



Manpower and Force Management Career Program Bulletin

Fall 2012

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Professionalism in Action: Reflections on the National Professional Development Institute

Hillary Williams

At the end of May, I was fortunate to have the opportunity to attend the National Professional Development Institute (PDI) presented by the American Society of Military Comptrollers (ASMC). Upon arriving in California, I was greeted by sunshine and smiling convention volunteers.

I attended three pre-conference seminars, each pertaining to gleaning the maximum benefit from Windows 7 and Microsoft Office Suite. I learned a number of tips and tricks, which have been beneficial since returning to the office. There are so many under-utilized features of Microsoft Office, particularly in Excel and PowerPoint. The next time you need to make a presentation, with step-by-step instructions, consider using the "Problem Step Recorder," a function of Windows 7. It will record the screen shots for you and provide you with a link upon completion. From there, the presentation is written; add your comments and you're finished – in a fraction of the time.

On my way to the first general session, the following morning, I ran into one of my classmates from the Army Comptroller Course I had recently attended. Proof of how small the Army really is – and the importance of networking. We made our way to the Main Exhibit Hall where the Honorable Robert Hale, Under Secretary of Defense (Comptroller) addressed the audience. While the current state of budgetary affairs can appear on the surface to be doom and gloom, each of us has a great opportunity – find ways to become more efficient and seek cost-cutting measures.

Upon conclusion of the general session, the attendees went to their "Service Day" sessions. The Army was hosted by Dr. Mary Matiella, Assistant Secretary of the Army, Financial Management and Comptroller (ASA FM&C) and LTG Joseph Martz, Military Deputy for Budget (ASA FM&C). The primary focus was audit readiness and achieving efficiencies. It is unfortunate that the current budget crunch has brought to light the necessity of being fiscally responsible. As stewards of the public trust, this should be our number one priority, regardless of the budget situation. I believe the Army has the right tools in place to be audit ready on time. While General Fund Enterprise Business System (GFEBS) has not been overly popular from its inception; the tools within the system will provide the needed checks and balances to ensure our financial reports are reliable and trustworthy. As with any new system, there are a number of glitches and reluctance to adaptation. However, if we embrace the change and assist each other through the challenges, we will achieve success. Appropriately, this session was followed by lunch and a presentation by Mr. Doug Lipp of Disney, who shared a private sector perspective and customer service experiences. The focus of his message was "be willing to change or be willing to perish." As legendary basketball coach John Wooden once said, "If I am through learning, I am through." My learning at PDI was far from over; I was just getting started.

The afternoon brought the first of many choices – there were five Army breakout sessions to choose from. I chose the Financial Management Leaders Roundtable and Cost Management and Efficiency Initiatives – neither was quite what I had expected. The roundtable brought us face-to-face with leaders in the Army's Financial Management community, but lacked structure. It was difficult to formulate prudent questions, for each leader in the short amount of time we had at their table.

I believe it would have been more beneficial as a panel discussion.

The initiatives session focused heavily on cost-benefit analysis and recent changes to the process. With the addition of GFEBs to the system, there have been associated changes to cost-benefit analysis. There was little mention of efficiency initiatives. As an agricultural economics major, I struggle to come to terms with knowing the government is just now making cost-benefit analysis a priority. Every decision we make should have a cost-benefit analysis associated with it; as consumers we perform this analysis daily, sometimes subconsciously. Why wouldn't the government want proof decisions being made are not only in the best interest of the country, but also fiscally responsible? The next two days of the conference were chocked full of opportunities to network – with military from all services, civilian, private sector – the possibilities were endless. Every session took you into a room with new faces, breakfast and lunch provided a time to sit and chat with most anyone. As in life, you received from it what you put into it. Each attendee was able to choose the sessions to attend, with plenty of options. I was thrilled with all of my choices – focusing on leadership, self-development, and the future. While I could go into great detail about each of the sessions, I will focus on two sessions and two of the keynote speakers.

The two keynote speakers were Lieutenant General Russel Honoré and Major Dan Rooney. LTG Honoré presented experiences from his military career and life after the Army. He was responsible for the post-Katrina disaster relief efforts. Through his experiences, he forged a relationship with Red Cross and became an official volunteer the day he retired. He emphasized sacrifice, volunteerism, and raising good kids. Pay it forward – save your best leadership for home. If I forget every other lesson I learned at PDI, I will remember his presentation. Afterwards, I took advantage of the opportunity to shake his hand and thank him for his poignant words.

Major Rooney, founder of Folds of Honor (foldsofhonor.org), is a professional golfer and fighter pilot. He was able to combine his passions into Folds of Honor, inspired by personal experience. At the conclusion of a red-eye flight, the flight attendant requested the passengers remain seated until the remains of one of our fallen heroes were removed from the plane. After paying his respects, Major Rooney was saddened to see half of the plane had emptied, with complete disregard to the sacrifice of the young soldier and his family. He has since partnered with golf courses around the country for Patriot's Weekend. Each Labor Day, for the past five years, a growing number of golf courses collect donations for Folds of Honor, to provide support to military families.

Major Rooney is making an incredible difference. Each of us has volition – the power to choose. What will you choose? Follow your passions; you can do anything you put your heart and mind into. Inspiration is only as good as the action taken. Again, after the presentation, I took time to briefly talk to Major Rooney. As the wife of an officer, once assigned to a Mortuary Affairs unit, his story touched me deeply. I truly appreciate the sacrifices of our soldiers and their families. Unfortunately, I believe the public is often too far removed to really understand and appreciate their dedication to duty. Folds of Honor and Major Rooney are taking great steps to ensure no family is left behind.

My first session was Leadernomics, “twenty economic principles essential to sound leadership/decision-making”. With the correlation of economics and leadership, how could you go wrong? The speaker was dynamic and engaging. Like the tag line proclaimed, twenty economic principles were discussed and directly related to leadership and decision-making in the workplace and at home. I had never consciously made the connection between economics and leadership; until I listened to LTC Paik describe the comparative advantage of his “control freak” mother and her coffee shop. Everyone knows someone, like LTC Paik's mother, who feels the need to control every detail of a project. The individual may have absolute advantage over their peers and outperform at every task; however, every member of the team has a comparative advantage, or the ability to produce the same product at a lower opportunity cost. Sure, his Mom could perform every task, every day and in her mind do it better than anyone else. But the opportunity cost is much too high; it is more efficient to delegate a few tasks, even if not performed as well, and direct her energy to the most important tasks. Figure out what best suits each team member and use it to the advantage of the team. I have seen first-hand the positive impact of the multiplier effect – provide *sincere* and *intentional* mentorship to your employees – leaders develop leaders. When you invest in people, you invest in the future of the workforce. They will in-turn invest in other employees, hence the multiplier effect. At the same time, you must be aware of the negative externalities impacting your employees – try to squash rumors before they start. Nothing can tear morale apart faster than misinformation.

This is just a small portion of the economic principles relating to leadership and decision-making. If you are cognizant of the economic principles and use them in a positive manner, each can directly increase morale and productivity. This session really got me motivated; I had a renewed positivity about the growth and learning that would occur at PDI, both personal and professional. Oddly enough, the other session that really hit home was my last, “Chip and Dave's Excellent Leadership Adventure.” Sure, I was initially drawn to the session

through the title alone. However, the speakers have an incredible reputation and their sessions always fill to capacity. The tag team presentation was quite comical, at times sarcastic, and surprisingly moving. The duo described their first encounter and what could have easily been their last. As fate would have it, the two grew to respect each other and are now very good friends. For me, the primary take-home message was “sometimes you’re the mentor, sometimes you’re the mentee.” They shared a number of experiences where they had learned from one another, sometimes teacher to student and vice versa. As an intern, it was great to be reminded of this and I wished more people could have heard their presentation.

Leadership is not based solely on your position in an organization, nor should it be. Each of us can learn from everyone around us. Some of life’s greatest lessons are taught to us by children, or at least they remind us. Why would it be any different in the workplace? Sure, the most junior employee may not have worked at the agency for thirty years, but is that really a negative? They provide a fresh perspective, new ideas – what the government really needs.

I left Anaheim with a renewed spirit and empowered by my experiences at PDI. We should strive each day to learn something new. Not only will it make us better employees, it will make our Army better. Army Strong. ✨

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Are you using Army Career Tracker?

Have you ever tried to sign-up for a course, only to get lost in the multitude of Army education websites? Fear no more, Army Career Tracker (ACT) has arrived!

ACT will not replace the current Army training, education, and assignment systems and programs. Instead, ACT integrates these existing systems into a single-entry, user-friendly portal, making the current systems and programs more readily accessible.

“ACT will help you manage your career to success. Effective self-development and leadership development requires that individuals plan and capture their career goals and objectives within the Army training and leader development systems.

ACT can do this by allowing you to:

- SEE:** Gives the ability for you to see past accomplishments and potential career development opportunities in a single easy to use interface.
- UNDERSTAND:** Provides context through career maps, leader messages and recommendations, notifications of

upcoming development deadlines, and ability to view career progression options.

ACT: Users can respond to courses of action by setting goals and registering for classes, and Leaders/Mentors can send targeted recommendations.

ACT will be available for Army users from any computer providing the right tools at the right time.”
From the *ACT website*

Ultimately, ACT will be available for use by all Soldiers, Officers, and Army Civilians from all components. ACT is also a valuable tool for Leaders, Supervisors, Mentors, Career Administrators, Content Managers, Staff, and Recruiters. Deployment is scheduled to be completed by the end of the year; all CP26 civilians should now have access.

Ready to get started? Use your AKO credentials to access the Army Career Tracker at: <https://actnow.army.mil>. If you would like ACT training, visit <https://ako.us.army.mil/suite/doc/38279451> for the full schedule.

Your education, career and future goals are just a few clicks away! ✨

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Ideas Worth Spreading

In 1984, TED began as a conference designed to bring individuals together from **T**echnology, **E**ntertainment, and **D**esign (TED). Today, TED is a nonprofit devoted to Ideas Worth Spreading. Since the first conference, TED has grown exponentially and so has its scope. There are two annual conferences, the TED Conference and TEDGlobal. In addition to the conferences, TED has many free features, including the award-winning TEDTalks video site. Here, you can view nearly 1,400 videos from past TED events. The videos vary in length from 3 to 18 minutes. Subject matter ranges from science to technology to business to global issues and lots of topics in between. If you’re looking to expand your mind, satisfy your curiosity, or simply entertain yourself – check out TED at ted.com. You have nothing to lose, it’s free; but there is a lot to be gained. ✨

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Changes in Higher Education

Over the past decade, there have been a number of changes in higher education. Recently, universities have discovered a new avenue for educating the public, Massive Open Online Courses, known as MOOCs. MOOCs are provided through several websites, primarily Coursera (www.coursera.org) and edX (www.edx.org). Coursera currently has 33 participating colleges and

universities, both domestic and international institutions. edX was founded by Harvard University and Massachusetts Institute of Technology (MIT); courses through edX are currently provided by Harvard, MIT, or UC Berkley.

These websites allow us, the general public, to take courses from elite universities, which would typically be reserved for a small population. MOOCs provide an opportunity to garner at least a fundamental understanding of a wide array of topics. Coursera, for instance, offers Algorithms taught by a Princeton University Professor and Astronomy from Duke University. You could learn how to argue and reason on the best methods and practices for vaccine trials. The possibilities are virtually endless.

The development of MOOCs has led to great discussion about credit-worthiness. Should the universities offer college credit for completing these courses? How can one verify the student is completing their own work? Should there be an option exam, for a fee, in order to receive credit? This is a small sample of the questions circulating amongst university leaders; some universities refuse to participate with the belief MOOCs will de-value college degrees.

The metrics* were recently released for a Johns Hopkins University (JHU) course in biostatistics. Over 740 participants received a certificate of completion, a small portion of the 15,000 plus registrants. However, of 740 participants who completed the course, 447 scored a 90% or better. Wouldn't it be nice to know you passed a JHU course with distinction?

Take advantage of the opportunity. As with many things in life, level of achievement is directly related to the level of effort exerted. Put forth your best effort and you will be greatly rewarded with college courses, for free. ✪

** Metrics from Washington Post article, "Grades are in for a pioneering free Johns Hopkins online class", 14 Nov 12.*

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How Do You Stack Up? A Look at the Revised CP26 Pyramids

Within the Army Career Tracker, individuals can create an Individual Development Plan (IDP) and write career goals, all while keeping their mentor and supervisor "in the loop." What should be on your IDP? What courses and experiences will help you advance in the Manpower and Force Management career field?

Lucky for all careerists, the Career Program 26 Pronency Office has recently revised three pyramids (found on the following pages) to assist careerists in their individual development and career progression. These pyramids, one each for Functional Training,

Leadership Education, and Professional Development, provide a career road map.

Intuitively, the pyramids are designed from the bottom up. The training and development experiences build on each other, with the goal of understanding the integration of all resource management requirements and processes.

In terms of Functional Training, the Manpower and Force Management Course, through the Army Logistics University, is the foundation course. On-the-job training is also a major component of functional training.

Leadership Education, intended to develop a strategic view, is built on the Civilian Education System (CES) Foundation Course. You will notice CES courses make up a significant portion of the Leadership Education pyramid; CES is centrally funded and is rapidly becoming a prerequisite for competitive professional development training.

Professional development experiences provide civilians an opportunity to grow and learn. In order to achieve professional growth, individuals need to demonstrate initiative and willingness to challenge themselves. The foundation of all professional development is learning, understanding, and fulfilling your position description duties and responsibilities.

The pyramids can also be found on the CP26 website: www.cp26.army.mil. ✪



CP26 Class FY11–13 Interns – Promotion to GS-11. Congratulations on a job well done!

CP26 Class FY12–14 Interns – Promotion to GS-09. Keep up the good work! ✪

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Keep In Touch with CP26!

Did you know CP26 is on Facebook?



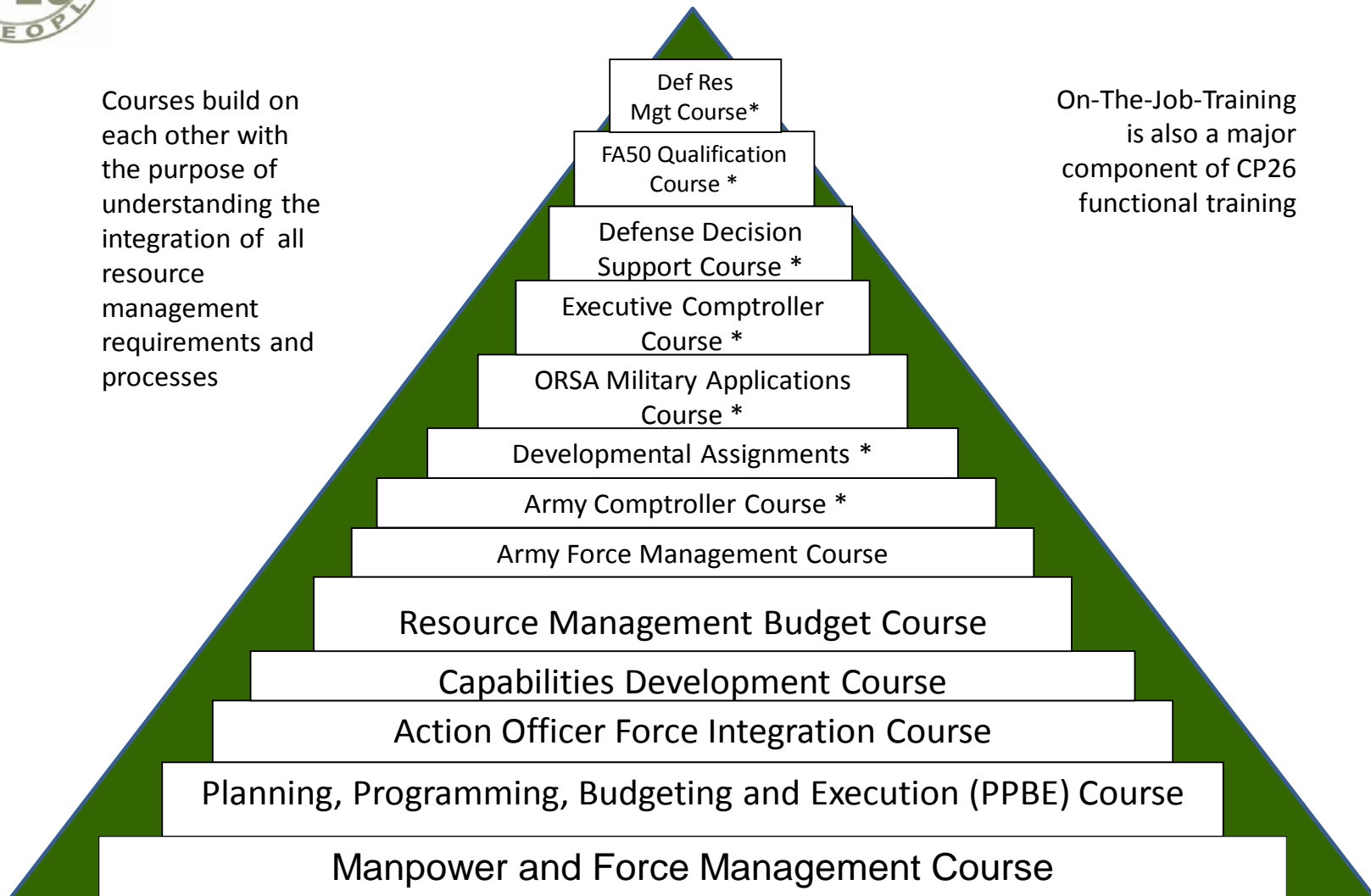
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CP26 Functional Training

Courses build on each other with the purpose of understanding the integration of all resource management requirements and processes

On-The-Job-Training is also a major component of CP26 functional training



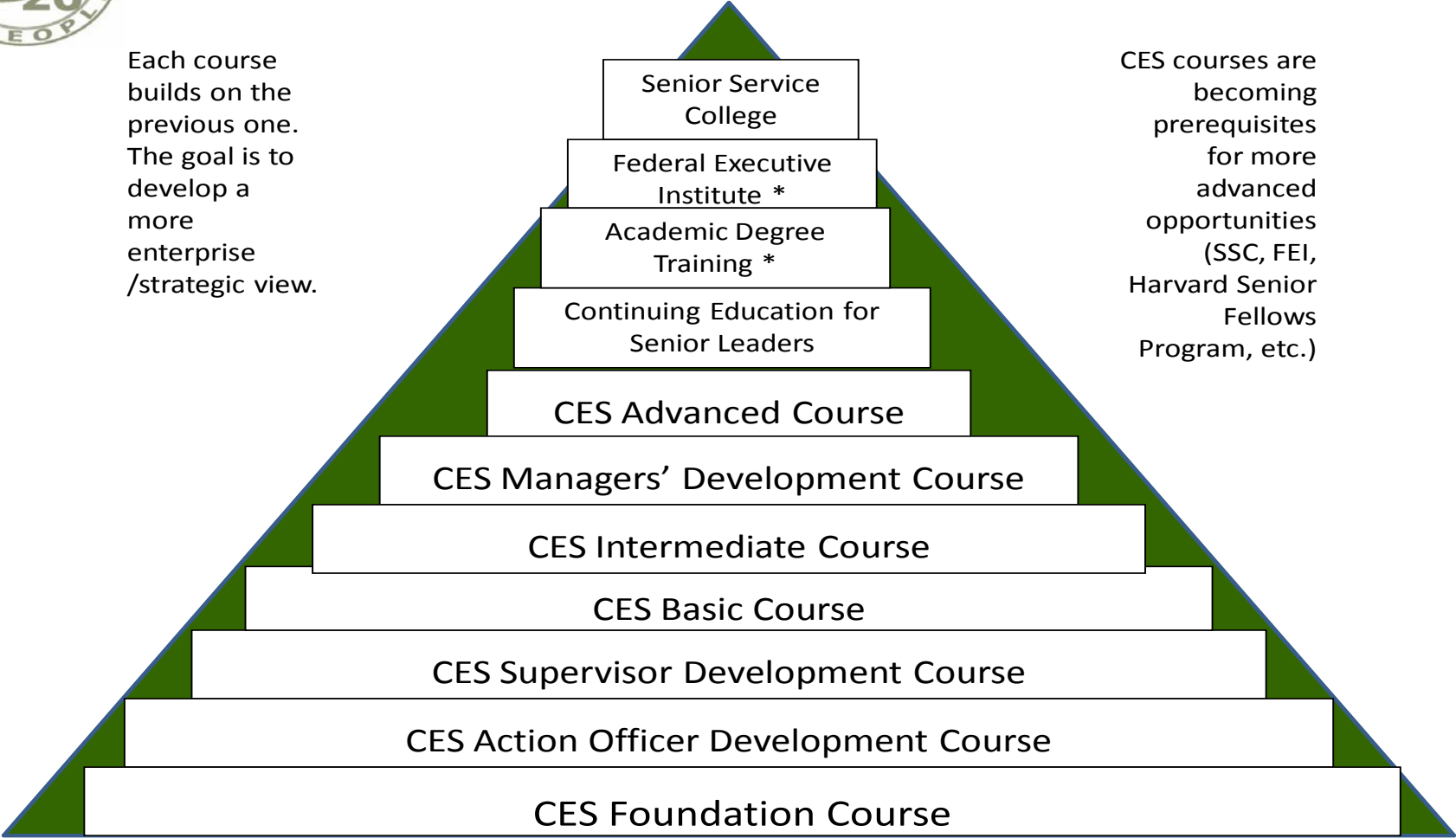
• Eligible for funding under the CP26 CPD Program



CP26 Leadership Education

Each course builds on the previous one. The goal is to develop a more enterprise /strategic view.

CES courses are becoming prerequisites for more advanced opportunities (SSC, FEI, Harvard Senior Fellows Program, etc.)



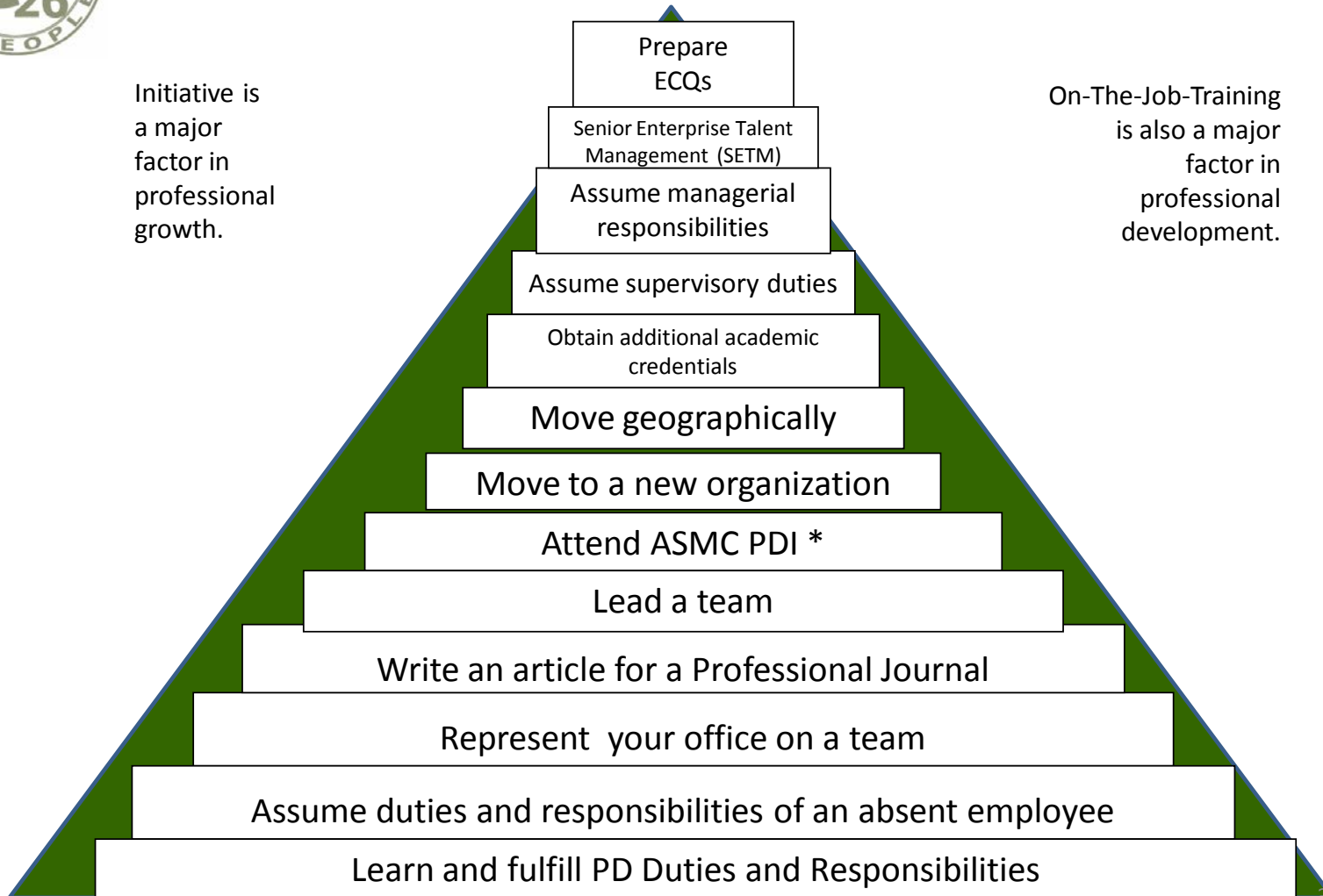
• Eligible for funding under the CP26 CPD Program



CP26 Professional Development

Initiative is a major factor in professional growth.

On-The-Job-Training is also a major factor in professional development.



• Eligible for funding under the CP26 CPD Program

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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Deputy Chief of Staff, G1
ATTN: DAPE-PRM
300 Army Pentagon
Washington, DC 20310-0300
Or email to: usarmy.pentagon.hqda-dcs-g-1.mbx.cp26@mail.mil

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