



MANPOWER AND FORCE MANAGEMENT CAREER PROGRAM BULLETIN

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Message from the FCR

I would like to express my sincere thanks to everyone for their thoughts and prayers following the September 11 terrorist attack on the Pentagon. One-hundred eighty-nine people were killed or remain unaccounted for, including the 64 passengers on the plane.

Several of the OASA(M&RA) offices were smoke and water damaged or destroyed completely. Much of the Force Management, Manpower and Resources (FMMR) staff has been temporarily relocated to other areas of the Pentagon pending permanent relocation decisions.

Many of us suffered the loss of friends and colleagues. We are deeply saddened by the loss of two of our OASA(M&RA) family members, MAJ Ronald D. Milam and SGM Lacey Ivory. We are also mourning the loss of Dr. Gerald (Geep) Fisher, Mr. Terry Lynch, and Mr. Ernest Willcher, employees of the consulting firm Booz, Allen and Hamilton who were well known to the manpower community. Additionally, prior to his retirement in April, Mr. Willcher was our attorney advisor on manpower issues in the Office of General Counsel. My deepest sympathy is extended to the families, friends, and colleagues of all those whose lives were irrevocably changed by this attack on our country.

A career in public service has taken on new dimensions in view of the civilian combat casualties incurred by this devastating act of war on American soil. I encourage all of you to reaffirm the Oath of Office which you took upon your appointment, and continue to adhere to the values and ethics that American soldiers and Army civilians have embodied since the Revolutionary War.

Robert Bartholomew III



In This Issue:

- New DASA (FMMR) Appointed
 - 2000 Secretary of the Army Awards for Improving Manpower and Force Management
 - Army Civilian Evaluation System (ACCES) News
 - CP26 Interns – Selections Announced
 - Education and Training
 - Army Force Management School
 - Manpower and Force Management Course
 - Combat Development Course
 - Army Management Staff College
 - CP26 Strategic Plan - Results of Employee Survey
 - ASMC 2001 Professional Development Institute (PDI)
 - Intern's Corner
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**Miss Sarah F. White Appointed
Deputy Assistant Secretary of the Army
Force Management, Manpower and Resources
DASA (FMMR)**

Miss Sarah F. White

On July 2, 2001, Miss Sarah F. White was appointed by President George W. Bush to serve as the Deputy Assistant Secretary of the Army (DASA) for Force Management, Manpower and Resources within the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA(M&RA)). In this position, she advises and assists the ASA in directing, implementing, and evaluating Army force structure. Her direct area of responsibility includes Army-wide manpower and force management policy; management of the Army's joint and defense manpower programs; resource requirements; integration of Manpower into the Planning, Programming, and Budget Execution System; and governmental/outsourcing exemption policies. Miss White is also the Director of the US Army Manpower Analysis Agency located at Ft. Belvoir, VA.

Prior to accepting this position in the Army's Secretariat, Miss White served in a number of positions in both the government and private sector. In 1992, Miss White was appointed by President George H. W. Bush as a Commissioner to serve on the President's Commission on the Assignment of Women in the Armed Forces. She has served for over ten years in various positions at Science Applications International Corporation (SAIC) with responsibility for program and administrative management; and marketing activities.

Miss White was awarded a Bachelor of Arts degree in business and English with honors from Marymount University. She is a native of Thompson, CT, and currently resides in Northern Virginia.

We warmly welcome Miss White to the ASA(M&RA) family!

**2000 Secretary of the Army Awards for
Improving Manpower and Force Management**

Below are the names of the 2000 award winners, runners-up, and a summary of their achievements.

SUPERIOR PERFORMANCE IN MANPOWER AND FORCE MANAGEMENT

WINNER: Jimmy L. Tibbitt, Chief, Management, Manpower and Equipment Documentation Division, Directorate of Resource Management, U.S. Army Air Defense Artillery Center and Fort Bliss, Ft. Bliss, TX – Mr. Tibbitt expanded the traditional roles of manpower and force management to include the installation key functions of Strategic Planning, Defense Regional Interservice Support, and Total Army Quality Program. This organization is unique to Ft. Bliss and its performance has resulted in the increased efficiency and effectiveness of installation operations through improved business practices.

RUNNER-UP: Wendell R. Cornish, Manpower, Equipment and Operations Division, Manpower and Force Analysis Directorate, Deputy Chief of Staff for Resource Management, HQ TRADOC. Ft. Monroe, VA – Mr. Cornish served as Senior Analyst for the Structure Manning Decision Review; the Army representative on the Interservice Training Review Organization; and as Project Manager for TRADOC review of Tables of Distribution and Allowances. His accomplishments in these roles have resulted in improved processes and significant resource savings while concurrently providing outstanding support to HQDA, HQ TRADOC staff, and installation manpower managers.

ORGANIZATIONAL EXCELLENCE IN MANPOWER AND FORCE MANAGEMENT

WINNER: Requirements Documentation Directorate, U.S. Army Force Management Support Agency, Ft. Leavenworth, KS. The Requirements Documentation Directorate (RDD) provided requirement documentation products to numerous critical Army initiatives. This massive undertaking required RDD to improvise and modify existing policies and procedures. Chief among their products were the tables of organization and equipment and associated basis of issue plans for the Chief of Staff of the Army's Brigade Combat Team initiative.

RUNNER-UP: Management, Manpower and Equipment Documentation Division, Directorate of Resource Management, Ft. Bliss, TX – The Management, Manpower and Equipment Documentation Division synchronized all phases of manpower management from early planning, to program execution, and finally to measurement of performance results. This has resulted in increased efficiency and effectiveness through improved business practices and contributed to the highly successful accomplishment of the installation's many and varied missions.

DISTINGUISHED SERVICE IN MANPOWER AND FORCE MANAGEMENT

CO-WINNERS: Jay Aronowitz, Sam Crumpler and Don Jocewicz, U.S. Army Manpower Analysis Agency, Ft. Belvoir, VA – Messrs. Aronowitz, Crumpler and Jocewicz are recognized for their outstanding leadership of the Army's Manpower Requirements Determination Certification and Assistance project. Their outstanding technical knowledge, combined with initiative, foresight, and spirited sense of responsibility, were instrumental in the successful improvement and acceptance of the Army's overall requirements in decision-making forums.

NO RUNNER-UP IN THIS CATEGORY

GENERAL LESLEY MCNAIR ESSAY AWARD

WINNER: Michael D. Kellhofer, Headquarters, 1st Signal Brigade, U.S. Army Signal Command. Mr. Kellhofer's essay, "Stewardship of Army Manpower Resources—Preparing Today's Managers and Leaders for Tomorrow's Missions", provides insight and recommendations for future stewardship of manpower resources and serves as a model which will benefit Resource Managers at all levels as the Army moves forward into 21st century operations. (Full text of essay follows.)

NO RUNNER-UP IN THIS CATEGORY

GENERAL MARK CLARK INTERN AWARD

WINNER: Susan A. Powers, U.S. Army Manpower Analysis Agency, Ft. Belvoir, VA – Ms. Powers completed the necessary formal course work and supporting on-the-job training in an exemplary manner. Her analytical skills, exceptional interpersonal abilities and outstanding work ethic ensured that the Army's investment in her training and mentoring produced an outstanding Manpower and Force Management employee.

RUNNER-UP: Martin R. Sindelar, Force Integration Division, Assistant Chief of Staff for Operations, U.S. Army Signal Command, Ft. Huachuca, AZ – Mr. Sindelar completed a challenging Intern Development Plan that provided him a multi-dimensional analytic skills set. Throughout his internship, he demonstrated exceptional development of force management skills, exceptional dedication, and exceptional accomplishments.

CORRECTION

In the Winter 2000 CP26 Bulletin, Ms. Coleen J. Black's first name was misspelled. She was one of the team members of the Manpower Survey Team, Fifth Signal Command, Europe, recipient of the 1999 Secretary of the Army Award for Organizational Excellence in Manpower and Force Management. We apologize for this error.

2000 Award Winning Essay

**STEWARDSHIP OF ARMY MANPOWER RESOURCES-
PREPARING TODAY'S MANAGERS AND LEADERS FOR TOMORROW'S MISSIONS**

By
Mike Kellhofer
Management Analyst
1st Signal Brigade, US Army Signal Command

The manpower resources available to apply against future missions, when compared to those military and civilian workforce resources available some ten years ago, is austere, to say the least. The Army has downsized from an 18-division 795,000 Army endstrength (COMPO 1) in place just prior to implementation of the Conventional Forces in Europe (CFE) drawdown, to ten divisions and an endstrength of approximately 480,000. When civilian decrements are counted, the Army as an organization has shrunk some 37-40 percent since the end of the cold war. Initially, the transformation of the Army from predominately forward-based operations to a CONUS-based power projection platform was used as a "means to justify the ends" to support the new, smaller force. The current two nearly simultaneous Major Theater of War (MTW) doctrine upon which the Army sizes its force requirements relies heavily on CONUS-based power projection force packages to accomplish the national strategy. In and of itself, the manpower necessary to support the 2-MTW strategy assumes a rather high degree of risk. The rise of numerous mid-level powers and the tendency for the nation to

deploy Army packages to numerous lessor regional conflict scenarios and humanitarian missions have strained the Army's ability to provide the resources needed (both manpower and equipment) to sustain the 2-MTW strategy.

KEY TO SUCCESSFUL CHANGE

The Army is on the verge of change . . .again. This change has its genesis in the so-called information explosion of the late 1970s, and has become a critical component to battlefield success. The Chief of Staff of the Army has pointedly singled out information dominance as the key to battlefield success for support of the Army Vision and the warfighter in the early 21st Century and beyond. Indeed, the influence timely and accurate information has on the ultimate outcome of the battle has become a significant factor in planning forums at all levels of the Army as we try to determine how we will shape "2010 warfighter" organizations. The intelligent use of information and the ability to leverage information to successfully prosecute the battle is a linchpin of Army doctrine espoused in support of the Joint Vision 2010. The certain knowledge that organizations *not* designed to fully exploit information technologies will become "force dividers" rather than "force multipliers" has spurred an enormous amount of research, notably the First Digitized Division/Corps concepts. Army leadership has already begun to put in place the notional manpower necessary to support the future warfighter.

FOUNDATION

The concept of information dominance and resultant manpower decisions serves as a backdrop that all Manpower Managers must understand in order to properly size the resources necessary to implement the National Military Strategy and the Army vision. Without an understanding and articulation of the strategic goals of the organization- and a vision of how to achieve those goals, the Manpower Manager can quickly become susceptible to a manpower management style quite supportive of the *current* operational environment. While effective support of current operations is usually the most important litmus test for organizational effectiveness, the Manpower Manager must understand that his/her ability to bring strategy and vision to reality ultimately influences organizational effectiveness far more than "execution year" decisions. While current operations tend to have immediate visibility with the organizational leadership, it is usually a major challenge for the Manpower Manager to articulate to leadership the fact that current organizational shortcomings have their roots in manpower and organizational decisions *not* made or recognized years before.

UNDERSTANDING THE ENABLING PROCESSES

If an understanding of corporate strategy and vision is directly responsible for future organizational effectiveness, the art of combat development, force and organizational integration, and the attendant Army corporate processes which utilize these "vision enablers" provide the impetus to transform vision into effective organizations capable of meeting current operational missions. Yet, throughout my fifteen-year career as a Manpower and Equipment Manager, it has been my experience that many Manpower Managers have not fully utilized the vision-enabling processes, which the Army has institutionalized as a vehicle to achieve strategic goals. Without a clear understanding of the National Military Strategy and Army vision, organizational goals in support of the strategy, and the interdependent processes which must be orchestrated to achieve those goals, it becomes a difficult task, at best, to convince leadership in *demonstrative* terms the need for future organizational design. Unless the Manpower Manager is well versed on Army vision and strategy, Army enabling processes, and the cause-and-effect relationship of current decisions to future results, it becomes a daunting task to convince leadership of the need for change. This is especially true if leadership perceives that the organization is *currently* performing the mission in an acceptable manner. More than once I have witnessed Leaders at all levels of organization become "glassy-eyed" as the Force Management Officer or Manpower Manager attempted to portray out-year manpower planning strategies or organizational designs. Usually, the less than desirable outcome of these attempts is due to the inability to portray the "cause and effect" result of "doing nothing," which may be an attractive option for leadership if current METL tasks are being met.

TECHNOLOGY LEVERAGING

Increasingly, the Army is turning to technology leveraging as a means to enable the Field Commander to put “steel on target” more effectively. In the Manpower Management arena, this translates to an overarching goal of squeezing as much available military manpower into “above-the-line” forces at the expense of “below-the-line” Corps and Echelons above Corps Combat, Combat Service, and Combat Service Support capabilities and organizations. The effect of technology leveraging on manpower requirements can be profound. Terms such as “polarization,” “TOC-centric,” “situational awareness,” and “enclave” have begun creeping into the everyday vernacular of Manpower Managers as they struggle to implement vision with limited resources. Given that budget constraints, limited military authorizations, and civilian decrements are a fact of life in many organizations, the Manpower Manager has no choice but to resort to consideration of technology leveraging as a means of countering the continual resource drain.

TOUGH SELL

Unfortunately, Commanders often view technology leveraging as a double-edged sword. While these leaders welcome the “situational awareness” which information technology provides, the organizational design and manpower requirements may not be favorably considered if there are resource savings associated with implementation. This is an interesting phenomenon, given the Army’s emergent “centric” doctrine, enclave-based operations, and need to maximize above-the-line forces, while providing below-the-line support forces technology leveraging as compensation. Manpower Managers are faced with this dilemma every day.... *“How do I convince the boss that he/she can accomplish his/her mission better (through technology leveraging) with fewer resources?”* The task can seem especially insurmountable when we consider that many of today’s leaders have experienced the downsizing associated with the “cold war peace dividend” and may believe there is “no more blood in the turnip.”

HOLISTIC MANAGEMENT

I believe that today’s Manpower Manager must employ the concept of “holistic management and analysis” to *begin* to understand the benefits of information technology leveraging. The Manpower Manager must be able to *apply* those benefits to force and structure design, and *must sell* those benefits as the enablers, which will achieve the fulfillment of organizational vision.

The word “holistic” in holistic management can be defined as “analysis of wholes or complete systems rather than treatment of parts or sections.” More simply put, it is the study of a situation from the “big picture” perspective as opposed to the study of individual segments. To the Manpower Manager, it means the ability to view individual organizational changes and resultant resource requirements from the perspective of the strategy and vision that dictates the change. The Manpower Manager *must* understand the National Military Strategy, enabling concepts, and enabling processes in order to lash-up individual organizational visions to support the larger strategy or framework. Failure to do so puts the organization at risk of failure to support the “big picture.” Compounding the difficulty of viewing the individual organization as a part of the “whole” rather than as a “standalone” entity, is the difficulty in articulating to leadership the supposition that holistic views and solutions to organizational visions have a value-added benefit to the organization. This represents yet another challenge to the Manpower Manager as it forces him/her to develop skills of persuasiveness designed to appeal to the “Senior Leader” in gaining approval for needed organizational change. Leadership must be convinced that changes based on holistic concepts, which result in *less* resource requirements to the organization, may in fact be in the best interests of the organization. In this regard, it is critical that the Manpower Manager understand the resource impacts associated with technology-leveraging and be cognizant of the offsetting value those leverage points provide the leader to ameliorate the potential loss of resources through streamlining.

CREDIBLE SOLUTIONS

Applying holistics to analysis of organizational requirements inside the vision framework is not an easy job. The Manpower Manager must have an in-depth knowledge of the constructs and limitations of numerous Army support systems and management tools used as corporate enablers, and must be able to meet

organizational goals within the confines of those tools. In evaluating and charting courses for future resource needs, the Manpower Manager should not immediately discard solutions derived from sound holistic analysis simply because the results might show resource savings. Manpower Managers and leaders must recognize and treat resource savings as a vehicle to accomplish the larger goals of the organization, particularly in those cases where technology insertion has been a major factor in achieving the savings. In my view, resource savings depicted in organizational concept plans can be a key indicator of effective analysis techniques. That is not to imply that all organizational change denotes savings. It is simply a reality when advocating change that success usually means some amount of sacrifice in manpower resources, which in turn provides a high degree of credibility when support for future change (which may require growth) is needed.

The Manpower Manager has many analytical tools at his disposal, with more becoming available everyday through access to various web-based decision tools provided by various Army proponent agencies. It pays long-term dividends for the Manpower Manager to understand the use of these tools and the benefits they provide when initiating organizational change.

BRIDGING THE GAP

It is also important for the Manpower Manager to appreciate the fact that developing an organizational model to meet corporate strategy entails looking at the organization in terms of both military and civilian resources. The function of manpower management is traditionally segregated into Operations and Comptroller spheres of influence. The Operations (G3) expertise extends to Combat Developments, TOE structure, Force Integration, military allocations, and force modernization as the centerpieces of organizational constructs, while the Comptroller (G8) focuses exclusively on TDA-oriented civilian manpower requirements, allocations, and budgetary matters as factors affecting future organizational resource needs. Manpower Managers must have the knowledge and experience of multiple staff areas-of-interest to bring together all factors affecting the organizational vision and objectives. How many Manpower Managers in the Comptroller shop know and appreciate the dynamics associated with developing force packages and unit capabilities in the G3? Do Manpower Managers in the G8 understand the long-term impact of G3 decisions on the civilian manning requirements of the organization? Do G3 Manpower Managers truly understand the capability of the organization to generate payroll dollars for civilian augmentation to military structure? Recommendations to leadership which purport change in the out-years must be developed in holistic fashion weighing impacts from both the G3 and the G8 perspective. Holistic manpower management places the Manpower Manager squarely in the center of the two primary staff sections responsible for planning and implementing change. It is becoming more critical for the Manpower Manager to assume hybrid G3/G8 expertise to effectively meld the resources of the organization into a "whole" capable of meeting future missions. If we want to fulfill the Army vision for the 21st century warfighter, we must development the "cross-staff" skill set necessary for the Manpower Manager to build and staff viable organizations.

PROFOUND CHANGES REQUIRE HOLISTIC SOLUTIONS

Technology innovation on the part of government and industry has wrought profound changes to the way the Army does business. During the last ten years of right-sizing, information tools and technology applications have been leveraged as a means of mitigating negative effects on organizations as a result of decreasing manpower and budgets. While technology leveraging is not a cure-all for manpower needs, it is a strong force multiplier which the Army is counting on to support the 21st Century warfighter by maximizing organizational effectiveness at the lowest possible resource cost. In particular, the ability to centralize disparate operations into centrally oriented enclaves via information network grids is allowing the Army to divert more "tail" assets to "tooth" force packages. Without the capability to achieve information dominance through technology insertion, the Army could not hope to achieve its vision for the Army of 2010. The nature of information operations and the resource impacts on the organization bear serious scrutiny by manpower personnel. The technological capabilities afforded by information technology insertion are starting to change the way many manpower personnel view traditional organizational constructs. The traditionally linear-in-echelons nature of the Army structure is giving way to new thinking which looks at the organization in terms of centralized management and centric node capability. Typically applicable at support echelons, this new paradigm shift is allowing Force Managers to design support unit organizations which operate from central enclaves, with new network management tools providing the means to get information to the Forward Line of Troops without investing costly manpower to disperse the organization. Leveraging information technology is an extremely

effective tool for the Manpower Manager to minimize resource use, allowing the Army to concentrate more on resourcing the critical above-the-line force structure. Manpower Managers must be savvy to the capabilities of information technology leveraging to streamline support organizations, thus providing resource savings which can be reallocated to above-the-line force capabilities.

VISIONARY “PROXY”

The Manpower Manager must, in many cases, serve as the leader’s “proxy” when it comes to organizational vision. In today’s resource-constrained environment, though the organizational leadership usually has a corporate vision for the direction the organization should take to insure future viability, the real litmus for the leader focuses primarily on current operational success. Organizational needs five, ten, or even fifteen years out sometimes lose visibility as the Commander grapples with day-to-day contingencies and pressing METL/mission tasks. In many cases, the Manpower Manager *must bear responsibility* for less-than-desired organizational effectiveness if they have fallen into the “execution year” style of management. The Manpower Manager must keep leadership apprised of the necessity of holistic management to meet visionary goals. Manpower Managers must develop attributes that convey a sense of visionary purpose and provide leadership with a feeling that, as the leader of the organization concentrates his/her attention to current operations, the Manpower Manager is “taking care” of the future on behalf of the leader. This means that the Manpower Manager must establish a sense of trust and a well-founded aura of expertise with the leader. The Manpower Manager must give leadership sound holistic management advice that clearly suggests that “proper management of today’s clouds will result in tomorrow’s *effective* current operational environment.”

MULTI-FACETED MANPOWER MANAGER

Clearly, the role of the Manpower Manager is expanding into multi-disciplined environments. The manager is expected to know and apply analytical methods based on knowledge of Operations and Comptroller manpower management functions, technology leveraging as a tool for streamlining, and enabling tools such as the Force Design Update and Program Objective Memorandum processes. He/she must have the ability to articulate holistically based concepts to leadership that meet the intent of the Army vision and make maximum use of minimal manpower resources. No less important is the opportunity to provide leadership with the conviction that the Manpower Manager will continue to provide the Army with the most effective organization constrained resources will allow.

From a holistic viewpoint, what does the Manpower Manager need to know to become a visionary proxy? Knowledge of the Army vision, the enabling concepts, the ability to utilize tools which effect change, and an understanding of long-term cause-and-effect ramifications to both the organization and the Army as a whole provides the Manpower Manager with the basic skill sets to succeed. The Manpower Manager must understand the interdependent relationship of the organization to the Army as a whole and be able to demonstrate relationship of the proposed change to the Army vision, and further to the Joint vision. The Manpower Manager must become “technology-literate” to understand the cause-and-effect influence on the organization as a result of technology leveraging. The Manpower Manager must strive to expand his/her knowledge to encompass not only expertise of the organization to which he/she is assigned, but also to gain familiarity with the policies, expectations, goals, and visions of organizations levels above the immediate organization, to include the Army Staff. Consistent application of holistic management practices allows Force and Manpower Managers to come closer to ensuring that the future goals of the Army as a whole are met. Concurrently, the ability of the individual organization to contribute to that overarching standard will be served well as organizational change is managed in a systematic, timely, *effective* way. The adoption of holistic management philosophies by managers and emphasis on holistics in the training curriculum are the most effective way to manage long-term change. These new philosophies and training regimens must be recognized by all Force and Manpower Managers as the means by which the Army will achieve its 21st Century goals of providing effective force capabilities (with fewer resources) in support of the National Military Strategy.

CONCLUSION

To meet the Army’s vision for the 21st Century, Manpower Managers must employ holistic analytical techniques, appropriate enabling tools, and technology leveraging. They must also consider the “cause and effect” ramifications of current planning actions to future mission viability. This “look-ahead” attitude will ensure that our managers and leaders are prepared today for tomorrow’s missions. ■

Army Career Evaluation System (ACCES) News

Since last December, significant changes have taken place in the area of career management policy that each employee should be familiar with. These changes are explained below.

Optional Use of Concurrent DA-Wide Vacancy Announcements when recruiting for Positions at the Mandatory Career Program Referral Level under ACCES

A December 14, 2000 memorandum on the above subject from the Deputy Assistant Secretary for Civilian Personnel Policy, OASA (M&RA), was forwarded to the MACOM human resource directors. As a career management policy change, the memorandum permits the career program Functional Chief Representatives (FCR) to authorize concurrent use of ACCES referral lists and vacancy announcements to recruit for mandatory ACCES referral level positions (in CP26, these are grades GS-12 through GS-15).

Since 1985, ACCES has been the mandatory merit promotion system for filling our GS-12 through GS-15 CP26 jobs. It has satisfied the needs of management by referring the best-qualified candidates for our vacancies. However, within recent years, we have been concerned about the decreasing number of candidates on ACCES referral lists who reply that they are interested and available for consideration for the job. In October 1999, we increased the number of candidates referred on CP26 ACCES referral lists to help alleviate this problem and provide managers with a larger candidate pool. In a recent referral process change to Easy ACCES, registered careerists are now queried via email as to their interest and availability for a specific job prior to issuing a referral list. This way, only interested and available candidates will be referred to the selecting official. We expect this procedural change, implemented in July, will make ACCES a better recruitment tool. (See item below for further details.)

In a further effort to meet Army's staffing needs, the Deputy Assistant Secretary for Civilian Personnel Policy in OASA (M&RA) directed a policy change in the December 14 memorandum to authorize concurrent use of ACCES referral lists AND vacancy announcements to recruit for mandatory ACCES referral level positions. The CP26 FCR's office has decided to delegate this authority to the MACOM Career Program Managers and will leave it to their discretion to further delegate the authority. ACCES is still the primary source of recruitment for qualified candidates for CP26. However, there are factors which make some positions difficult to fill due to geographic area, TDY requirements, local labor markets, etc, that may hamper recruiting efforts and severely limit the number of ACCES registrants who are interested and available. We know you will exercise judicious use of this authority when making recruitment decisions for your vacancies.

At the June 12-14, 2001 annual Planning Board, we asked the MACOM career program managers to provide a summary of how this authority was implemented within their command and statistics on the source of selection (referral lists generated from vacancy announcements or ACCES referral lists). Please see the Planning Board minutes for a recap of this discussion.

Army Civilian Career Evaluation System Changes (Email and Resumes)

In an April 3, 2001 memorandum from the Deputy Assistant Secretary for Civilian Personnel Policy, OASA (M&RA), the new method of notifying registrants when their name is considered was announced. Active registrants who have indicated geographical availability for the location of the vacancy will be queried by email for interest and availability and must respond within five calendar days to receive further referral consideration. Therefore, the requirement for an email addresses in Part A – Employee Statement of the on-line Easy ACCES registration record is now a mandatory item. The email address must be unique and cannot be shared. This means that two registrants may not have the same email address. It is highly recommended that registrants enter their official government email address. Active registrants that are non-compliant with these requirements will have their on-line Easy ACCES registration record placed in a suspended status until this requirement has been met. Being suspended means the registrant status on the Registration and Update Menu reads; Eligible for Referral: NO. Registrants will not be considered for any Easy ACCES referral listings as long as their on-line registration record is in a suspended status.

For situations when a registrant is on temporary duty, vacation, or other leave, it is suggested that the registrant comply with their email server procedures for forwarding their email to a reliable source that can reply on their behalf.

This memorandum also announced the near future plans for the Central Referral Office to make the registrant's on-line resume available electronically to selecting officials when they receive the Easy ACCES referral list. Therefore, all active registrants must ensure that they have a resume saved in their on-line registration record. Registrants are encouraged to review the information for completing their resume in the Easy ACCES Help Menu, Frequently Asked Questions, and Resume Instructions under Changeable Parts at the Easy ACCES web site: <http://cpol.army.mil> .

Permanent Change of Station Costs for Central Referral Selections

An October 1988 policy regarding payment of permanent change of station (PCS) costs associated with career program selections was rescinded in a May 3, 2001 memorandum from the Deputy Assistant Secretary for Civilian Personnel Policy, OASA (M&RA). The 1988 policy stated that any move of an individual selected from a Department of the Army Career Program Mandatory Referral Level list was in the best interest of the Government and therefore, all PCS costs must be paid.

The Joint Travel Regulations (JTR) will be applied for central referral selections with the exception that the central referral notice must advertise if PCS costs will not be paid. Permanent change of station costs is authorized but management can determine, in regard to a specific vacancy, whether it is in the interest of the Government to pay these costs. Management may decline to authorize PCS costs in accordance with the JTR. If management intends not to pay PCS allowances, this decision must be advertised in the central referral notice. This decision will not be imposed after referral or selection. If the central referral notice is silent, there is an assumption that PCS allowances will be paid.

Easy ACCES Bottom-Up Review and System Modifications

Several more significant changes to Easy ACCES were announced in a June 22, 2001 memorandum from the Deputy Assistant Secretary for Civilian Personnel Policy, OASA (M&RA). These changes were made as the result of an exhaustive bottom-up review of the Easy ACCES centralized referral system. The results were briefed to the Functional Chief Representatives (FCRs) at an April 3, 2001 Civilian Personnel Policy Committee meeting and endorsed as interim changes to Easy ACCES.

The Easy ACCES system has become much less effective in producing high quality and available candidates for Army senior level positions. The system was designed for use as an internal merit promotion tool in a time when the pipeline of interested candidates was robust. Due to downsizing and the forecasted retirement bubble, the number of high quality and available Army employees has been reduced. Easy ACCES was not specifically designed to be attractive to outside candidates, and has proven to be a barrier to recruitment. In view of the imminent retirement bubble, the Army now depends on an influx of outside candidates to produce a robust applicant supply for its future. Registered employees have neglected to update their availability and over time the tendency for ratings to escalate has made it increasingly difficult to distinguish among candidates. The use of an expensive measure such as accomplishment ratings has been assessed not to meet the test of sound business practice because it does not contribute sufficiently to the distinction among candidates. Finally Easy ACCES is a duplicate functionality to other automated staffing tools, such as RESUMIX and the duplication does not meet the test for good business practice. Therefore, there will be a phased transition in which interim improvements will be made to Easy ACCES followed by adoption of the unified Army tool for applying for consideration for placement and promotion

To reduce cost and improve responsiveness of Easy ACCES, the following changes are being implemented:

- a. Employee accomplishment write-ups and associated ratings are eliminated.
- b. Supervisors no longer need to assign weights to core and supplemental knowledge's and abilities when requesting referral lists.

c. The registration process for candidates interested in lateral referral only has been simplified. Individuals interested in lateral referral only will not be required to provide ratings, rather only basic information, referral desires, and geographic availability. Ranked lateral lists will no longer be issued.

This memorandum also announced that concurrent with the review of Easy ACCES, a top to bottom review of the way the Army currently recruits and fills job was initiated. One premise is that the RESUMIX automated staffing tool selected for DoD-wide use will be the basic centerpiece of a modernized recruitment and placement system. Although RESUMIX has been fielded to all Army regions, the processes associated with its use needs to be reengineered, standardized, and simplified for the use of applicants as well as staffing personnel. A concept design is in development which features web-based tools, and a single point of entry for all candidates interested in employment with the Army and much better and more intuitive feedback for candidates seeking employment. Until this new recruitment and referral system comes on line in 2002, senior level career program jobs will continue to be filled through the Easy ACCES as well as, in some cases, through merit promotion announcements as authorized by individual career program Functional Chief Representatives.

The CP26 Proponency Office of OASA (M&RA) will provide you with updates to career management policy as they occur.

CP 26 Intern Selections for 2000 & 2001

June 2000 Intern Selections

NAME	DUTY STATION
Anderson, Jerry	TRADOC, Ft. Sill, OK
Armstrong, Andrew	TRADOC, Ft. Rucker, AL
Benton, Carmel	TRADOC, Ft. Gordon, GA
Bulzomi, Geno	USAREUR, Heidelberg
Burns, Regina	TRADOC, Ft. Rucker, AL
Cupp, Georgina	USAMAA, Ft. Belvoir, VA
Eames, Harold	TRADOC, Ft. Leonardwood, MO
Finney, Eddie	EUSA, Korea
Godwin, Velvet	TRADOC, Ft. Monroe, VA
Hayes, Jonathan	USASOC, Ft. Bragg, NC
Irvin, Julia	TRADOC, Ft. Bliss, TX
Jackson, Susan	AMC, Fort Monmouth
McClaskey, Diane	USAMAA, Ft. Belvoir, VA
Miles, Stephana	USAFMSA, Ft. Belvoir, VA
Puente, Rose	USAFMSA, Ft. Lee, VA
Rankin, Melitta	ATEC, Alexandria, VA
Reid, Veronica	USAFMSA, Ft. Belvoir, VA
Rudy, Kristy	TRADOC, Ft. Monroe, VA
Sincere, Jacqueline	CIDC, Ft. Belvoir, VA
Steger, Matthew	ANC, Rock Island, IL
Thomas, Mazella	USACE, Vicksburg, MS
Whiten, Jeannette	USAFMSA, Ft Belvoir, VA
Williams, Amy	USASOC, Ft. Bragg, NC

February 2001 Intern Selections

NAME	DUTY STATION
Burggraaf, Jon	AMC, Rock Island, IL
Dare, Tina	FORSCOM, Ft. Shafter, HI
Arbec, Michelle	FORSCOM, Mannheim, Germany
Lewis, Billy Joe	TRADOC, Ft. Bliss, TX
Powers, Velma H.	TRADOC, Ft. Leonardwood, MO
Smith, Jennifer	USACE, Louisville, KY
Grassa, Susanne M.	USAFMSA, Ft. Belvoir, VA
Carver, Chris	USAFMSA, Ft. Belvoir, VA
Richmond, Patricia K.	USAFMSA, Ft. Lee, VA
Thomas, Joy	USAFMSA, Ft. Leavenworth, KS
Prosceno, Anthony M.	USAFMSA, Ft. Leavenworth, KS
Uncangco, Melissa G.	USASOC, Ft. Bragg, NC

Education and Training Information



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>

Class Number	Start Date	End Date
1-02A	3 Dec	14 Dec 01
2-02	7 Jan	1 Feb 02
3-02	4 Feb	1 Mar 02
4-02	4 Mar	29 Mar 02
5-02	1 Apr	26 Apr 02
6-02	29 Apr	24 May 02
7-02	3 Jun	28 Jun 02 (CGSC Only)

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.

FY02 Manpower and Force Management Course Schedule

Class Number	Start Date	End Date	Nominations Due	Location
2002-001	07 Jan 02	18 Jan 02	23 Nov 01	ALMC, Ft Lee, VA
2002-203	11 Mar 02	22 Mar 02	25 Jan 02	Ft. Huachuca, AZ
2002-202	11 Mar 02	22 Mar 02	25 Jan 02	Ft. Leonard Wood, MO
2002-201	11 Mar 02	22 Mar 02	25 Jan 02	Ft. Leavenworth, KS
2002-702	02 Apr 02	12 Apr 02	16 Feb 02	USAREUR
2002-002	06 May 02	17 May 02	22 Mar 02	ALMC, Ft. Lee, VA
2002-003	10 Jun 02	21 Jun 02	26 Apr 02	ALMC, Ft Lee, VA
2002-703	06 Aug 02	16 Aug 02	22 Jun 02	Seoul, Korea

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

Combat Development Course

The Army Logistics Management College also teaches the Combat Development Course. The course introduces the processes used to achieve desired Joint and army warfighting capabilities needed for the 21st Century. This course is recommended to those employees working in manpower, force management functions and those assigned to their initial combat development or materiel acquisition assignments. The main focus of this course is on determining, documenting and processing warfighting concepts, future operational capabilities and doctrines, training, leader development, organization, materiel and soldiers requirements (DTLOMS). The curriculum concentrates on inputs to the requirement determination (RD) process; its sub- process and products.

U.S Army Logistics Management College
ALMC-CD, COMBAT DEVELOPMENT COURSE SCHEDULE

Class Number	Start Date	End Date	Nominations Due	Location
2002-001	03 Dec 2001	14 Dec 2001	19 Oct 2001	ALMC, Ft Lee, VA
2002-002	07 Jan 2002	18 Jan 2002	23 Nov 2001	ALMC, Ft, Lee, VA
2002-003	25 Feb 2002	08 Mar 2002	11 Jan 2002	ALMC, Ft, Lee, VA
2002-701	18 Mar 2002	29 Mar 2002	01 Feb 2002	Ft. Sam Houston, TX
2002-705	08 Apr 2002	19 Apr 2002	22 Feb 2002	Ft Huachuca, AZ
2002-004	22 Apr 2002	03 May 2002	08 Mar 2002	ALMC, Ft Lee, VA
2002-704	13 May 2002	24 May 2002	29 Mar 2002	Ft Leonard Wood, MO
2002-005	23 Sep 2002	04 Oct 2002	09 Aug 2002	ALMC, Ft Lee, VA

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. See the AMSC website at <http://www.amsc.belvoir.army.mil> for more information.

CP26 Strategic Plan Results of Employee Survey

The following article is an extract from the Development, Implementation and Analysis of Response report prepared for the CP26 Functional Chief Representative in May 2001. It provides background information on the genesis of the survey and presents conclusions and recommendations based on a detailed analysis of the results. The entire report is available in the CP26 Proponency Office.

BACKGROUND

The Manpower and Force Management Civilian Career Program (CP26) Strategic Plan 2000-2005 was published in January 2000. The plan, approved by the Assistant Secretary of the Army (Manpower and Reserve Affairs), was the product of senior manpower and force management subject matter experts. The plan was the first formal effort to document the Manpower and Force Management Career Program plans for the future. It identified the actions necessary to respond to the changing needs of the Army.

Strategy 1 of the CP26 Strategic Plan was to "Develop and implement a plan to measure careerist assessment index and implement improvements." The action plan tasks associated with Strategy 1 are provided below.

1. Develop a careerist assessment survey.
2. Conduct survey of all careerists.
3. Analyze results.
4. Establish a process and take appropriate actions to address critical issues inhibiting careerist

satisfaction.

This report provides the details on how Strategy 1 was implemented, documents the results of the analysis, and makes recommendations for future actions that may be appropriate.

THE SURVEY INSTRUMENT

The survey instrument was modeled after the Fiscal Year 2000 Army Civilian Personnel Attitude Survey. A majority of the questions in the CP26 survey were replications of the same questions asked in the Army-wide survey. There were several reasons for this. First, the questions had been utilized over a period of years and determined to provide an accurate assessment tool for determining employee satisfaction. The second reason was to provide a base from which to measure the responses from the Manpower and Force Management community. Using identical questions, to the maximum extent possible, provides an initial baseline for determining CP26 careerist satisfaction. This is important since no previous attitude surveys have been specifically conducted within manpower and force management community.

Some CP26 specific questions were asked in addition to those questions that replicated the ones in the Fiscal Year 2000 Army Civilian Personnel Attitude Survey. These questions focused on obtaining information on training courses completed and the frequency of usage of CP26 supported web-sites and products.

The survey instrument was made available to the 1,700+ CP26 workforce through a web-based environment. The target population was defined as the 1,712-member CP26 workforce in grades GS-05 through GS-15. It was also indicated that the CP26 Proponency Office was interested in surveying careerists who had held CP26 positions in the past but were currently working in other career programs/fields. The target population was informed of the availability of the survey through the use of emails, announcements on the CP26

homepage, and coordination with career program managers in the Army major commands and independent reporting agencies. As part of the notification process 1,750 emails were sent to all active and inactive careerists registered in the CP26 Army Civilian Career Evaluation System (ACCES). It should be noted that approximately 40% of these emails came back as undeliverable. The initial announcement of the survey was made on November 28, 2000 and had a closing date of December 15, 2000. On December 20th, this date was extended to January 13, 2001. A total of 690 individuals responded to the survey during the 45 days that it was available on the web-site.

Respondents were able to log on to the Manpower and Reserve Affairs homepage and complete the survey on line. Software allowed the recording of the confidential responses in an MS Access © database. Field test showed that the survey instrument could be completed in approximately 8 to 10 minutes.

CONCLUSIONS AND RECOMMENDATIONS

In the aggregate, the results of the manpower community responses to the satisfaction statements in the Manpower and Force Management Employee Questionnaire are significantly more positive than those of the respondents to the Fiscal Year 2000 Army Civilian Personnel Attitude Survey. There were only four statements out of the 50 where comparisons could be made to which the manpower respondents indicated that they were less satisfied than the population that responded to the Army survey.

The First of these appeared in the Satisfaction with Job subset of the questionnaire. The manpower community more strongly agreed to the statement "I am often bored with my job" than the respondents to the Army survey. While there were some differences in the responses of based on the 11 functional areas that comprise the manpower function, no clear cut causative factor for the boredom was evident.

The remaining three statements were in the Satisfaction with Fairness section. The manpower respondents more strongly agreed with the following statements:

"If I complained of discrimination it would be held against me,

Minority employees often get preferential treatment over non-minority employees", and

"Male employees often get preferential treatment over female employees."

As detailed in the narrative, the level of agreement to these statements depended, to a large extent, on the respondents gender and race/national origin grouping. The sociological and cultural issues raised by the responses to these statements are complex and ones that the manpower community cannot address solely. Rather, the Army as a whole needs to continue to address issues of fairness and to sponsor initiatives that foster a better understanding of the various cultural and gender dynamics that affect all human organizations.

As previously stated, the manpower respondents were more positive in their responses to the remainder of the statements than those individuals responding to the Army survey. However, there is still need for concern in some of the areas. This is especially true where the satisfaction rate was less than 50%.

Neither of the two respondent groups was satisfied enough with their current organization to recommend it to others. And, in the case of the manpower respondents, only 52% indicated that they would recommend others to pursue a career as a civilian in the manpower and force management function. While this is above the 50% level, it was anticipated that it would be higher. The CP26 FCR may want to do further study on the reasons for this low response.

Satisfaction with Job Placement and the Promotion System was another area where both groups were not satisfied. However, it is clear that the manpower respondents are more satisfied that the Army as a whole.

Career counseling is one area that stands out as needing improvement by the manpower community since only 42% of the respondents indicated that their supervisor provides them with career counseling. Exploratory excursions into the database did not find strong evidence that a formal mentoring program increases the perceived level of career counseling. However, it is suggested that the CP26 FCR consider placing stronger emphasis on mentoring and the development of a formal mentoring program.

The responses of the manpower respondents were less positive in three of the six statements that comprised the Satisfaction with Fairness section. Statements in which the manpower respondents satisfaction level fell below the Army respondents level dealt with the handling of discrimination complaints, preferential treatment of minority employees over non-minority employees, and preferential treatment of male employees over female employees.

Neither response group responses to the empowerment/reinvention section indicated that they were well satisfied in this area, albeit that the manpower responses were more positive than the Army group. This should be of concern to the CP26 FCR since the manpower community should be playing a lead role in the Army for eliminating red tape, simplifying rules and regulations, and enhancing efficiency through reengineering initiatives.

The results of the CP26 unique items in the survey indicate that increased marketing of CP26 homepage, the Manpower and Force Management Bulletin, and the CP26 ACTEDS Plan would be appropriate. The major command and activity career program managers must plan an active part in this, as they are the officials who have daily contact with the manpower and force management workforce. The use of the CP26 ACTEDS Plan in career counseling sessions should be encouraged. In addition, greater participation by the community as a whole in submitting articles for the Manpower and Force Management Bulletin would increase the vitality of the publication and help to ensure it timely publication on a more frequent basis.

Finally, career program leadership and senior members need to continue to stress the importance of education and training opportunities to all careerists, but especially to females and minorities.

The FCR should be pleased with the indications provided by the results to the Manpower and Force Management Employee Questionnaire. The overall results clearly show that the manpower respondents are more satisfied with the factors affecting their work environment than the Army population as a whole.

Now that a baseline for the manpower community has been established, a reassessment should be planned within a reasonable timeframe. Following the model of the Annual Army Civilian Personnel Attitude Survey, it would be appropriate to do a reassessment in approximately one-year. Objectives for improvements should be established. A suggested objective would be to exceed the satisfaction level of the Army responses and to obtain a not less than 5% improvement over the results of the initial Manpower and Force Management Employee Questionnaire. ■

American Society of Military Comptrollers Professional Development Institute (PDI)

On May 30, 2001, the Office of Assistant Secretary of the Army, Manpower and Reserve Affairs (OASA-M&RA) participated in the American Society of Military Comptroller (ASMC) Annual Professional Development Institute (PDI) in Dallas, Texas. This four-day professional event allowed the OASA (M&RA) staff the opportunity to share information about Army Manpower programs.

The OASA (M&RA) staff members also participated in Service Day Workshops to highlight ongoing initiatives being pursued by the Army. The manpower Workshop addressed current initiatives, policies, and emerging concepts in the manpower arena. Additionally, this Service Day Workshop provided a synopsis of automated tools that support Army manpower, including, the Army Workload and Performance System the next generation of knowledge on demand and the civilian manpower integrated costing system. The OASA (M&RA) staff also focused on the applicability of these applications to Army wide financial management and manpower operations.

Our workforce attending the PDI gained and enhanced their skills, knowledge and expertise in diverse areas of financial, resource and information management. There is no doubt that knowledge is the key to success and on annual event such this, allows our workforce to maintain a competitive edge ready to meet the future challenges of working in the 21st century.

Intern's Corner

Just a few words to say "hello" and welcome to my fellow interns (DA and Local) into CP 26. It has been a year of unforgettable and rewarding experiences--not only professional--but also personal. So, I thought it would be a good idea to share some insights with you, and encourage you to share some of yours too. It is always nice to hear from other interns who are having similar experiences. Or, perhaps, provide some advice. I am sure sharing our experiences will be much appreciated.

To start, believing in "change" can be very beneficial to an individual who incorporates it as an important principle in life. It will definitely allow an individual to have a proactive rather than reactive attitude when decisions need to be made. The truth is "change" is something that we all live with. This is life and part of being human!. There is no doubt that change can be overwhelming sometimes and that significant change creates a domino effect. The fact is that "change" allows us to grow, become stronger, and wiser.

Additionally, I strongly believe that having such an attitude about change makes us better individuals and indeed, increases our value in today's competitive world. After all, change is a necessary part of doing business.

I wish you the best in your internship experience. I hope my attitude about "change" works for you as well as it has worked for me. I look forward to reading more about other intern's insights, experiences, or words of advice. As the cliché goes, sometimes the little things can go a long way.

Being an intern is definitely a privilege. It is a commitment that you make today, so that the positive results can be enjoyed later. It is widely accepted that individuals who successfully finish their internship program have very rewarding professional experiences as well as great opportunities for upper mobility throughout their civil service career. Therefore, here are some old "clichés", but very much valued in our workforce.

- Be a flexible, self-disciplined and motivated individual.
- Keep or enhance your human relations skills.
- See and assess professional and personal situations from different angles. Avoid having "tunnel vision".
- Be a proactive rather than a reactive individual.
- Maintain a positive and optimistic attitude.
- Enjoy and take advantage of each experience from day one.
- Be patient and ready to accept risks and challenges as a means of achieving meaningful results.
- Build your own network of contacts and share information about professional training, workshops or personal experiences.

Even though the list can go on endlessly, I think that keeping these principles can lead us to become very efficient and effective management analysts.

Submitted by: Ms. Georgina Cupp, CP26 ACTEDS Intern, U.S. Army Manpower Analysis Agency, Fort Belvoir, VA

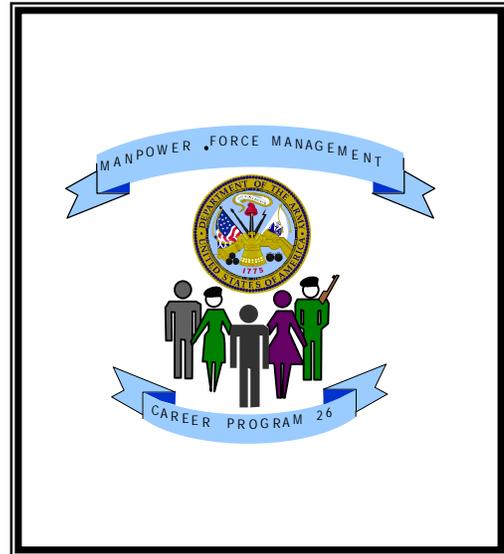
Editor's Note: The future of our career program is our interns. During the last twelve months, CP26 has selected 57 ACTEDS interns to fill our manpower and force management positions across a broad spectrum of Army organizations. We want to hear from other CP26 interns (both local and ACTEDS) regarding any aspect of their intern experience. We will publish this in this "Intern's Corner" in the next CP26 Bulletin.

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



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 all CP-26 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) and on down the chain until each CP26 careerist has been informed.

<http://www.asamra.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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