



MANPOWER AND FORCE MANAGEMENT CAREER PROGRAM BULLETIN

Fall 2007 Edition

Mentoring – A Leadership Responsibility

Mr. Roy A. Wallace

Functional Chief Representative



“Learning is not attained by chance. It must be sought for with burning enthusiasm and attended to with diligence”.

Abigail Adams, 1780

Among the many important responsibilities leaders bear – from formulating the organization’s vision; to communicating that vision; to setting the course to achieve it – there is one responsibility that is frequently overlooked, yet no less important. That responsibility is to ensure there are skilled, competent and qualified leaders for tomorrow. Mentoring is one technique we use to fulfill this responsibility.

The term “mentor” originates with a character in Homer’s epic poem, The Odyssey. Mentor was the loyal advisor of Odysseus who was entrusted with the care and education of Odysseus’ son. Mentor was teacher and guide to young Telemachus in the absence of Odysseus. His name became synonymous with his role of teacher and counselor.

As leaders, we don’t always recognize the importance or value of mentoring. We become consumed with mission accomplishment. We tend to do our supervisory chores by rote. Yet, we are surprised when we recognize that the civilian workforce that will replace us in the future is ill prepared to assume leadership roles. Functional training, formal education, and OJT don’t always chart a path to professional growth. Our Junior Executive Committee (JEC), in their project “Building the Bench,” recently addressed mentoring, or the lack thereof, as a significant obstacle for CP26 careerists.

Mentoring is an important and vital tactic we need to incorporate in our daily functions as supervisors and senior professionals. We can offer our manpower and force management community the benefit of our

expertise and experiences. The Army Pamphlet 690-46, Mentoring for Civilian Members of the Force, provides definitions and details on establishing a mentoring program. An internet search yields links to many sites on mentoring.



The key component to mentoring is a relationship of trust between an experienced careerist and an individual interested in professional development. Each

participant, mentor and protégé, has a specific role. Ideally supervisors can be identified as mentors, but often it is more beneficial for an intern or journeyman to look out beyond the chain of command for different perspectives. The mentor needs to be willing to listen and provide guidance, not direction. The protégé should seek out a mentor who is a role model, someone who has achieved success and who is willing to share time and experience. The objective should be to learn from the mentor, and to make independent decisions based on personal goals. Mentoring can be set up formally through agreements; or it can be done informally with senior leaders taking the time to listen to and talk with individuals who want are looking for professional guidance.

I encourage everyone to consider the value of mentoring. We do a good job at preparing people with technical skills. We need to do a better job on growing the leaders we will need tomorrow. By mentoring individuals at the intern/journeyman level we can ensure we will have prepared and ready leaders when we leave. ◆

Secretary of the Air Force from July to November 2005.

Prior to joining the Department of Defense, Mr. Geren was an attorney and businessman in Fort Worth, Texas.

From 1989 until his retirement in 1997, Mr. Geren was a member of the U.S. Congress, representing the Twelfth Congressional District of Texas for four terms. He served on the Armed Services, Science & Technology and the Public Works and Transportation Committee during his tenure in the Congress.

Mr. Geren received his BA from the University of Texas in 1974 and his JD from University of Texas Law School in 1978.

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Secretary of the Army

Secretary Pete Geren

Secretary of the Army



Mr. Pete Geren became the 20th Secretary of the Army July 13, 2007, following his nomination by President George W. Bush and

confirmation by the United States Senate.

As Secretary of the Army, Mr. Geren has statutory responsibility for all matters relating to the United States Army: manpower, personnel, reserve affairs, installations, environmental issues, weapons systems and equipment acquisition, communications, and financial management.

Mr. Geren is responsible for the Department of the Army's annual budget and supplemental of \$170 billion. He leads a work force of over one million active duty, Army National Guard, and Army Reserve Soldiers, 230,000 Department of the Army civilian employees and 280,000 contracted service personnel. He has stewardship over 15 million acres of land.

Mr. Geren had been serving as the 28th Under Secretary of the Army, a post he held since Feb. 21, 2006; Geren was named as the Acting Secretary of the Army Mar. 9, 2007.

Mr. Geren joined the Department of Defense in September of 2001 to serve as Special Assistant to the Secretary of Defense with responsibilities in the areas of inter-agency initiatives, legislative affairs and special projects. Geren served as Acting



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Inside This Issue

- COVER STORY: MENTORING - A LEADERSHIP RESPONSIBILITY
- SECRETARY OF THE ARMY, SECRETARY OF THE PETER GEREN
- BUILDING BRIDGES TO THE FUTURE
- STRATEGIC WORKFORCE PLANNING
- WORKPLACE TRANSFORMATION: GENERATION Y IN THE WORKPLACE
- WHAT IS LEAN THINKING?
- AM I BEING RATED BY A STRANGER?
- EDUCATION, TRAINING AND CAREER DEVELOPMENT



Building Bridges to the Future

By Ms. Jean Wigham

Deputy, Program Development Division, Program Analysis and Evaluation, Office of the G8, HQDA

There has been a great deal of talk in recent years about the 'aging' of the work force and the need to create an environment that encourages talented and energetic people to enter the federal government, specifically the Army, as a career choice. The prominent way is through the Career Intern program, which has been given a boost in the last couple of years by an injection of funds to increase the number of interns and the energetic people put in charge of the programs both at HQDA and in the field. We can also target and mentor lower graded career employees to 'bridge the gap' and become leaders of tomorrow. The National Security Personnel System (NSPS) may offer opportunities to attract talented people at higher levels of experience based on competitive salaries to both 'bridge the gap' and provide leadership role models.



None of these programs will be successful without direct involvement by current supervisors. NSPS is redefining the role of the supervisor to get

more involved in personnel management and that may not be a bad thing. We should all be managing people to ensure that those who have the drive and ambition are given the opportunities they need to enhance their education and get the skill training and job opportunities needed to advance in their careers.

Interns must have a training plan reviewed and approved by their career managers, but more frequently than not, once they have graduated from the intern program, these new careerists find themselves with supervisors (military and civilian) who do not take the time to help develop training plans for further development and maturation. Local interns are sometimes given limited training opportunities due to a lack of funding. Many newly graduated interns get stuck in middle management levels because they haven't been given training to expand their skills. Frequently technical employees are refused training opportunities because of workload priorities.

While training plans are key, diversity in job assignments is essential to ensure depth of experience and understanding. The Army does this with young soldiers to develop and expand their skills, why do we not encourage this for career civilians? Job rotations, developmental assignments, and overseas rotations are part of the growth and development of tomorrow's leaders, yet we seem to have a problem letting go of talented people. We do not encourage civilians to seek new opportunities, in fact we discourage it because 'civilians provide historical experience'. We are afraid to lose our 'best and brightest' and may sometimes fail to encourage participation for those who might express an interest, or, seek to promote internally to keep these resources. We fail to recognize that because we have limited their experience to a single organization, we have limited their growth opportunities.

NSPS will not solve these problems. Perhaps we do not take enough time to train supervisors to be managers – as defined by Webster -- from one who has "authority to hire, fire, discipline, and rate employees" to "someone who handles or controls resources, especially one who does so with skill". Unless we change the role of a supervisor to that of a manager, we will be unable to 'stopgap' between the 'aging workforce' and the leaders of tomorrow. In fact, we cannot grow leaders if we cannot overcome the inertia associated with supervision. We must be the Leaders of Today and recognize that we need to encourage our best and brightest to develop training plans, take rotational assignments or development positions, and sometimes leave the Army to gain skills in other agencies or services.

Give our graduate interns, our skilled specialists and talented employees the tools they need to become Leaders of the Future. Help 'bridge the gap' and ensure that, when you leave, you have left a legacy that encourages growth in leadership. ♣

gender, ethnicity, and generation in today's workplace is thought provoking. Highlighted below is an excerpt from her article:

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Strategic Workforce Planning



A major challenge for DOD, in developing and implementing strategic plans is determining the applicable work force competencies. Without these definitions it is not clear whether workforce strategies are being designed that effectively prescribe the competencies required to accomplish future DOD missions. In an article titled “Achieving Workforce Revitalization: A

Failure to Plan; Is a Plan to Fail”, Ms. Barbara Guy, recognizes this shortfall and offers alternative solutions in addressing this issue by employing the 6 Step Decision Making Process. Ms. Guy identifies alternatives that may be incorporated into a strategic civilian work plan.

“Aggressive hiring efforts are only the partial solution to workforce revitalization. A strategic workforce plan that assesses the skill competencies of the current workforce as compared to those of the future workforce is vital to the recruitment of a workforce that does more than just fill vacancies. Civilian workforce revitalization is vital to the Department of the Army’s reform and reorganization initiatives.”

The article, in its entirety, may be ready online at <http://www.cp26.army.mil/bulletins/Strategic-Workforce-Planning.cfm> ◆

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Workplace Transformation

Ms. Cara Spiro, of the Naval Sea Systems Command, has written an article on generational differences in the workplace. Her article titled “Generation Y in the Workplace” first appeared in the November – December 2006 issue of the Defense AT&L. In it she draws attention to today’s American workforce and its uniqueness. She asserts that never before has there been a workforce and workplace—so diverse in so many ways. Her key point is the mix of race,

The Department of Defense is one of many employers trying to understand Generation Y. Who are they? What makes them tick? How do we recruit them—and more important, how do we retain them?

Generation Y (known to many as echo-boomers, boomer babies, millennials, the entitlement generation, or the digital generation), by the broadest definition, numbers more than 70 million Americans born between 1977 and 2000 and accounts for approximately 21 percent of the overall workforce. They are the fastest-growing segment of the workforce.

Known for their optimism, education, collaborative ability, open-mindedness, and drive, Generation Y are the hottest commodities on the job market. Generation Yers has always felt sought after, needed, and indispensable, and they are arriving at the workplace with higher expectations than any other generation before them. When Generation Y made their initial foray in the workforce, their positive reputation was built early because employers loved their energy, drive, and skills. However, many managers were a little taken aback by what they perceived as a short attention span and reluctance to perform tasks that lacked depth. Today, as the demand for intelligent

workers intensifies, employers need to understand what motivates and inspires the loyalty of these high-performing employees.



Ms. Spiro’s entire article can be read at <http://www.cp26.army.mil/workplace-transformation.cfm> under the News and Information section. ◆

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What is Lean Thinking?

by Mr. Sean Tuomey



Transformation of the Army includes modernizing the way we do business. Lean Thinking and Six Sigma are methodologies adopted from industry to identify problem areas in our business processes

and apply changes that increase speed and effectiveness and reduce errors. Lean Six Sigma (LSS) is a combination of these methodologies. The recent reorganization of the G-8 Force Development directorate resulted from an LSS analysis. This and the previous article lay out some of the background and basics of these two concepts.—The Author

Lean Thinking is a highly evolved method of managing an organization to improve the productivity, efficiency and quality of its products or services. Japanese and U.S. management specialists developed these ideas and methods over the latter half of the last century. These management techniques have been employed in the aerospace industry (Boeing, for example) and in the automobile sector (Toyota). In the manufacturing sector, the concept is sometimes referred to as “World Class Manufacturing” or “High Performance Manufacturing.” Lean thinking is best illustrated by using the manufacturing example.

Lean Manufacturing is derived from the methods of successful Japanese automobile manufacturer, Toyota. Lean Manufacturing became internationally recognized thanks to the book, *The Machine That Changed the World*, by James Womack and Dan Jones. The focus at Toyota, according to Taichi Ohno, father of *The Toyota Production System—TPS*—is “the absolute elimination of waste,” where waste is anything that prevents the value-added flow of material from raw material to finished goods. A firm’s customers are the final judges as to whether or not the firm has created value. The Lean approach leads its practitioners to improve their organizations by focusing on the elimination of any and all waste. Lean focuses on improvement and advocates techniques to control the flow of material on the shop floor. As companies implemented Lean in North America,

there were many variations of the same theme, but a number of principles were generally agreed upon.

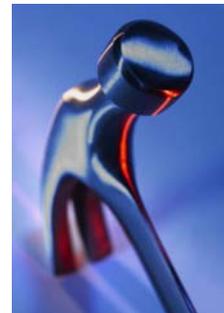


1. The batch-and-queue mode of operation, which encouraged large-batch processing and focuses on the efficiency of individual machines and workers, was an outdated model.

2. Lean manufacturing views continuous, one-piece flow as the ideal, and emphasizes optimizing and integrating systems of people, machines, materials, and facilities. This leads to significant improvements in quality, cost, on-time delivery, and performance.

3. Lean manufacturing is a fundamental transformation of an enterprise and needs to be approached as a total organizational and cultural transformation.

Lean companies work to precisely define value in terms of specific products with identified capabilities offered at set prices through a dialogue with their customers. The process involves learning to adopt and employ a series of tools and



techniques to achieve incremental improvements in an organization. Above all, Lean Thinking methods are inclusive of all employees and involve a major change in the embedded attitudes of the individuals that make up the organizations.

Lean tools such as Value Stream Mapping, Quick

Changeover/Setup Reduction, Single Minute Exchange of Dies (SMED), Kaizen, Cellular/Flow Manufacturing, Visual Workplace/5S Good Housekeeping, Total Productive Maintenance (TPM), and Pull/Kanban Systems are used to produce change. Companies and organizations employing these lean tools report significant gains in productivity and overall effectiveness within their specific entities.

Lean manufacturing uses less of everything compared with mass production—half the human effort in the factory, half the manufacturing floor space, half the investment in tools, half the engineering hours to develop a new product in half the time. Also it requires keeping far less than half

the needed inventory on site (and) results in fewer defects. This is accomplished through teamwork, communication, efficient use of resources and continuous improvement.

G-8 leadership is attempting to use “Lean Techniques” in conjunction with Six Sigma analysis so that staff members have an opportunity to hone their creative skills for work productivity methods and policies into powerfully efficient operations. Lean Thinking helps us see what the value is through the customer’s eyes, map out the value stream of inputs and outputs, and pursue perfection. Lean thinking is a means to enable a growth strategy, not only for our production, but also for ourselves as force managers.

Mr. Tuomey, SYColeman, supports the FA 50 Proponency Office. He also is an Army Reserve colonel, commanding the 1398th Deployment Support Brigade, Baltimore. ◆

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Am I Being Rated by a Stranger?

By Vaughn Lately



In the early 1980s, DA used a qualification system known as SKAP—Skills, Knowledges, Abilities and Personal Characteristics appraisal system. Under SKAP employees were rated on demonstrated performance in 24 rating elements which were grouped into three categories: Technical/Functional elements, General

Qualification elements, and Supervisory and Management elements. This method of evaluating employee qualification was seen as a comprehensive, yet cumbersome, and anxiety producing for most employees, not unlike our newly adopted personnel performance system known as NSPS.

Mr. Carl Bess writing in October 1982, suggested SKAP was like being rated by strangers. Today, as employees under NSPS we are essentially being evaluated by pay pool panel members who may not know us—strangers. Mr. Bess posed the question “Am I Being Rated By a Stranger?” He goes on to say that he is convinced that the answer which best serves a careerist who is starting to prepare for a SKAP appraisal is “yes and no.” The present-day

comparison of NSPS to SKAP and saying yes and no is not a shirking of the issue, as it may appear to be, but an indication that there is more than one aspect of the rating issue to be considered.

“Am I Being Rated By a Stranger?” For many Department of Army employees who are under NSPS and who have participated in a mock pay pool exercise the answer may be “yes.” At the center of NSPS is a pay for performance system that uses a pay pool concept to distribute pay increases based on employee performance. After converting to NSPS, most organizations are conducting mock pay pools in conjunction with an interim review. This exercise requires employees to prepare a “mock” end of the rating cycle self assessment while the supervisor writes an assessment and rates on the 1-5 scale. An employee’s assessment is seen by not only by the rating officials, it also may be shared with the Performance Review Authority (PRA), Pay Pool Manager, Pay Pool Panel Members, and Sub-Pay Pool Panel. The Pay Pool Panel by definition is the rating authority.

“Am I Being Rated By a Stranger?” The answer may be “no”, because in most cases employees and the panel members’ have the same reference points, because they are using the same compass in terms of performance indicators and benchmark standards. Performance Indicators are used to rate employee performance on each job objective. These indicators are unique to each Pay Schedule and Pay Band. Benchmark Standards are used to rate employee behaviors for individual “contributing factors” assigned to each job objective. Like the indicators these benchmarks are also unique to each Pay Schedule and Pay Band.

Keep the above considerations in mind when preparing performance appraisals. Generalized statements like, “Mr. Do Good is a recognized expert in the field of manpower management” though intended as the highest possible acknowledgement of praise, will not convince panel members of Mr. Do Good’s qualification in a technical element. Statements should be more specific, such as “Ms. Result’s reorganization recommendation for the command were implemented without exception” are likely to hit the mark with members of the panel.

A point to remember in this employee to pay pool panel relationship is that the pay pool panel must rate on the basis of justification provided, not by reading between the lines or giving “benefit of doubt” based on perceived omissions. ◆

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Education, Training and Career Development

Maintaining leadership and technical proficiencies through continuing professional development is critical as we adapt to meet the future challenges facing manpower and force management professionals. University undergraduate and graduate studies, professional certificate programs, and on-the-job developmental assignments provide CP26 careerists with opportunities to increase technical knowledge capabilities and maintain a competitive edge. Additional information, including specific application guidelines, is available on the Manpower and Force Management Civilian Career Program Pronency website, <http://www.cp26.army.mil> ♣

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Bulletin Articles

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

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