



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

VOLUME 9 ISSUE 5 WINTER 2000



## **Message from the FCR**

Since our last CP26 Bulletin was published in June, much work has been done. Our annual Planning Board convened June 20 - 22 to discuss current career management issues that affect our career program and to be briefed on functional issues and new initiatives that impact the CP26 workforce in their day-to-day jobs. During the Planning Board, I hosted an awards luncheon to recognize the recipients of the 1999 Secretary of the Army Awards for Improving Manpower and Force Management. The Honorable P. T. Henry, Assistant Secretary of the Army (Manpower and Reserve Affairs), provided the keynote address and presented the awards to the recipients. The award winners and their accomplishments were detailed in the Spring 2000 CP26 Bulletin. More information on the 1999 awards program is in this issue.

In July and August, a group of CP26 senior manpower and force management experts met to consider more than 200 applicants for the CP26 Army Civilian Training, Education, and Development System (ACTEDS) intern vacancies. In a departure from the existing decentralized selection process, 27 interns were centrally selected to fill our Army-wide vacancies. Central selection of ACTEDS interns is identified as one strategy in our CP26 Strategic Plan to achieve our long-term goal of increasing workforce proficiency. Nearly all the interns had reported for duty by the end of October 2000. Congratulations to each intern selected in this rigorous competitive process!

As we announced in the Spring 2000 CP26 Bulletin, our CP26 Strategic Plan was published and is available on the OASA(M&RA) homepage. In late October, we mailed a copy of the Plan to each CP26 careerist identified in the HQ Army Civilian Personnel System (ACPERS). As a logical follow-on to the CP26 Strategic Plan, we are currently working on developing a strategic plan for the manpower and force management function. You will hear more about this in the near future.

I want to take this opportunity to wish you and yours best wishes for this holiday season and a safe and prosperous New Year.

/S/

Robert Bartholomew III

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**1999 Secretary of the Army Awards for  
Improving Manpower and Force Management**

*Note: Names of the 1999 award winners and their accomplishments were published in the Spring 2000 CP26 Bulletin. This edition of the CP26 Bulletin provides additional information on the 1999 program. Runners-up named in the Superior Performance and Organizational Excellence award categories are presented below. For the 1999 award year, a special one-time Lifetime Achievement Award was presented to Dr. Calvin M. Fowler, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) at the awards luncheon. Not wanting to overlook any individual achievements, we are also publishing a list of the 5<sup>th</sup> Signal Command's Manpower Survey Team members whose individual contributions resulted in their organization being named the 1999 Organizational Excellence Award Winner.*

**SUPERIOR PERFORMANCE IN MANPOWER AND FORCE MANAGEMENT**

**Linda B. Monfalcone (Runner-up), Manpower and Force Analysis Directorate, Office of the Deputy Chief of Staff for Resource Management, U.S. Army Training and Doctrine Command, Fort Monroe, VA** – Ms. Monfalcone served as Senior Analyst for DRID 20, Paid Parachute Allocations Training/Training Structure. She was responsible for documenting and maintaining manpower audit trails for CA review. Her accomplishments have resulted in significant resource savings while simultaneously providing outstanding support to HQDA, HQ TRADOC staff, and installation manpower managers.

**ORGANIZATIONAL EXCELLENCE IN MANPOWER AND FORCE MANAGEMENT**

**Management Division, US Army Training Support Center (Runner-up)** – The Management Division, Resource Management Directorate, U.S. Army Training Support Center, Fort Eustis, VA, provided overall project leadership, technical expertise, and professionalism which attributed to the command's success in developing the most efficient organizational structure that will transition the command to meet the challenges in 2010. The Division's ability to think "outside-the-box" was crucial to developing innovative organizational recommendations.

**LIFETIME ACHIEVEMENT AWARD**

**Dr. Calvin M. Fowler, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs)** – Dr. Fowler’s achievements span the twenty years he has worked in this organization. Beginning in 1980 through the present, his name has become synonymous with the Manpower and Force Management Career Program (CP26). He has been a dedicated advocate of CP26, initiating and promoting human resource programs beneficial to the workforce and the needs of the Army. His recent exhaustive workforce analysis culminated in development of a five-year CP26 strategic plan that will meet the Army’s future needs for trained manpower analysts.

**ORGANIZATIONAL EXCELLENCE IN MANPOWER AND FORCE MANAGEMENT**

The Manpower Survey Team, 5<sup>th</sup> Signal Command, Europe recognizes its individual members:

**Team Leaders**

Steven R. Smith  
Deborah A. Pool

**Team Members**

Charles E. Van Houten  
Wolfrat Halstead  
Gary J. Mann  
Kathryn E. Hagar  
Colleen J. Black

Margaret T. O’Brien  
Reinhard Ruf  
Francis X. Ryan  
Arthur F. Palaganas  
Mary A. Engolia

Karen Baecker  
Ronald P. Raines  
Marche H. Coleman  
Terry M. Danko

**CP26 Army Civilian Career Evaluation System (ACCES) Information**

**CP26 ACCES ACCOMPLISHMENT RATER SESSION DATES FOR CALENDAR YEAR 2001**

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 2001 calendar year:

<i>SUSPENSE</i>	<i>RATING SESSION</i>
<b>16 Feb 01</b>	<b>26-28 Feb 01</b>
<b>11 May 01</b>	<b>21-23 May 01</b>
<b>3 Aug 01</b>	<b>13-15 Aug 01</b>
<b>2 Nov 01</b>	<b>13-16 Nov 01</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**

## **CP26 Education, Training and Career Development**

### **Civilian Education Level, Competitive Professional Development, and Promotions**

The Spring 2000 issue of the Manpower and Force Management Career Program Bulletin contained an article on Competitive Professional Development – *Thinking About Going Back to School?* The article briefly described how Army Civilian Training, Education and Development System (ACTEDS) funds may be used in support of training at various colleges and universities. The Spring issue included, in the Message from the Functional Chief Representative, a reference to the recently completed Career Program 26 Strategic Plan. The purpose of this article is to tie these two references together.

Those of you who have had an opportunity to read the Strategic Plan (<http://www.asamra.army.pentagon.mil>) will note that Strategy 3: Increase work force proficiency, establishes some academic education goals that will be used as a factor in the selection criteria for future promotions. More specifically, the goals are that by year 2004 all selections to GS-15 positions will have an advanced degree beyond the bachelors degree and by year 2005 all promotees to GS-14 will have a bachelors degree.

You may be wondering how your civilian education level compares to others at your grade level. To help answer that question, we have conducted a review of demographic data contained in the Army Civilian Personnel System (ACPERS). The following two tables displays the results of our analysis.

**Table 1**  
 Education Level by Grade and Gender  
 of Incumbents in  
 CP/CF26 Positions Identified in ACPERS

GRADE	GENDER	<BA %	BA+ %	MA+ %	PhD %
GS-11	Female	73.80%	19.71%	6.49%	0.00%
GS-11	Male	51.15%	35.88%	12.21%	0.76%
GS-12	Female	65.17%	25.62%	8.96%	0.25%
GS-12	Male	41.27%	35.95%	21.77%	1.01%
GS-13	Female	65.06%	21.29%	13.25%	0.40%
GS-13	Male	34.20%	41.26%	24.54%	0.00%
GS-14	Female	50.00%	29.41%	20.59%	0.00%
GS-14	Male	16.67%	48.81%	32.14%	2.38%
GS-15	Female	25.00%	41.67%	25.00%	8.33%
GS-15	Male	25.00%	18.75%	56.25%	0.00%

Table one provides percentages, by grade and gender, of the documented education levels of individuals filling Career Program and/or Career Field 26 positions identified in ACPERS. For example, of the GS-11 female population, 73.8% have less than a bachelor's degree, 19.7% have at least a bachelor's degree but less than a master's degree, and 6.5% have at least a master's degree but less than a doctorate degree. No GS-11 females were recorded as having earned a doctorate degree. It is interesting to note that in general as the grade levels increase, so does the level of civilian education. The data also shows that males have generally acquired a higher civilian education level than females. This becomes more obvious in the data at Table 2.

**Table 2**  
 Gender Education Level by  
 Percentage of Grade Population  
 CP/CF26 Positions Identified in ACPERS

GRADE	GENDER	<BA %	BA+ %	MA+ %	PhD %
GS-11	Female	69.61%	46.59%	45.76%	0.00%
GS-11	Male	30.39%	53.41%	54.24%	100.00%
GS-12	Female	61.65%	42.04%	29.51%	20.00%
GS-12	Male	38.35%	57.96%	70.49%	80.00%
GS-13	Female	63.78%	32.32%	33.33%	0.00%
GS-13	Male	36.22%	67.68%	66.67%	0.00%
GS-14	Female	54.84%	19.61%	20.59%	0.00%
GS-14	Male	45.16%	80.39%	79.41%	100.00%
GS-15	Female	27.27%	45.45%	14.29%	100.00%
GS-15	Male	72.73%	54.55%	85.71%	0.00%

Table 2 provides a different view of the same data. This display provides the data as a gender percentage for each of the four educational levels by grade. For example, the grade 11 population of individuals holding less than a bachelor’s degree is comprised of 69.6% female and 30.4% of males. The data clearly shows that males have obtained a higher civilian education level than females. This is true for all groupings with the exception of two sub-groupings of grade 15. Males comprise 72.7% of the GS-15’s having less than a bachelor’s degree and no males in grade 15 have a doctorate degree.

Another way of viewing the education level of the competition for CP26 positions is to analyze the education level of individuals registered in the CP26 ACCES database. This database is the one that comprises the individuals that will compete for vacant positions recruited through the central referral process. Demographic data of those registered in ACCES was compiled from the data in ACPERS. The results of this review are provided in Tables 3 and 4, using the same display methodology that was used in Tables 1 and 2. Table 3 displays the percentages, by grade and gender, of the documented education level of current Army employees registered in CP26 ACCES as active registrants.

**Table 3**  
Education Level by Grade and Gender  
Individuals Registered in CP26 ACCES

GRADE	GENDER	<BA %	BA+ %	MA+ %	PhD %
GS-11	Female	65.22%	21.74%	13.04%	0.00%
GS-11	Male	35.71%	50.00%	14.29%	0.00%
GS-12	Female	58.12%	30.89%	10.99%	0.00%
GS-12	Male	35.71%	38.46%	22.53%	1.65%
GS-13	Female	53.52%	30.99%	15.49%	0.00%
GS-13	Male	28.86%	44.30%	26.85%	0.00%
GS-14	Female	46.88%	18.75%	34.38%	0.00%
GS-14	Male	13.73%	45.10%	35.29%	5.88%
GS-15	Female	22.22%	33.33%	44.44%	0.00%
GS-15	Male	15.38%	30.77%	53.85%	0.00%

The data portrayed in Table 3 follows the same general pattern as that contained in Table 1. That is, as the grade level increases so does the civilian education level. And, males have generally obtained a higher civilian education level than females. Of importance is the fact that individuals registered in ACCES are more likely to have a bachelor’s degree or higher education level than those individuals identified solely based on the coding of the position in ACPERS. Females registered in ACCES at grades 11, 14, and 15 show a higher propensity for having a master’s or higher level of civilian education than the incumbents of positions identified in ACPERS at those same grades.

Table 4 replicates the same methodology that was used in Table 2. That is, it displays the data in Table 3 as a gender percentage for each of the four educational levels by grade. As in Table 2, the data in Table 4 shows males have generally obtained a higher educational level than females.

Exceptions to this general observation are grade 11, where females hold a higher percentage of master's degrees than males and grade 15 where males and females are equal in the less than a bachelor's degree grouping.

**Table 4**  
Gender Education Level by  
Percentage of Grade Population  
Individuals Registered in CP26 ACCES

<b>GRADE</b>	<b>GENDER</b>	<b>&lt;BA %</b>	<b>BA+ %</b>	<b>MA+ %</b>	<b>PhD %</b>
GS-11	Female	75.00%	41.67%	60.00%	0.00%
GS-11	Male	25.00%	58.33%	40.00%	0.00%
GS-12	Female	63.07%	45.74%	33.87%	0.00%
GS-12	Male	36.93%	54.26%	66.13%	100.00%
GS-13	Female	63.87%	40.00%	35.48%	0.00%
GS-13	Male	35.29%	60.00%	64.52%	0.00%
GS-14	Female	68.18%	20.69%	37.93%	0.00%
GS-14	Male	31.82%	79.31%	62.07%	100.00%
GS-15	Female	50.00%	42.86%	36.36%	0.00%
GS-15	Male	50.00%	57.14%	63.64%	0.00%

Now that you have seen the data it is time to compare your civilian education level to that of your contemporaries. Is there room for improvement in your civilian education level? If so, it may be time for you, in conjunction with your supervisor, to update your individual development plan. In so doing, you should consider the use of the competitive professional development program as part of your plan.

ACTEDS funding allows the CP26 Functional Chief Representative to approve and fund training at various colleges and universities. The cost of tuition and books are included in this central funding. Training can be on either a part- or full-time basis. While degree completion is not a stated goal of this training program and funding support for some general courses can not be provided, the allowable training can provide the foundation for a degree producing program. Eligibility criteria and application procedures are contained in Chapter 3 (CP26) of the FY01 ACTEDS Catalog at <http://cpol.army.mil>.

Bottom line – the competitive professional development program provides a valuable learning experience and can give you a competitive edge for future advancement into leadership positions.



**Army Force Management School**

The Army Force Management School, located at Fort Belvoir, VA, has announced the following schedule for the Force Management Core Course. More information on this course and how to enroll can be found on their home page at <http://www.afms1.belvoir.army.mil>

<b>Class Number</b>	<b>Start Date</b>	<b>Finish Date</b>
3-01	5 February	2 March 01
4-01	5 March	30 March 01
5-01	2 April	27 April 01
6-01	30 April	25 May 01
7-01	4 June	22 June (CSGC Only)
8-01	9 July	3 August 01
9-01	6 August	31 August 01
10-01	10 September	5 October 01
1-02	15 October	9 November 01
2-02	7 January	1 February 02
3-02	4 February	1 March 02
4-02	4 March	29 March 02
5-02	1 April	26 April 02
6-02	29 April	24 May 02

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**Manpower and Force Management Course**

The Manpower and Force Management Course, taught by the Army Logistics Management College, is the CP26 basic course for employees working in manpower and force management functions. Interns and functional trainees at grades GS-5/7/9 should complete this course within their first year of their training program. As a course prerequisite, nominees must be assigned to, or programmed for assignment to, a position requiring knowledge or use of manpower and force management skills. Officers, warrant officers, and enlisted personnel in the grades of E5 or above, and civilians in the grades of GS-5 or above are eligible to attend on the basis of job title and assigned responsibilities

The curriculum concentrates on manpower and force management functions. The subject areas covered during the manpower blocks of instruction are tailored to the manpower management functions described in AR 570-4 and AR 71-32. These functions address the fundamental aspects of planning and programming, and requirements determination, with emphasis on the U.S. Army Manpower Analysis Agency 12-Step Method, Civilian Employment Plans (CELP), Centralized Documentation (CENDOC), Civilian Manpower Integrated Costing System (CMICS), Total Army Visibility (TAV), Total Army Analysis (TAA), the allocation process, and analysis and evaluation. The force management subject areas address the fundamental aspects of force management: developing, manning, and equipping the force. Students are introduced to automated systems used to manage dollars and manpower, including the Army Resource Management Analytical Tool (ARMAT). HQDA automated manpower management information systems and current force structure issues are also discussed.

**FY01 Manpower and Force Management  
Course Schedule**

<b>CLASS NUMBER</b>	<b>CLASS DATES</b>	<b>NOMINATIONS DUE</b>	<b>LOCATION</b>
<b>RESIDENT OFFERINGS</b>			
01-001	14 – 24 May 01	30 Mar 01	Ft. Lee, VA
01-002	12 – 23 Mar 01	26 Jan 01	Ft. Lee, VA
01-003	16 – 27 Jul 01	1 Jun 01	Ft. Lee, VA
<b>SATELLITE OFFERINGS</b>			
01-201	13 – 24 Aug 01	29 Jun 01	Ft. Leavenworth, KS
01-202	13 – 24 Aug 01	29 Jun 01	Ft. Benning, GA
<b>ON-SITE OFFERINGS</b>			
01-703	5 – 16 Feb 01	22 Dec	Ft. Detrick, MD
01-704	23 Apr – 4 May 01	9 Mar 01	Ft. Monmouth, NJ
01-705	4 – 15 Jun 01	20 Apr 01	USAREUR, Germany
01-706	2 – 13 Apr 01	16 Feb 01	Ft. Monroe, VA

**See the Army Logistics Management College homepage at <http://www.almc.army.mil> for additional information.**

### ***Army Management Staff College***

An Electronic Application Process (EAP) for the Sustaining Base Leadership Management (SBLM) Program has been developed and is in its implementation phase. The EAP is a web-based application that will allow applicants to complete their SBLM applications online at the Army Management Staff College Website. Online applications will reduce or eliminate the current paper trail and allow concurrent processing by those involved in the application approval process. The HQDA suspense date for SBLM Class 01-02 (May 21 – August 10, 2001) is January 31, 2001. Applicants may apply using either the EAP or the current paper application. Beginning with SBLM Class 01-03 (September 17 – December 12, 2001), applicants will be limited to using the EAP exclusively. See the AMSC website at <http://www.amsc.belvoir.army.mil> for more information.

### ***A Corporate Approach to Training Management***

The TRADOC Deputy Chief of Staff for Training (DCST), as the Army executive agent for Sustaining Base Training (SBT) Management, operates a corporate training management process which is making increased SB training efficiency a practical reality.

This Army-wide training management process has shown meaningful results at the bottom line in terms of substantially reduced duplication and deletion of courses no longer relevant to Army requirements. To date the process has generated over \$25M in cumulative expense avoidance with total operating costs of approximately \$1M.

Prior to this effort SB Training Providers across Army operated independently without benefit of a central training management coordination process for communicating and collaborating on SB training issues and concerns.

The complexion of SBT participation and total automation are what set this corporate management process apart from other Army efficiency enhancement programs.

SBT combines the professional expertise of Career Program/Field functional representatives (representing training customers and management) and Army SB Training sustaining base school houses as members of the SB Training Management Review Board (TMRB).

The TMRB annually conducts comprehensive, systematic training analysis of courses in the SB curriculum structure. Under the continuous review cycle courses are reviewed every three years. SBT course analysis is designed to answer two fundamental questions:

- Why does Army teach this course?
- Can this course be taught more efficiently?

The primary challenge at the outset was to enlist the voluntary, active participation and support of the non-TRADOC training providers. They comprise approximately 65% of this Army-wide training management process. To date - with a few exceptions other MACOM and HQDA staff training providers solidly support this effort.

The center of gravity of SBT is the SBT Web site. The Web site enables total process automation and can be accessed at the following address:

<http://www-dcst.monroe.army.mil/sbt>

In addition to providing key SBT process information, the Web site includes direct links to numerous related Army, DOD, non-DOD Webs and the SBT Excel data base. The database arrays over 500 SB courses by training provider, course number and title. It includes detailed training data on each course, e.g. student load, course description, target population, functional/course proponent, etc. The database serves as both a viable training clearinghouse and a readily accessible source of training information.

Since the inception of SBT the curriculum structure has been trimmed from a high of over 800 courses to the current level of just over 500 courses. Without SBT management process intervention combined with effective training provider management, the projected course total could now exceed 1000.

The SBT point of contact is Mr. William E. Day, HQ TRADOC, ODCST, Ft. Monroe, VA 23651, Email [dayw@monroe.army.mil](mailto:dayw@monroe.army.mil) (757) 728-5649, DSN 680-5649.

**The Army Personnel Proponent System  
Occupational Series 0301 Joins Career Program 26**

The Army Personnel Proponent System establishes responsibilities throughout the Army for all career field related matters involved in the eight personnel life-cycle management functions. These functions are structure, acquisition, individual training and education, distribution, deployment, sustainment, professional development and separation. AR 600-3, The Army Personnel Proponent System, prescribes personnel proponent responsibilities for both the military and civilian workforce.

AR 600-3 policy dictates that every military and civilian billet in the Army's force structure will be designated to a career field proponent. For civilians, the designation of a position to a career field is determined through a cooperative effort of management and the support personnel organization using broad occupational series guidance contained in AR 600-3. The career field designation, once determined, is documented in the Army Civilian Personnel System (ACPERS). The occupational series normally related to Career Field 26 include:

<b>Series</b>	<b>Title</b>
GS-0301	Miscellaneous Administration and Program (Manpower and Force Management)
GS-0343	Management and Program Analysis (Manpower and Force Management)
GS-0344	Management and Clerical Assistance (Manpower and Force Management)
GS-0896	Industrial Engineering (Manpower and Force Management)

While all civilian positions are coded to a career field in ACPERS, this is not the case for career programs. Only those positions that fall within the perimeters of the career program are documented in the career program field of ACPERS. For Career Program 26 that includes occupational series GS-0343 and GS-0896. Positions in these two series at the grade 11 and higher are included in the career program population, as are intern positions in two level interval positions (i.e., GS-5, GS-7, and GS-9). It also should be noted that these two occupational series are not unique to Career Program 26 in that they are also included in other career programs. For example, GS-0343 positions are found in Career Program 11 (Comptroller) and Career Program 34 (Information Management) while GS-0896 positions are found Career Program 16 (Engineers and Scientists [Non-Construction]) and Career Program 18 (Resources & Construction) as well as in Career Program 11.

Historically, positions documented in the 0301 series had been excluded from career programs due to the general duties of the positions. In fact, our request several years ago to have them included into CP26 was not approved. However, during recent years this policy has been changing as more emphasis has been placed on "generalists" than on "specialists" in the work environment. Today series 0301 positions are found in the following career programs:

<b>CP</b>	<b>TITLE</b>
CP 13	Supply Management
CP 17	Materiel Maintenance Management
CP 19	Physical Security and Law Enforcement
CP 24	Transportation Management
CP 32	Training
CP 33	Ammunition Management
CP 34	Information Management

Recently, the Functional Chief Representative of the Manpower and Force Management Career Program again requested that the Deputy Assistant Secretary (Civilian Personnel Policy) include occupational series 301 (Miscellaneous Administration and Program) in the Manpower and Force Management Career Program. This request was based on the fact that data recently extracted from Headquarters Army Civilian Personnel System (HQ ACPERS), indicated that there are approximately 500 individuals in occupational series 0301 coded in Career Field (CF) 26. Over 400 of these are in positions graded GS-11 and higher as depicted in the following table.

<b>GRADE</b>	<b>NUMBER</b>
GS-11	117
GS-12	157
GS-13	105
GS-14	21
GS-15	14

Our experience indicates that the typical duties performed by these individuals fall into two broad areas. One of these areas is combat development, a major functional area within CP26. The other is comprised of positions that include functional areas of manpower and force management, civilian and military personnel management, and financial management, with the preponderance of duties falling within the manpower and force management functional arena. The broad nature of the duties of the positions has led classifiers and managers to determine that the 0301 series is a better fit than other series, such as 0343. They also recognize that from a career field perspective, the duties most clearly fit CF26.

It was the opinion of the CP26 FCR that excluding these individuals from CP26 is a detriment to both the individuals filling these positions and the career program as a whole. The individuals filling the 0301 positions are penalized since they are excluded from centrally funded competitive professional development opportunities available to individuals in CP26 positions. The career program is penalized since the CP26 central referral systems overlooks this potential pool of candidates for recruitment into career broadening positions.

The Deputy Assistant Secretary (Civilian Personnel Policy) has approved the request for GS-301 grade 11 and higher positions currently coded in the HQ ACPERS database as CF26 to be considered as CP26 for career program coding purposes.

**Retirement Announced**

After 38 years of service, Dr. Calvin M. Fowler, Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs), retired on November 1, 2000. He was a long-time member of the manpower community and for the last twenty years, he worked tirelessly in support of the Manpower and Force Management Civilian Career Program. He was also Army's recognized expert in the area of manpower policy. Two articles in this issue, Education Levels vs Promotions, and Series 301 Joins CP26, were authored by Dr. Fowler. He firmly believed that education and training were the cornerstones of career advancement and worked hard over the years to build awareness among the CP26 workforce of the training opportunities available through the CP26 Competitive Professional Development Program. Permission to include 301 series positions in CP26 can be attributed to Dr. Fowler's tenacity to recognize the important contributions of the manpower career field analysts and include them in the career program.

We wish him well in his retirement.

**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:**

**Diane.Schaule@hqda.army.mil**



**FUNCTIONAL CHIEF**

**THE HONORABLE**

**PATRICK T. HENRY**

**FUNCTIONAL CHIEF REPRESENTATIVE**

**MR. ROBERT BARTHOLOMEW, III**

**BULLETIN EDITOR**

**MS. DIANE SCHAULE**

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<http://www.asamra.army.pentagon.mil>

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