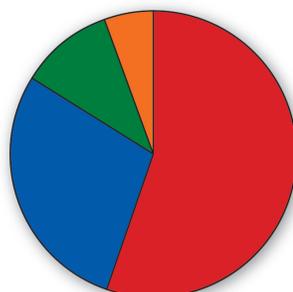
Virtual Instructor-led Training (vILT):

- Delivered by a remote instructor to students in classrooms at the site or at their desks during a pre-defined training schedule
- Collaborative Army Training (CAT) used for delivery

Train-the-Trainer (T3):

- Training site personnel to deliver just-in-time training
- Business processes that will not be used for a protracted period after go-live

Proposed Course Structure



● CBT ● vILT
● ILT ● T3

As of 11/11/2008

Learning Management System (ALMS). For the T3 component of delivery, the focus is on training designated onsite training personnel to deliver “just-in-time” training covering business process areas. The expanded R1.3 training strategy will alleviate some of the resource scheduling constraints experienced in R1.2 by providing alternative training environments to the standard ILT course. Training for R1.3, Wave 1 begins this month, January 2009.

The linchpin of the training strategy is the four-layered curriculum approach that recognizes the need for GFEBS users to complete a sequential set of learning with a wider focus than just the need to learn the new system. These are:

- 100 Level courses – GFEBS overview courses
- 200 Level courses – Business process overview courses
- 300 Level courses – SAP navigation courses
- 400 Level courses – Role-based functional training courses

The GFEBS training plan will provide tailored, just-in-time learning in the most cost-effective solution, while maintaining a modular, scalable, delivery-friendly, and

flexible approach that can adapt to the Army’s operational tempo.

GFEBS Functionality:

Business Process Areas:

Now that you have an understanding of how GFEBS will be deployed and the process for defining roles and training, it is important to understand the specific business processes GFEBS will impact.

After several years of requirements gathering and system blueprinting with Subject Matter Experts (SMEs) from dozens of Army commands, Army leadership determined the GFEBS functional component would focus on six major business process areas, including:

- Funds Management
- Reimbursable
- Financials
- Spending Chain
- Property, Plant & Equipment (PP&E)
- Cost Management

Each of these processes brings a range of benefits and impacts for the Army and various business process changes affecting the way Resource Managers conduct their

daily business. At a high level, GFEBS incorporates best business practices to the Army reimbursable process, provides clear audit trails, more accurate and reliable funds distribution data, interfaces with non-financial data from multiple sources and enables cost management activities. Additionally, as mentioned above, these business process changes comply with all known applicable processing and reporting requirements.

Meeting the requirements of the Department of Defense (DOD), the Army, and the field is a difficult challenge. GFEBS uses a collaborative governance structure to balance these system requirements while ensuring that the system delivers needed capabilities in a timely manner. A critical element is the ability to blend expertise across multiple Army organizations while developing new enterprise business processes. The GFEBS Project accomplishes this mix through the use of subject matter experts in each of the business process areas from sites around the world, as well as technical, deployment, and program and change management teams.

SMEs are involved on many levels of GFEBS design and implementation, to include requirements gathering, system testing and communicating GFEBS activities and impacts to their organizations. One of the most important responsibilities of these experts is representing the voice of the end user, organization, and the Soldier. Over 50 SMEs were involved in the development and successful delivery of R1.2 implementation.

To understand the impact of the changes GFEBS will enable, it is important to have a strong understanding of the six process areas addressed in the GFEBS solution. A high-level synopsis of each business process follows, providing resource managers with a baseline of information. Future articles will provide in-depth coverage of the changes in each process area.

Funds Management. Currently, the Army performs funds distribution and funds execution in different systems requiring numerous complex interfaces and manual processes. With GFEBS, however, funds distribution is within the same system as budget planning and funds execution.

Within GFEBS, Headquarters, Department of the Army (HQDA), approves the budget and pushes funding down to the lower level organizations for execution. This functionality allows users to perform strategic planning, manage master data, control funds, and provide funding for periodic operations. Because funds distribution is conducted within the same system as funds execution, the impact of spending actions is seen immediately in budget and financial reports.

Ultimately, funds management within GFEBS will support the tactical day-to-day decisions leadership must make by allowing them to perform a real-time funds check and immediately execute funds. In addition to decreasing error and the need for manual data entry, funds management prohibits the ability of users to over-obligate funds. If there is not

enough money to fund a project, a hard stop occurs and the project will remain on hold until sufficient funds become available. This is significant because it is a major paradigm shift from how resource management is conducted today.

Reimbursables. This process area involves managing accounts receivables, processing reimbursable orders, and managing customer master data, billings, and collections. Receivables are not limited to monies due from the sales of goods and services. They are also established for outstanding debt.

GFEBS greatly improves the reimbursable process by incorporating best practices that reduce the workload for Army-to-Army reimbursable agreements. For the first time, organizations will use direct charge between intra-Army orders in which both organizations use GFEBS. This means that with GFEBS it will no longer be necessary for Resource Managers to process Military Interdepartmental Purchase Requests (MIPRs) to other Army customers. Additionally, Army personnel will eventually calculate interest payments and fees in real-time, allowing organizations to collect owed payments

faster and more accurately.

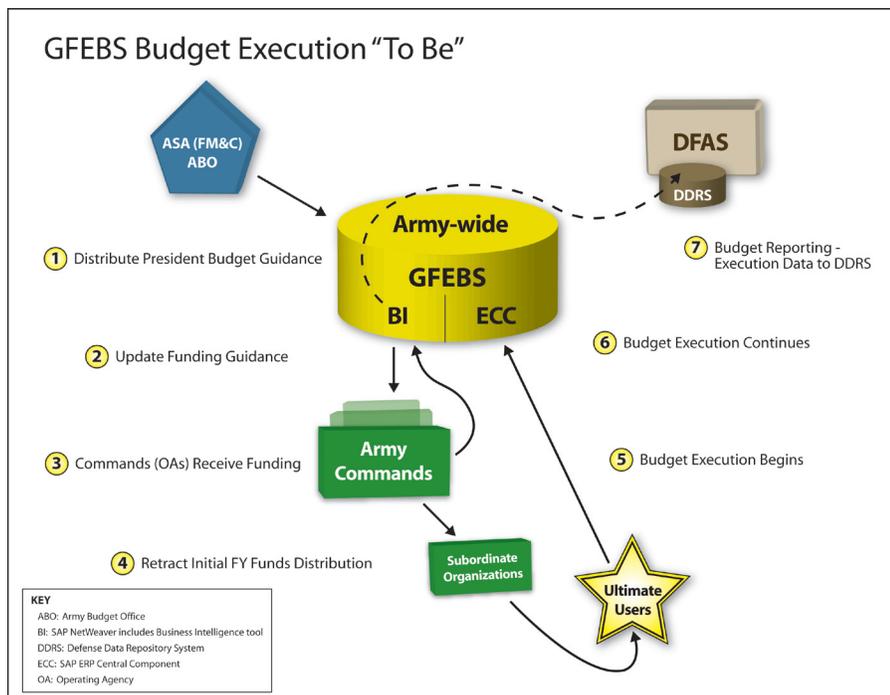
Financials. As you know, the Army currently has multiple instances of general ledgers that must be consolidated before generating the Army's financial statements. This often leads to inaccuracies. The GFEBS solution establishes a single general ledger for the total Army General Fund environment, nearly eliminating reconciliation and DOD elimination requirements. This new general ledger, which follows the DOD's Standard Financial Information Structure (SFIS), has an expanded structure that provides the Army with comprehensive reporting capabilities and improved efficiencies for period/year-end close activities.

Using standard transaction codes, GFEBS captures business events at the transaction level and posts to the general ledger in accordance with Treasury Fiscal Year 2008 United States Standard General Ledger (USSGL) account transaction posting rules. These standard tracking codes allow end users to track activities by element of resource and Common Levels of Support. Field level staffs will not be responsible for managing master data elements such as accounting process codes.

Each expense object classification or elements of resource (EOR) has a one-to-one relationship to a unique general ledger account and commitment item. This mapping reduces the number of EORs from over 1700 to less than 300. Much of the manual work for the period-end close process, such as posting accruals, depreciation, and other recurring entries, will become automated in GFEBS, thereby reducing downtime for closing processing.

One example of how streamlining the number of GL Accounts aids external reporting and simplifies month-end and period-end close-out is GL Account 6100.11B1, the payroll expense account for Civilian Base Pay Full-Time

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Permanent. The .11B1 is the “point account” and it replaces all 11B, 14B & 16B EORs. As a result, there are significantly fewer accounts for the Resource Manager to wade through to determine what the correct commitment item should be and track for payroll purposes.

Spending Chain. With GFEBS, the Army no longer requires a manual paper-based process for completing Purchase Requests (PR); instead the workflow is automated. Additionally, instead of waiting for lengthy approvals to see if funds are available to complete a transaction, GFEBS users will have real-time funds check for commitments, obligations, expenses, and disbursement. In fact, GFEBS spending chain functionality streamlines processes for assemble to order processing, contract maintenance and sourcing rules, procurement with logistics, and accounts payable.

The improvements GFEBS brings to procurement processes may be of more importance to the contracting community than the resource management community. However, it is important to note that GFEBS provides best business practices in this area through automated funds availability check, linking commitment to obligation to receipt of goods to disbursement, and clearly showing the workflow process for approval of funds and funds certification (i.e., hard stop noted earlier). In other words, changes in the spending chain area directly tie to changes in other GFEBS business processes.

Property, Plant & Equipment. Similarly, while the resource management community may not work with this process directly, it is important to understand the business process changes in the Department of Public Works (DPW) community, which have an impact on financial transactions and asset reporting.

The PP&E business process is composed of four key functional areas:

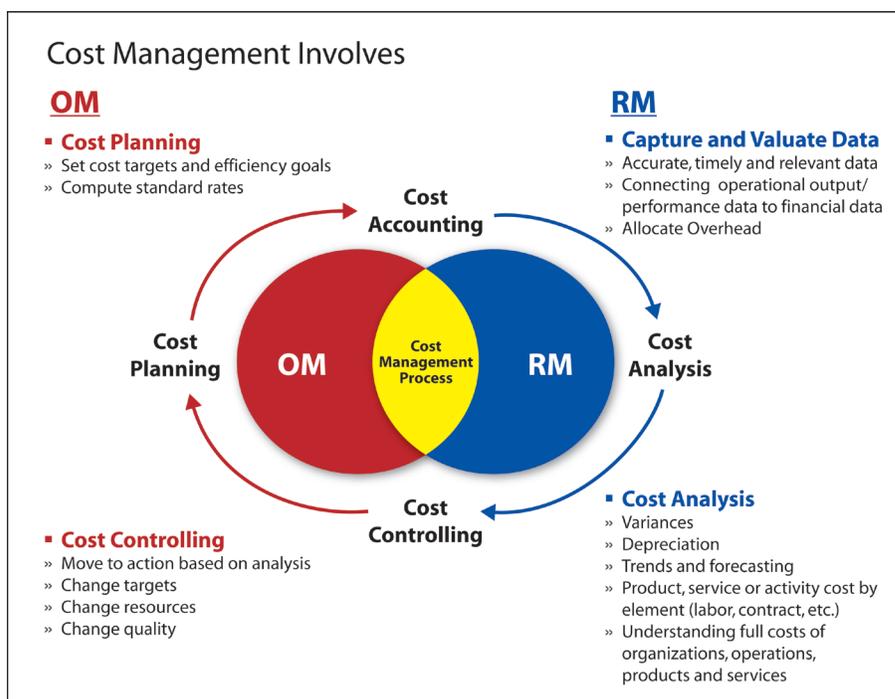
- **Managing Real Property:** Utilizes a single real property inventory of all General Fund assets to include land parcels and leases for the Active Army, the Army Reserves, and the Army National Guard
- **Plant Maintenance:** Creates a standard business process for all real property maintenance activities
- **Assets:** Provides for real property reporting and communication between the Army’s logistics and accounting business areas
- **Project Systems:** Automates many required real property processes presently done manually

Managing PP&E in a single database provides an automated and streamlined end-to-end business process for the Army that enforces compliance with Army policies, increases efficiency, and reduces operating costs. Currently, Army leaders have limited visibility into real property records, few standardized processes for planning and performing maintenance

on real property and equipment, and little information regarding auditable asset valuation and depreciation. PP&E functionality meets these needs while improving system capabilities.

Cost Management. Enterprise-wide cost management is a new concept for the Army and requires participation by both the resource community and operational managers (OM). It enables the Army’s mission of supporting the Warfighter by providing decision support information for analyzing business and operational situations and by supporting the planning, programming and budgeting of Army expenditure and output data. With cost management, the Army will have full cost accountability, a better understanding of true costs, and cost reporting and analysis across business hierarchies.

To put this in perspective, it is worthwhile to view Army finance from two perspectives: 1) the traditional, financial and regulatory approach — focused on assuring dollars are spent solely for their intended purpose, and 2) cost management — which answers the question, “What is the true cost of a specific Army output or product?” The



cost perspective starts from the vantage point of an internal manager rather than the viewpoint of an external auditor, assessing both direct and indirect costs.

Cost Management is a process of managing business operations efficiently & effectively through the accurate measurement and methodical understanding of the “Full Cost” of an organization’s business processes, products and services to provide the “best value” to customers.

Overall, these business process areas provide significant benefits to the Army and its financial management portfolio. Once implemented, the impact and realization of these benefits will be experienced throughout the Army, the Army Reserves, and the Army National Guard — driving change, shifting the culture that surrounds financial management and delivering a superior system to meet the demands of a complex and volatile resource management environment.

Close and Summary:

As mentioned above, SMEs from the field serve as a critical link in ensuring GFEBS meets the Army’s requirements, and thus, continued communication and coordination between the GFEBS Project and the resource management community is necessary to ensure success. Additionally, it is imperative these process changes be at the forefront of change discussions focused on creating ownership among commanders, managers, and supervisors across deployment sites. GFEBS delivers more than a new tool or system; rather, it is a priority of

commanders and supervisors throughout deployment communications activities, such as site visits, Supervisor Workshops, and CMD Network calls. A key part of a successful system deployment is ensuring users and their supporting organizations know what is coming and what to expect.

The resource management community has an opportunity to become the early experts on GFEBS. How can you get yourself prepared for the changes that GFEBS will bring? Use the information you have gained about GFEBS to get involved, early and often. Build on the fundamental concepts outlined in this article and communicate the importance of GFEBS to others. A change of this nature has not occurred in the Army financial community since the sixties; GFEBS is “live” and will impact all resource managers, their sites, organizations, partners, and teams.

A single article, certainly, will not cover every detail and answer all the questions that might arise. It does allow for early education and awareness, and hopefully, creates a desire to find out more. The April 2009 Quarterly GFEBS article, the second of four publications, will add the next chapter to your knowledge of GFEBS. Get ready for the April magazine edition for information on Wave 1 successes and deployment; read about site visits conducted for Wave 2; receive updates on project timelines, training strategy, and communications; and dive into the details on Funds Management, Financials, and Cost Management business processes.

There are additional resources available to users on the GFEBS website (www.

gfebs.army.mil) including news articles; the GFEBS Times interviews with Lt. Gen. Stanton, Ms. Kristyn Jones, and Col. Holzman along with archived copies of earlier editions; Frequently Asked Questions (FAQs); and briefings and background materials on GFEBS for use in the field. GFEBS is also updating its website to include user-friendly tabs on each of the teams, as well as “hot topics” on training, deployment, communications, and release schedules. GFEBS encourages everyone to become an expert on GFEBS. It is the future, and has a significant impact on the future of the resource and financial management community of more than 79,000 users around the world. Get ready, get involved, and get the knowledge—GFEBS is here.

Questions and feedback can be sent to the GFEBS Project email at gfebs.info@us.army.mil. Requests for demos, presentations, and/or roadshows can be made using the online Event Request Form at <http://gfebs.army.mil/contact/request/>. Media and outreach organizations may contact Ms. Tamika L. Smith, GFEBS Change Management & Communications Lead at tamika.l.smith@us.army.mil or by phone at 703.682.3809.

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Headquarters	Command	Operational
<ul style="list-style-type: none"> Increased controls and accountability Integrated financial and related non-financial functional data Quantitative analysis for program and budget formulation Auditability of the Army’s General Fund 	<ul style="list-style-type: none"> Oversight of expenditures at the operational level Forecasting of budgets and costs for planning and subsequent tracking of execution Cost analysis at the aggregate level Improved asset management activities 	<ul style="list-style-type: none"> Access through single point of entry in a web-based system Integration with work orders and job orders Cost management through access to functional data in real-time Reduced reconciliation and redundant data entry across the Army through transparent financial information

Defense Financial Management & Comptroller School Graduating Class June 2008

By: Karren Brunell



Defense Financial Management & Comptroller School Graduating Class June 2008

Let me start out by telling you that I was a little nervous about attending this class. After my twenty years working for HQ AFAFC and then DFAS, I thought this should be a piece of cake. Well, it really wasn't anything that I thought it would be.

Where to start? Well, pack for a month, which includes some semi formal wear, business attire and physical training clothes. Okay, not an issue, big suitcase, right, how about two of them. Second, ever been to Montgomery, Alabama airport? Well, let's just say, don't have to worry about your bags getting lost. There are only 5 gates. The person, who checks you in, is the same one that loads the bags on the plane and then checks your ticket at the gate. Not to mention the humidity when you get off the plane, you will notice it right away. It's not home that is for sure.

I checked into the hotel and receive a package from the desk clerk. It was the agenda for the week and a note stating the bus would be leaving promptly at 7 am. Okay, can do this so far. The first day was really adventure. There were

about 26 other students on the bus from everywhere. So off we went to Maxwell AFB, a short 20 minute ride in a bright yellow school bus. When was the last time any of you rode on one of these?

We arrived at the school and proceeded up the stairs into the Ira C. Eaker building. There was a board with your name printed on it and your room assignment for seminar. I got in seminar 3. We all went into our rooms where we first meet our instructor. My instructor was Major Judson Fussell. He went through the basic red tape and all the forms you sign for a laptop, books, keys to the building, and a jump-drive (also known as a dipstick; long story, ask Pam). Judd went over the agenda and how things are done around the school. He instructed us to the auditorium, where we meet every morning at 7:45 sharp. We were met by the rest of the faculty and the director of the college. Our first day, we received a briefing from the Dean of Air University, Dr. Lester. As the first day flew by and more briefings, and reading assignments, I realized this was not going to be easy and a lot of work.

That afternoon they give a knowledge check test to gage the whole class. It seems reality easy I thought, until I hit submit and realized that a 44 wasn't one of my better grades. I started to panic and realized I was going to put a lot of effort into passing this class. The classes consisted of a variety of lessons, which included; leadership skills, contingency operations, strategic environment, financial management framework, and decision support. Not to mention some of the students had already been selected to present speakers, which I was one of them. I don't know about any of you, but not always fond of doing public speaking. Your hands get sweaty; you talk real fast and get those knots in your stomach. Well, not only do you have to introduce a speaker in front of the entire class and faculty, you do two presentations in front of your seminar. The two presentations are critiqued by your fellow classmates. You're given time limits, a minimum and maximum. Let's just say my first attempt was 2 minutes and 50 seconds. The minimum was 6 minutes. I did that one twice. My second presentation I practiced in front of a mirror many times and did it in 6 minutes and 45 seconds. So, I hit the mark.

The classes went from group activities in the auditorium, seminar verses seminar, to many briefings. We had some great presenters one of which was Mr. Aaron Gillison, from DFAS-Limestone who spoke about the wounded warrior program. I felt a little outnumbered since I was the only DFAS person in attendance. Most of the military personnel were aware of this program, but not many of the civilians were. I found it very interesting to see what each of the service representatives were from and what they did. It was also amusing that if they didn't have an answer the common expression was, "Ask DFAS". Sometimes I had an answer, but sometimes not.

After two weeks of briefings and LOTS of reading homework, we had our first real test. Well, they had informed us that you had to receive a minimum of 70 percent average to pass and I knew I was going to

make it. I took the test and ended with a 77.5. Not the best score, but I was so relieved. There were several others that did not pass, but the instructors all worked with them, so no student was left behind.

The start of the third week, you knew you were on the downhill slide of things and you would be going home at some point. But there were still more briefings, reading and group activities. We also had weekly dining activities that we did. One of my classmates that read this, wanted to make sure that I mentioned the fried pickles, fried catfish, fried scallops, and fried oysters ... I think you get the point! Another one of activities was physical training. We had weekly events we all had to do as group in order to earn points for the seminar. Did I mention the weekly trophy? At the beginning of each week the trophy is awarded to the seminar with the most points. Well, it was week three and we still hadn't won yet. We were working on studying for our last test. It had a few essay questions, but mostly multiple choice. I studied like crazy for this one; I wanted to make sure I passed the class. Well, I almost fell out of my chair when I got my grade it was 95.5. I passed. I had the second highest grade in my seminar. In my daily critiques, (that we do on each briefing, lesson or presentation), I thanked my instructor for giving me some pointers on studying. I asked him if anyone had had that much improvement from start to finish and he said not that he could remember. He also said that he knew I was smart and could do it. I am glad someone believed in me, because I had doubts. For those of you who know me, I spent 14 days in ICU, eight in a coma, and



didn't think all those brain cells came back. A lot of effort and some patience and they reappeared.

Let me tell you about week four and "Dining with the Diplomats". It's just as it sounds. We all got dressed up and headed to the officers club for a 5 course dinner. There were rules of engagement for this dinner. You know all those forks you never use, four different glasses on the table, those weird looking spoons. Not to mention the gentlemen had to assist the ladies in sitting and stand every time a lady left the table. We also had a table host and guest of honor. It was a very fun and eventful evening.

The last day was turn everything in and graduation ceremony. The speaker for our ceremony was an Army Captain that lost his leg in the gulf. He talked about his life and what happened and how it changed things. He had no regrets for not staying in the Army. He also stated how proud he was that men and woman like us support the troops in ways that no one ever hears about. He thanked everyone in the class for all the hard work that we were putting in to become better leaders. It was very moving and we gave him a standing ovation at the end.

I just want everyone to know what a great learning experience this class was. I would highly suggest if you have the opportunity to take this course, do it! I know it's time away from the family and work, but what you get out of the class is well worth it. With respect to that a big thumbs up from seminar three. We did finally win the trophy on week 4.

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About the Author:

After spending the first 20 years of her life as an Air Force brat, Ms. Karren Brunell choose the path of working as a civilian servant for HQ AFAFC in 1987 until it became DFAS in 1991. She started as a GS-3 and worked her way up to a GS-13. She is currently serving in the DFAS DIMHRS Integration Office (DDIO). Ms. Brunell is currently involved in ensuring that the largest payroll systems comes on board and is correctly paying today's soldiers.



Mission Possible: Fewest Points -- Least Dysfunction

Enterprise Civilian Human Capital Lifecycle Management

DEVELOPING THE ARMY'S WORKFORCE

By: Mr Ray Horoho

“OUR ARMY IS TRANSFORMING THE DEVELOPMENT AND MANAGEMENT OF ITS CIVILIAN CORPS. WE ARE ASKING MORE OF OUR CIVILIANS TODAY THAN EVER – TO LEAD OUR NATION’S ARMY THROUGH A DIVERSE AND COMPLEX ENVIRONMENT – AND WE MUST GIVE THEM THE TOOLS TO MEET THESE CHALLENGES.”

*Secretary of the Army Pete Geren
Pentagon, 23 July 2008*

Introduction

Persistent conflict and change characterize the 21st century strategic environment. To fulfill the requirements of today’s missions, including defense of the U.S. homeland and support to civil authorities, more than 600,000 Soldiers from the U.S. Army’s active and reserve components are on active duty. Additionally, approximately 250,000 Army civilians are performing a variety of missions vital to America’s national defense. Of these, nearly 6,000 have been forward deployed.

The Army’s vision for civilian leaders now and in the future calls for strategic and creative thinkers and accomplished professionals who are effective in managing, leading and changing large organizations. These civilian leaders must be confident, competent decision makers, prudent risk takers, innovative, adaptive, professionally educated and dedicated to lifelong learning and effective communication. Today’s Army civilian workforce must be more agile and capable than ever before.*

While the Army has focused on moving uniformed personnel into modular deployable units, civilians have taken on roles that have traditionally been

performed by Soldiers. In support of this transformation, the civilian personnel operations and work force have served the Army well—striving to meet the Army’s increased manpower requirements in the most demanding of times. At the same time, the Army is cognizant that to increase its capabilities and meet the challenges of the 21st century security environment, it must leverage current organizational strengths while institutionalizing holistic collaboration and integration.

This holistic, collaborative approach is the hallmark of the current Army senior leadership – refocusing the culture of Army decision-making to a corporate methodology that challenges conventional wisdom, breaks through stovepipes to link culture with systems and stated values with action. This approach is referred to as the “enterprise.” The enterprise is a 21st century mindset that balances values; manifests long-term commitment; demands collaboration, partnering and innovation; and instills competitive passion throughout the organization – all this with the accountability for risk management and responsibility to clearly communicate. The approach is proactive, comprehensive, cost-conscious, output-focused and opportunistic.



The strengthening and restructuring of the Army Civilian Corps is a critical part of this revolutionary institution.

Recognizing the need for enterprise-wide, institutional transformation of the Civilian Corps, the Army has examined the functions and processes of how the civilian workforce is organized, trained, educated and developed. We have observed that decentralized administration creates pockets of inefficiencies that have reduced the strength of the overall structure. The Army Civilian Corps has no central administration or visibility, and consequently, limited oversight of capabilities and strengths.

The Army’s holistic approach has one goal: to have the right people with the right skills in the right place at the right time. Its single most powerful justification: it’s the right thing to do.

Background

In 1775, Army civilians were employed as clerks, skilled tradesmen, craftsmen, physicians, teamsters and unskilled laborers. Today, Army civilians serve in about 500 occupational fields and have significant responsibilities throughout all organizational levels within the institutional Army. Many of these dedicated employees have been deployed overseas in direct support of recent operational missions.

¹ Quadrennial Defense Review Report, February 6, 2006, p. 75: “In a reconfigured Total Force, a new balance of skills must be coupled with greater accessibility to people so that the right forces are available at the right time. Both uniformed and civilian personnel must be readily available to joint commanders.”

During the past 20 years, civilians have increasingly taken on positions of greater responsibility, accountability and authority at installations, commands, Headquarters Department of Army and other organizations. Now, as never before, the Army increasingly continues to call upon its civilians to assume levels of responsibility that have traditionally belonged only to military personnel.

Numerous Army-specific studies and analyses over the past decade are unanimous in their prescriptions: evolution of the current civilian career programs into a comprehensive management model with broad career fields and multifunctional paths to senior levels. Integration with existing robust officer management systems for education and training is a consistent theme. Significantly adding to the case for change, Army employees are frustrated by a perceived lack of development and advancement opportunities.

The Army's senior leaders are committed to investing in the Army Civilian Corps to meet these challenges. Two foundational declarations of this commitment are the Army Chief of Staff's Army Initiative 5 and the Secretary of the Army's "Army Civilian Corps Champion" Memorandum. These declarations have led to the actions in this report—and to the inclusion and codification of the Enterprise Civilian Human Capital Lifecycle Management System into the Army Campaign Plan in 2008 and to a larger extent in 2009. These commitments are a testament to the mission-critical nature of having the right competencies in the right place at the right time.

Army Initiative 5: "Accelerate Leader Development," April–July 2007

- ♦ Chief of Staff of the Army defines the mission to "accelerate change in leader development programs to grow leaders for the future strategic environment."
- ♦ Entails a comprehensive review of previous and ongoing leader development studies and initiatives.

"Army Civilian Corps Champion" Memorandum, September 2007

- ♦ Secretary of the Army designates himself as the Army Civilian Corps Champion, committing himself and Chief of Staff to "maximizing the development of the Civilian workforce and transforming the systems and structures that provide its support."
- ♦ Secretary of the Army appoints Deputy Under Secretary of the Army as the proponent of the Army Civilian Corps vision as an integral and critical component of the Army team, as well as the integrator between staff elements
- ♦ States: "Our pledge to invest in the future of the Army Civilian Corps is a direct reflection of our continuing commitment of our Nation's future."

Army Civilian Human Capital Lifecycle Management

Since mid-2007, the Army has made notable strides to lay the foundation for the transformation of civilian workforce management, providing greater opportunities for Army civilians to grow and develop. These changes recognize the vital contributions that civilians make to the Army's mission and enhance the Army's ability to fully utilize its resources.

Leveraging best practices from industry and strategic partners, the Army has set in motion changes to broaden career groups, manage civilian training and create a human resource environment that is responsive to the needs of its commanders as well as to the expectations of its civilian employees. These initiatives are designed to increase the Army's capabilities directly in support of its missions and functions. Continually aligning the work force with Army goals and missions, these initiatives will assist the Army to strengthen strategic flexibility and agility, sustain the all-volunteer force and restore balance.

The institutional transformation of the current processes into an Enterprise Human

Capital Lifecycle Management System to recruit, train, educate, develop, promote and retain civilian talent will take approximately three years. But, without a doubt, the culture shift that this vision suggests will require more time.

Expected Outcomes

The Army expects the Enterprise Human Capital Lifecycle Management System to: attract the nation's best to serve as Army civilians; support today's missions and prepare for tomorrow's; sustain the civilian workforce contribution; provide opportunity for Army civilians to advance; and create interchangeable leaders.

Broad Career Groups – The Long Pole in the Tent

Currently, 40 percent of GS-7 to -15 employees are career managed, but not to a common standard. The other 60 percent of these employees have no formal career management. As a result, most Army civilians have neither a supported training and education plan nor an established career road map.

The Army is creating eight broad career groups to enable and promote the growth and development of the entire Civilian Corps. While the new organizational structure is in the approval process, the objective is firm: to move civilian processes significantly closer to the systems that support military officers and noncommissioned officers. These career development systems are designed to provide employees a clear understanding of where they are in their careers. The new career paths will demonstrate the road map from recruitment to promotion and increased responsibility or specialization, including to senior executive positions. This structure will be similar to that which Army Regulation (AR) 600-3, The Army Personnel Proponent System, provides to the military. The broad career groups will also provide alternative career paths, enabling employees to cross-train into other specialty areas within a career group.

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The result will be greater opportunity and visibility of opportunity for the entire civilian workforce. The vision is for each employee's potential for advancement to be commensurate with his or her own capability and desire.

Talent Management

Civilian Talent Management is a collaborative approach to create interchangeable, diverse senior leaders by providing opportunities for development and reassignment. The Army Senior Civilian Talent Management Program applies to GS-15 civilians (and equivalents).

The new talent management process is designed to be collaborative—incorporating an employee's experience, skills, competencies and career desires with the requirements of the Army. It employs an annual assessment to ensure objectives are met. Civilian Talent Management leadership will collaborate with commands regarding reassignments based on command requirements and maximum benefit to the Army and the employee. While the talent management institution is not unique (Installation Management Command has successfully implemented a similar program), the Army is working aggressively to develop the tools and methodology needed to implement an enterprise-wide program that functions successfully within current structures.

Another program to manage the senior civilian workforce is the Army Senior

Fellows Program, established to build a bench of future Army senior executives who are innovative, adaptive, interchangeable civilian leaders. The program is designed to identify high-potential civilian GS-15 employees (and equivalents) through an Army Secretariat Board selection and provide them with executive experience assignments and educational opportunities. These opportunities develop Army civilian leaders who are experts in the business of running the Army and whose management and leadership skills complement those of their uniformed general officer counterparts.

The end result to both talent management programs is to produce senior civilian leaders who are experts within their core competencies and with diverse, joint, interagency vision and skills broad enough to operate interchangeably with their military counterparts in complex environments.

The Army is finalizing the processes, roles and populations to ready the talent pool initiative. It is also recruiting the third group of Army Senior Fellow candidates.

Centralized Training and Development

The Army Civilian University (ACU) has been established as governing headquarters for select schools where the majority of students are civilians. The Army Civilian University was created to oversee and fully integrate an enterprise approach to education for civilians, orchestrating shared services and academic processes.

The Army Civilian University is designed to enrich civilians through a series of foundational courses that broaden individual competencies while building on the Army Civilian Corps Creed. Creating a network of well-integrated education and training centers, the ACU builds linkages with the larger academic community. In addition, it also supports the U.S. Army Training and Doctrine Command (TRADOC) establishment of integrated and complementary curricula with a more standardized, competency-based approach to civilian education, training and leader development initiatives.

Army Civilian University

OBJECTIVES

- To enhance the Army's capability to bring training to the civilian
- To produce trained and ready adaptive civilian leaders who are strategic thinkers capable of operating within and with foreign cultures
- To prepare leaders to operate across the full spectrum of operations in an environment of persistent conflict
- To build an adaptive civilian workforce and leaders trained across interconnected domains—within Army institutions and through self-development—to meet national security needs and requirements that cover the full spectrum of joint, interagency, intergovernmental and multinational operations
- To eliminate redundancy and to achieve synergies and efficiencies across educational organizations
- To increase the quality of academic delivery as determined by the customers of the included Army schools

EFFICIENCIES

- Ensuring progressive and competency-based curricula
- Bringing education to a variety of locations and venues
- Providing accreditation and quality assurance at a university level, thus improving opportunity for students to transfer credits or continuing education units to other institutes of higher education
- Improving efficiencies by consolidating standard services
- Reducing overhead by eliminating redundancies
- Increasing research opportunities directly related to broad career groups

Leveraging the power of the university construct to strengthen current educational curriculum and programs

The Way Ahead

As the Army institutionalizes the mindset of the “enterprise,” striving to reach balance, sustain the force and meet the demands of national security in an era of persistent conflict, innovative and forward-thinking change will continue to be the order of the day.

Education, development, training and career guidance is an investment that will pay high dividends in terms of cost efficiencies and cost avoidance – but the intangible benefits in the realm of the human dimension are no less important, such as creating interchangeable leaders, instilling employee loyalty, job satisfaction and sense of purpose.

In the end, the true measure of the value of the human capital management environment within the Army should exceed the expectations of three key stakeholders: the Army, its commanders and its employees. The establishment of the Enterprise Human Capital Lifecycle Management System is a commitment from the Army’s senior-most leaders to the enterprise itself – as every part affects the whole.

Themes and Messages

Civilian Human Capital Lifecycle Management

The Enterprise-wide Civilian Human Capital Lifecycle Management System provides more opportunity to Army civilians to reach levels of responsibility according to their desire and potential. With increased visibility of employees, the Army can effectively shape, promote and reward its Civilian Corps.

The system balances the needs of the commanders and the Army as a whole. These changes will ensure that the Civilian Corps is adaptable, providing the right full-spectrum capability, at the right time, at the right cost.

Broad Career Groups

All Soldiers understand what they need to earn more responsibility and be ready for promotion. The creation of Army Civilian broad career groups is the Army’s first step in creating a civilian career continuum for career and educational development from recruitment until retirement.

Talent Management

Army senior civilians are among the best and brightest in government service. Talent management ensures that an employee’s potential is developed through career opportunities – and that skills and talent are utilized to meet Army enterprise challenges, both today and in the future.

Centralized Training and Development

The Enterprise-wide Civilian Human Capital Lifecycle Management System will create opportunities for civilians to diversify their experience and education that will increase agility, innovation and leadership.

RM



About the Author:

As the Director of the Civilian Development Office, Mr. Ray Horoho is responsible for synchronizing the effort to manage the Army’s Civilian workforce by using an Enterprise Human Capital Lifecycle Management System. Prior to assuming his current responsibilities, he was founding director of the Army Senior Fellows Program, an effort to diversify the experiences and executive education of a small group of board-selected Army Civilians in order to build a bench of future Senior Executives. Ray Horoho is a native of Pawtucket, Rhode Island. He was commissioned in July 1981 through the University of Rhode Island’s Reserve Officer Training Corps and served as an Army Officer for more than 25 years. He has successfully commanded Active and Reserve Component units through the Battalion level, and led change as a member of both the OSD and Army staffs.

The LeadingEdge



By: . Wayne Applewhite

INGREDIENTS OF THE DYNAMIC LEADERSHIP BAKERS DOZEN

1. Set the vision and come to work each day willing to be fired.
2. Role up your sleeves and do any job needed to make the company successful, regardless of your title.
3. Find people to help you reach the vision as; you cannot get there by yourself. (Follow your judgment of people about the ones you choose and work only with the right ones.)
4. Work in the shadows just as hard as you work when all can see you.
5. Remember, you came to work to be successful; you have to be in the fight to win it.
6. Integrity, Trustworthiness and Respect beyond reproach should be your stalwart composition.
7. Failure happens; what you learn from it, should, make you better.
8. Work all the time you’re at work and listen along the way.
9. Work for, not at.
10. Attack your goals with confidence but be realistic about the ways to achieve them.
11. Be the example:
 - a. Visionary
 - b. Enforcer and Cheer Leader
 - c. Set the bar
 - d. Communicator
 - e. Embrace Diversity
 - f. Never stop learning
12. Service
13. Always give credit where credit is due and thank all of those who help you with sincerity and clarity.

Until the next time; Lead on!

Dr. Wayne Applewhite is an Adjunct Professor for Boston University and co-founder of the leadership development firm Just Leadership, LLC. Please drop by and visit his website: www.justleadership.net.

Master of Managerial Logistics (MML) at North Dakota State University

From: NDSU Master of Managerial Logistic Newsletter

The changing battlefield and global environments pose great challenges for the Department of Defense before, during and after hostilities. In peacetime, rapid responses are needed for natural disasters such as hurricanes, earthquakes and tsunamis. Battlefield, peacekeeping and disaster response operations require huge quantities of material and personnel delivered in precise quantities with precise timing. Doing so requires a joint response by military branches and third-party providers. Meeting these challenges requires joint interdisciplinary approach to military logistics. The military supply chain of the future must be integrated across services and managed with a global view.

The 12-month masters' degree program in military logistics at North Dakota State University meets the National Logistics Curriculum, which tailors to the department of Defense's strategic goals of joint officer and civilian development and career education. The interdisciplinary nature of the program offers unique training opportunities not found elsewhere.

The Master of Managerial Logistics (MML) is part of the interdisciplinary Transportation & Logistics Program offered by the College of Graduate and Interdisciplinary Studies. The Colleges of Agriculture, Food Systems, and Natural Resources; Arts, Humanities & Social Sciences; Business Administration; Engineering & Architecture; and Science & Mathematics participate in the MML. This program will focus on logistics and supply chain management, global-

international logistical systems, enterprise resource planning, remote sensing and adaptive logistics planning, joint total asset management, logistics, and security through technologies (RFID), contract management, crisis analysis, homeland security, and transportation analysis.

The Master of Managerial Logistics at North Dakota State University is a tailored academic program that fits with DOD's strategic goals of joint military officers and Department of Defense civilian development and career education. Moreover, the interdisciplinary nature of the program is unique because of its emphasis on: Joint military logistics and transportation, advanced supply chain management, integration of technology with supply chain and enterprise resource planning, the integration of homeland security and crisis management issues with military logistics, the mix of management and planning courses included as technical electives, and Third-party contracting management.

The Master of Managerial Logistics is tailored to the joint vision of the U.S. Military, which is a key element of DOD's transformation strategy. Also, the program reflects the unique challenges of military logistics, which are much different than commercial logistics. Several courses are

specifically designed to address military exigencies and priorities, and will include military logistics case studies. This curriculum reflects the DoD's goal of integrating military and private-sector logistics while incorporating transportation because of its critical role in the success of the logistical systems.

The prime objective of this program is to provide career military officers and Department of Defense civilians with comprehensive integrated knowledge of logistics and transportation. This program will meet the high standards and academic rigor of traditional graduate programs and tailors the National Logistics Curriculum which is key to the success of the DoD's logistical transformation strategy. Below are the core competencies, the program requirements, and program qualifications:

Core Competencies

The uniqueness of the NDSU Master of Managerial Logistics program is reflected in its core competencies, which are a direct derivative of the National Logistics Curriculum. The core competencies define a framework for expected outcomes and curricula. The core competencies are: Supply chain management in the military and private sector, Extending advanced supply chain planning across the enterprise,



Global supply chain management and the design of international logistics systems, Change management in a turbulent global environment, Enterprise resource planning within a global military context, Remote sensing and adaptive logistics planning, Joint total asset management, logistics, and security through innovative technologies such as RFID, remote sensing, and asset tracking, Transportation analysis and planning for logistics, Contract management and control of logistics, Crisis analysis and rapid logistical response, and Logistics support for homeland security.

Program Requirements

The Master of Managerial Logistics Degree will be a non-disquisition degree, requiring a minimum of 36 graduate credits. The degree program will require 12 months of residency. All candidates must pass a written comprehensive examination at the conclusion of course work.

Program Qualifications

Qualification for admission is a multi-stepped process. Applicants should have a 3.0 GPA or have a competitive score on the GMAT to be eligible for admission. Interested officers and DoD civilians with recognized baccalaureate degrees from an accredited university would submit their applications to their appropriate Human Resource Command or Comptroller Agency. A DoD selection board will review the applications and choose the most highly qualified candidates for the program with those applications continuing on for admission to the NDSU Graduate School.

If you would like to apply or would like additional information please contact the Comptroller Propensity Office at (703) 695-7655.

RM



TRAINING FOR THE SUCCESSFUL GARRISON RESOURCE MANAGEMENT DIRECTORATE

By: Mr. Hagemman

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



In October of 2006 IMA became the Installation Management Command (IMCOM). Manpower shops across the command were still working with grossly inaccurate Tables of Distribution and Allowances (TDA) as a result of the loss of requirements and authorizations as explained in the previous paragraph. The inadequacies of the TDAs were such that it made the manpower environment very tenuous, creating strain between directors and manpower personnel. Our inability to develop and maintain an accurate TDA, especially through the Command Plan process was extremely frustrating and much more time consuming than necessary. The lack of manpower training and experience gave rise to an obvious dichotomy as the lack of understanding of what we should

be doing and what was required were contradictory to the successful development of an accurate TDA.

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

The lack of experience at garrison level of manpower personnel, combined with the absence of formal training, contributes to decreasing levels of expert manpower support. Training the total manpower mission includes but is not limited to: Manpower Determination, Documentation, Concept Plan Development, Equipment TDA process/documentation, Command Plan, and Manpower Management. Properly trained IMCOM manpower shops would be able to meet their CLS imposed targets, goals, and capability levels. Well trained personnel and shared experiences in development of these manpower areas would indeed provide exceptional levels of support for the Garrison Command and staff personnel, the soldiers and their families we support, also the civilian workforce and contractors at the garrison level.

In FY07, the Year of Manpower Task Force (YOM-TF) was chartered by the

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

Another aspect of the garrison manpower shops mission is the Inter-Service Support Agreement (ISSA) requirements to successfully secure reimbursable customer requirements and the associated dollars for such support. Again, there is no formal training provided for this key mission responsible for identifying millions of dollars of reimbursable costs for services consumed by Army and Non Army customers of the garrison. These documents and associated programs are not simple templates that can be filled in by a neophyte. Rather, they require someone trained in the art of negotiation to identify required areas of support and assign a dollar value appropriately. Individuals must understand reimbursable rules and regulations, CLS impact on ISSAs, associated costing documents such as Command, Control, Communication, Computers and Information Management (C4IM), and Military Interdepartmental Purchase Requests (MIPR) as well as their non military counterparts. Without the requisite training, the ISSA program can suffer. This can result in insufficient support and funding for garrison mission requirements.

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

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

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

In today's fast moving budget and manpower environment, it seems inevitable that cross training of manpower and budget analysts would alleviate much of the confusion and provide staffing flexibility to the directors of resource management. I would propose reclassifying positions and rewriting job descriptions to expand them to the GS-0501 or GS-0301, and provide opportunities for training and experience to all garrison level RM personnel in both areas of the RM mission. This will give

management better flexibility and the employee greater career opportunities and promotion potential throughout the RM community. Although the garrison level RM personnel would be GS-0501 or GS-0301 they would qualify to compete for GS-0560 or GS-0343 positions Army wide.

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

RM

About the Author:

Mr. Hagemann has served DOD for over 32 years in positions at the garrison and ACOM levels in programs such as manpower requirements determination, A-76, change management, and budget. His current assignment is Chief of Manpower & Agreements Division, Directorate of Resource Management. His previous experience includes management analyst, budget analyst, Budget Officer, business process assessor (examiner), activity based costing, strategic planning, and business process improvement assignments.

Defense Resource Management Course

By: Maria Pangelinan

This past summer, I had the opportunity to attend the Defense Resource Management Course at the Naval Postgraduate School in Monterey, California. The Defense Resource Management Course is a four week course designed to give students management tools that will assist in decision making. Half of the class was made up of civilian and military personnel from the different services (U.S. Army, Navy, Air Force, & Marines) and DoD Agencies. The other half was international students working for their respective Ministries of Defense. Some of the countries represented were Germany, Italy, Israel, Malaysia, Jordan, Ukraine, and Nepal. The class was divided into groups of four to five individuals with a mix of U.S. and international students in each group. Each day was divided between lectures, case analysis, and group discussions. The course included an ongoing saga of a mythological country called "DRMECIA", which was the basis for most of the case analysis, different analytical tools, and resource management.

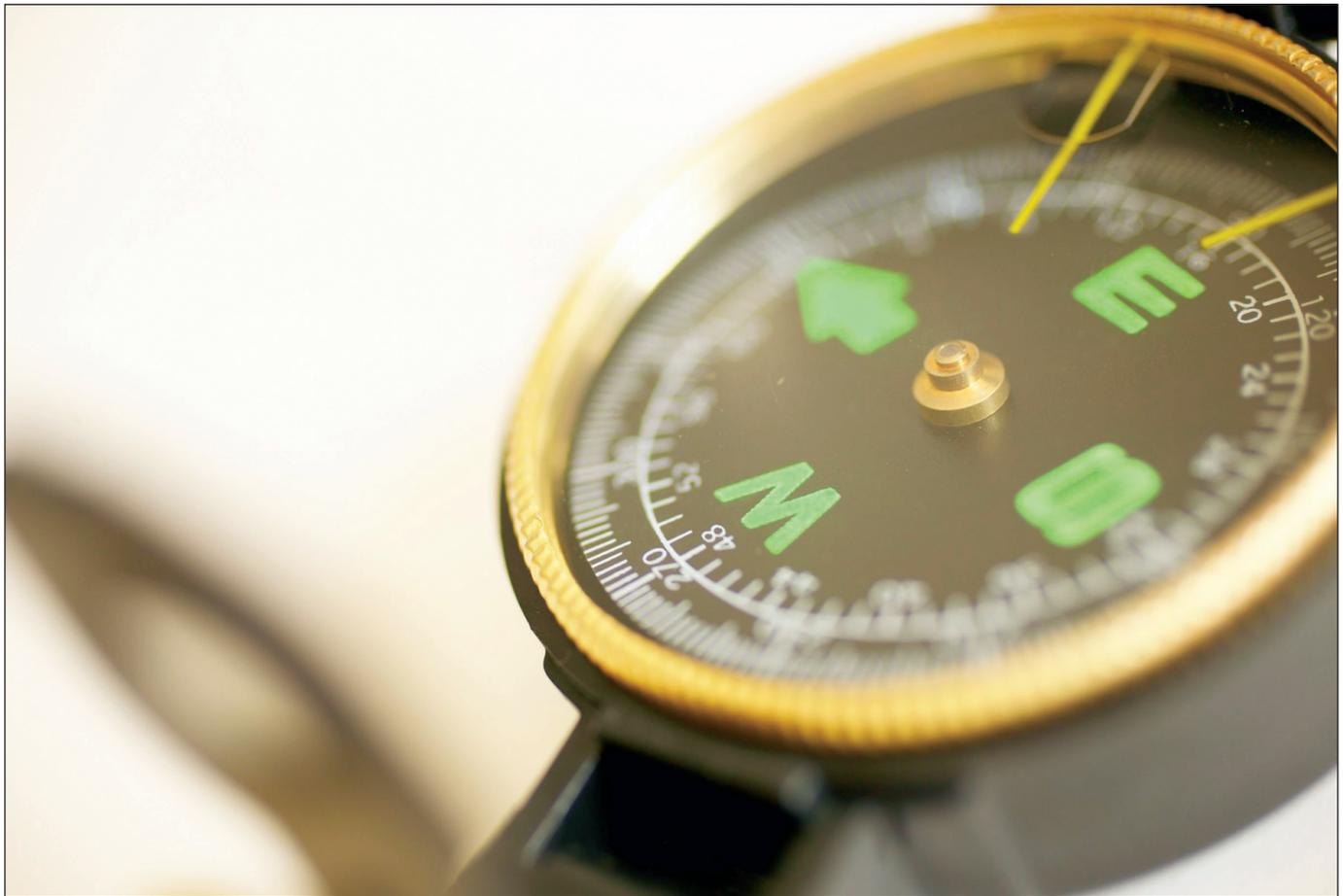
The first day of class centered on a war game in which each group had to make budget resource decisions based on limited information. Funding was allocated to different expense categories, and weapon systems were acquired in order to better position the group for an actual war. Our decisions were simulated in a computer model calculating the "utils". The results of our decisions were compared to a competing group's decisions and a winner was determined based on maximized "utils".

Throughout the four weeks, most of the case analysis concerned the imaginary country of DRMECIA. Some information was provided such as geographic conditions, economic situation, military structure, and perceived threats. Each

case analysis involved a scenario where the group had to decide what weapon systems to buy, how many were needed to be cost effective, or which threat had the highest probability of happening. The group would make assumptions, decisions, and recommendations using the tools from the lectures and reading assignments. In some cases, there was no wrong or right answer. The group had to provide a reasonable and logical explanation for their decisions and recommendations, while the class and faculty member questioned the group's rationale.

There were many analytical tools covered by the course. From model building to cost accounting, we reviewed how each tool was developed, pros and cons and what situation you would use it for. Some of the tools discussed were already being utilized by my organization. As we build the OMA budget, we ensure that the Army's priorities are reflected on how the programs are funded. When we go through the hiring process and get 20 names on the referral list, we use a weighted matrix to narrow the list down to the top five for interviews. As recently as last year, the Army had to come up with an estimate for Grow the Army. Based on known costs per soldier, the Army was able to quantify an estimate of the additional resources needed based on the increased personnel end-strength. Reviewing historical trends or determining cost effectiveness is another useful tool in budgeting but it seems every obstacle that prevents us from being able to use the tool involves insufficient data (data is not recorded in the categories needed or inconsistent recording of data). Execution data is the most frequently used data for analysis but it is only categorized by EORs (Element of Resource) which in general is only a description of the expense. If more detailed information is needed, the analyst would have to contact the command that obligated the expense. One issue with using some of these tools is the amount of time it takes to gather and evaluate all

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the necessary data. Sometimes, a decision is needed immediately during the budget process and by the time you have reviewed the data, the window of opportunity has already closed. If you have never taken an Economics or Finance course, this course is highly recommended. Even if you have already taken those courses in college, it is still a good course to take as a refresher to remind you of the many analytical tools you could use in your job.

One of the highlights of the course was the interaction with the international students. Through the discussions and activities we had, I was exposed to different perspectives and how intense the international students worked the case analysis and problem solving. At times, there would be heated discussions on interpreting the information provided and which recommendation to choose.

We were reminded several times that no one is going to die as a result of our actions. Some would use situations that they experienced from their country and apply it to the problem while others would follow the tools exactly as presented. I was privileged to have two high speed international students in my group. One was a Colonel in the Italian Air Force and the other was a Captain in the Israeli Army. Their analytical and mathematical skills were exceptional and their experience provided great insight into the analysis since several of the problems focused on aircraft procurement and maintenance. They analyzed every situation possible leaving no stone unturned. It was interesting to learn many different aspects of the international student's experience. One country had their military budget decreased by over 40 percent. Several countries were facing uncertainty due to constant changes in government leadership. Another had

their Health and Human Services budget together with their military budget. One common issue that most countries are trying to resolve is the increasing cost of personnel and their retirement entitlements. Although there were no clear solutions to solving everyone's budget issues, it was a rewarding experience and everyone looked forward to trying out the analytical tools when they returned home.

RM



About the Author:

Maria Pangelinan has a Greenbelt in Lean Six Sigma, is a Certified Defense Financial Manager (CDFM) and is currently the Organizing (OO) PEG Administrator. She spent almost ten years in budget formulation as the Senior Financial Management Analyst for the OMA Appropriation.



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