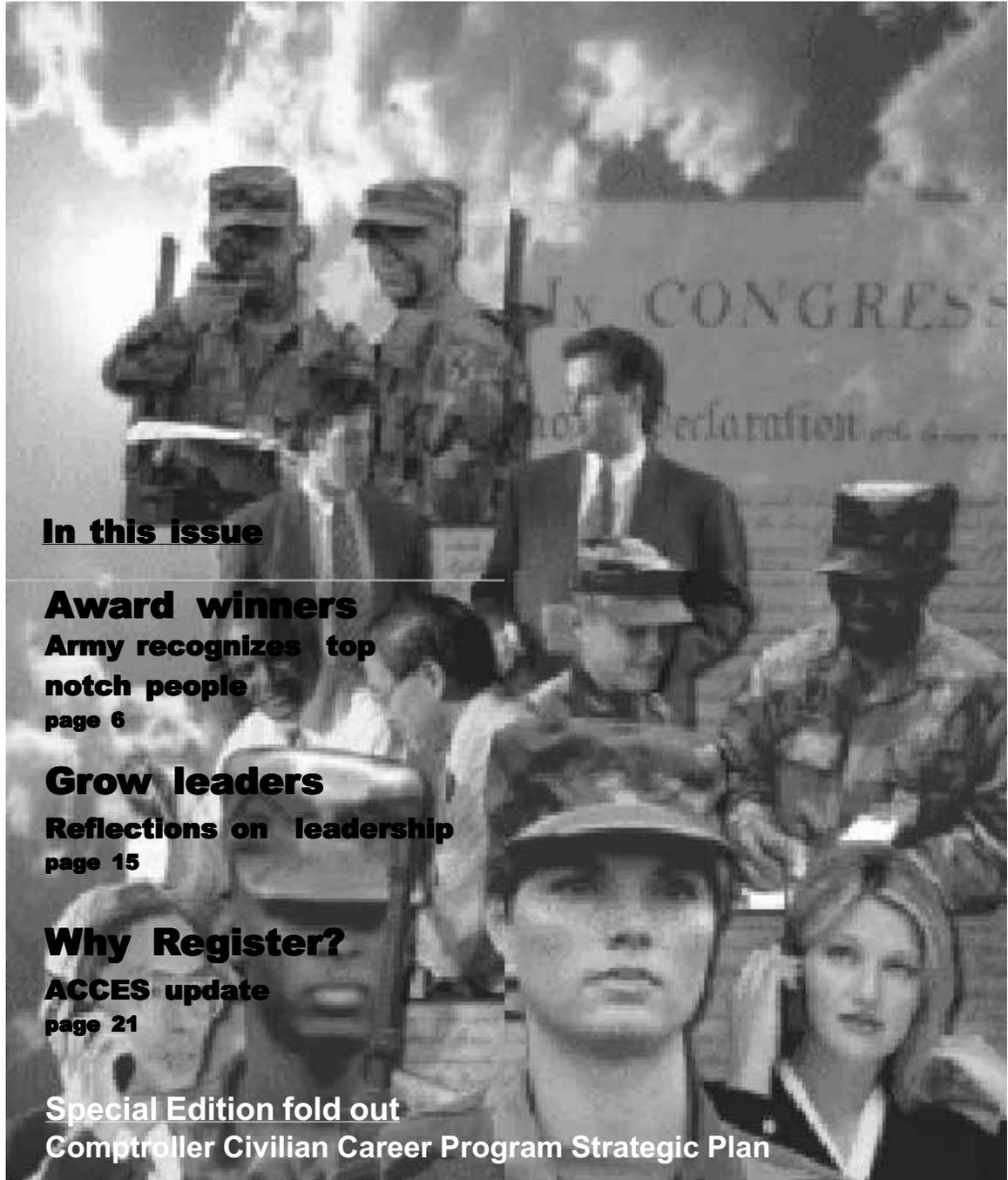


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Resource Management

1st Quarter '00

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Special Edition fold out

Comptroller Civilian Career Program Strategic Plan

“Investing in Human Capital”

Publication approved for public release; distribution unlimited



**DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
FINANCIAL MANAGEMENT AND COMPTROLLER
109 ARMY PENTAGON
WASHINGTON DC 20310-0109**

MEMORANDUM FOR DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
ASSISTANT SECRETARY OF THE ARMY (FINANCIAL
MANAGEMENT AND COMPTROLLER)
SENIOR CIVILIAN OFFICIAL, ASSISTANT SECRETARY
OF THE NAVY (FINANCIAL MANAGEMENT AND COMP-
TROLLER)
ASSISTANT SECRETARY OF THE AIR FORCE
(FINANCIAL MANAGEMENT AND COMPTROLLER)

SUBJECT: Professional Development of Comptroller Personnel

Our financial community is in the midst of a major reform in financial management policies, procedures, operations and systems, with the goal of producing financial statements that receive unqualified audit opinions. This effort has been focused primarily on two structural defects: a broad decentralization of operations, and an unmanageable number of financial systems. To address the first problem, financial management operations have been consolidated into the Defense Finance and Accounting Service. With regard to the second problem, the Department has embarked on a major effort to streamline the number of finance and accounting systems, working down from 327 different systems in place in 1991, toward a goal of 32 by 2003. With these two efforts well underway, the Department is driving to meet the goal of producing accurate financial statements that receive favorable audit opinions.

Continuing this progress, however, will require the hard work and support of our highly competent financial management professionals. For our people to continue meeting the many challenges resulting from financial management reform, we must be committed to their continuous professional development. To that end, we should encourage our financial management personnel to participate in professional development activities, such as the American Society of Military Comptrollers, Association of Government Accountants, and the educational activities of the Joint Financial Management Improvement Program. Such organizations can enable our people to increase their knowledge and skills, and stay current on fast-breaking issues. Professional organizations offer an excellent opportunity for employees to receive up-to-date training on current issues. Participation in activities of professional organizations and in training and development programs enhances the professionalism of the comptroller work force and prepares us to meet present and future challenges. I strongly endorse participation, at all ranks and grades, in these activities.

William J. Lynn

**A message
from the Assistant Secretary
of the Army (FM&C)
Helen T. McCoy**



Last Fall I announced to the Financial Management and Comptroller staff a theme for the year 2000 that I want to sound throughout the Army Comptroller community—***Investing in Human Capital***. It's also the theme of this issue of *Resource Management*. Most of you are familiar with our Mentorship Program slogan "Grow People." We often think in terms of training when we hear that phrase—as well we should. But Investing in Human Capital goes far beyond the training of our workforce.

No two individuals are alike. Everyone has different hopes and dreams, likes and dislikes, and strengths and weaknesses. But it is these very differences that create value in our overall work environment.

Our Comptroller career community of military and civilian members is a diverse, knowledge-based workforce. It is made up of individuals with a broad spectrum of technical skills as well as institutional memory. The value of our professional community is dependent on the value we place on our people. By becoming and being Investors in Human Capital, we create a win-win goal for both the individual members and the community as a whole.

We must work harder to recognize the value of each of our soldiers and civilian careerists. We must recognize that this value can be, and should be, enhanced by nurturing and investment. We must recognize that individual people vary in their talents and motivations.

And we must be open-minded to a variety of strategies and working arrangements that will help enhance everyone's contribution. Only by appreciating the diversity of our people's needs can we act in ways that make sense in both human, as well as business, terms.

When Secretary Caldera was sworn in over a year ago, Secretary of Defense Cohen charged him to ensure that "...ours is an Army where professionalism reigns, where intolerance is not tolerated, and where harassment is not given safe harbor." Every organizational element within the Army must take that charge as a shared goal.

And so here, today, as you read this, I bring the same charge forward to the entire *RM* readership. Investing in Human Capital begins by investing in one another—in each person's dignity, pride and sense of self-worth, personal as well as professional. It starts with little, everyday things like, "Good job," "Thanks for your help" or "Sure appreciate the fast turnaround." It builds from there, through teamwork, shared ideas, innovation and formal recognition.

Inside, you'll find some of our best success stories from the past year. These are the results, not only of people's notable accomplishments, but of investment in the recognition of those accomplishments by other people who took the time to make them known and to uphold them before the community at large. I want us all not only to share in one another's successes, but to proclaim them as things that are possible through mutually Investing in the Human Capital that collectively we form.

This medium is approved for official dissemination of material designed to keep individuals within the Army knowledgeable of current and emerging developments within their areas of expertise for the purpose of professional development.

By order of the Secretary of the Army:

ERIC K. SHINSEKI
General, United States Army
Chief of Staff

Administrative Assistant to the
Secretary of the Army
JOEL B. HUDSON

0006802

Official:



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**Assistant Secretary of the Army
(Financial Management and
Comptroller):**
Helen T. McCoy

**Managing Editor,
the Pentagon:**
Tony Polzak

**Editor,
DFAS Support Activity - Indianapolis:**
Chuck Gordon
Asst. Editor,
Myra Hankins

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RESOURCE MANAGEMENT

1st Quarter '00

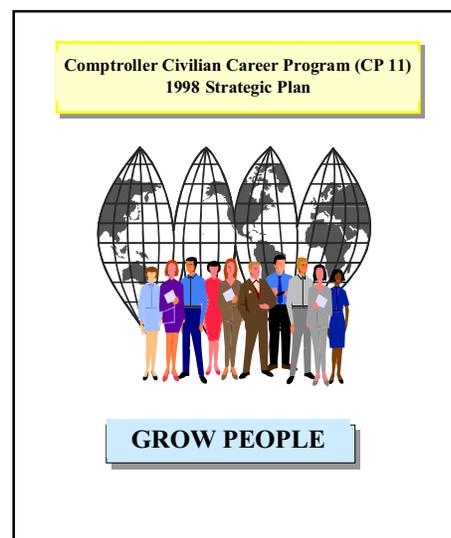
"Investing in Human Capital"

PB48-00-1

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Tri-fold pullout Comptroller Civilian Career Program (CP-11) 1998 Strategic Plan



A message from the Principal Deputy Assistant Secretary of the Army (FM&C)



Erin J. Olmes

Succession Planning—what is it? Simply put, it's planning for the future by grooming a corps of competent replacements to "succeed" the current workforce. Just as in pro sports, it involves anticipating members' departures and retirements, and strengthening the professional "bench" that will ultimately replace them. Sounds easy, right? Wrong! It's much easier said than done.

If you turn to the foldout brochure in this issue of *Resource Management*, you will find the Career Program 11 Strategic Plan. Notice that "Succession Planning" is the second major strategic objective under "Implementing the Vision." This is a testament to the emphasis that the Command Career Program Managers, who wholeheartedly support the plan, have placed on it. They all recognize the need for this type of planning; but, what does it really mean, and what can we do about it?

First, what does it really mean? Shortly after publishing the CP 11 Plan in 1998, we commissioned the U.S. Army Audit Agency to survey our CP 11 community in terms of formal education, promotion qualifications, years of service and age of the workforce. The latter two, in particular, have a lot to do with planning for the development of the future workforce. The results were startling.

We found that about two-thirds of our CP 11 careerists were at least 45 years old, meaning they could retire in 10 years or less if they had 30 years' service. About half our workforce had at least 20 years' service, meaning they could retire in 10 years or less if they reached age 55. Either way, a significant number of our experienced colleagues will be eligible to retire in 10 years or less. So what it means is that we need to pay close attention to succession planning if we are to maintain a viable career program. Our goal is that by 2005, just five years from now, 75 percent, or three out of every four careerists, will be qualified for selection to the next higher grade level.

What can we do about it? One of the ways we hope to achieve this is through a robust program of formal education which is outlined under "Workforce Proficiency," the first major strategic objective under "Implementing the Vision." Notice that by the same year, 2005, our goal is that all promotees to GS-15 and above will have graduate degrees and have completed other required training and certification.

If you happened to see my message on the value of formal education in the last issue of *RM*, you can see how it fits into the larger scheme of succession planning. It's important that every supervisor and every mentor encourage our CP 11 careerists, at all levels, to develop their professional credentials through appropriate education and training. We "seniors" owe it to ourselves and to our organizations to develop a quality workforce to succeed us—we must begin that process **now**.

The best legacy we can leave is a team that comes off the bench and outperforms us!



Army Resource Management award winners

by Maj. David A. Knowlton

The Army's Resource Management Annual Awards Program made public some of the finest Army stewardship achievements in fiscal year 1999 from field and staff resource managers. Competition was announced last May for recognition of the year's most noteworthy accomplishments in each of several civilian and military RM categories for organizations, teams and individuals. Senior subject-matter expert panels evaluated the award nominations by category. Top-ranked individuals then competed for the capstone individual awards: the ASA (FM&C) civilian award, the ASA (FM&C) military award and functional chief representative or FCR special award. The program features awards at two levels, "major command and above" and "below major command."

Honorable Helen T. McCoy, Assistant Secretary of the Army for Financial Management and Comptroller, recently announced these 1999 award recipients:

ASA (FM&C) Civilian: Linda Crouch of the Army's Training and Doctrine Command (TRADOC) at Fort Sill, Okla., excelled in pinpointing problems with the Army's modified automated standard financial inventory accounting and reporting system, known as STARFIARS-MOD. Her installation was the first to convert to this system with a large Forces Command tenant unit, the Third Armored Corps Artillery. Due to her efforts, Fort Sill was the driving force behind the ASA (FM&C) office's pressure on Defense Finance and Accounting Service (DFAS)-Indianapolis Center to write and test emergency change packages that would make the system work correctly. Crouch also identified a multi-million dollar cash deficit in the Army's working capital fund from improper processing of cancellations, in-transit actions and certain shipping statuses. In addition, she found and freed up millions of dollars' worth of unproc-

essed customer credits that had been tying up critical unit training and readiness funds.

ASA (FM&C) Military: Lt.Col. Douglas Shipp led a contingency operations or CONOPS cell in the assistant Army secretary's office for financial management and comptroller. In this position he single-handedly garnered the Army billions of dollars for a variety of contingency operations by applying acquired technical knowledge, clear strategic thinking and effective communication skill. In what was termed the Army's most turbulent CONOPS year ever—unplanned operations in Kosovo, a severe flood in Korea, other lesser disasters and on-going operations in Bosnia and southwest Asia—costs exceeded \$2.5 billion. Shipp's personal defense to Congress of detailed estimates for Korea flood damage gained a quarter billion in emergency funding. The alternative would have been severe readiness problems, with CONOPS costs having to be funded from within existing training resources.

Functional Chief Representative Special Award: William Guillaume of Army's Training and Doctrine Command (TRADOC) at Fort Monroe, Va., in a developmental assignment with Army headquarters, worked on a project called the Multi-Disciplined Financial Analyst Initiative with a goal of developing current and future CP 11 careerists through formal education, training, performance enhancing job experiences, professional development and accreditation. He condensed hundreds of knowledge, skill and ability elements for private and public sector financial management professionals into three groups totaling 17 core competencies which formed the basis for the initiative's five career path components.

Outstanding Resource Management Organization (major command and above): The Army Materiel Command (AMC) headquarters' Business Resources Division did a superb job of preparing four

particularly complicated working capital budget reports for prior, current and next years. The 1999 execution and 2000-01 formulation and submission of AMC budgets for supply management, depot maintenance, ordnance and information services all got to Army headquarters on time. Each involved significant challenges that division members met and satisfied through hard work and creative solutions. The result was a notably successful and excellently managed working capital program in the Army's most resource-intensive command.

Outstanding Resource Management Organization (below major command):

The 8th Finance Battalion excelled as the Army Finance Command's most widely deployed battalion in executing diverse financial and resource management missions all over Europe. The entire unit maintained extremely high operating tempo by supporting several NATO peacekeeping and joint task force missions, conducting FM and RM operations in eight different countries using 13 different currencies and accounting for over \$300 million in dollar resources. As an example, the battalion supported a 5000-soldier task force that provided deep-strike capability to NATO force air strikes against Yugoslav occupation of Kosovo. In addition, key unit officers managed over \$33 million in funds, disbursed over \$50 million in cash and identified and corrected 8,000 improper supply transactions worth nearly \$2 million.

Outstanding Resource Management Team (major command and above):

Dr. Morteza Anvari and David Henningsen of the Army Cost and Economic Analysis Center joined the Army Audit Agency's Joseph Mizzoni, Anthony Pirrera, Anita Bales and Roland Dimos to analyze, evaluate and cost-compare competing proposals for prime vendor and in-house support of the Apache aircraft program. The team also acted on an Apache program manager waiver request to keep the operation in house. The team's analyses were very clear that contract support of the Apache as proposed could have cost the Army more than \$200 million in five years. Their work set a new standard and established critical guidelines for reaching future competitive-sourcing decisions that would ensure optimum Army cost efficiency in supporting weapon systems.

Outstanding Resource Management

Team (below major command): A document processing system team at the Army Soldier and Biological Chemical Command streamlined document flow processes affecting funds and accounts, in order to give managers timely and accurate financial management data in user defined terms from a user-friendly, easily accessible system. As a result of their work, by fiscal year's end most document flow processes at the command had been automated and were automatically recording commitments and obligations in the accounting system—making Soldier Systems Center virtually a paperless organization.

Outstanding Intern (below major command):

Liz Miranda of AMC's Communications and Electronics Command helped develop and instruct courses and seminars in Year-End Closing, Fiscal Law and Financial Matters for Acquisition Personnel. She developed and published on the command's web site financial charts on basics of appropriations and funds (purpose and availability periods of different appropriations) and on long line accounting classification definitions (definition and information on each element of an accounting classification). The Army Finance School accepted and adopted the two charts as part of its instructional literature, and they are in wide use throughout acquisition program executive offices, the AMC community and the Defense Finance and Accounting Service. Miranda's charts helped CECOM organizations curtail negative unliquidated obligations, problem disbursements and vendor pay interest payments, and that enabled the command to meet key AMC financial performance goals for the fiscal year.

Outstanding Author (below major command):

Articles by William Washington of AMC's Communications and Electronics Command were published twice in the *Acquisition Review Quarterly*, and he received a Second Place Paper award for a work at the February 1999 DoD Cost Analysis Symposium. His papers have contributed to improving resource management and reducing costs in processes such as competitive sourcing and improved acquisition, further enabling other Defense components to save money, do more with less and manage financial risk.

Civilian Individual Award, Accounting and Finance (major command and above):

Michael Hamilton of the Army Intelligence and Security Command (INSCOM), who develops the command's directives from Defense and Army accounting policy, played a decisive role in INSCOM's exceeding its Army joint reconciliation program goals. His work led directly to zeroing out nearly \$8 million in canceling account unliquidated obligations and to reducing prior year travel advances 88 percent, from \$1.11 million to \$0.13 million. Hamilton also researched and reconciled numerous prior-year obligations and problem disbursements to recover millions of dollars for re-use Army-wide.

Civilian Individual Award, Accounting and Finance (below major command):

Maureen Kelly, lead joint reconciliation program accountant with Forces Command's Army Signal Command at Fort Huachua, Ariz., set new Army and personal records by zeroing out again in 1999 \$17 million of unliquidated obligations or ULOs—her fourth and the command's seventh consecutive zero-out, an Army record. Kelly's previous three years' reconciliation results totaled \$47, \$17 and \$17 million in cost avoidance for not having to use current year funds to pay for canceled-year obligations.

Military Individual Award, Accounting and Finance (below major command):

Sgt. 1st Class Flor Sanchez of AMC's Tank-Automotive and Armaments Command is the military pay advisor to Korea's 19th Theater Army Area Command. His quarterly unit-level pay-related training to the 19th's soldiers focused closely and effectively on travel claims and proper use of government travel cards. Sanchez's instruction virtually eliminated returned travel documents (less than 1 [percent] and cut travel card delinquencies more than 25 percent while significantly enhancing command readiness and retention.

Civilian Individual Award, Budgeting

(major command and above): Rosemary Thompson of the U.S. Army Special Operations Command (USASOC) tracked over \$12 million during the year in logistical and financial transactions for the Special Operations Support Command's supply support activity. Her vigilant maintenance of outstanding line records

resulted in several million dollars' credit to the activity's account. Her most dramatic result was \$2.7 million in credits to USASOC for special commercial off-the-shelf equipment turn-ins. For the year, Thompson and the command recycled and reused a total of \$4 million in obligation authority that might otherwise have been lost.

Civilian Individual Award, Budgeting (below major command):

Betty Koch, with Forces Command at Fort Bliss, Texas, adroitly overcame serious problems in the modified standard Army financial inventory accounting and reporting system—STARFIARS-MOD—while successfully supporting three regular and two emergency task force deployments to southwest Asia. Learning the new system as she went, Koch nonetheless was able to recognize and work around system errors and to identify, track and help develop solutions that ensured accurate and true financial status for deploying units. She quickly and accurately captured and reported the emergency deployment costs and succeeded in obtaining over \$4 million that allowed the units to quickly transition back to normal training schedules with adequate resources.

Military Individual Award, Budgeting (major command and above):

Sgt. 1st Class Esther Jones, as chief of vendor pay in the office of the Chief of the Army Reserve, applied superb organizational skill and technical expertise in cutting late-payment interest 68 percent and achieving 100 percent accountability of prepared vouchers while paying out \$40 million to over 500 vendors. As agency government travel card program coordinator, she streamlined the process for obtaining new travel cards, reducing administrative efforts throughout the entire organization, making the cards more accessible to all, and powering down more control to intermediate commanders.

Civilian Individual Award, Auditing (major command and above):

Tilden Jio of the U.S. Army Europe internal review office succeeded in handling an extraordinarily heavy command workload that covered the full range of internal review and audit compliance tasks. He significantly exceeded performance expectations, concurrently directing work of up to seven senior auditors and completing 19 single and multi-location audits for the year—a level

of productivity seldom exceeded anywhere in the Department of Defense.

Civilian Individual Award, Auditing (below major command): Joseph Galanthay of AMC's Communications and Electronics Command excelled in a variety of important year-2000 compliance efforts that assured all command infrastructure equipment would be ready for the year change—a critical priority at the time. He provided outstanding audit support and advice to the AMC lead for business systems, exceeded customers' expectations, identified key issues to be resolved and authored numerous team reports.

Civilian Individual Award, Cost Analysis (major command and above): Andrew Pozda of the Army Cost and Economic Analysis Center provided most competent technical leadership in overseeing efforts to develop for the \$75 billion life-cycle Comanche program an independent cost estimate and an Army cost position that withstood DoD scrutiny within 3 percent. His sound analysis plan, his cost analysis working integrated product team's close interaction with the program management office and his detailed cost estimating requirement description led to the first such approval in eight years and vindicated his hard work, determination, diplomatic skill and expert analysis. As a result, the Army position was closely aligned and prevailed almost totally at DoD level.

Civilian Individual Award, Cost Analysis (below major command): Matthew Viola of the program executive office for Command, Control and Communications excelled in concluding a most difficult and complicated set of cost-related activities in support of the military satellite communication program. He prepared, presented and defended several comprehensive and complex cost documents that earned approval by all participating service principals. He reconciled divergent interests to reach a joint cost position proposal that the whole cost review board working group approved. The result was a Milestone III decision review that the Army systems acquisition review council approved in November 1998.

Civilian Individual Award, Resource Management (major command and above): Thomas "Mike" Petty, the Army's DoD travel card program action officer in the

Office of the Assistant Secretary of the Army (Financial Management and Comptroller), creatively negotiated informal, no-cost contract work-arounds that obtained for the Army the information and data services it needed that weren't officially part of the contract. He also devised a method for assigning "restricted" travel cards to individuals with substandard creditworthiness that activate for a specified travel period and deactivate afterward—allowing DoD to maximize card efficiencies while minimizing risk of possible misuse.

Civilian Individual Award, Resource Management (below major command): John Valluzzi of AMC's Communications and Electronics Command put a smile on the face of command management control by creating an atmosphere conducive to surfacing potential problems without retaliation, allowing managers to identify problems early and thus save substantial Army resources. Through better organization and more prior "homework," he cut the top-level annual assurance statement "summit" meeting process from four hours to two and won top-level approval for all program recommendations.

Military Individual Award, Resource Management (major command and above): Sgt. 1st Class Eugene Bartholomew of INSCOM reviewed unliquidated obligations in detail and coordinated findings with functional and contracting officer representatives and contract specialists. He identified over \$300,000 that the command successfully realigned prior to year-end, thus increasing its purchasing capability toward mission priorities.

Military Individual Award, Resource Management (below major command): Capt. John Chverchko of the 1st Infantry Division formulated, programmed, allocated, tracked, analyzed and reported a \$190 million annual budget that covered operations in Germany, the former Yugoslavia, surrounding areas, Kuwait, and other contingency operation areas throughout Europe. Using detailed synchronization plans, the current version of which he developed, Chverchko accurately translated the division's training program into quantitative matrix format for input to the parent V Corps automated budget. He also personally formulated cost estimates and budgets for more than ten Joint Chiefs of Staff,

Joint Contact Team Program and Partnership-for-Peace military exercises.

Civilian Individual Award, Analysis and Evaluation (major command and above):

Kenneth Freund of AMC led efforts to determine the cost and financial impacts of proceeding with a prime vendor support (contracting out) proposal for the Apache aircraft program. He also led command development of the best case government cost for comparing the revised contracting proposal against an improved in-house Apache sustainment effort—fulfilling requirements for a waiver approach and ensuring that an improved sustainment concept, whether contract or in-house, would be selected. Freund's financial analysis became the benchmark for subsequent Army/DoD pilot programs. His baselines have stood the test of time and been provided to other program managers to help them more easily understand how to assess sustainment management initiatives.

Civilian Individual Award, Analysis and Evaluation (below major command):

Linda Crouch of TRADOC at Fort Sill, Okla., won the top civilian resource management award, described near the beginning of this article, for her work in analysis and evaluation.

Military Individual Award, Analysis and Evaluation (major command and above):

Capt. Mark Bennett of TRADOC, while on voluntary detail with the Army budget office for the annual budget review, developed a tracking system to monitor status of program budget decisions or PBDs. Covering initial staffing in the budget office to subsequent submission to DoD, his system included highly informative displays for the 6-year budget plan or POM showing requirements for TRADOC information technology modernization and for training, leader development and soldier support. Bennett's hard work and superb analytical abilities earned accolades from senior Army financial leaders, who accorded him an impact award for exceptional duty performance.

Civilian Individual Award, Education and Training (major command and above):

William Guillaume of TRADOC won the Functional Chief Representative Special Award, described near the beginning of this article, for his work in education and training.

Civilian Individual Award, Comptroller (below major command):

George Chant of AMC's Communications and Electronics Command served with distinction as the command's acting senior resource management official for 4-1/2 months, not only surviving a senior headquarters major resource review but also succeeding in several notable areas. While Chant was in charge, (a) all appropriations were executed at or above Army goals; (b) unliquidated obligations for the closing year were reduced to zero by June, a major command record for so early in the year; (c) all travel advance goals were met or exceeded; (d) travel delinquent accounts were reduced to less than 2 percent; and (e) additional high-priority unfinanced requirements received funding.

Military Individual Award, Comptroller (major command and above):

Lt. Col. Douglas Shipp of the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) won the top military resource management award, described at the beginning of this article, for his comptroller work.

Military Individual Award, Comptroller (below major command):

Maj. Byron Cherry of USASOC repeated a nearly flawless performance in leading his command with a 99.9% percent obligation rate without an unfinanced requirement in either a \$30 million Reserve Personnel Army appropriation or a \$32 million major force program 11 operation and maintenance budget. He excelled in responsibly serving the field by expertly managing funds for 69 reserve and two active units in 26 states and at several deployed locations that collectively were at the Army's highest operating tempo.

About the author

Maj. Dave Knowlton, a single-track Functional Area 45 (Comptroller) officer, is a Proponency Officer in the Comptroller Proponency Office, OASA(FM&C). A 1985 U.S. Military Academy graduate, he has also completed Army Command and General Staff College and earned a Master of Business Administration degree from Long Island University in 1995.

Write Right!

by John Di Genio

“Since brevity is the soul of wit, then let me be brief.”
—Shakespeare



Introduction — Imagine reading this: “I employed a portable, graphite transcription device with erasure capability to encode the numerical identification of my friend’s dwelling unit on a petite parcel of scriptural papyrus intended for refuse.” Of course, the person writing this clumsy sentence could easily have written: “I used a pencil to write my friend’s address on a small piece of scrap paper.”

I am sure that the first sentence caused a chuckle or two. However, there is a sad truth behind the humor. Many action officers are guilty of turning out such ponderous, impenetrable prose. With force reductions, decision-makers do not have the time to read through superfluous writing. Therefore, a concise, thorough, well-written memo that immediately gets to the point often gets the required response, without a lot of phone calls or e-mail messages asking for additional guidance and clarification. An individual’s writing style is a reflection of that person’s ability to think clearly. Consequently, people who constantly display the ability to succinctly write in a logical manner have a better chance for career progression.

Below are some characteristics of government writing that I call the “seven deadly sins,” and I even have an acronym for them: PIILOWS, for pomposity, incoherence, imprecision, lifelessness, obscurity, wordiness and sloppiness. Left unchecked, these attributes can make correspondence ‘spongy’ and ‘fluffy’, wasting readers’ time and possibly causing costly mistakes and misunderstandings. Let’s look at them in detail.

Pomposity — Something strange happens to down-to-earth, regular people when they start writing memos. Suddenly they’re using grandiose expressions, language and grammatical construction that they would never think of using in a conversation. These individuals

would meet their colleagues at their desks and say “Here is the information you wanted.” They write, “As per your request, enclosed is the information sought.”

These people never use the short, conversational word when they can find a long, impersonal, “three-dollar” one. For example, it is ‘utilize’ instead of ‘use’, ‘endeavor’ instead of ‘try’, ‘attributable to’ instead of ‘because’. These writers decorate their writing with fancy “bureaucratizing” expressions ending in “-ment,” “-tion,” and “-ance.” A typical sentence is “These modifications will lead to the enhancement of the system.” In everyday conversation, these writers would probably say: “These changes will improve the system.”

Some writers compound pomposity by using the passive instead of the active voice. For example, these action officers would tend to write: “A comparison of the authorization documents was made by the Manpower Division.” In a conversation, these people would likely say: “The Manpower Division compared the authorization documents. This pomposity may not be deliberate. After reviewing the organization’s files, newcomers may feel that this is acceptable “government writing.” Others, however, deliberately use the passive voice as a way to avoid responsibility and accountability. Then, of course, there are those who believe the authority of their position demands a writing style that distances them from the rank and file.

Some writers have a foolish notion that using foreign words and expressions makes them appear bright and educated. However, many writers who regularly use such words and expressions do so improperly, thereby embarrassing not only themselves but also their organizations. Avoid foreign words and expressions wherever possible. They only create confusion, misunderstanding and sometimes a laugh at the writer’s expense.

To avoid pomposity, try these tips:

(1) Use plain, conversational language. Avoid grandiloquent expressions. Remember, a shorter, conversational word is more precise than a longer, “three-dollar” word. Consider the following sentences:

I saw an elephant at the zoo.

I saw a pachyderm at the zoo.

In the first sentence, it is clear that the writer saw an elephant. However, since a pachyderm is any thick-skinned, hoofed animal, it is not clear in the second sentence if the writer saw an elephant or a rhinoceros.

(2) Use a verb, such as, ‘we evaluated’, rather than a noun made from a verb, like ‘we conducted an evaluation’.

(3) Use the active instead of the passive voice wherever possible. For example:

Active Voice: The manpower analysts surveyed the Headquarters Activity Branch.

Passive Voice: The survey of the Headquarters Activity Branch has been completed by the manpower analysts.

Incoherence — A disorganized document confuses rather than informs. Yet, many writers send their readers off on a “word trek,” without any friendly “guideposts” along the way to tell them where they are going or how they suddenly jumped from one thought to another. These inconsiderate writers provide no introductory statement to tell their readers what the document addresses, no reiteration of the key topics throughout the document, no transitions to tell the readers that they jumped from one thought to another, and no concluding summary to wrap up what has been discussed.

To avoid this pitfall, try these ideas:

(1) Develop an outline to organize your thoughts in a logical sequence.

(2) Tell the readers up front what the point of the document is.

(3) Use the outline to write a topic sentence for every paragraph, stating the main idea in general terms. Using topic sentences allows the writer to stick to the main theme of the paragraph and not scramble two or more distinct ideas within one paragraph. Topic sentences also serve as “friendly guideposts” for readers, enabling them to easily recognize the different points contained within the document.

(4) Use transitional words and phrases to bridge

between sentences and paragraphs. Transitional phrases allow the reader to know when the writer is continuing along the same line of thought, or if the writer has changed the line of reasoning. For example, transitional phrases such as ‘additionally’ and ‘furthermore’ indicate that the writer is continuing along the same road. Phrases like ‘however’ and ‘on the other hand’ signal a “U-turn.” With transitional phrases, a document will have the continuity and coherence necessary for readers to logically follow a writer’s argument.

(5) Summarize the information in a “conclusion.” Briefly tell your readers “what you have told them.”

Imprecision — In *Alice in Wonderland*, the Mad Hatter tells Alice and the other guests at his tea party that when he chooses a word, it is exactly the word he wants to use, and no other will do. Precise words avoid any confusion caused by the reader putting his or her own meaning to vague instructions and reports. A thesaurus and a dictionary, either electronic or paper, are excellent tools to help writers select the “right” word. Furthermore, using the “right” word makes the document more interesting. Consider these examples: ‘Plummet’ is more precise than ‘decline’, ‘direct’ more forceful than ‘suggest’, ‘volatile’ more radical than ‘changing’, ‘grotesque’ more horrible than ‘ugly’. Writers should strive to be on target with their choice of words, not merely get into the ballpark.

Lifelessness — A document that is “lifeless” causes the reader to quickly lose interest. After all, who wants to read a document that has all the excitement of a telephone directory? Without doubt, this is the hardest “sin” to overcome. However, with a little practice, it can be done.

A writer can effectively fight dullness by focusing on readers’ concerns; that is, generate more interest in your writing by expressing ideas in the terms of the readers’ needs. For example, a typical writer-focused statement about a new Access database program may read: “We developed a new automated procedure for keeping track of unfinanced requirements.” Now, compare this statement with a reader-focused statement: “Do you feel overwhelmed when it comes to keeping track of your UFRs? If so, you might be interested in the

new program we developed for tracking them.” Notice how the second statement grabs the reader’s attention by extending a helping hand.

Writers can increase the vitality of their writing by using strong action verbs. Challenge every use of the verb ‘to be’ and its many forms. These verbs convey existence, not action. Substitute the verb ‘to be’ with an action verb whenever possible. For example, “That organization’s emergency essential civilian program is in serious need of a complete revision.” Now, look what happens when we change the verb ‘to be’ to an action verb: “That organization’s EEC program cries out for complete revision.”

Take advantage of punctuation. Let your writing express feelings and emotions. A well-placed question will help your manuscript because it makes the document more interactive. What better way to perk a reader’s interest than to ask a question?

Seek out creative ways to express an idea. Readers tend to respond more readily to concepts expressed in verbal images, partly because such images help them understand your ideas more thoroughly. This technique requires the writer to be an artist and poet. That is, the writer needs to visualize the action behind the concept and put the image into words. When you describe an organization’s staffing as ‘bare-boned’ or survey results as ‘bottom-line’, you are using visual images to invigorate your writing. Don’t be afraid to use metaphors, similes, or even oxymorons (like the ones below) to make your writing more interesting:

An action officer wants his or her readers to read the entire document, pay attention to what is being communicated and take desired actions such as accept the writer’s ideas or supply requested information. The above techniques should prove helpful in perking up writing to get desired results from readers.

Obscurity — Writers need to consider their intended readers. Using abbreviations like TEMP and TER may be suitable within the Test and Evaluation community. However, using these acronyms in a memo going to the budget officer, for example, could cause confusion. Professionals want correspondence that enlightens, informs and motivates; they do not want to be bothered with a document that is full of

mysterious abbreviations and meaningless jargon.

The writer shouldn’t assume that readers will know, for instance, that TEMP stands for Test and Evaluation Master Plan, and that TER stands for Test and Evaluation Report. Therefore, writers should spell out acronyms the first time they are used in a document. This will avoid confusion and misunderstanding.

Remember, in professional military writing, “less” is “more.” Writers should not underestimate the intelligence that readers have on a particular subject. However, by the same token, a writer should not overestimate the amount of background that readers have in a specific subject. Therefore, it is good practice to give readers only the information they need to understand. Too much information will cause readers to become bored and subsequently lose interest (information overload). Too little information gives readers a chance to play “fill in the blanks,” which can lead to a serious misunderstanding of the written information.

Ward off the ‘obscurity’ bug by using language that readers will understand. Make the message clear by repeating key ideas, describing them, illustrating them and explaining them in a variety of ways.

Wordiness — Verbosity can kill more than a reader’s afternoon. It can also kill his or her interest in the document and its author. Nobody has time to read wordy memos and reports. Often documents that look too lengthy are put aside for “later.” In professional military correspondence, “less” is “more.”

To avoid this trap, cleanse your writing of expressions that are longer than they need to be, such as ‘in the event that’ and ‘I am of the opinion’. Simpler expressions like ‘if’ and ‘I think’ say the same things in fewer words, and they are not pompous. Eliminating unnecessary words in every sentence cuts away the trivial fat, leaving the reader with the meat. This places greater emphasis on the key topics addressed within a document.

Sloppiness — Nothing turns a reader off faster than a document riddled with errors that should have been caught and corrected, had the writer and a proofreader taken the necessary extra time to find them. Readers neither forgive nor forget sloppy writing. They do not tolerate

documents that look as if they had been prepared during happy hour at the club.

Careful proofreading catches misspellings and grammatical errors. Unfortunately, people have come to depend on spell-check programs to find misspellings for them. Although the computer catches many misspellings, it does not catch correctly spelled wrong words such as homophones—words that sound like the intended word but are spelled differently and have a different meaning. Additionally, a spell checker doesn't catch correctly spelled words that don't make sense in the sentence. Spell-check programs also let malapropisms slip by—ludicrous misuses of words such as 'take for granite' instead of 'take for granted'.

Consider also the following (real) e-mail message a division chief sent to his budget

analysts: "This new CRA guidance makes the one we received yesterday mute." I am sure the writer meant 'moot'. Punctuation and grammar often go unnoticed; however, an improper punctuation mark or the wrong form of a verb will stand out like pasta sauce on a white shirt. (See? You can write stuff like that, too, with a little practice!)

Any document's physical appearance is critical. Before reading a single word of it, a reader has already received a message from its author. Too many words crammed together on one page and "pen-and-ink" changes make a manuscript uninviting. A red flag goes up in a reader's mind whenever there is too little "white space" on a page. Crowded words make readers "word weary." Putting readers in the right frame of mind with an appealing looking document can influence their response and reaction to its content.

Conclusion — Professional military writing needs to be thorough, well crafted, logically arranged, brief and to the point. Manuscripts that are pompous, wordy, jargon-filled, illogically laid out or vague create confusion and misunderstanding. Documents that are simply too dull and sloppy wind up on the "back burner." Writers can greatly help readers by using active voice, stating the purpose up front, using a topic sentence for each paragraph, stating and reiterating key concepts, using transitional phrases when changing topics and summarizing in a brief conclusion. Authors can add gusto to their writing by using action verbs and creatively transforming visual images to writing. Similes, metaphors and oxymorons do much to enliven writing. Sloppiness has no place. Despite mechanical aids, proofreading will still be necessary to eliminate grammatical errors and misuses of words. By applying these techniques and continually practicing them, action officers can master the ability to "Write Right."

About the author

John Di Genio is an operations research analyst in the joint Manpower and Organizations division of the office of the Assistant Chief of Staff, at the joint and combined military headquarters in Seoul, Korea. He is a frequent *RM* contributor.

AMSC SBLM Class 99-3 Graduates

The Army Management Staff College's Sustaining Base Leadership and Management Program Class 99-3 graduated last December. The Comptroller Civilian Career Program had 18 students, from seven commands or agencies and the Headquarters. During the intense course, students worked on creative and unconventional solutions to familiar problems. They focused on "big-picture" issues like why we have an Army; how we design it; how we staff, equip, sustain, support, and station the Army; and issues in leadership, management, decision-making and stewardship that Army civilian leaders have to deal with. Congratulations and an outside-the-box salute to all graduates!

Name	Command
William L. Anderson	INSCOM
Ramona L. Butler	TRADOC
Terrence L. Clay	AMC
Doreen DeBenedictis	USAREUR
James H. Fish	AAA
Gary J. Garland	AAA
Bennett W. Hall, Jr	AAA
Amelia B. Hatchett	AAESA
Michael S. Hutchinson	AAA
Deborah A. Hutton	PERSCOM
Sharlynn P. Kaina	USARPAC
Gary A. Lewis	TRADOC
Virginia A. McNary	TRADOC
Lynn W. Melland	FORSCOM
Marie C. Powell	INSCOM
Margie R. Robinson	MDW
Cara L. Schay	AMC
Annette M. Vettese	USAREUR

Grow leaders!

Reflections on leadership

by John Reardon and John Di Genio

“There is a marshal’s baton in every soldier’s rug sack”—Napoleon Bonaparte

A popular expression throughout the Army financial management and comptroller community has been “Grow People.” Truthfully, we do not need to grow people. Instead, we need to “grow” the leaders that will guide us in the next millennium. College and professional courses, various types of training, and on-the-job experiences concentrate more on “management” than on “leadership.” However, in these times of force reductions, and a larger reliance on a “seamless” Army to accomplish its diverse mission, demands for effective “leaders” are ever increasing.

Some may argue that “leadership traits” are found only in a select few. This is hogwash. It is not the event that makes a “great person,” but, rather, it is the individual that makes an event great. Given the proper environment, leadership skills can be taught and nurtured. Consequently, managers of human resources need to aggressively look for ways to develop and groom creative, hard-working personnel for future leadership positions within DoD.

Here we’re going to look at some common characteristics of good leadership and address some pitfalls and consequences of poor leadership. Hopefully, our ideas will serve as a guide to both present and aspiring leaders.

Management Versus Leadership

“A leader knows what’s best to do; a manager knows merely how best to do it.”

—Ken Adelman

People mistakenly use the two terms interchangeably, but they’re very different. You can lead a horse to water, but you can’t manage him to drink. A good manager is not necessarily a good leader, nor vice-versa. For example, General Dwight Eisenhower was a very capable manager; however, he lacked some

leadership skills. Likewise, General Douglas MacArthur was a very charismatic leader, but his management skills were limited.

“Management” refers to the day-to-day oversight of programs, whereas “leadership” is more intuitive, entailing creative skill to make sense of uncertainty. Managers work in the known world where there is little “gray area,” whereas effective leaders are comfortable living in the “gray area.” Managers have traditionally concentrated on the here and now, but leaders have a much broader lens and tend to look beyond tomorrow. William Heddleson, an Army instructor, said it well: “We want our (Army) managers and supervisors to become better leaders.” Managing is getting things done through people. Leading is inspiring people to want to get things done. The two are not necessarily mutually exclusive, but true greatness at both in one individual is rare. The true leader manages him- or herself first and is then ready to lead.

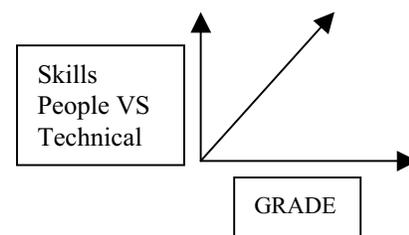
A Leader Versus a Follower

“A man who follows a crowd will never be followed by a crowd.”—R.S. Donnell

“...leadership is the art of accomplishing more than the science of management says is possible”—General Colin Powell, in My American Journey

A follower is content with simply doing his or her daily assignments. These people are normally technically strong in their subject matter. However, as one progresses through the grade or rank structure, one immediately notices that the higher one’s station, the more is the reliance on interpersonal skills and the less on technical abilities.

A leader is a risk taker, a bold entrepreneur who



uses dynamic personality to sell ideas to executive decision-makers and the rank and file. A follower lacks the fortitude to stand out in the crowd but rather puts faith in the powers that be. A follower doesn't make things happen but instead waits to see which way the wind will blow.

Roger Enrico, PepsiCo Chairman and CEO, summed up the difference between a leader and a follower this way: "You have to lead. You have to come up with big ideas and express them forcefully. I have always been encouraged—or sometimes forced—to confront the very natural fear of being wrong. I was constantly pushed to find out what I really thought and then to speak up. Over time, I came to see that waiting to discover which way the wind was blowing is an excellent way to learn how to be a follower."

Vision

"The very essence of leadership is that you have a vision."—Theodore Hesburgh

An effective leader focuses on the future. An organization may be well structured to satisfy today's needs. However, an organization has to be flexible enough to support future requirements. A leader needs to have the creative ability to predict tomorrow's environment "today" and the gumption to guide and structure the led organization to meet those future demands. If a leader fails to plan for tomorrow, then that leader should also plan to fail. Without leadership's foresight, an organization will become obsolete. Other organizations, striving for growth, will assume the responsibility for accomplishing the functions and tasks previously accomplished by the outdated entity. The members of the organization will no longer have the skills necessary to successfully compete in the market environment. Consequently, the organization will become an unnecessary organ that will eventually be offered up as a budget efficiency.

Service

"To command is to serve, nothing more and nothing less."—Andre Malraux

A leader is first and foremost a servant. A leader helps to improve the lives of the people

in the group or to improve the system. Leaders who behave like cartoon characters, barking out frivolous orders to hapless subordinates, have no place in the real world. Skilled subordinates will become weary of working for such individuals, and simply leave the organization.

Others may decide to file grievances. Organizations run by petty bureaucratic czars experience large numbers of vacancies and lengthy hire lag, because nobody wants to work for such despots. An inordinate number of complaints, high personnel turnover, and lengthy hire lag are extremely costly to an organization. The entity is constantly going through a learning curve. High turnover prevents any sort of "team" from ever forming. Although lengthy hire lag may help an organization's budget, it hurts the morale of on-board employees left to do the work. Taken collectively, these occurrences usually spell the end of a bureaucratic czar's reign of terror.

Effective leaders strive to ensure subordinates' success in their endeavors by giving sound guidance and removing potential stumbling blocks. In essence, a good leader is a "facilitator" of subordinates' career advancements. Effective leaders encourage their subordinates to attend career-advancing courses such as the Army Management Staff College's Sustaining Base Leadership and Management Program. They also regularly coach and mentor subordinates on technical and interpersonal skills toward "growing" them to assume leadership positions. Competent and confident leaders grow future leaders. Incompetent individuals thrown into a leadership position "grow" worthless office stooges.

Selfless service is an integral part of being a leader. Those who assume the roles of leaders are expected to put the interests of their subordinates and the organization above their own. Subordinates lose respect for a leader who fails to lead by example. For example, a leader who demands that subordinates stay until 5:30 every evening, but leaves promptly at 4:30, will quickly have vacant positions.

Responsibility

"A real leader faces the music, even when he doesn't like the tune."—Anon

A good leader places no value on that old expression about garbage flowing down hill but rather takes responsibility for personal actions and the professional actions of subordinates. Inept people haphazardly thrown into a leadership position regularly blame subordinates for work that achieves less than desired results. Senior executives see right through such a ploy, and more importantly they frown on the practice. Needless to say, individuals who imprudently believe that passing the blame onto their subordinates will prevent them from getting counseled are actually fooling themselves. Such “wannabe” leaders will soon be looking for other jobs.

The leader would take a “hit,” then get

**A boss creates fear;
a leader instills confidence.**

**A boss fixes blame;
a leader corrects mistakes.**

**A boss knows all;
a leader asks questions.**

**A boss makes work drudgery;
a leader makes it interesting.**

**A boss is interested in him or herself;
a leader is interested in the Group.**

together with action officers to correct the situation. A true leader would not say to the subordinate: “The ‘Boss’ isn’t too happy with your product,” but would be more likely to say, “We missed the target on this one; let’s see if we can fix it.” Should the leader need to take an adverse action on a subordinate for poor performance, the leader does so professionally by focusing on the performance problem and offering remedies. Personal attacks against an individual help no one but only cause bad feelings.

Respect

“But most of all respect thyself.”—John Milton

Respect is a two-way street. Subordinates expect to be treated with the respect due any human being. Basically, individuals in a leadership position should treat a subordinate with the same courtesies that they expect and want. Unfortunately, many “leaders” have the foolish belief that they can treat a subordinate like some hapless serf. Vulgarities, burlesque,

and expressions such as “I’m the division chief; now, *you* go suck the egg” are inappropriate for a professional office environment. Frankly, subordinates respect themselves too much to tolerate this kind of abuse. Moreover, they find such language to be demeaning, pompous, and downright offensive. Those in leadership positions should always remember that unlike feudal serfs, who were economically fixed to the land; a professional Resource Manager is never tied down to any specific job.

Treating subordinates like mere peons will cause the organization to have vacancies. Worse yet, once the word gets out that a leader treats people like the scrapings from the bottom of a boot, that person will likely incur long hire lags. Groucho Marx once said: “Time wounds all heels.” Sadly, the stinging, bitter wound of being treated like cheap labor may never heal.

Loyalty

Like respect, loyalty is also a two-way street. Leaders demand that their subordinates remain loyal to them and the organization. Leaders likewise need to be loyal to their subordinates. This loyalty manifests itself in trust and integrity. A subordinate places his/her career in the hands of the leader. In essence, a subordinate trusts that the leader will look out for his/her professional needs, such as career advancement and training opportunities. This is the very heart and soul of a professional, trusting relationship and the bond between supervisor and employee.

Regrettably, some leaders believe that loyalty flows only from the bottom up. As such, they often misuse, abuse and betray subordinates’ trust and confidence placed in their hands. Very damaging to an organization is a supervisor the subordinates don’t trust. Subordinates will not openly discuss situations, news from the grapevine, office policies or issues with a supervisor they do not trust; thereby cutting him/her off from the information flow. Even worse, subordinates may begin to feed the supervisor misinformation in the hopes of causing embarrassment in front of senior leaders.

Some individuals in leadership positions may mistake “bootlicking” for loyalty. An obsequious bureaucratic bootlicker is an incompetent, servile, self-serving flatterer. A typical bootlicker will support the leader as long as (1) the leader remains in favor with the senior executive body, and (2) the leader can continue to foster the sycophant’s career progression. Once a leader falls from grace or simply cannot help the flatterer’s career progress any longer, the parasitic toady will move on to another “host” in the supervisory chain. Hence, a “flatterer’s” support is only temporary. Sincere “loyalty,” on the other hand, is enduring.

Leaders should immediately and sternly reject a smooth talking flatterer’s advances to gain favor. An unscrupulous bootlicker may try to make inroads with “feel-good” information for a leader, but a flatterer can also do irreparable damage to the organization. Trust and unit cohesiveness will quickly disintegrate. The office climate will erode into “them against’ us” factions, the environment increasingly uncomfortable, productivity hampered. Members of the unit may aggressively explore ways to discredit both the bootlicker and the leader in front of superiors. Honest, productive subordinates will look for employment elsewhere. Harmful rumors and gossip about backstabbing office “politricks,” cronyism, and closed-door “cloak and dagger” episodes will feed the grapevine, thus damaging the credibility of the organization. The cost of having a professional flatterer in the organization far outweighs any benefits.

A leader nurtures team building. Our division chief, Casimir (Casey) Nitkowski, shared this advice for our work here: Getting people together is easy; the leadership skill is in making these people play together as a team....Loyalty is the cornerstone to team building....Leaders and subordinates search for sincere loyalty; insincere loyalty, aimed at gaining favor or using someone to foster a personal agenda, should be avoided.

Charisma, or the Cult of Personality

“The leader seeks to communicate his vision to his followers. He captures their attention with

his optimistic intuition of possible solutions to their needs. He influences them by the dynamism of his faith. He demonstrates confidence that the challenge can be met, the need resolved, the crisis overcome.”—John Haggai

Much has been written about this fascinating topic. Why was Beatle John Lennon a “leader” of the peace movement back in the 1960s? What causes people to want to follow leaders like Julius Caesar, Napoleon Bonaparte or even Adolf Hitler? How can one explain the huge masses that followed Gandhi and Martin Luther King? Why have so many been attracted to Pope John Paul II? These leaders have a common trait: charisma.

A leader has to be accepted by his/her subordinates. Without this acceptance, a supervisor will just be another “boss” and not ever be viewed as a leader. Charisma, the ability to energize and motivate people, legitimizes a leader’s position in the organization.

A leader has to believe in his/her own cause, position or ideas. A leader’s firm beliefs inspire subordinates and senior leaders to accept and embrace the leader’s ideas. Without such strong convictions, the leader may be regarded as nothing more than an abusive, hypocritical, self-serving demagogue. Subordinates and senior leaders of the organization will see right through someone who is feeding them a bunch of nonsense. Like the petty bureaucratic czar, an office demagogue will also have an extremely short career as a leader.

The boss drives people; the leader coaches them.

The boss depends on authority; the leader relies on good will.

The boss inspires fear; the leader breeds enthusiasm.

The boss says "I"; the leader says "we."

The boss fixes blame for a breakdown; the leader fixes the breakdown.

The boss orders, "Go"; the leader exhorts, "Let's Go!" — **H. Gordon Selfridge**

Openmindedness

“Now there’s a man with an open mind; you can feel the breeze from here!”

—Groucho Marx

There are many people in leadership positions that fit Groucho's description of "having an open mind." The inability of such people to listen to and accept another point of view limits their growth potential. Being mule-headed also denies the organization the opportunity to reap the benefits of really worthwhile ideas. An effective leader empowers subordinates to come up with alternative methods, procedures and processes. Allowing subordinates to contribute to an organization's success nurtures an esprit de corps and permits the group to readily adapt to the changing (future) environment. Remember, a leader "asks questions" to make improvements. How can any leader improve a system or organization without listening to the worker-bees' ideas?

Ethics

"Leadership is established from top down. Ethics begins at the top of an organization. It is a leadership issue, and the leader must set the example. . . . Loyalty is the pillar of all leadership traits. . . . Without loyalty, there can be no ethics. . . . Without loyalty and ethics, there is nothing. . . ."—Casey Nitkowski

Leaders have to be staunch advocates of ethical decision-making. It is not enough for a leader to do things right; they also have to do the right things. Subordinates emulate leadership practices. How can leadership within an entity preach about integrity while some in its ranks are involved in various scandals and imbroglios? Fundamentally, leaders have to practice what they preach. They have to "talk the talk" and "walk the walk."

Unfortunately, some occupying leadership positions pompously believe that they are above any type of ethical code of conduct. In reality, leaders have to be held to a higher, more rigid standard. Leaders are constantly watched by their subordinates and by senior executives. Leaders who stray from the ethical path will soon lose credibility. Senior executives will no longer take them seriously, and their subordinates will lose all respect for them. Without respect and credibility, a leader's career is soon ruined.

Conclusion

"Leaders aren't born; they are made. And they are made just like everything else, through

hard work. And that's the price we'll have to pay to achieve that goal, or any goal"—Vince Lombardi

Leadership and management are distinctively different. Managers are focused in the present, while effective leaders tend to be visionary. Leaders are risk takers. A good leader will ask questions to see where the system can be improved. As leaders expect to be treated with respect, subordinates demand the same courtesies. Loyalty is the cement that holds the entire organization together. Without subordinates being loyal to their leaders, and leaders loyal to their subordinates, the organization will quickly erode into a model of inefficiency and ineffectiveness. Bootlicking should not be mistaken for loyalty. Flatterers only use those in leadership positions to foster their own agendas. True loyalty is long-lasting. Insincere loyalty is nothing more than temporary lip-service. Leaders aren't afraid to take responsibility for their own decisions and actions and the professional actions of their subordinates. A true leader will never pass blame on to a hapless subordinate. Leaders have to be the standard-bearers of ethics in the organization. An unethical leader will lose credibility and respect. A leader uses personal charisma effectively in motivating others to accept his/her ideas and to join in a cohesive team. Skill in the art of communication is crucial to a leader's success in accomplishing nearly anything. Leaders have to possess a sincere conviction in their ideas and beliefs. Without these convictions, a leader is nothing more than a dime-store demagogue. In today's uncertain environment of lengthy deployments, organizational drawdowns and workforce privatization, today's Defense leadership at all levels has much to gain by focusing on growing tomorrow's leaders now.

About the authors

John Reardon is a branch chief and John Di Genio is an operations research analyst in the joint Manpower and Organizations division of the office of the Assistant Chief of Staff, U/C/J-1 at the joint and combined military headquarters in Seoul, Korea.

Modern Defense Civilian Personnel Data System

by **Carole Johnson**

The Army continues as acknowledged leader in the Defense-wide civilian personnel regionalization and modernization programs. Civilian personnel operations across the Defense Department are modernizing supporting automated systems to provide more cost-effective and efficient services.

In Oct. 1999, selected DoD civilian human resource offices began pre-deployment testing of a new system called the modern Defense Civilian Personnel Data System or DCPDS. They tested the system in an operational environment before deciding whether to proceed with further deployments. Participating test environments were the Army's Pacific region, converting in Oct. 1999, and the Navy northwest region (Silverdale, Wash.) and Air Force single region (San Antonio, Texas), both of which converted in Nov. 1999.

Following conversion, the test sites closed down operations under the older version of DCPDS (known as legacy DCPDS) for U.S. appropriated fund employees and began using the modern system. Assuming successful evaluation at the test sites, full DoD-wide deployment would begin after a Milestone III decision that was expected in March or April 2000 and finish by calendar year's end.

The modern DCPDS will support regionalized services by automating previously manual processes and allowing direct access to up-to-date information by managers, supervisors, HR specialists and resource analysts. Certain authorized resource managers will also be able to annotate Army management structure or AMS code and table of distribution and allowances (TDA) paragraph and line numbers in the data files. Reporting capability will enable managers and resource officials to track actions and obtain documentation on their functions. The Oracle-based "modern system" harnesses new technology capabilities to improve and simplify processing personnel

actions, accessing civilian work force information, and delivering personnel services.

DoD officials said the architecture of the modern system, which features a Windows format with easy point-and-click maneuvering, was designed to be easier to use and to reduce reliance on paperwork and redundant operations. Deployment planning is being carefully orchestrated, from procuring the equipment to training everyone involved. Representatives of the Deputy Assistant Secretary of the Army for Civilian Personnel Policy are working closely with the Army's Civilian Personnel Operations Center Management Agency (CPOCMA), the Defense Civilian Personnel Management Service (CPMS) and the other military services and agencies to ensure successful deployment.

To prepare for Army's full conversion to the modern system, CPOCMA is coordinating an extensive training effort, including train-the-trainer workshops in each region, followed by multiple training sessions for users at that region as they prepare to deploy.

A modern system deployment conference in February 2000 prepared other Army regions for full deployment of the modern system and included a demonstration on system capabilities. For more information and current up-to-date guidance and information on the modern DCPDS, please see our web site at <http://www.cpol.army.mil> under "modernization."

About the author

Carole Johnson is Chief of the Regionalization Project Management office in the assistant Army secretary office for Manpower and Reserve Affairs



Why register?

Army Civilian Career Evaluation System Updated

by **Cynthia L. Dawson and Terry J. Quander**

By registering in Easy ACCES on line at www.cpol.army.mil, you become part of the centralized automated worldwide Army career referral system. That system lets the Army know your qualifications and interests, such as types of jobs, grades and geographical locations for which you would like to be considered as vacancies occur within the Army. You must take charge of your career if you expect to be marketable in today's Army. As of January 2000, about 4,000 of the 7,500 eligible CP 11 careerists were registered, an overall rate of 53 percent. Table 1 shows that within that total, registration rates vary widely by grade.

Grade	#Eligible	#Active	Rate
GS-11	2,438	826	34%
GS-12	2,658	1,584	60%
GS-13	1,612	1,119	69%
GS-14	568	424	75%
GS-15	165	75	45%

Table 1

Within CP 11, competitive recruitment and filling of vacant positions at the GS-12 through GS-15 grade levels are accomplished using Easy ACCES. An inventory of CP 11 ACCES registrants is centrally maintained by OASA (M&RA), and at the time a permanent Army vacancy is identified, a career referral list is provided to the selecting official through servicing civilian personnel channels. While registration is voluntary, it is the established means of competing for promotion in CP 11.

Although the number of referrals fluctuates by year, Table 2 shows that downsizing has not frozen ACCES referrals.

ACCES referral notification letters are mailed to the best qualified individuals who have indicated that they are geographically available for promotion, lateral or change to lower grade at the location of the vacancy. For each person who indicates availability but does not respond to the referral notice, another careerist is denied the opportunity to compete, and the selecting official's options are reduced. Availability can be updated with minimal effort, and the system will serve everyone involved better if the information realistically reflects each careerist's mobility. Please be considerate of your fellow careerists.

Accomplishment Rating Sessions

CP 11 Easy ACCES registration requires the careerist to write five accomplishment statements covering the abilities listed on the next page. Suspense dates for submitting accomplishment statements can be found at www.cpol.army.mil (Frequently Asked Questions), Question and Answer #6.

Trained accomplishment raters who are CP 11 subject matter experts meet quarterly to review and assign ratings to the submitted accomplishment statements. The five narratives are rated independently on a scale of 1-5 (5 being the highest); however, ability #1 carries a weight factor of 3 and ability #5 a weight factor of 2. Abilities 2-4 each have a weight factor of 1. Upon completion of a rating

Annual Referral Lists by Grade

Series	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99
343	65	48	88	63	88	108	119	192
501/505	17	29	23	22	32	30	29	49
510	32	37	41	35	53	26	50	82
511	29	57	42	23	30	24	40	71
560	46	52	88	83	95	95	115	214
1515	19	4	24	20	23	17	27	7
	208	227	306	246	321	300	380	615

Table 2

session, two averages are provided, the average of eight abilities and the average of five abilities. The average of five is simply a one-on-one ratio of the above five abilities. The average of eight includes the weighted factors for ability numbers 1 and 5.

<u>Ability</u>	<u>Weight Factor</u>
1) To plan, organize and direct	3
2) To analyze	1
3) To communicate orally	1
4) To write	1
5) To innovate (includes ability to originate action)	2

CP 11 accomplishment raters work without knowing the name, grade or series of those being rated. Ideally, their blind ratings should reflect equity across series and increase when moving up the grade structure. Table 3 shows recent accomplishment averages of the eight abilities. These averages provide a strong validation of the effectiveness of the rating system.

Average Panel Rating by Grade

<u>Grade</u>	<u>Avg. Rating of Eight Abilities</u>
15	3.60
14	3.49
13	3.34
12	3.10
11	2.82

Table 3

When preparing accomplishment statements, the careerist should complete two narratives for each ability. Accomplishment raters will assess both narratives, and the careerist will receive the higher of the two scores.

The submission of focused, objective and quantitative descriptions of accomplishments that address the specified evaluation factors for each of the five abilities is the key to maximizing your accomplishment average(s). Again, the higher of the two ratings always will be reflected on Part D of your Easy ACCES (on-line) registration. The rating factors considered by the accomplishment raters can be reviewed by clicking on the Part D Help key. The number of characters allowed is defined on-line when stating your Problem or Objective; What I Actually Did and When and What The Outcome Was. You must also provide "Verifying Person" information.

The following suggestions are provided for the careerist to consider when writing accomplishment statements:

- Do not abbreviate; spell each word, and avoid using acronyms. What might seem a common acronym for the careerist may not be a familiar acronym for the accomplishment raters.
- Include the position title of the individual who tasked the careerist to accomplish a particular problem/objective, e.g., immediate supervisor, director or deputy director, division or branch chief, commander or deputy commander.
- Ensure the accomplishment is clearly articulated and doesn't read like a summary of a careerist's position description.
- Quantify as much as possible. Do more than relate to the accomplishment raters that the problem/objective was completed successfully or in a timely manner.

Recent events. In Aug. 1998, approximately 50 CP 11 careerists received training in how to rate accomplishment statements. Their names now expand the "duty roster" of available CP 11 raters who are asked from time to time to serve on the quarterly accomplishment rating sessions held in Alexandria, Va.

In June 1999, CP 11 converted to Easy ACCES, through which all registrants and their supervisors and reviewing officials should now be inputting ratings, evaluations and changes. Last September, the names of those who had not revalidated their ACCES records on line by June 1, 1999 were moved to the "inactive" side of the database. To reactivate, or to initially register, one should visit the www.cpol.army.mil web site and step through the menu choices to get into Easy ACCES for CP 11.

Conclusion. Easy ACCES provides careerists an excellent platform from which to focus on career goals. The Army's goal is to attract and retain quality employees and thereby ensure top performance by a smaller workforce. Promotion opportunities will be more competitive in an environment with less job security than in the past.

Willingness to move from one job to another, whether for promotion or lateral assignment, whether or not a permanent

change of station is required, is an important factor for progression. The mobile careerist will seek and be challenged to perform under different Army missions, conditions and leaders.

Varied assignments are an important means to develop essential skills, knowledge and abilities for steady upward progression in the Comptroller Civilian Career Program (CP 11). A diverse experience background provides the extensive professional expertise expected of top-level managers and executives. The first step toward such a professional background is to register in Easy ACCES. That move is up to you, the reader and CP 11 careerist.

About the authors

Cynthia L. "Dusty" Dawson is a program analyst in the personnel planning and resource management office at Army Audit Agency headquarters. A former military personnel administration specialist and recent CP 11 intern graduate, she used the internship experience to achieve proficiency in financial management core competencies while pursuing off-duty undergraduate study.

Terry J. Quander is chief of the OASA (M&RA) Career Management Operations Branch, which convenes accomplishment rating panels and issues referral lists for ACCES-based Army civilian career programs.

PMCS Classes 00-A and 00-R Graduate

The Army had two military and four civilian students among the Nov. 1999 six-week graduates of Professional Military Comptroller School Class 00-A and 11 military and two civilian students in the two-week reserve component class 00-R, which graduated in December. Students completed graduate instruction in contemporary resource management issues and problems facing financial managers throughout DoD. The November graduating class also included students from Air Force, Navy, Marine Corps, DFAS and other DoD organizations.

If you are a GS-12 or a Major or higher and haven't yet been to this course, note next fiscal year's class dates and submission deadlines in the box below. Apply through chain of command to the Army Comptroller Propensity Office by faxing to DSN 223-

7162 or (703) 693-7162 your supervisor's or rater's memorandum of nomination and a work history statement such as DA form 2302, free-form resume or officer record brief.

Class 00-A

Army Graduates	Command
Velorie F. Bukosky	MEDCOM
Walter D. Houck	MTMC
Lt.Col. Cedric C. Minor	FORSCOM
Maria A. Monroe	USACE
Everett H. Nagel	FORSCOM
Maj. David D. Phillips	FORSCOM

Class 00-R

Graduates	Command
Col. James V. Bedard	NGB
Lt.Col. Paul D. Brower, Sr	AZ ARNG
Maj. Klement J. Caron	MI ARNG
Col. Timothy L. Dilliplane	94 th RSC, USAR
Joseph D. Haseltine	94 th RSC, USAR
Maj. William I. Kelly	UT ARNG
Lt.Col. Theodore R. Lamnot	AK ARNG
Lt.Col. Rodney D. McKitrick	SC ARNG
Lt.Col. Jimmy O. Miller	NC ARNG
Maj. Joseph F.X. O'Donnell	1 st Army
Joel L. Sketers	81 st RSC, USAR
Col. Michael B. Smith	NJ ARNG
Lt. Col. James R. Smith, II	IN ARNG

Class dates and application suspense dates for FY 2001 PMCS offerings

Class	Start	Finish	Suspense
01-A	10 Oct.	17 Nov.	11 Aug.
01-B	16 Jan.	23 Feb.	9 Nov.
01-C	26 Mar	4 May	26 Jan.
01-D	4 June	13 July	6 April
01-E	6 Aug.	14 Sept.	8 June



PERSPECTIVES

OFFICE, ASSISTANT SECRETARY OF THE ARMY
(FINANCIAL MANAGEMENT & COMPTROLLER)

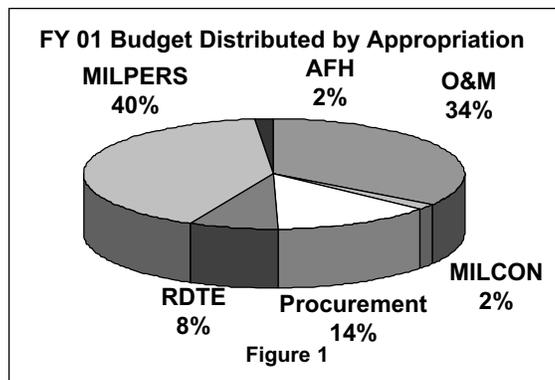
The following sections were written by different OASA(FM&C) deputies. Not every deputy will provide input for this feature.



Fiscal Year 2001 Army Budget by Maj. Gen. Jerry L. Sinn

As resource managers, each one of us plays a role in developing and defending the Army's budget. The more we know about the budget and how it supports the Army's mission and our leadership priorities, the better we can fulfill that role. I welcome the opportunity to share just some of the highlights for fiscal year 2001, and I encourage you to learn more by checking the "FY01 Army Budget Materials" on our web site, <http://www.asafm.army.mil/budget.htm>.

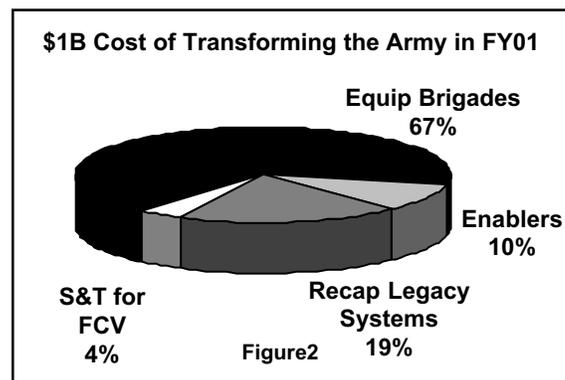
The president's budget for fiscal year 2001, submitted to Congress in February, includes \$70.8 billion in total obligation authority for the Army. That is \$0.8 billion over this year's appropriation levels, but it represents about a 1.5 percent decrease in real buying power, due to one-time funds and mission transfers. Figure 1 shows the total \$70.8 billion distributed by appropriation.



The Army's 2001 budget stands on two fundamental tenets: protection and change. Under the first, the Army will continue to protect critical readiness, quality of life, and modernization in order to provide combat ready forces in support of national security and

national military strategies. This budget protects readiness improvements initiated last year, maintains the critical combat overmatch that ensures the Army remains capable of winning two near-simultaneous theater wars, and sustains quality-of-life improvements for our soldiers and families. It also continues critical modernization programs necessary to maintain our ability to defeat any current or foreseeable military threat.

Under the second tenet, change, the Army begins its transformation into a force strategically responsive and dominant at every point on the spectrum of operations—a force that can not only fight and win our nation's wars but also help to shape the global environment. We have programmed \$1 billion for the transformation in fiscal 2001, as shown in figure 2.



Centerpiece of the transformed Army ultimately will be an objective force that is responsive, deployable, agile, versatile, lethal, survivable and sustainable. As advances in science and technology make possible the fielding of that force, the Army will strive to reach ambitious goals that include deploying:

- ♦ A combat brigade anywhere in the world in 96 hours.

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- ♦ A division anywhere in the world in 120 hours.
- ♦ Five divisions anywhere in the world in 30 days.

Inherent in designing and fielding the objective force are concomitant efforts to:

- ♦ Reduce or eliminate distinctions between light and heavy units.
- ♦ Use common vehicle platforms that incorporate a 50-70 percent weight reduction but retain the survivability of today's heavy forces.
- ♦ Reduce logistical footprints using a systems approach and common chassis.
- ♦ Provide a force structure that can rapidly transition through full-spectrum mission requirements without loss of momentum.

This budget ensures the Army will continue to be a strategic instrument of national policy and serve our country well in peace and war, as it has for over two centuries.

To restate, the Army budget for fiscal year 2001 ensures that readiness, quality of life, and modernization are funded at sufficient levels to support national security and national military

strategies. It also reflects Army's continuous process of changing and growing as necessary to fulfill its commitments to the American people. The 2001 budget supports a transformation of the Army into a more deployable, versatile and responsive full-spectrum force. It is both one of ensuring the continued excellence the Army has attained in the past and one devoted to changing the Army into a full-spectrum force that is strategically responsive and dominant for the future.

Army Budget for Fiscal Year 2001

Total Obligation Authority in Billions of Dollars

Appropriation	FY01
Military Personnel	\$28.4
Operation and Maintenance	23.8
Procurement	9.4
Research, Development, Test and Evaluation	5.3
Military Construction	1.0
Army Family Housing	1.1
Base Realignment and Closure (BRAC)	.3
Environmental Restoration	.4
Total (does not add due to rounding)	\$70.8

Government Travel Card

by Ernest J. Gregory

Since the Army's government travel charge card program began in the 1980s, delinquent cardholder accounts have been a pervasive problem for the Army. We saw the transition to our new contractor in Nov. 1998 as an opportunity to finally get a handle on our delinquency problem. Based on our previous experience, we helped build into this new contract a number of delinquency management tools, like an on-line account management system, credit checks and, for some, cards with more restrictive charge and cash limits. These tools were intended to help commanders and managers minimize the delinquency rate among their cardholders. We are now 14 months into this new contract and, in general, our performance in managing delinquencies is still poor – things haven't changed much from the days of American Express.

Let me give you my personal perspective on this. The current contractor has failed to meet requirements. They are working to catch up, but they are starting from "deep in their own end zone." Over the past year, you've all experienced the same problems with their inability to provide the tools you need to manage your cardholder accounts. Why, then, do the Army Materiel Command and the Corps of Engineers stand head-and-shoulders above other commands in managing delinquencies? The answer is simple. The commander of AMC and the Chief of Engineers have taken a personal leadership interest in delinquent cardholder accounts. They have established a climate in which delinquencies are unacceptable and where delinquent accounts are "flags" to trigger command involvement.

The same was true during our American Express days. Each delinquent cardholder account represents a soldier or civilian who

may be in personal financial trouble. I realize that some of these folks are simply deadbeats, but I believe a much larger number simply need our leadership—our guidance, our mentoring—

before they get into deeper trouble. We must focus our attention on minimizing delinquencies, not for the sake of the contractor, but for the sake of our soldiers and civilians.

Pilot Test of Meal Check Program by Robert W. Raynsford, Ph.D.

Early last November, the Defense department began a 4-month test of “meal checks” for new recruits to use in paying for restaurant meals en route to their military entrance processing stations or MEPSs. Because they process large numbers of recruits into active and reserve components of the Army, Air Force, Navy, Marine Corps and Coast Guard, MEPSs at Fort Hamilton, N.Y.; Chicago, Ill. and Milwaukee, Wis. are serving as pilot test sites. If the test succeeds, meal checks will replace the current meal tickets.

Meal tickets are prepared manually. The applicable recruit information, cost data and accounting codes are typed on the meal ticket to identify the correct appropriation or fund source. This takes an inordinate amount of time and may result in errors. The procedures to obtain reimbursement for the meal tickets accepted by the restaurant are time-consuming and inefficient. The process to pay the restaurant for the meal is costly to DoD. Payment is not always timely. This causes restaurants to be reluctant to accept meal tickets.

The meal check uses private-sector tools and state-of-the-art technology. Under the new automated process, the meal checks are linked to the Military Entrance Processing Command (MEPCOM) integrated resource system (MIRS). There is no need for any data entry or typing. Recruits are issued computer-generated meal checks based on MIRS data that clear through the banking system. The checks contain a magnetic ink character recognition (MICR) line code to identify the appropriation to be charged.

Chase Manhattan Bank, our private sector advisor and partner, provides DoD meal check processing services, including accounting reconciliation, payment and reporting of meal check transactions. Internal controls are enhanced. Restaurants treat the meal checks like any other check and receive payment through the banking system within 48 hours of presentment. Ultimately, more restaurants will participate, giving the recruits more restaurant choices. The administrative cost of preparing and processing the meal checks is substantially less.

Representatives from my office led development of the meal check concept to improve business practices within the Army and DoD. MEPCOM provided the computer programming support and built the critical automated interfaces and internal control mechanisms for the process. The Treasury Department and Federal Reserve Bank of Richmond are providing the financial platform to ensure checks are paid correctly and in accordance with private sector banking timeframes.

The Defense Finance and Accounting Service, DFAS, and the Army Finance Command, FINCOM, ensure checks are properly recorded in DoD accounting reports. In addition, FINCOM is closely monitoring the entire test process and will recommend any needed refinements. Meanwhile, Army, Navy, Air Force, Marine Corps and Coast Guard appropriation managers supply the funds for the appropriation codes shown on the MICR line code, and they monitor execution against their appropriations.

At year’s end, the test sites had issued 748 meal checks, with much positive feedback

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received. According to Fort Hamilton MEPS representatives, "The meal check process is much faster than the meal ticket process. It cuts down on a lot of manual paperwork. Logistically, the meal check is easier, and accountability and control are enhanced." In follow-on interviews, recruits said they had no problems with restaurateurs honoring their meal checks and had the freedom to choose to eat where they wanted.

Most meal checks have been used at Host Marriott Corporation airport restaurants. Marriott representatives have praised the meal check process and test results to date. FINCOM expects a successful test and full implementation, according to an official: "The meal check system provides greater accountability of the amount of funds used for meal checks without sacrificing any governmental accounting requirements. Through the joint cooperation of personnel from MEPCOM, Treasury, Federal Reserve Bank, Chase Manhattan Bank, DFAS and appropriation managers, we are on our way to replacing an antiquated meal ticket system with a meal check process that will operate at a significantly higher level of efficiency."

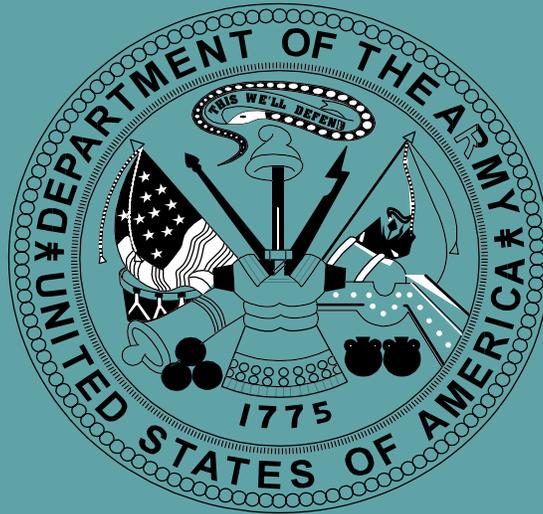
The Army Audit Agency plans to do an independent evaluation of the meal check process following the test. Factors to be evaluated include cost, accountability and control, promptness of payment to restaurants, and restaurant and recruit satisfaction. Once the test ends successfully and is validated, the nation's 65 MEPSs will eventually switch from meal tickets to meal checks for new military recruits first coming on duty.

PRMC Class 2000-II Graduates

Eight military and 15 civilian students from five major commands, Army headquarters and the Defense Finance and Accounting Service graduated Feb. 18 from Professional Resource Management Course class 00-II at Syracuse University, Syracuse, N.Y. Students completed four weeks of graduate instruction in the process and the environment of resource management. They also worked group exercises to improve communication and decision-making skills. Congratulations to all on finishing this challenging instruction.

<u>Name</u>	<u>Command</u>
Lt. Col. Thomas W. Beeson	NGB
Vicki L. Bice	TRADOC
Capt. Carmelo M. Borges	FORSCOM
Gloria F. Clement	DFAS
Lt. Col. Michael S. Curry	DOD
SFC James Eric Davis	TRADOC
Charles J. de Melker	ATEC
Jo-Ann F. Evans	USACE
Elsie M. Fitzsimmons	FORSCOM
David M. Fraczek	DFAS
Vernon E. George	USACE
Melinda G. Graves	DFAS
Mary M. Hall	USACE
Maj. Francis L. Holinaty	EUSA
Chin Suk Hong	EUSA
Lenell Lucas	TRADOC
Hye Kyong O	EUSA
Susan E. Padgett	TRADOC
Virginia E. Quirin	USARC
Maj. David P. Savold	ODCSOPS
aj. Randy G. Stevens	FORSCOM
Kwang-Won Yi	EUSA
Lt. Col. F. Doug Young	OCAR

Syracuse University's School of Management recently announced a "new look" in its Army Programs Office homepage. Initial favorable comments from viewers include "Excellent look, feel and content. Very user friendly." Readers can visit the site at <http://sominfo.syr.edu/facstaff/army/suarmyrm/index.htm>. Retired Army Colonel Dave Berg, Syracuse Army programs director, invites visitors' comments and suggestions.



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Room 207E
8899 E. 56th St.
Indianapolis, IN 46249-0150