

Congressional Testimony

EXCERPTS FROM STATEMENT OF

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**BEFORE THE MILITARY READINESS
SUBCOMMITTEE
HOUSE ARMED SERVICES
COMMITTEE**



**CIVIL SERVICE SUBCOMMITTEE
HOUSE GOVERNMENT REFORM
COMMITTEE**

Overview of Civilian Personnel Issues • March 9, 2000

Editor's Note: The following text is an excerpt from testimony by Dr. Diane M. Disney on the subject of "Investment in Education and Training." To read the entire text of her testimony, "Overview of Civilian Personnel Issues," go to <http://www.defenselink.mil/dodgc/lrs/docs/test00-03-09Disney.htm>

The primary value of workforce projections is that they enable managers to allocate resources toward meeting future needs. In the 1990s, DoD managers were pleased that implementation of the Goldwater-Nichols Act had been yielding an officer corps that was more highly educated with a stronger joint perspective than ever in the past. However, there had not been a similar investment on the civilian side. To the contrary, civilians tended to remain occupationally stovepiped despite the fact that their jobs were becoming broader and their responsibilities more complex. They had very few opportunities for developmental assignments and little exposure to national security decision making. Clearly, a change was needed.

That change came when, in response to recommendations from the Commission on Roles and Missions of the Armed Forces, DoD created its Defense Leadership and Management Program (DLAMP).

DLAMP — Preparing DoD Civilians to Become Key Leaders

Since its Directive was signed in 1997, DLAMP has been DoD's first systematic,



Aimed at DoD employees currently at the GS-13, 14, and 15 levels, DLAMP requires a one-year rotational assignment outside one's occupation or Component; at least a three-month course in professional military education at the senior level; and at least 10 advanced-level graduate courses in subjects important for Defense leaders.

Department-wide program to prepare civilians for key leadership positions at the GS-14, GS-15, and Senior Executive Service levels. Aimed at DoD employees currently at the GS-13, 14, and 15 levels, DLAMP requires a one-year rotational assignment outside one's occu-

pation or Component; at least a three-month course in professional military education at the senior level; and at least 10 advanced-level graduate courses in subjects important for Defense leaders (in a format similar to a Defense-focused M.B.A.). These activities are completed

over six to 10 years. Competitively chosen for admission, each participant also has a personal mentor to provide guidance throughout the multi-year effort.

With the orientation of its fourth class (258 participants) on Feb. 22, DLAMP now has some 1,100 participants. Currently, 83 are enrolled in the 10-month PME courses at Senior Service Schools for the 1999-2000 academic year; 98 have already completed one of these 10-month courses with their military counterparts. Team-taught graduate courses began on Feb. 23, 1998. As of two years later, the program has conducted 82 graduate courses, with 1,227 students in attendance. Approximately 65 additional graduate courses will be conducted through the remainder of Fiscal Year 2000. In addition, this program is serving as a model for similar efforts in several other countries.

Expansion of DLAMP, Introduction of DLAMP Preparatory Program

The success of DLAMP has heightened awareness of the need for similar investments in the civilian workforce, both

in terms of leadership skills and in terms of occupational knowledge. Because our research has indicated that higher-level DoD positions are filled overwhelmingly by people who have spent some time within the Department, it is essential that DoD invest in its civilian cadre. To that end, the Defense Science Board's Task Force on Human Resources Strategy recently issued a strong endorsement of DLAMP's expansion and a recommendation for a DLAMP preparatory program for employees at the GS 9-12 levels. This was accompanied by a recommendation to expand efforts to recruit and develop interns on both the specific occupational tracks and on the higher levels as Presidential Management Interns.

Payment for Degrees and Certificates

To add strength to this area, the Task Force said that DoD should continue with its planned efforts to seek legislative flexibility to permit payment for degrees and certificates in relevant fields of study.

Reorganization and Developmental Assignments

As you are aware, the Defense Acquisition University is being reorganized to provide better-targeted education and training for its students. In another area, the Intelligence Community has created a special Assignment Program to ensure that future intelligence officers have a well-rounded preparation as well as a deep grounding in specific areas. This program encompasses two-year developmental assignments across agencies, as well as specific coursework; completion will be required for Intelligence Community Officer designation in the future.

DoD's Commitment

These examples serve to indicate the Department's commitment to developing new ways to improve the skills and education of its civilian employees to enable them to meet increasing challenges. It also underscores our recognition of the importance of providing a strong, informed, capable infrastructure to support the military.

Army Announces Other Transaction Agreement

The Army announced the Joint Tactical Radio System (JTRS) Joint Program Office, with contract support from U.S. Army Communications-Electronics Command (CECOM), recently signed an "Other Transaction" Agreement with BAE Systems Aerospace Inc. — CNI (BAE SYSTEMS), Wayne, N.J.

BAE SYSTEMS will perform a research, development, and production effort to assist in validating the emerging open standard Software Communications Architecture (SCA) being developed as part of JTRS Step 2A activities. Step 2A will result in a validated architecture that will be used to support real-time, distributed, embedded tactical software radio applications. Step 2B provides further validation of the SCA. This Step 2C effort will provide 40 engineering development models of 2-channel systems, and 220 ruggedized 2-channel prototype radios, to help validate the networking portion of the SCA. This Other Transaction Agreement No. DAAB15-00-9-0008 is approximately a \$14.5 million effort.

The JTRS is an enabler of the doctrine of information superiority, as it must be supported on the battlefield. The

SCA is a specified set of rules, methods, and design criteria for implementing software reprogrammable digital radios. The SCA will become the basis for all future DoD tactical radio acquisitions. While this effort is being sponsored by DoD, it is expected the SCA will become an industry-accepted standard for both commercial and military radios.

This Agreement is an "Other Transaction" Agreement under the authority of 10 U.S.C. section 2371 and Section 845 of the 1994 National Defense Authorization Act, as amended. The other transaction authority is being used to reduce the traditional administrative and oversight burden of government contracts. This innovative agreement is not subject to the normal federal procurement laws and regulations, and allows a great deal of flexibility.

For further information, call Army Public Affairs, (703) 697-7591.

Editor's Note: This Memorandum for Correspondents, released June 30 by Army Public Affairs, is in the public domain at www.dtic.mil/armylink/news.