



# **MANPOWER AND FORCE MANAGEMENT CAREER PROGRAM BULLETIN**

VOLUME 9 ISSUE 2 WINTER 1999

## **A Message from the FCR**

Happy New Year to all CP26 careerists!! As we enter into 1999 I would like to reflect on the past year and my thoughts and ideas for the coming year.

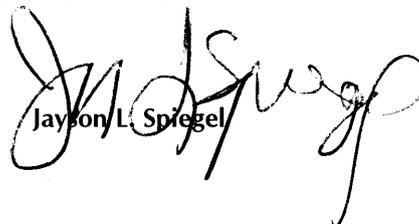
In 1998 we made meaningful gains in rejuvenating the career program, endorsing the MACOMs manpower requirements determination program, and initiating a plan to resolve the material weakness.

As most people are aware, the manpower program has not maintained its visibility among the careerists and the other career programs. The CP26 program was no exception to the downsizing that much of the Army has endured. That is beginning to change. It is important to place adequate resources to communicate to the field and maintain a strong bond with other careerists. This is something that will continue and grow in 1999, as you will see an increasing emphasis on the career program. One initiative that I feel is vital to the success of the program is the strategic plan. Last year at the Planning Board we discussed a draft vision/mission statement. That is just the beginning. The strategic plan will continue to evolve and grow and will be a living document we can use to manage the career program.

Last year we asked manpower requirements determination authorities about their manpower requirements determination program. Through that effort most of the MACOM programs have been endorsed. In 1999, we will start the certification phase. Our goal is to fully extend a doctrinally based manpower requirements determination framework to all MACOMs through training, certification, and quality assurance oversight required to establish MACOM Centers of Excellence. A streamlined information and decision making architecture is currently being developed to bring workload-based decision making on the basis of manpower requirements determination within the PPBES framework.

In 1997, the Secretary of the Army reported to the Secretary of Defense the Army's long standing problem of lack of workload-based analysis as a material weakness under the Federal Managers' Financial Integrity Act. Since then, both GAO and the U. S. Army Audit Agency acknowledged that they have seen evidence of progress in our correction of the material weakness. We have developed a material weakness plan and in the year ahead we have many challenges to face concerning the implementation of this plan. It will take every one of us working together as a team to resolve all of the issues and make our program stronger.

Our goals are challenging but achievable and the rewards will be felt into the millennium.



Jayson L. Spiegel

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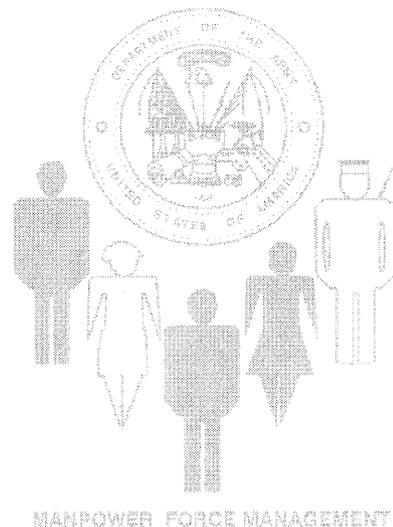
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**Material Weakness in Manpower Requirements Determination**

Both the Army Audit Agency and the General Accounting Office (GAO) have been critical of the Army's manpower requirements determination process for many years. In February 1997, the GAO issued a report entitled: *FORCE STRUCTURE Army Support Forces Can Meet Two-Conflict Strategy With Some Risks* (GAO/NSIAD-97-66). Among other findings, the report was critical of the Army's inability to fully define force requirements for the institutional Army in terms of workload. To improve the management and allocation of personnel resources to the institutional Army, the report recommended that the Secretary of the Army report to the Secretary of Defense the Army's long standing problem of lack of workload-based analysis as a material weakness under the Federal Managers' Financial Integrity Act.

The recommendation from the GAO was accepted and the Secretary of the Army did report the Manpower Requirements Determination System as a material weakness in his FY 1997 Annual Assurance Statement to the Secretary of Defense. A comprehensive plan for correcting the material weakness was developed by this office and included in the report to the Secretary of Defense.

A great deal of progress was made during this past year in executing the plan. An updated version of the plan was submitted as part of the Secretary of the Army's FY1998 Annual Assurance Statement to the Secretary of Defense. This plan provides a blueprint for future actions to be taken to correct the material weakness. A copy of the Secretary's entire FY1998 Annual Assurance Statement, which includes the corrective plan, is available on the Assistant Secretary of the Army (Financial Management and Comptroller) web site at <http://www.asafm.army.mil>. Once at the web site, click on Management Control and then on Secretary of the Army's FY1998 Annual Assurance Statement. ■



## **ARMY CIVILIAN CAREER APPRAISAL SYSTEM (ACCES) NEWS**

### ***Military and Non-Army Supervisors/Reviewers in Easy ACCES***

If you're a military or non-Army civilian supervisor or reviewer of employees registered in the Army Civilian Career Evaluation System (ACCES) – Easy ACCES, please note. Before you can log-on to Easy ACCES and assign knowledge and ability ratings to your employees, you must apply for a User ID and personal identification number (PIN). However, before you can apply for these you need to provide information about yourself to the OASA(M&RA) Career Management Operations Branch (CMOB). Easy ACCES recognizes Department of the Army civilian employees since it is linked to Army's civilian personnel database. Easy ACCES is not linked to Army's military personnel database (planned for the future however) or any other component personnel systems; information about you must be "built" into the Easy ACCES database before you apply for your User ID and PIN.

A request to be "built" into the Easy ACCES database should be sent to [resmod@asamra.hoffman.army.mil](mailto:resmod@asamra.hoffman.army.mil). Include the following information:

Full name and current rank  
Social Security number  
Date of birth (mm/dd/yyyy)  
Email address

Once the request is processed (usually within two workdays), you will be notified that the information has been built into Easy ACCES and how to proceed to apply for your User ID and PIN. If you

prefer, you may call and provide the information to the CMOB Resources Module on (703) 325-9285 or DSN 221-9285. ■

### ***Requesting ACCES Referral Lists – What is the Selecting Officials Role?***

Are you irritated at the system because one of your key analyst positions has been vacant for what seems like an eternity? Are you wondering what the delay is and when you will see an ACCES list of candidates? As the selecting official, you have a critical role in the initial stages of the recruitment process that could affect the length of time your career program position is vacant.

The Career Management Operations Branch (CMOB) reports that many requests for ACCES referral lists reach their office from CPOCs/CPACs with errors that prevent them from issuing career referral lists within their one to three day turnaround goal. CMOB is the OASA(M&RA) organization that processes career referral requests and issues career referral lists for CP26 as well as most of the other Army-wide career programs. The omission/error rate is a significant problem that affects the timeliness of recruitment actions.

When a referral request (DA Form 5470-26-1-R) is received in CMOB, it's checked to make sure all the information pertaining to the vacancy is complete and administratively correct. ACCES referral lists are automated and require specific information about the vacancy in order to identify the available candidate pool, calculate referral scores, and generate the type of referral list

(promotable, ranked or unranked lateral) requested by the selecting official. Omissions and errors in any of the required vacancy information preclude the list from being issued in the order in which it was received in CMOB and creates additional workload for their personnel. Ultimately, the selecting official is affected in this scenario.

*Many requests for referral lists received by CMOB do not include the correct number of core knowledges and abilities for the career program.* CP26 has eleven functional areas with specific core knowledges and abilities identified with each. CP26 selecting officials should select one functional area from which to recruit. All core knowledges and abilities for that functional area must be correctly identified on the referral request since they are critical to getting the best qualified candidates. Selecting officials may also select individual knowledges outside the core depending on the duties of the position.

*Many requests for referral lists received by CMOB do not compute mathematically.* Once the job-related core knowledges and abilities have been identified, it is the selecting official's responsibility to assign importance weights to each one. On a five-point scale, the weights indicate which knowledges and abilities are the least important to the most important in distinguishing high quality from average performance. The sum of the weights assigned to each knowledge and ability cannot exceed the total number of knowledges and abilities multiplied by three. For example, if a total of ten knowledges and abilities are identified for the position, the sum of the weights cannot exceed 30 (10 x 3 = 30).

CMOB personnel will make reasonable attempts to obtain missing or

incorrect information on career referral requests from CPOC/CPAC representatives. However, they won't hold requests pending corrections for more than 30 days.

Close coordination between selecting officials and CPOC/CPAC personnel as recruitment for the vacancy is initiated can help alleviate the existing problems reported by CMOB. Understanding the important role the selecting official plays will help achieve that goal. Completion of the career referral request must be a cooperative effort. ■

### ***1999 CP26 ACCES Accomplishment Rater Sessions***

Please take note of the following important dates. ACCES accomplishment raters convene quarterly to rate the written accomplishment statements of CP26 careerists. Here is the schedule for the 1999 calendar year:

| <b>SUSPENSE</b>  | <b>RATING SESSION</b>    |
|------------------|--------------------------|
| <b>18 Feb 99</b> | <b>1 – 5 Mar 99</b>      |
| <b>21 May 99</b> | <b>31 May – 4 Jun 99</b> |
| <b>20 Aug 99</b> | <b>30 Aug – 3 Sep 99</b> |
| <b>19 Nov 99</b> | <b>29 Nov – 3 Dec 99</b> |

If you complete your accomplishment statements on paper copies, they must be received by the suspense date in the Career Management Operations Branch at:

Assistant Secretary of the Army  
(Manpower and Reserve Affairs)  
ATTN: SFCP-COC  
200 Stovall Street  
Alexandria, VA 22332-0320

If you complete your accomplishment statements on-line using Easy ACCES, you must meet these same suspense dates. After you complete your accomplishment statement(s) for each ability click on "Submit to Rating Session" to transmit electronically.

Submit to Rating Session

**Submit Accomplishment  
To Rating Session &  
Return to Status Menu**

***Relationship of Rating Levels to Experience***

We recently looked at the overall average of the ratings that employees and management (combined supervisor and reviewer) assigns to the 52 CP26 ACCES knowledges. The average for all employees with active ACCES registrations is 3.84 on a five-point scale; the management average is 3.82. Since employees and management assign ratings independent of each other, these averages are remarkably close.

ACCES requires employees to self-rate each of the 52 knowledges and the five-point rating scale permits them to assign numeric ratings to each one of them regardless of their level of knowledge. Management assigns knowledge ratings using the same scale based on a combination of observation and second-hand knowledge obtained about the employee. The rating level definitions are as follows:

| <i>RATING LEVEL DEFINITION</i> |  |
|--------------------------------|--|
| 1                              | <b>None/Insignificant.</b> Employee currently knows <b>none</b> or <b>very few</b> of the details of that topic. Employee would need extensive study, training or assistance in order to perform a job requiring this knowledge. Employee would probably score an "F" (59% or less) if given a test on that knowledge today. |
| 2                              | <b>Minor.</b> Employee currently knows <b>few</b> of the details of that topic. Employee would need substantial study, training or assistance in order to perform a job requiring that knowledge. Employee would probably score a "D" (60%-69%) if given a test on that knowledge today.                                     |
| 3                              | <b>Moderate.</b> Employee currently knows <b>many</b> of the details of that topic. Employee would need some study, training or assistance in order to perform a job requiring that knowledge. Employee would probably score a "C" (70%-79%) if given a test on that knowledge today.  |
| 4                              | <b>Substantial.</b> Employee currently knows <b>most</b> of the details of that topic. Employee would need a brief review (1-2 days) in order to perform a job requiring that knowledge. Employee would probably score a "B" (80%-89%) if given a test on that knowledge today.  |
| 5                              | <b>Extensive.</b> Employee is currently an <b>expert</b> on that topic. Employee would need no review in order to perform a job requiring that knowledge. Employee would probably score an "A" (90%-100%) if given a test on that knowledge today. Employee could teach a class on that topic.                               |

Employees are required to self-rate each of the 52 knowledges because there are few jobs that are strictly one pure function. CP26 is comprised of eleven functional areas, some more discrete than others. If employees didn't rate themselves on all knowledges, they could not be fully considered for jobs requiring some knowledge(s) which were supplemental to the core knowledges. Because of the diversity of functions in CP26, some employees may be exposed to certain knowledges only through passive exposure in a classroom situation or their job may require them to be tangentially aware of other knowledge areas as it relates to their own function. With rare exception, it is unrealistic to expect that employees might possess substantial or extensive experience in each of the 52 knowledge areas.

Why are we telling you all this? The expectation in CP26 is that an employee should not be rated higher than level 3 unless they have actually worked on the knowledge topic at the journey level. If you have prior work

experience in an area, evidence should be documented on your DA Form 2302 or resume. We would ask that all careerists take some time and review their ACCES knowledge ratings and experience history for agreement. The success of the career program is dependent on all of us being realistic and accurate with our ratings. ■

## **EDUCATION, TRAINING AND CAREER DEVELOPMENT**

### ***What is SBLM?***

You may have seen this acronym used in association with the Army Management Staff College (AMSC) and wondered what the connection was. SBLM stands for the Sustaining Base Leadership and Management program, the flagship academic program taught at AMSC.

The Army Management Staff College was established in 1987. The curriculum is specifically designed to develop Army sustaining base leaders and managers in the civilian grades of GS-12 - 14, and military grades of major and above. By exception, GS-11s and 15s, as well as warrant officers and sergeants major, may also attend. Applicants are centrally selected for attendance by a Department of the Army board.

The acronym "AMSC" became synonymous with the College's first and, at the time, only Army Civilian Training and Education Development System (ACTEDS) program. The term "AMSC" soon became a recognized part of the Army lexicon. Because the College's mission has grown in recent years with the addition of a number of other pro-

grams, it has become increasingly important to distinguish among the program titles that are offered. Today, the Sustaining Base Leadership and Management (SBLM) program is one of seven academic and training programs offered by AMSC. However, SBLM remains AMSC's longest resident program at 12 - weeks on the Fort Belvoir campus, along with a home station prework component to be performed over about a two-week period.

Please see the AMSC Homepage at:

<http://www.amsc.belvoir.army.mil>

for a more detailed explanation. The SBLM announcement and application forms are in the FY99 Catalog of Army Civilian Training, Education and Professional Development Opportunities at:

<http://cpol.army.mil>

### ***Sustaining Base Leadership and Management (SBLM) Program Selections***

Congratulations to the following CP26 careerists selected to attend resident Class 99-1 of the Sustaining Base Leadership and Management Program offered by the Army Management Staff College. The class began January 12, 1999 and will graduate April 2, 1999.

|                |         |
|----------------|---------|
| Paul Glaus     | FORSCOM |
| Pedro Martinez | MEDCOM  |
| Nancy McLendon | TRADOC  |
| Daniel Rath    | INSCOM  |
| Deborah Turner | TRADOC  |

### **Computer Based Training in Information Technology**

A comprehensive library of Computer-Based Training courseware for Information Technology (IT) applications is now available for use by Army active duty military, Department of the Army civilians, and the Reserve and National Guard. The courseware library consists of 800-plus computer based training courses that cover data communications, networks, programming, operating systems, and information systems design. Modules such as Microsoft Certified Systems Engineer, Internet and Intranet Skills, Internet and Intranet Security, Microsoft Office 97, and numerous others are available in the library.

Use of computer-based training is an economical alternative to other more expensive forms of training which require TDY and tuition costs. This type of training affords employees an opportunity to update their skills and provides feedback loops and self-tests.

The web site to access this courseware is:  
<http://www.armycbt.iccbi.gov/armycbt>  
and is available for personnel with an email address ending with an "army.mil". Once registered, individuals may access this site from their homes or a learning center to continue their training. Registration records will be managed and training will be tracked in a database.

Most users will access the courseware through the library's web site above. However, MACOMs can request information via CD-ROM that employees can access from the MACOM's intranet or local area network. Army sites not having Internet or LAN access may request CDs that can be checked out to authorized Army personnel requesting the instruction.

Contact Mr. Stan Vilhauer on DSN 656-3478, commercial (703) 806-3478. He can be contacted by email [cbtcor@issc.belvoir.army.mil](mailto:cbtcor@issc.belvoir.army.mil) for further information about this initiative. ■

### **CP26 Opportunities in Puerto Rico**

The relocation of Headquarters, U.S. Army Southern Command (USARSO) from Panama to Puerto Rico on July 1, 1999 will result in some job opportunities for CP26 management analysts. In the near future, USARSO will recruit for analysts in grades GS-11, GS-12, and GS-13 to fill vacancies in the ODCSRM, HQ USARSO, Fort Buchanan, Puerto Rico. The GS-12 and GS-13 positions will be filled through the Army Civilian Career Evaluation System (ACCES) referral lists. If you are eligible and interested in being considered, make sure your DA Form 4338-R, Civilian Career Program Availability Statement, indicates your referral desires for Puerto Rico. You can easily make geographic availability changes on-line through Easy ACCES at:

<http://cpol.army.mil>

The GS-11 position will be filled by job announcement. Contact Mr. Don Olandese at DSN (313) 288-7700, or Mr. Gene Cyrus, DSN (313) 285-5911 for further information.

**VISIT THE ASA(M&RA)  
HOMEPAGE FOR THE LATEST  
CP26 NEWS**

<http://oasamra5.army.pentagon.mil>

## ***Developmental Assignment Announced***

### **HQDA PLANNING PROCESSES/PROJECTS**

**POSITION:** Management Analyst, GS-343-13/14 (One position)

**CLOSING DATE:** February 26, 1999

**LENGTH OF PROGRAM:** 6 – 12 months, March 1999 – March 2000

**AREA OF CONSIDERATION:** Department of Army employees within the commuting area in the following categories:

- ◆ On permanent appointment in the competitive service.
- ◆ Excepted service or non-appropriated fund employees with personal competitive status.
- ◆ Eligible for competitive conversion or appointment to the competitive service, e.g., family members eligible under EO 12362 as amended.

Employees must have a minimum of three years' specialized experience as defined for the Two-Grade Interval Administrative, Management, and Specialist Positions series in the Office of Personnel Management (OPM) Handbook X-118, Qualifications for Positions under the General Schedule. Selectee will be assigned at present permanent grade level.

**PURPOSE:** To develop and train an individual in the HQDA planning processes and projects that affect Army manpower and personnel policies and programs.

**SCOPE OF ASSIGNMENT:** This developmental assignment will include hands-on participation in Army strategic planning processes and projects at HQDA which, in turn, drive the strategies, policies and programs of all Army functions, including manpower and personnel. Assignment will include project planning and coordination, independent study and research in assigned areas, identification and independent analysis of project issues, analysis of HQDA strategic issues on MACOM and installations, and implementation of project conclusions/findings. Assignment will involve hands-on participation in on-going HQDA planning processes and projects, including one or more of the following:

- Civilian Personnel Management System XXI (CPMS XXI) – A project to develop an Army-wide methodology to forecast the civilian workforce required to support Army XXI and Army After Next;
- Unified Legislation & Budgeting (ULB) – A process sponsored by OSD to develop the Department's manpower and personnel legislative agenda. The individual in this assignment would support the Army's ULB process to develop the legislative agenda for FY01/02;

- The processes by which the Army develops its response to manpower and personnel issues in draft strategy and planning guidance, including the National Security Strategy, National Military Strategy, Joint strategy documents and Defense Planning Guidance;
- The process by which the Army develops manpower and personnel guidance in The Army Plan, including Section I (Army Strategic Planning Guidance) and Section II (Planning Guidance).

**EVALUATION:** Evaluation of the individual's participation will be accomplished by: (1) written evaluation by the participant of benefits and/or shortcomings of the assignment and (2) written input to the supervisor of record by the supervisor during the developmental assignment.

**LOCATION:** Training location will be in the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), Pentagon, Arlington, VA. Some on-site work may be accomplished at other locations in the Washington metropolitan area.

**FUNDING:** Any travel and per diem costs will be provided by the activity to which the individual is permanently assigned.

**HOW TO APPLY:** Submit:

1. Recent Standard Form 50 showing current competitive status, grade, and salary.
2. All documents identified in Chapter 3 of the OASA(M&RA) FY99 Catalog of Army Civilian Training, Education and Professional Development Opportunities to apply for Functional Chief Representative (FCR) Competitive Professional Development (CP26). Catalog and forms are available at <http://cpol.army.mil>.
3. Submit applications to: OASA(M&RA), ATTN: SAMR-FMMR/Dr. B. J. Wroblewski, 111 Army Pentagon, Washington, DC 20310-0111. Please call Dr. B. J. Wroblewski, 703-693-1106 or DSN 223-1106 for additional information.

**EQUAL EMPLOYMENT OPPORTUNITY:** All eligible candidates will receive consideration for the developmental assignment without regard to race, religion, color, national origin, age, sex, disability, political affiliation, or any other non-merit factor.

## **RETIREMENTS ANNOUNCED**

**Mr. W. Bruce Gray**, Deputy Director, U.S. Army Manpower Analysis Agency (USAMAA) recently retired after over 31 years of service with the Federal Government. Mr. Gray began his distinguished career shortly after graduation from Georgetown University. His first assignments in the government included positions with the U.S. Civil Service Commission and the U.S. Census Bureau. In 1972, Mr. Gray transferred to the Department of Army. Over the last 26 years while working for the Army, Mr. Gray has assumed increasingly important resource management positions in the Army Materiel Command, Forces Command, US Army South, and Headquarters, Department of Army. During this time, he also attended graduate school and graduated from the U.S. Army War College.

In his most recent position as the Deputy Director, USAMAA, Mr. Gray was a strong advocate of workload-based manpower requirements determination. He is well known as the architect of the 12 Step Method of Analysis. He has developed training guides, handbooks, study methodologies, and on-site training courses to educate manpower managers across the Army. His efforts have re-energized the importance of manpower requirements determination programs in the Army and equipped manpower analysts with the tools necessary to do their jobs.

Mr. Gray's knowledge, humor, mentoring and dedication will be missed by all that have had the good fortune to work with him, work for him, or be mentored by him. ■

**Mr. William H. Kempter**, Assistant Deputy for Allocation and Force Structure, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (OASA(M&RA)), recently retired with 38 years of Federal service. Mr. Kempter's career began in February 1962 as a force structure analyst in the Office of the Deputy Chief of Staff for Operations (DCSOPS). He held a variety of assignments in ODCSOPS and the Office of the Deputy Chief of Staff for Personnel (ODCSPER). He was selected as Chief of the Manpower Management and Policy Division in ODCSPER in 1986.

In a 1994 HQDA reorganization, Mr. Kempter became the Assistant Deputy for Allocation and Force Structure, supporting the Deputy Assistant Secretary for Force Management, Manpower and Resources, in OASA(M&RA). Mr. Kempter is well-known for leading Army's civilian drawdown initiative, directing the Army National Performance Review Streamlining Plan, and guiding numerous other highly visible manpower actions.

We will miss his wisdom and endearing similes and wish him the best in his retirement. ■

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**Farewell and  
Best Wishes  
Mr. Gray and  
Mr. Kempter**

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**BULLETIN ARTICLES**

Careerists, supervisors, and managers in the Manpower and Force Management Career Program and Career Field are invited to submit articles for publication or to suggest articles or features you would like to see in this Bulletin. Submit articles, comments, or suggestions to:

**Assistant Secretary of the Army  
(Manpower and Reserve Affairs)  
ATTN: SAMR-FMMR  
111 Army Pentagon  
Washington, DC 20310-0111**

Or email to:

**SchauD@hqda.army.mil**

**BULLETIN  
DISTRIBUTION**

This bulletin is published electronically on the OASA(M&RA) homepage. We hope you will assist us by publicizing the OASA(M&RA) homepage to your CP26 employees. This office will email our MACOM contacts when the current bulletin is available on the OASA(M&RA) homepage; MACOMs in turn are asked to notify their subordinate Activity Career Program Managers (ACPM) who in turn should notify their CP26 population as well as employees in other career programs who have an interest in CP26.

<http://oasamra5.army.pentagon.mil>

**EDITORIAL POLICY:** The Manpower and Force Management Bulletin is an official bulletin of the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs). Information in this bulletin concerns policies, procedures, and items of interest for the manpower and force management career program and career field. Statements and opinions expressed are not necessarily those of the Department of the Army. This bulletin is published under the provisions of AR 25-30 as a functional bulletin.



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