



Manpower and Force Management Career Program Bulletin

Winter 2008 / 2009



Congratulations to Mrs. Ellen Helmerson on her induction into the Senior Executive Service (SES) Corps. Mrs. Helmerson was a HQDA CP26 intern in the 1980s and she has spent her career building and expanding her knowledge of our Army. From a FOA to ACOM/ASCC

assignments and to HQDA, Mrs. Helmerson has developed the depth and breadth of experience in different positions, organizational levels and functions that put her head and shoulders above the competition. She spoke with us recently about her experiences. See the interview inside. ★

Building on Experience: Where Have You Been?

*Mr. Roy A. Wallace
Director, Plans and Resources*

Continuing the experience theme, consider this edition of the CP26 Bulletin as your “Rand McNally” map to building your manpower and force management experience. Experience is the most important factor you bring to the job; it is the practical application of your training and education. We asked several careerists to revisit the routes to their current positions. I think you will find their stories interesting, informative and encouraging. Granted, we don’t all start out at the same place and we don’t all have the same destination in mind; however we can learn from our colleagues how to build a broad experience base that will serve our careers and our Army well.

Before you embark on that next job interview or training course, look at where you have been. Careers start with a goal in mind; but reviewing the

journey along the way helps you define and redefine your goal. With that in mind, I offer a very simple “map” for you to use in plotting the experiences you’ve acquired. From this map, you will see what experiences you need for continued self-development. Our map breaks out manpower/force management experience into four categories:

- Position = level of responsibility
- Command = HQDA, ASCC, ACOM, Joint, Defense
- Organizational Level = installation through OSD
- Function = 9 manpower and force management functions.

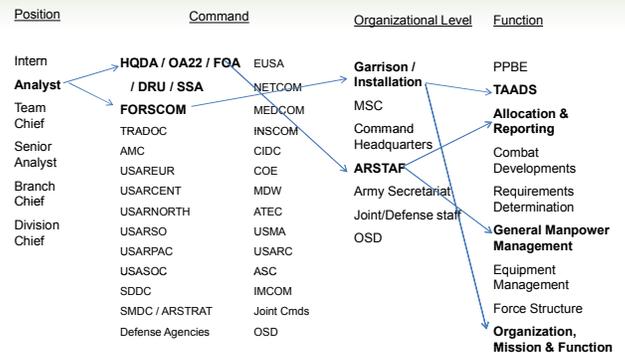
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I recommend you use this “map” to plot your experience. Identify a position you have held. Track this position over to the Command category. From there link Position-Command to the appropriate Organizational Level. Finally draw the line to the Functions you worked at that Position-Command-Organization Level. If you do this for each position or command or organizational level, you will eventually see the breadth of experience you offer. Remember where you sit puts a different spin on what you see and how you impact manpower/force management.

Manpower and Force Management Experience

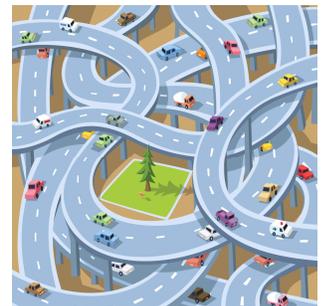


This “map” is our tool for making all those connections; the purpose is to illustrate functional and organizational experience. By linking positions, commands, levels and functions, you can create a visual profile of your experience. Once you’ve laid out where you have been and what you have done, the next step now is to match up where you want to go. Identify those gaps in experience that may be to be addressed. Look at what’s missing in your experience portfolio. Determine what positions or command assignments will broaden your experience.

Manpower and Force Management Experience

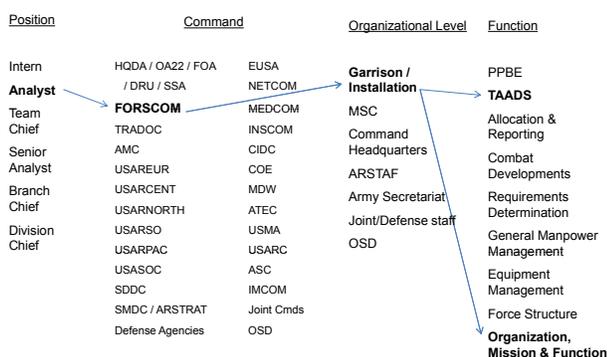
Position	Command	Organizational Level	Function
Intern	HQDA / OA22 / FOA	EUSA	Garrison / Installation
Analyst	/ DRU / SSA	NETCOM	PPBE
Team Chief	FORSCOM	MEDCOM	TAADS
Senior Analyst	TRADOC	INSCOM	Allocation & Reporting
Branch Chief	AMC	CIDC	Command Headquarters
Division Chief	USAREUR	COE	ARSTAF
	USARCENT	MDW	Army Secretariat
	USARNORTH	ATEC	Joint/Defense staff
	USARSO	USMA	OSD
	USARPAC	USARC	General Manpower Management
	USASOC	ASC	Equipment Management
	SDDC	IMCOM	Force Structure
	SMDC / ARSTRAT	Joint Ccmds	Organization, Mission & Function
	Defense Agencies	OSD	

- Have you only worked in one command or at one organizational level? Staying static can skew your perspective and limit opportunities. As Sam writes in her article, mobility enhances chances.
- What functions have you worked? Have you been focused on just one or two functional areas? Being the expert is laudable, but it can also be very confining. A narrow focus will limit opportunities.



Consider for example, Ms. Sam Winkelspecht’s experiences as described in her article, “How Did I Get Here?” One of her work experiences was as a management analyst at Fort Devens. If we were to link her experience, it would be diagrammed as follows:

Manpower and Force Management Experience



Assessing current experience levels enables you to project future career development needs. Focus on building the diversity of experience we need in our manpower and force management discipline and in our senior leadership. As evidenced in Mrs. Helmerston’s achievement, senior leaders possess a breadth of experience. We encourage all careerists to expand functional knowledge and career experiences. Layout your journey to date using the map on the last page of this bulletin. Identify what you need to grow. With your map in hand, you can determine your road ahead. I once heard development expressed like this -- “Unless you try to do

If we continue to plot Sam’s experience in her current position, then we can draw the links between HQDA, ARSTAF, General Manpower Management and Organization, Mission and Function, and Allocation and Reporting.

something beyond what you have mastered, will you never grow.” ✪

News

The latest addition to the CP26 AKO site is a One-Stop-Shop for points of contact information regarding Manpower and Force Management. This spreadsheet offers current information on MFM POCs and their alternates. To get there, log onto AKO, go to Files, Files (to your left), Career Program 26 Community Documents and click on CP26 MFM Points of Contact. If you have any questions or comment, please contact Sam Winkelspecht at sandra.winkelspecht@hqda.army.mil or call 703-692-6884. DSN 222. This POC list will be updated monthly. ✪

Interview with Mrs. Ellen Helmerson, Army's Newest SES

By Ms. Sam Winkelspecht with Mrs. Helmerson

I had the pleasure of interviewing Mrs. Ellen Helmerson, a prior CP26 careerist, who took the oath of office as a Senior Executive Service member in November 2008. Ms. Helmerson previously served as the Director for Manpower and Force Analysis for HQ, TRADOC, DCS, G8; a Senior Planner for the Assistant Secretary of the Army for Manpower and Reserve Affairs: Chief, Manpower Policy, Plans, and Programs, HQ DA G1; Chief of Manpower and Programs Division, HQ US Army Europe; Director of Business Initiatives, Special Assistant Secretary of the Army; and Director, US Army Manpower Analysis Agency Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs.

Below is what she has shared with me about her career and future plans:

Q. When did you first get into government service?

A. I started government service as a summer hire, Clerk Typist, in 1981 with the Department of Defense Dependents Schools. Three years later, I joined their staff as an Accountant Technician.

Q. What encouraged you to choose the CP 26, Manpower and Force Management field?



A. In my job at the time at DoD Dependents Schools, I started working with manpower reports and the effects of hiring teachers for the Dependents School system. The first interview for an internship that I actually had was with the Manpower Requirements and

Documentation Agency at Fort Belvoir, VA. Fortunately, a few months later I was hired as a Management Analyst (Intern) GS-5.

Q. What aspects of Manpower and Force Management helped you in your career progression the most?

A. I don't think it was one thing – but many. If I look back at my career – the field of manpower and force management exposes you to many different organizations, missions, process and people. For me, I believe my willingness to take on the hardest problems, even if they aren't clearly yours, and work with diverse teams to develop courses of actions and recommendations.

Q. What are some of the possible career paths in the CP26 field?

A. In our career program, there are many different successful paths. From my view, the best paths are made up of diverse training and experiences at different organizational levels doing different types of jobs. That was my path.

Q. Do you recommend any particular path?

A. Everybody's journey and goals are different – so therefore so will be their path. I would recommend a path that allows for competence diversification by taking on different jobs that required different knowledges, skills and abilities at different levels (e.g., the Army Secretariat, Army Staff, Field

Operating Elements, Army commands, and installation level.) I believe to be successful you need experience and exposure at these different levels.

Q. What overseas assignments have you occupied?

A. In 1988, I served as the Chief of the Program Assessments Branch, Organizational Review Activity, Deputy Chief of Staff, Resource Management, HQ USA Europe. In 2002, I returned to Europe and served as the Director of Manpower and Programming, Deputy Chief of Staff, G8, HQ USA Europe and concurrently during that tour served as the Deputy G8 for about five months.

Q. What benefits do you feel being mobile provides?

A. From my own experience, I know that if I had not taken on different jobs, both geographically near and far, I would not be the civil servant or person I am today. The variety of experience and opportunities and exposure to challenges helped me develop my leadership, communication, and technical skills.

Q. How do you feel Manpower and Force Management has changed over the years?

A. I believe the biggest improvement has been the field's integration as a core component of the resource management processes. The value that manpower professionals and products can offer to these decision-making forum is very important and sometimes not fully understood.

Q. What are the most important characteristics, skills, or talents a person should have to be successful in the CP26 career field?

A. In my view, someone who is a hard worker and demonstrates strong analytical skills, outstanding communication abilities (both verbal and written), and exercises great leadership is a person who possesses the most important attributes for success in the CP26 community.

Q. What educational opportunities did you benefit from or would you encourage for new careerists?

A. I absolutely encourage everyone to have an Individual Development Plan (IDP) and take advantage of opportunities that will help build and diversify their talents. Work with your supervisors

and career program advisors to build your plan, after all it is your career!

Q. Now that you've reached the SES level, what are your plans?

A. Good question – I am enjoying my new positions – and it is very diverse and different from my previous positions. I am learning every day about our Army from differing perspectives, such as personnel, engineering, logistics, base realignment and closure, medical, and historian areas. I think that will keep me busy!



Q. What do you think are the greatest challenges facing the MFM career field, and do you have any recommendations for overcoming these challenges?

A. From a career program perspective, there are a lot of changes on the horizon. I believe that the challenges ahead will help to define and strengthen the civilian leader development of our careerists. However, we must continue to also assess our technical skill sets and find opportunities for new and different sources and delivery of education, training, and development for the CP 26 workforce.



How Did I Get Here?

By Ms. Sam Winkelspecht

How did I get to HQDA, G1, CP26 Proponency Office? How did I get into the government service to begin with? Why did I get in the government service? It all began 29 years ago. . .

I've been with the government 29 years; however, I only have 27 years towards my retirement, because when I started my career in Germany the position was considered an "overseas hire." Time towards retirement didn't start counting until I came back to the states.

I have stayed in CP26 field because it has always been very interesting. When I began, I thought Manpower meant working TDAs and MTOEs. Not so, there are so many different functions in our CP26 field.

I learned about the Table of Distribution and Allowances (TDA) on my first job. I was a Management Assistant in the Force Development Office, at Ft Devens, Massachusetts, and learned about requirements and authorizations; AMSCOs; where the titles on the TDA came from, how the TDA was structured and how changes were made. I taught myself to key punch, because that was how TDA changes were made then. I learned who had authority to make the changes to the TDA. I also learned about the Army. I learned what Major Commands were and how they related to my office.



I established working relationships with FORSCOM, the major command I worked under. I stayed at Ft Devens for 12 years and I was constantly learning something new. I was privy to the first Base Realignment Action Committee (BRAC) process, as Ft Devens was

on the list and scheduled to realign with Ft. Huachuca, AZ. Ft Huachuca was to move to Ft Devens and Ft Devens was to become a Major Command. Economics certainly changed this plan; given the difference between the two locations, no one from Ft Huachuca wanted to relocate to Ft Devens; consequently, Ft Devens was later designated for closure. This change was certainly going to affect my career. My choices were to stay for a few more years at Ft Devens and take a downgrade into someone else's job or look for another position at a different installation.

One morning I received a message on my desk concerning an open position in Seoul, Korea. I read it and thought about it. With Ft.Devens closing, I considered my options, so I applied for the job in Korea and was hired.

The Army paid for my Permanent Change of Station (PCS) move, and once there I was granted PX, Commissary and Class Six privileges. The

command paid for my living quarters for two years, a two bedroom apartment. They paid my electric bill. I was also able to borrow dishes, pots and pans, and furniture from Army Community Services until mine arrived.

The experience in Korea was amazing. First living in Korea was a learning experience. I learned about the Korean culture and I was able to attend the World's Fair. I made a lot of Korean friends,

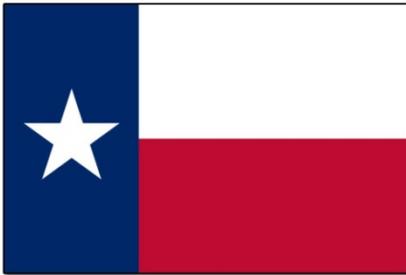


and I learned a little of the language. I also learned that Koreans don't smile. They're not mad or miserable; they just don't smile much. They don't say "excuse me" when they bump into you, because they would be saying that constantly, if they did. It's very crowded over there and they'd always be saying "excuse me" to someone. Their big holiday is in October, and that is Chusak . It is their Thanksgiving and Christmas together. They all go to the countryside and worship the deceased. A two lane highway going in one direction becomes a four lane highway going in that same direction. There are no driving rules in Korea either. I didn't drive there because I had heard public transportation was great. They do drive up one way streets the wrong way if it gets them there quicker. They glide through red lights. They drive on the sidewalks to get around another car. They do walk with baskets on their heads. I learned so much over there and I would have never known about it if I hadn't accepted the job.

Second, my new job offered me the opportunity to broaden my knowledge of manpower. The organization I worked for in Korea was the 1st Signal Brigade under USAISC. I continued to work on the TDAs from different units under 1st Signal. We prepared for a Manpower Survey directed by FMSA. Subordinate units would routinely submit Schedule Xs to request more manpower. I had to visit the units, talk with commanders and determine if the increase was warranted. I reviewed Schedule Xs to ensure all information was correct. I got my first exposure to Management

Controls by doing the checklist. I did not know much about Management Controls then, but little did I know that my next job would give me even more exposure. After two years in Korea, I was ready to come back to the states.

With all the BRAC actions, I was told that the only place I could be placed, was Ft Hood, TX. I considered staying in Korea, but I decided to give it a chance. The job I accepted was at West Ft Hood, for what was then called Test and Experimentation



Command (TEXCOM), later known as Operational Test Command (OTC). I was still working TDAs and I was introduced to remote units.

My experience with TDAs, manpower studies, and management controls served me well in this position. I knew how to document TDAs, that authorizations could not be more than requirements, that the MOS or PMOS had to agree with the grade and title or the computer would not accept it, and that the AMSCO identified the monies for the positions. I used RM Online to research MOSs, grades, AMSCOs, or requirements and authorizations. The TDAs were documented two years out, so when someone called with a question, my first comment would be “What is the Command Control Number (CCNUM) on the TDA are you looking at?” to be able to answer their question. I was named as the Management Control Administrator and I attended training to learn more about the program. I worked closely with our Civilian Personnel Operations Office to ensure positions were vacant and could be hired against. I learned more about InterService Support Agreements (ISSAs) and maintained them. I was very happy at this job and stayed for 10 years, but I was a GS11 and there was no promotion potential in the office, so I began applying for different jobs, in different areas.

I received a few interviews over the phone for positions, and finally received a phone call from Installation Management Agency IMA, later to become IMCOM, asking me if I would accept a job in Arlington, VA. I had bought a house in TX and

wasn't sure how quickly I could sell it, but I accepted the job, because I thought if I couldn't get the house sold I could always rent it. As luck would have it, I sold my home in a week's time.

I came to Virginia in 2005. Once again the Army paid for my move to Virginia as well as for the hotel I stayed in, until I found a house. They also reimbursed me for meals while I was in the hotel. Now Virginia is a bit more expensive than Texas. My first comment was “You want WHAT for a house????” I had to buy a house, because I have animals. I began working at IMCOM and was very excited to be working at a Headquarters. Ft Devens was a garrison. I worked at a Brigade in Korea, and OTC was a tenant unit on a garrison installation. Now I was at the Headquarters. I was proud of that. I was having a problem adjusting at first, because now I had people who had to answer to my office, through me. I didn't realize how difficult it would be to look at Regions and their installations as a whole instead of the “eaches”. I had always been concerned about each paragraph and line of the TDA, the grades, the PMOS and the requirement and authorization on each line. Now I was mainly focused about the bottom line numbers. The Regions were to be concerned at the paragraph and line level. They would not look at the installation documents or didn't know what to look for, and pass them up to me, with errors. Relying on my previous experience, I was able to dig into documents and advise the regional offices on needed corrections. I had not worked the Program Objective Memorandum (POM) or Program Budget Guidance (PBG), but I learned quickly about the TDA authorizations having to match the PBG, and all the changes that were made to the PBG within a short time frame. I learned the difference between a President's Budget (PB), and a President's Budget Decision (PBD). I did not know what the Resource Formulation Guidance (RFG) was, but I learned about all of that while at IMCOM HQs. I had never had access to the PPBES site, but now I was in it constantly. I had never used IMA On line (it was not like RM On Line at all); it was a new system I had to learn. I learned about writing Concept Plans, how to consolidate two regions into one, about Unit Identification Codes (UIC s), the USAFMSA website for the official TDAs, about scrubbing TDAs, and the Defense Finance Accounting System. My two and a half years with

IMCOM HQ was very busy and valuable in gaining a higher headquarters understanding of manpower.

Still wanting to learn more, I was offered and accepted a SWAP position at the Pentagon.



The SWAP position was with HQDA, G-1, CP26 Proponency Office. I knew what CP26 stood for, Career Program 26. I knew the 26 field was Manpower Management, and I knew training of some sort was paid out of the proponency office, but I really didn't know much more than that. I had always been in the manpower field with TDAs, ISSAs, Management Controls, and studies. I knew I was a CP26 careerist, but it really didn't mean much to me.

The gentleman that was sitting in one of the positions in the Manpower Policy, Plans and Programs Office, came to IMCOM and sat in my position to learn about command manpower functions. I sat in his seat and learned about manpower policy and CP26 proponency. My opinions were requested. My knowledge was challenged. My writing skills put to the test. I learned a lot about the CP26 Proponency Office and how it works to support careerists. . I read Concept Plans and reviewed them for impact on manpower. My prior knowledge of TDAs and experience with requirements and authorizations benefited me greatly while I prepared comments on Concept Plans. I learned about the CP26 Planning Board and what it all entails. I learned about the HQDA Intern Program. I learned more about all the commands in the Army and I realized that the ball stops here.

After I returned to my job at IMCOM HQs, the Chief of the Proponency Office offered me the job that I had been filling temporarily as the SWAP.

Having already sat in the position and knowing what it entailed, I immediately accepted. My job now includes the publication/editing of this bulletin, writing articles occasionally, soliciting careerists and interns to submit articles for the bulletin after I decide what the theme will be, maintaining the CP26 Website, www.cp26.army.mil, soliciting for the Secretary of the Army CP26 Awards for Improving Manpower Force Management, conducting the Planning Board Conference once a year, attending Board of Directors meetings, and general office management functions.

At this point in my career, I am very happy having the varied experiences from all of my different jobs. I know that if I decide to make another move, I have the knowledge and skills to be able to apply for a lot of different positions under Manpower Force Management. So many people remain stagnant and don't get the experience of the entire CP26 functions available. My suggestion is to stay mobile. "Mobility will enhance your chance" to progress and get the different experiences in your career. ★

Intern Watercooler

By Ms. Tammi Webb-Drinkard



The CP26 Proponency Office hosted two separate Intern events 21-23 October 2008. Thirty-one interns from various commands attended these events. The first event (21-23 October) was an Intern Orientation designed

for our recent recruitment class. We provided an overview of the roles and responsibilities of the DA Intern Program and included a two-day course, "Your First Federal Job," presented by the USDA Graduate School. The second event, 22-23 October, was designated specifically for our 2nd year interns. The October 22nd was devoted to reviewing their progress to date and discussing what is next in their internship. This event concluded with a tour of the U.S. Capitol hosted by the Office of Congressman Steny Hoyer (MD-05). Mr. Wallace, FCR, hosted a lunch for both groups on the 22nd.

LOCAL Intern Shines in Ft Leavenworth

Tammy Stamatakis (local intern) - Mrs. Stamatakis has greatly exceeded expectations during the first year of her internship. She completed most of the two year intern training program requirements in her first year. This was especially noteworthy because of the heavy documentation workload she was also been given. Because of her demonstrated abilities and potential, she was assigned to build the first modular Corps HQ TOEs. This is the second largest TOE assignment in the C2 Branch, if not in all of USAFMSA. Assignment of a project of this magnitude would normally be given to a GS-12 or 13. Mrs. Stamatakis developed the TOEs with an attention to detail and diligence of a seasoned documenter. They have passed all quality control reviews and are awaiting HQDA approval. Ms. Stamatakis has demonstrated an amazing ability to grasp the complexities of organization documentation and has unlimited potential in this field.

Announcements

Welcome to CP26 Intern Class

Ryan Peters (USMA) //Oliver Character (ATEC-ATC) //Erin Cranmer-Hart (ATEC-DTC) //Audra Lemme (ATEC-YPG)/Daniel Marchand (SMDC)/Matthew Evans(NETCOM)//Joshua Krieger (HQDA, G1)// Ebony Ellison(AMC-TACOM)// Ejikeme Amaku (AMC-AMSAA)// Marcia Hare (AMC-JMC)// April Higgins(FMSA-Ft Belvoir)//Andrew Henricks (FMSA-Ft Belvoir)// Kristen Kozen (FMSA-Ft Lee)// Mary Davenport(USAMAA)//Leo Pacatan(USAMAA)// John Ursel (IMCOM)// Matthew Page (TRADOC) ;Brian Vazzano (MEDCOM/OTSG)/Ebony Watts

(USACAPOC)/Robert Shrader (FMSA-Ft Belvoir)/Joseph Drummond (SMDC)/

Congratulations:

CP26 Class FY07-09 Interns - - Promotion to GS-09. Keep up the good work.



Ms Erica Burk (07 DA Intern Graduate) and Mr. Adam Beem (IMCOM) on their marriage, July 14, 2008.

Ms. Mary Davenport (USAMAA) and Mr. Brett Creese on their marriage January 2, 2009.



Ms. Stephanie Byrd (G8) delivered a future Manpower & Force Intern Mr Jackson Matthew Byrd made his debut September 3, 2008 at 6:19pm weighing in at 9lbs 6.8oz and 21inches long

Farewell

Michael VanDiver (FORSCOM Class FY07-09) has left our intern program to become a permanent employee with the Corp of Engineers (Washington State). Join me in wishing him the best of luck on his new endeavors. 🇺🇸



On The Job Training Experience

By Mr. Brian Rogers

As a part of my intern experience at Headquarters Training and Doctrine Command (HQ TRADOC), I was given the

opportunity to assist in an equipment survey conducted at Fort Benning, Ga. Participating in this endeavor has allowed me to increase my knowledge of both manpower and equipment material. This included procedures for conducting equipment



surveys and the technique used to document equipment on the Table of Distribution and Allowances. In addition, I learned how to interact with individuals from diverse backgrounds with unique skill levels by working with a team of Management Analysts from HQ TRADOC, DCS, G-8.

Visiting Fort Benning has allowed me to gain a better understanding of the various types of training that take place within the Army. During the first week of our visit, we had the chance to attend a spectacular event called the “Hot X.” This was a live fire demonstration of some of the equipment used during military training. After providing a description of each piece of equipment and demonstrating how it was used, the military personnel gave each participant an opportunity to fire all the weapons. With this being my first time firing a weapon, it was very exciting. In the second week of our visit, we attended the Ranger Training Brigade’s graduation, another exciting event. It was cold and raining but well worth seeing. As a part of the graduation, the Rangers gave a demonstration of the training they endured. These included mountaineering, assault climbing, and combat lifesaver training. This experience almost seemed surreal.



I am very grateful and appreciative of the opportunity and experience. I can truly say that I have acquired some of the knowledge, skills, and abilities needed to work as an analyst in any of the manpower and force management functions. Also,

I have gained a greater respect for Soldiers and the work put forth to support them. ★

Talent Is Not Enough

The Career Path of Mr. Jay D. Aronowitz



I have been asked to discuss my career, and in so doing, I really want to do it (briefly) in context of my background, what led me to Federal service, and some lessons learned along the way.

I was raised in New Orleans, and like many of you, came from very humble beginnings. My older sister and I were the first in our family to go to college. I attended Xavier University of Louisiana, a historically black college and university (HBCU) and the only Black Catholic university in the Western Hemisphere. I got my degree in Social Work because I wanted to “change the world”. In my senior year, I took a political science class, and very quickly fell in love with politics (especially Louisiana politics!), and the professor became my unofficial mentor who remains a lifelong friend today. He convinced me to pursue a Master’s in Public Administration, and encouraged me to leave the South to broaden my experiences.

I went to The Ohio State University (OSU), and the next year, another one of my professors at Xavier University was elected mayor of New Orleans and brought my mentor on as his Chief of Staff – my future was set! But during my second year at OSU, the economy in New Orleans took a big hit and the city was letting several hundred policemen and firemen go. My mentor informed me he could not realistically bring an “outsider” in to one of the plum political positions.

As I pondered the real possibility of going back to New Orleans to bartender as I did through college, I came across an advertisement about going to work for the Federal government, and decided to mail in the card to get more information on the Presidential Management Internship (PMI) Program. Six weeks later I am being grilled by a

panel from the Office of Personnel Management, competing in group and individual settings with students from Cornell, Notre Dame, Stanford, etc. There is no way I, a product of New Orleans public schools and an HBCU, could compete with such talent. But fate would smile kindly on me, and six weeks later I threw all of my worldly possessions in the back of my 1976 Toyota Corolla and headed off to Washington, DC as a PMI.

My first job in Washington was with the USA Criminal Investigation Command (USACIDC). My boss was a Captain, and not knowing the Army ranks at the time, I could not wait to tell my parents I was working for a Captain, and he must be important (my frame of reference was Captain Kirk of Star Trek). The command was building a Special Agent allocation tool, and did not have anyone on staff with a strong statistical background. Once they found out I had taught quantitative analysis as a Teaching Assistant at OSU, I was put in charge of developing a mathematical model to determine how to allocate agents across the command based on the number and type of crimes investigated, incorporating trend analysis. All I can say is that after getting over the initial shock of being put in something this big at 24 years old and no experience, I did what any of you all would do – I panicked!! I then regained my composure and told myself I could do this; they were looking at me as if I was a subject matter expert in developing statistical models, and besides – someone else has to be doing this – the FBI, other Services, etc. After several months and many internal meetings and meetings with many law enforcement agencies, I found myself briefing the Commanding General (CG).

As a PMI, I attended a few PMI events, where networking was highly encouraged and the majority of discussions focused on how most PMI's got their GS-15's by their early '30's. I was already embarrassed by the fact I was making more than both of my working parents combined, and this elitist view did not sit well with me. How could I stay in DC and rise up in the ranks to where I am making policy, and not even know how it would effect the people it is directed towards? I had to get out of DC and work "in the field".

I completed my PMI and after 2 more years at USACIDC, went to HQ, AMC for a year. Then I was simultaneously offered a promotion to a GS-13 that would keep me in DC, and a lateral to go to Germany. At the age of 27, I finally had the opportunity to get out of DC, and besides, I knew I would get a promotion within a year or two. I went to 21st TAACOM, and fell in love with logistics and started reading Logistics Field Manuals on my own.

Traveling throughout Europe was GREAT, and I had a sister living in Berlin who was just a train ride away. My kids were going to the

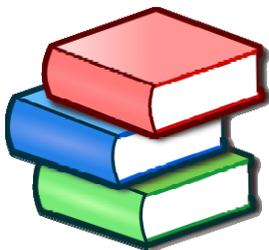


village kindergarten, quickly learning German and adapting well to living in a foreign country. I was a Program Analyst, so I really got immersed in the Army's programming system. Then one day, my boss walked in the office around lunch time, and as I was the only one in the office, he asked me to attend a meeting that afternoon. Four of us showed up at this meeting (two civilians and two military), and after introducing himself, the Colonel said we now all worked for him and would be the nucleus of the Assistant Chief of Staff, Force Management, responsible for redesigning the entire logistics footprint in the European theater. My "other" boss was not too thrilled, but the CG directed it to happen. Over the next three years, I was flying all over Europe with the DCG and CG, briefing Corps Commanders and the CINCUSAREUR (regional Combatant Commanders were called CINC's back then). I also met a future mentor and lifelong friend during this work, Ellen Helmerson, who was the USAREUR Project Officer responsible for redesigning BASOPS in USAREUR.

I was gaining unbelievable experience, and after seven years, I FINALLY got promoted to a GS-13!!! Three years after that, a friend recommended I apply for the Manpower and Management Division Chief position in the G-8, which was a supervisory GS-14. I had not supervised before, but I knew the attributes I wanted to have and which ones I did not. Most of this was assessing the qualities I liked and did not like from my own bosses. When I interviewed for the job, I told the selecting Colonel

that I could not build a TDA or knew much about Basis of Issue Plans (BOIP). He told me he would not be hiring me for that, but for someone who could be a leader and manager of people who could do the technical work. I realized then that as you move up in leadership and management positions, talent is not enough. There are qualities beyond technical competencies that make for good leaders and managers. It's not that you do not need to be good at what you do, but you have to be better – you must set your personal standards higher than what is expected of you. What you produce is a reflection of you as an individual, and is most likely how people will initially get to know about you and ultimately think of you.

After serving as the Chief, Manpower and Management Analysis Division for three years, my boss recommended I do a developmental assignment back to the US, and consider I return there since I had been in Germany for quite some time. He arranged for me to do a 15 month developmental assignment with HQDA G-4 as a Logistics Management Specialist/Strategic Planner. Along with a small cell of Senior military and civilian personnel, I worked on the logistics structure on the future battlefield. This assignment was a fantastic opportunity that exposed me to briefings to the Chief and Vice Chief of Staff of the Army, and most 4-Star Commanders. It culminated in me co-authoring an article entitled *Revolution in Military Logistics*, which became the blueprint for combat service support concepts today.



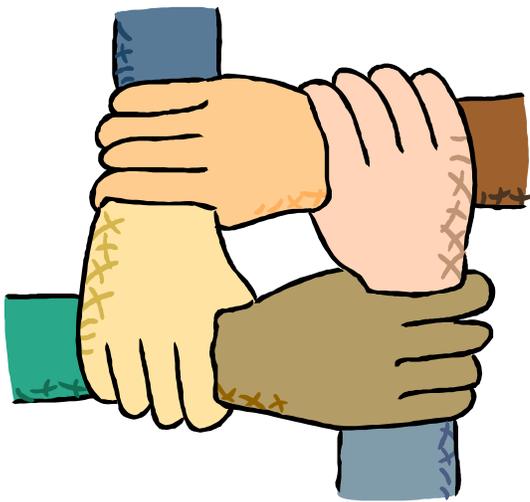
After returning from this assignment, I remained in Germany a year, and my boss (same one) encouraged me to apply for the Army War College (AWC), and use that as a transition to return to the US (a clear pattern he was trying to get rid of me!!). I did this, although my MACOM Career Program Manager told me not to plan on getting accepted the first time, and that it often took several applications/years to get in. I was a little

distraught, but hopeful, and was accepted to the AWC. My year at the AWC was phenomenal!! I really wanted to challenge myself, and took the War-fighter Curriculum during my elective session, and did original research for my Strategic Research Paper rather than on a familiar topic like manpower or logistics force structure. My paper was entitled *Controlling Military Significant Dual-Use Technology*. This required me to meet with interagency players in Washington, DC at the Departments of Defense, Commerce and State. I was the very last one to finish my paper in my seminar, but felt I had really stretched myself intellectually. You are told that one of the greatest outcomes of going to the AWC is the relationships you will forge, and it is true. This is SO important as you progress in your career. Four of my seminar mates have made General Officer, as well as several classmates. The current Administrative Assistant to the Secretary of the Army (the highest ranking civilian SES in the Army) is a classmate of mine (where did I go wrong???)

Graduating from the AWC, I was fortunate enough to go to work for Ellen Helmerson as a Division Chief at USA Manpower Analysis Agency (USAMAA). As she was pulled out of USAMAA several times to work on several strategic projects, I had the opportunity to serve as Acting Director, and was eventually selected as Director, USAMAA. This job has got to be one of *the* toughest manpower jobs in the Army, as we have oversight responsibility of all Command requirements determination programs, and recommend approval (or disapproval) of all concept plans and manpower studies. I have had the opportunity to reengineer the agency and its processes, and incorporate even more analytical rigor in what we do. Based on our reputation and recognized value-added contribution to the Army resourcing process, we have grown by 30% over the last two years and are moving into our new “home” on Fort Belvoir in early 2009.

Lastly, I am currently serving as the Acting Deputy Assistant Secretary of the Army (Equal Employment Opportunity and Civil Rights). While there is no clear career path from the Manpower field to this position, there is a method to the madness inside the Beltway. The current ASA (M&RA) has challenged USAMAA with conducting strategic projects that fall outside of our core

competencies. Last year, he asked me to lead an Army-wide Diversity Assessment, and make recommendations to implement and sustain a world class program for the Army. I led a small team of analysts that looked at best business practices in private industry, academia, and Federal service. We collected LOTS of data and met with some leading practitioners in the field. Our final report was well received by the ASA (M&RA) and was forwarded to the Chief of Staff and Secretary of the Army, and will ultimately help shape the Army's diversity management program.



Lessons learned:

- Challenge yourself!!!
- Set your personal standards higher than what is expected of you
- Seek challenging assignments and opportunities
- Seek gaining experiences rather than expecting to get promoted “because you are there”
- The choices you make will have a greater impact on how you advance than anything else
- Relationships are *unbelievably* important
- Find work-life balance – for your health, happiness and family
- Talent is not enough 🌟

Observations for CP26 Careerist

By Mr. Ed Clarke

How Valuable Is CDFM Training for a Manpower and Force Management Analyst?

Certified Defense Financial Manager (CDFM) is a certification program that is available to members of the American Society of Military Comptrollers. It consists of a week of classroom training and on-line examinations for each of three modules. Following the classroom instruction, students are given two years to study and take the three tests. A great deal of personal time must be devoted to self-study for the examinations which when passed earn one the distinction of being a Certified Defense Financial Manager (CDFM).

Only one of the learning competencies covers defense manpower management, so is the extensive study effort worth it? This article presents an argument for answering “yes.”



Five years ago I entered Career Program 26, *Manpower and Force Management*, at the Direct Reporting Unit (DRU) level. It didn't take long for me to realize that the duties and responsibilities I faced were quite complex and often challenging. This realization emerged from two areas. The first was the work environment where planning, programming, budget development, budget execution, accounting, managers' internal controls, manpower management, and management analysis functions were all being performed simultaneously in different branches of the organization I had joined, the West Point G-8. The G-8 is an extremely varied and interesting environment where at times it seems that multiple business languages are being spoken. This was the source of nearly continuous difficulties for me in the early days of my employment. The difficulties gradually lessened as a result of two continuous and simultaneous on-going factors: skills development derived from professional development training courses, and a series of Manpower and Force Management work experiences. The culmination of both of these

factors occurred after four years in CP26 when I received the opportunity to attend the Enhanced Defense Financial Management Training Course (EDFMTC) on-site at West Point.

There are two clear examples of the difficulties mentioned above. The first of them occurred when I was occasionally called on to represent my organization, the Manpower Program and Management Analysis Division, at weekly G-8 staff meetings. I had great difficulty understanding the terms, acronyms and concepts that were discussed. There seemed to be an amazing amount of acronyms and unfamiliar concepts presented in such rapidity that they were beyond the ability of a new analyst to absorb. In most cases, I could do little more than listen and take notes; I was unable to participate in a meaningful way. As a result, I was unable to serve my organization as a high functioning, multi-talented RM analyst. The second illustration of this difficulty came when I started receiving in my mail issues of the American Society of Comptrollers' *Armed Forces* Comptroller. I was actually astounded at how little I understood of these publications. Nevertheless, as each quarterly issue arrived I'd flip through it in search of articles on topics I could understand enough to read more of than the initial paragraph. On occasion there would be an article on one of the topics with which I had developed a familiarity, such as manpower and force management, management efficiency methods, or managers' internal controls. Outside of these areas though, I found the articles mostly incomprehensible, since I did not understand the terms, concepts, and framework underlying the subject under discussion.



From year-to-year, the percentage of the articles I understood began to grow. So too did my comprehension of the non-Manpower and Force Management discussions heard at the G-8's staff meetings. This increase in understanding was a result of the professional development courses I attended, the self-study required during the course of accomplishing assigned projects, and the mentoring from my superiors. Luckily, I had joined an organization in which the Director was

extremely committed to a continuous program of professional development for all employees. In fact, written Individual Development Plans were the well-established norm before my arrival. Given this type of organizational climate, it is not surprising that I got the opportunity almost immediately to attend the Manpower and Force



Management Course at the Army Logistics Management College. This was followed by attendance of the A-76 Preliminary Planning Course at the Defense Acquisition University; the Fiscal Law Course; and the Planning, Programming, Budgeting and Execution System course on site at West Point. The training workshops at the Professional Development Institute (PDI) in Salt Lake City in 2005 and the 2008 PDI in Orlando imparted more of an understanding of the breadth of the resource management environment in which Manpower and Force Managers operate. Each one of these training experiences contributed to a gradual deepening of the foundation in the varied skills which one would have to master before he or she could achieve his or her full potential for contributing to the resource management team as a Manpower and Force Management Analyst.

During the first three years as a Manpower and Force Management analyst, my resource management skills seemed to grow at a painstakingly slow pace. I often wondered how long it would take to gain all the knowledge required to operate in our multi-disciplined RM environment. In spite of all the mentoring, self-conducted research, job experiences, and attendance of various courses I still lacked in-depth knowledge of a variety of RM programs that a highly effective Manpower and Force Analyst needs to have in order to understand the processes going on in the organization.

The solution to that difficulty finally presented itself in the form of a voluntary professional development course which was mentioned above---the Enhanced Certified Defense Financial Management Training Course. It is a five-day course that covers the entire field of DOD RM functions. The training covered the 12 Core

Competencies shown in the table. Only two of them were related to my job—Manpower Management and Internal Controls. Nevertheless I decided to take the course. As it turned out, it was the best professional development experience I had since becoming a Manpower and Force Management Analyst. I became convinced that it should be the capstone in the Individual Development Plan for almost any Manpower and Force Management journeyman at the DRU level because it provides a sound understanding of all multi-disciplined RM functions that are performed in most RM organizations. Although in many areas the EDFMTC re-covers the same areas in other training courses, it is the perfect capstone course because it ties all the other courses together in the broader DOD RM framework.

The greatest value of the certification comes from the depth of understanding that one has to attain in order to pass the examinations. Unlike the other courses mentioned in this article, CDFM is a university-style course in that the student must spend most of his or her time on out-of-the-classroom study and preparation. For example, EDFMTC, only a five-day course covering 12 Core Competencies, requires from six to 12 months of concentrated self-study in order to pass the three certifying examinations. Upon enrollment, the American Society of Military Comptrollers gives students 24 months to complete the examination process. The self-study phase is highly rigorous. It requires focused and lengthy self-study sessions. For optimum results, one should begin self-study directly after completing the EDFMTC before memory of it lapses. It was during this phase that the proverbial light bulbs began flashing on in rapid sequence for me.

The Enhanced Defense Financial Management Training Course contains most of the knowledge required by a CP26 analyst to perform at a high level of effectiveness on a multi-disciplined resource management team. It is organized into three modules and 12 core competencies as listed in the accompanying table. Development of an understanding of each Core Competency will allow the Manpower and Force Management analyst to attain a full understanding of the resource management environment, beginning with the Constitution's provisions on taxation and appropriations, through the process the legislature

uses to authorize and appropriate, and to the apportionment by the Office of Management and Budget to the 15 departments of the executive branch. The largest of them, the DoD, makes resource requirements determinations and budget preparations within the Planning, Programming, Budgeting and Execution System, which is explained in sufficient detail to benefit any analyst in any RM discipline.

The initial Defense Financial Management certification is obtained by taking three, two-hour on-line examinations on the modules: RM Environment; Planning, Programming, Budgeting, and Execution; and Accounting and Finance. Passing all three earns one the designation Certified Defense Financial Manager (CDFM). There is an additional module, Acquisition Management, which when passed, earns the "CDFM with Acquisition Specialty" (CDFM-A). This is a worthwhile pursuit for CP26 employees as well, since an understanding of the rules and processes involved in contracting is essential to many management analysis projects.

So if you are a member of a multi-disciplined resource management team composed of accountants, budget analysts, resource programmers, program managers, and manpower and management analysts, you ought to consider taking on the challenge of studying the 12 competency areas of the CDFM as well as the Acquisition module. A thorough understanding of all those core competencies will bridge the gap in understanding between you and the various other functional area analysts in your organization. This knowledge will not only make you a more effective 0343 (Management and Program Analysis series), 0301 (Miscellaneous Administration and Program series), 0896 (Industrial Engineering series), or even 0344 (Management and Clerical Assistance series) but will also provide you with the foundation to be able to read the *Armed Forces Comptroller* from cover-to-cover and enjoy the satisfaction that comes from actually understanding most of it!

Module 1	
RESOURCE MANAGEMENT ENVIRONMENT	
Core Competency 1.1	Government Resource Management Environment
Core Competency 1.2	Defense Resource Management Environment
Core Competency 1.3	Manpower Management
Core Competency 1.4	Personnel Management
Core Competency 1.5	Management and Internal Controls
Module 2	
BUDGET AND COST ANALYSIS	
Core Competency 2.1	Planning, Programming, Budgeting and Execution
Core Competency 2.2	Cost and Economic Analysis
Core Competency 3.3	Business Management Process Improvement
Module 3	
ACCOUNTING AND FINANCE	
Core Competency 3.1	Fiscal Law
Core Competency 3.2	Finance
Core Competency 3.3	Accounting
Core Competency 3.4	Auditing



Manpower and Force Management Experience

<u>Position</u>	<u>Command</u>	<u>Organizational Level</u>	<u>Function</u>	
Intern	HQDA	INSCOM	Garrison / Installation	PPBE
Analyst	FORSCOM	CIDC	MSC	TAADS
Team Chief	TRADOC	COE	Command Headquarters	Allocation & Reporting
Senior Analyst	USAREUR	ATEC	ARSTAF	Combat Developments
Branch Chief	USARCENT	USMA	Army Secretariat	Requirements Determination
Division Chief	USARNORTH	USARC	Joint/Defense staff	General Manpower Management
	USARSO	ASC	OSD	Equipment Management
	USARPAC	IMCOM		Force Structure
	USASOC	NGB		Organization, Mission & Function
	SMDC/ARSTAT	Joint Cnds		
	EUSA	Def Agencies		
	NETCOM	OSD		
	MEDCOM			

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Closing Notes from the Assistant Editor

I hope you find our information on experiences helpful. I would like to extend a special thanks to Jacob Padilla for his technical skills in formatting this bulletin and to the careerists who contributed to this edition.

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:
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Washington, DC 20310-0300
Or email to: CP26@hqda.army.mil

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