



Career Development

FEDERAL ACQUISITION INSTITUTE PROGRAM AND PROJECT MANAGE- MENT CERTIFICATION PROGRAM

The Office of Federal Procurement Policy (OFPP) policy memorandum < <http://www.fai.gov/pdfs/FAC-PPM%20memo.pdf> > dated April 25, 2007, announced the establishment of a structured development program for program and project managers identified as the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM).

The purpose of this certification program is to establish the competencies, training, and experience requirements for program and project managers in civilian agencies. The FAC-P/PM focuses on essential competencies needed for program and project managers; the program does not include functional or technical competencies, such as those for information technology, or agency-specific competencies. The certification requirements shall be accepted by, at minimum, all civilian agencies as evidence that an employee meets the core competencies, training, and experience requirements.

For additional information, contact your Acquisition Career Manager. View the certification recommendations: < <http://www.fai.gov/pdfs/FAI%20Working%20Group%20Report%20FAC-PPM%20certification.pdf> > .

ARMY MATERIEL COMMAND (APRIL 27, 2007) AMC FELLOWS PROGRAM: CREATING THE WORKFORCE OF TOMORROW

Beth E. Clemons

Many organizations offer internship and fellowship opportunities. But few offer the training, education, and benefits of the U.S. Army Materiel Command Fellows Program.

“This program is unique because it develops an individual into a future civilian leader who is mobile and multi-functional,” said Dr. Ron Higgins, director of the AMC Logistics Leadership Center. “This is important for the Army in an era of downsizing and rightsizing, where leaders must possess a variety of skills and be adaptable. The program couples the opportunity for rapid advancement and a graduate degree to attract the best possible candidates.”

Established in 2000, the AMC Fellows Program was designed to build a multi-functional, mobile cadre of qualified personnel. Candidates are recruited into the five-year program at college job fairs and through the AMC Career Web site. Approximately 400 candidates have entered the program since October 2001. Currently, 322 fellows are assigned throughout AMC, including 55 at Headquarters AMC.

When recruiting potential fellows, program coordinators are seeking college seniors or graduates with at least a 2.95 grade point average, specific undergraduate majors, and those willing to relocate.

“I heard about the fellows program when I went to a college career fair in Huntsville, Ala. After that initial event, I met a couple other fellows that told me about the program,” said Andrea Poole, a fellow in the AMC Deputy Chief of Staff for Personnel Office, G-1.

Camie Stinson learned about the program through the Army Civilian Personnel Online and USAJobs Web sites. She later contacted Headquarters AMC to find out more.

“I became involved by providing my resume, college transcripts, and other requested documents,” said Stinson, a fellow in the AMC Inspector General’s Office.

Poole and Stinson were among a dozen fellows who joined Headquarters AMC in 2006 after completing 13 months at the AMC Logistics Leadership Center (ALLC) and Texas A&M University-Texarkana, Texas, in August. The formal, graduate-level education is paid entirely by the fellows program and provides participants with a master’s degree in business upon completion.

While in school, candidates are considered federal employees and are compensated at General Schedule 7. In the five-year training period, fellows can expect to advance from GS-7 to GS-13. Other benefits include potential recruitment bonus of 25 percent of basic pay for new federal employees, health and life insurance, retirement benefits, accrual of vacation and leave time, regular weekly schedule, and extensive travel opportunities.



Once participants have completed their graduate degree they begin a series of rotational, on-the-job training assignments over the next 47 months. The hands-on experience is designed to continue developing multi-functional expertise. In addition, each fellow is assigned a primary and secondary career path, depending on AMC requirements and input from the fellow. Upon completion of the five-year program, the fellows are placed in a journeyman position, making use of the skills they have gained in the program, said Dr. Mark Oestmann, deputy director of the ALLC.

“It [fellows program] offered me the opportunity to attend graduate school and get started in a career. I was also interested in working for DoD or the Army. The fellows program offered all of these things. The promotional fast track was very attractive as well,” said Scott D. Hobbs, a fellow in the AMC IG, Inspections Division.

“The experience has been very positive. In addition to earning a master’s degree you enter the field with a wide support network,” said Sarah Haggerty, a fellow in the Deputy Chief of Staff for Strategy and Concepts, G-5.

According to program leaders, the fellows program also offers a diversified workforce for AMC. Out of the last five fellow classes, 44 percent were minorities, 49 percent were female, and the average age of participants was 27.

The AMC Fellows program conducts ongoing recruiting at universities and campuses across the country. For more information about the program, contact Roland Volk, AMC lead recruiter at roland@amccareers.com or call 800-223-7280.

“I would definitely encourage anyone interesting in participating in this program to do so. As the Army continues to transform, my advice to anyone who is interested in participating is that they must be flexible, willing to learn, and mobile,” said Javeyeta Collier, a fellow in AMC G-1.

AIR FORCE PRINT NEWS (MAY 9, 2007) **AIR FORCE TO TEST CONSOLIDATED PERSONNEL SERVICES**

WASHINGTON—The Air Force Personnel Center and the Air Force Materiel Command are embarking on a test that will allow the Air Force to closely study and review consolidated civilian

personnel support services to a large civilian employee population.

For a one-year period, AFPC will provide staffing referral services to Tinker Air Force Base, Okla. and fill its competitive internal and external job vacancies, as part of a larger consolidation of transactional personnel work.

Once the one-year test is complete, the results analyzed against key performance factors, appropriate constituents consulted, and any post-test adjustments made, the Air Force intends to implement the new model at other large civilian centers—unless test results do not match efficiency and productivity expectations.

“These large civilian centers are incredibly important to our Air Force, and we need to get this right,” said Gen. T. Michael Moseley, Air Force chief of staff. “That’s why we are testing the concept first, consulting the appropriate delegations, and making relevant post-test adjustments before finalizing and implementing it at the other depots.”

The Air Force Civilian Personnel Services Delivery model calls for the retention of crucial professional on-site personnel advisory and consultant services to employees, supervisors, and commanders as well as the consolidation of transactional work to a central site, accessible around the clock via the World Wide Web and through robust call center technology.

Consolidating the transactional work and leveraging modern technology represents the state-of-the-art way of doing business that replaces many industrial age labor-intensive processes. The goal is to provide better customer service with 24 hour-a-day, 7 day-a-week accessibility for civilian airmen. The Air Force has successfully transitioned 91 Air Force bases using this approach.

“Air Force people are at the heart of operational readiness, and our civilian workforce has never been a greater factor in meeting the national security strategy,” explained Lt. Gen. Roger Brady, deputy chief of staff for personnel. “Each servicemember and employee must be assured that leadership is concerned not only about the mission, but also about the welfare of its most important asset— the people who make the United States Air Force the finest air and space force in the world.”



AIR FORCE MATERIEL COMMAND (MAY 9, 2007)

AFMC UNIT HELPS WORKFORCE MANAGE CHANGE

Carol Purath

WRIGHT-PATERSON AIR FORCE BASE, Ohio—Successful organizational change can be quite difficult to accomplish—it can be like trying to change a person’s habits.

Most of Air Force Materiel Command’s workforce has been involved with initiatives that generate change. An ongoing example is continuous process improvement—an effort to enhance the way AFMC performs core functions to better support the warfighter.

Continuous improvement also implies continuous change, which can be disruptive to an organization. To survive in such an environment, leaders of improvement initiatives must engage proactively in managing the impacts to the workforce.

Fortunately, there is an organization in the Headquarters Air Force Materiel Command Strategic Plans and Programs Directorate that can minimize the trauma often associated with the impact of these disruptions, while increasing the pace of the process or system improvement

Strategic Organizational Development, or SOD, engages with and empowers AFMC organizations in change management, knowledge management, and organizational learning.

“Our job is to provide tools and expertise to enable a culture of continuous improvement,” said Sandy Speake, SOD division chief.

The SOD developed a transformation lexicon—a list of terms used in a particular subject or profession—to provide standard definitions for change management and knowledge management. The transformation lexicon defines change management as a planned and systematic process of continuously aligning and improving an organization’s people, structure, and culture to meet organizational strategy. The lexicon is located at <<https://afkm.wpafb.af.mil/DocView.asp?DocID=1143456>>.

Change Management

Change events can vary in size, scope, and leadership priority. However, workers in SOD agree that every change management effort should include the following:

- Mobilizing and aligning leadership
- Assessing and managing readiness and risk
- Preparing and equipping the workforce for change
- Institutionalizing the infrastructure by establishing a governance process.

Depending on the size and scope of a unit’s process or system improvement, change management tools and techniques can be tailored to meet the specific needs of each initiative. One such tool recently implemented by the SOD office is termed the AFMC Change Management Process Automated Tool. The tool walks the change management novice through the process listed above and provides templates for ease in producing documentation.

The tool will be kept current with continuous updates. It is ready for use and can be found at <<https://afkm.wpafb.af.mil/Procmgmt/Entry.aspx?Filter=OO-XP-MC-52&ProcessID=1>>. Feedback is welcome. The point of contact is Wayne Witherell, in Headquarters AFMC/A8C. He can be reached at DSN 787-2668, or commercially at 937-257-2668.

Knowledge Management

This is a new operational paradigm concerned with the management of intellectual capital for establishing competitive advantage through high-performance environments.

“If the knowledge in your organization exists primarily in the minds of individuals, it is hidden in forgotten reports, or walking out the door when employees retire or change jobs, then knowledge management can help,” said Speake. “Knowledge management is more than document organization or information technology systems. Knowledge management is a way of operating—not a software package.”

The ability to respond to customers more quickly and with greater insight, the ability to accelerate learning and skills development of the workforce, and the ability of managers at every level to electronically plan and track actions are some of the benefits of a knowledge management program. In addition, knowledge managers in SOD are studying the best methods for knowledge retention as AFMC’s workforce ages and retires. They’re also investigating the best way to identify and use the social networks people work within.



Organizational Learning

This is a process through which a group acquires new knowledge or technology that it then uses to make better strategic decisions and improve its ability to develop and apply specific tactics. It also increases the group's chance of operational success. When knowledge is organizational, a group has captured new or expanded capabilities in such a way that it does not depend on particular individuals to exploit them.

In a survey conducted by CSC Index of Fortune 500 executives, 52 percent identified inadequate change management and communication as the greatest barriers to successful implementation of change initiatives. This emphasizes how important change management, knowledge management, and organizational learning are to success in today's ever-changing environment.

Purath is with Air Force Materiel Command Strategic Plans and Programs Directorate.

ARMY NEWS SERVICE (MAY 14, 2007) TOP ARMY OFFICER ADDRESSES BONUSES, STABILITY OPERATIONS

Jim Garamone

WASHINGTON— Army officials will continue to monitor manning and may offer bonuses to mid-level officers and noncommissioned officers if needed, the Army chief of staff said.

Gen. George W. Casey Jr. told reporters that the Service needs to come up with incentives for mid-range officers and NCOs to ensure the leadership is in place for the force of the future. He also spoke about changes to the Army as a result of experiences in the war on terror.

Casey said active-duty and reserve-component personnel are meeting retention objectives. In recruiting, the active force and the National Guard are making their goals. The Army Reserve is missing its goal but is expected to make it for the year.

"We will still monitor the situation," Gen. Casey said. While incentives will be partially monetary, other aspects—such as funding graduate school—will be considered.

Casey said the 1990s outlook in the military against "nation building" has changed. He said soldiers accept the move toward stability operations and reconstruction because of what they see in Iraq and Afghanistan.

"They recognize it is an integral part of counterinsurgency strategy," Casey said. "It's not just the military [that wins counterinsurgency efforts], but it's political and economic and information." The next step is whether the Army should organize units solely for stability operations and reconstruction. "I'm not sure yet," Casey said.

He said these really are not part of the core competencies of the Army, which is still configured to fight and win the nation's wars. He said these competencies normally lie in other federal agencies.

"The question really is can we change the culture in the other departments so their folks can participate in areas like Iraq," or whether that's simply too hard and the mission should fall to the military, he said.

Garamone writes for the American Forces Press Service.

AIR FORCE MATERIEL COMMAND (JUNE 15, 2007) AFMC SEEKS TO EXPAND MENTORING PROGRAM FOR AIR FORCE CADETS

Nicole Singer

WRIGHT-PATTERSON AIR FORCE BASE, Ohio— The Air Force Cadet Officer Mentor Action Program has been hard at work mentoring young Air Force officers and cadets for nearly two decades.

The program, also known as AFCOMAP, is a non-profit, nationally chartered, Air Force-sponsored organization. Its purpose can be summed up by the motto, "Strengthening Future Air Force Leaders through Mentorship."

Currently, there are 12 active chapters. Two are located at Air Force Materiel Command bases: Hanscom AFB, Mass., and Robins AFB, Ga. Officials at Headquarters AFMC here say they would like to see more AFMC bases initiate chapters.

"AFCOMAP can be another important tool that can shape current cadets into future Air Force leaders," said Col. James Playford, AFMC deputy director of manpower and personnel.

"Developing, mentoring and instructing our future leaders are everyone's responsibility. AFCOMAP offers one avenue to fulfill that responsibility. It's a win-win situation for cadets and the mentors," said Playford.



Career Development

AFCOMAP currently has three main goals: to help all Air Force officers and cadets develop professionally; to support the professionalism and retention issue of minority officers; and to assist newly commissioned officers with the transition from cadet life to the life of an active-duty Air Force officer.

“We mentor cadets about what it’s going to take not only to become successful officers, but also successful professionals,” said AFCOMAP National President Brig. Gen. Ronnie Hawkins. “Once they go on active duty, the focus shifts to the company-grade officers and what it’s going to take for them to become field-grade officers or career airmen officers.”

Each chapter works to promote the image of the Air Force in their local communities and try to gain the interest of young people in their work. They also reach out specifically to the Air Force Reserve Officer Training Corps programs close to their base.

The Robins AFB chapter reaches out to ROTC detachments at local universities. They’ve held career days for the cadets to ask questions and have invited them to tour the base.

“We even took them through what in processing would be like,” said 1st Lt. Roniece Vandyke, vice president of operations for the Robins chapter.

Vandyke has been involved in AFCOMAP for three years and was introduced to the program through a friend.

“Mentoring is the main focus,” she said, “We try to mentor the cadets so they’ll be prepared and know what to look for.”

Cadets receive one-on-one attention. Each protégé is specifically paired with a mentor in their related career field. This allows them the opportunity to learn about the military and their field of study. Chapters also sponsor professional speakers and hold fellowship luncheons.

AFCOMAP was born from an Army program entitled ROCKS, which was an organization formed for current officers to visit Army ROTC detachments at historically black colleges. Col. Paul Patton saw a similar need for it in the Air Force, joined the group, and began to tailor it for use in the Air Force.

The Air Force officially recognized AFCOMAP in June 1989. It originally focused on minority officers and cadets only and did not become officially chartered as a separate program for use in the Air Force until 1994. In doing so, its mission was expanded to include recruitment and retention of all cadets and junior officers.

Membership consists mainly of Air Force active duty and retired officers and officer candidates. However, civilians, enlisted personnel, and officers from other Services are all welcome.

AFCOMAP’s operations manual and complete instructions on how to establish a new chapter can be found online at: < www.afcomapnational.org >.

Singer writes for Air Force Materiel Command Public Affairs.

HUMAN CAPITAL STRATEGIC PLAN: THE BIG PICTURE

The Department of Defense (DoD) Acquisition, Technology and Logistics (AT&L) community supports and safeguards our nation’s warfighters. It is essential that AT&L continues to champion a knowledge-based workforce capable of delivering equipment and services to warfighters in need.

To achieve this, AT&L has developed an overarching Human Capital Strategic Plan (HCSP) to right-shape the current workforce and retain top-quality personnel for the future. The plan provides Components and Functional Advisors with the necessary strategies for strengthening the DoD communities. To learn more, read the AT&L Human Capital Strategic Plan at < www.dau.mil/workforce >.

