

Army Acquisition Corps



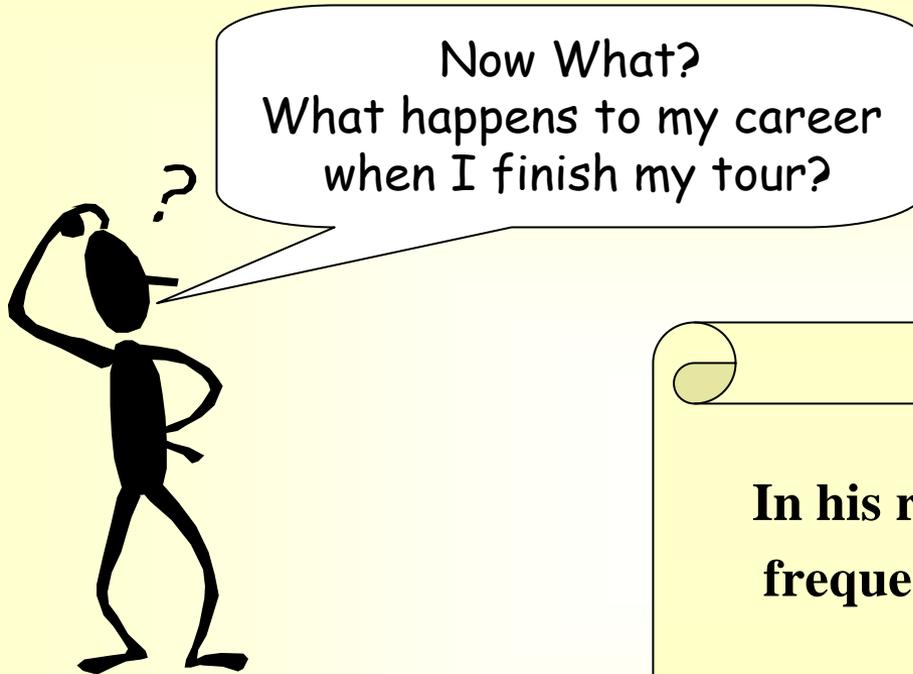
Civilian PM and Other Post-utilization Taskforce

Overview and Status Update

27 August 2002

Henry I. Jehan, Jr
Taskforce Leader and Former Project Manager

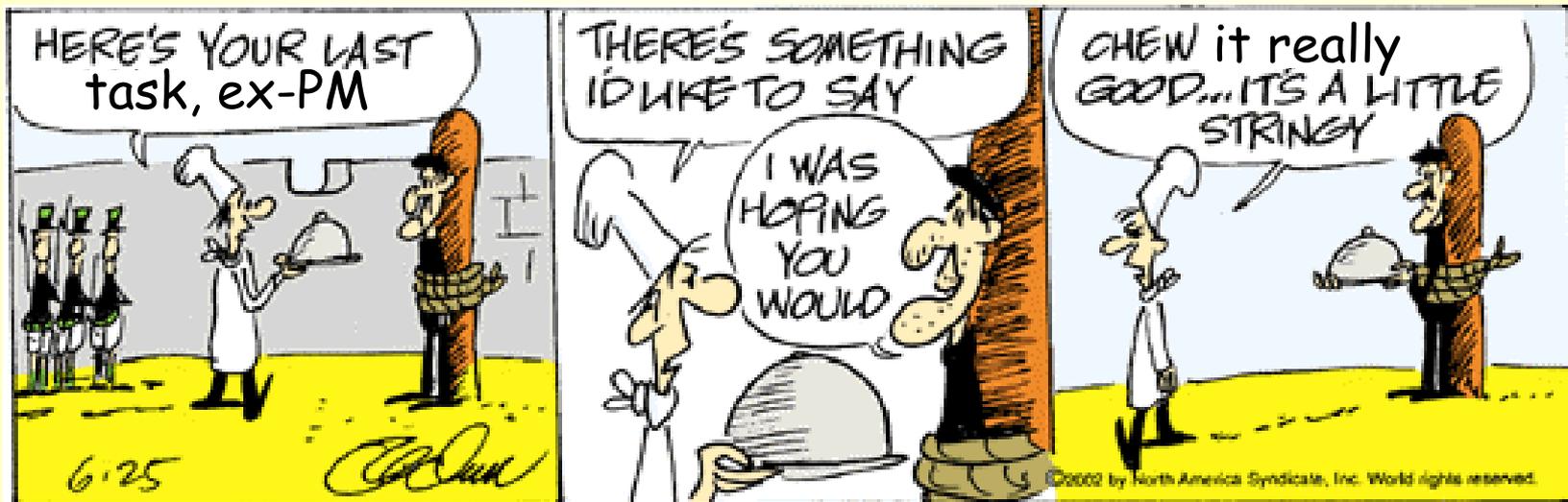
Why Have A Taskforce?



In his road shows, Keith Charles frequently told AAC audiences:

“You will be given an assignment of appropriate greater responsibility after completion of your tour as a PM.”

Why Have A Taskforce?

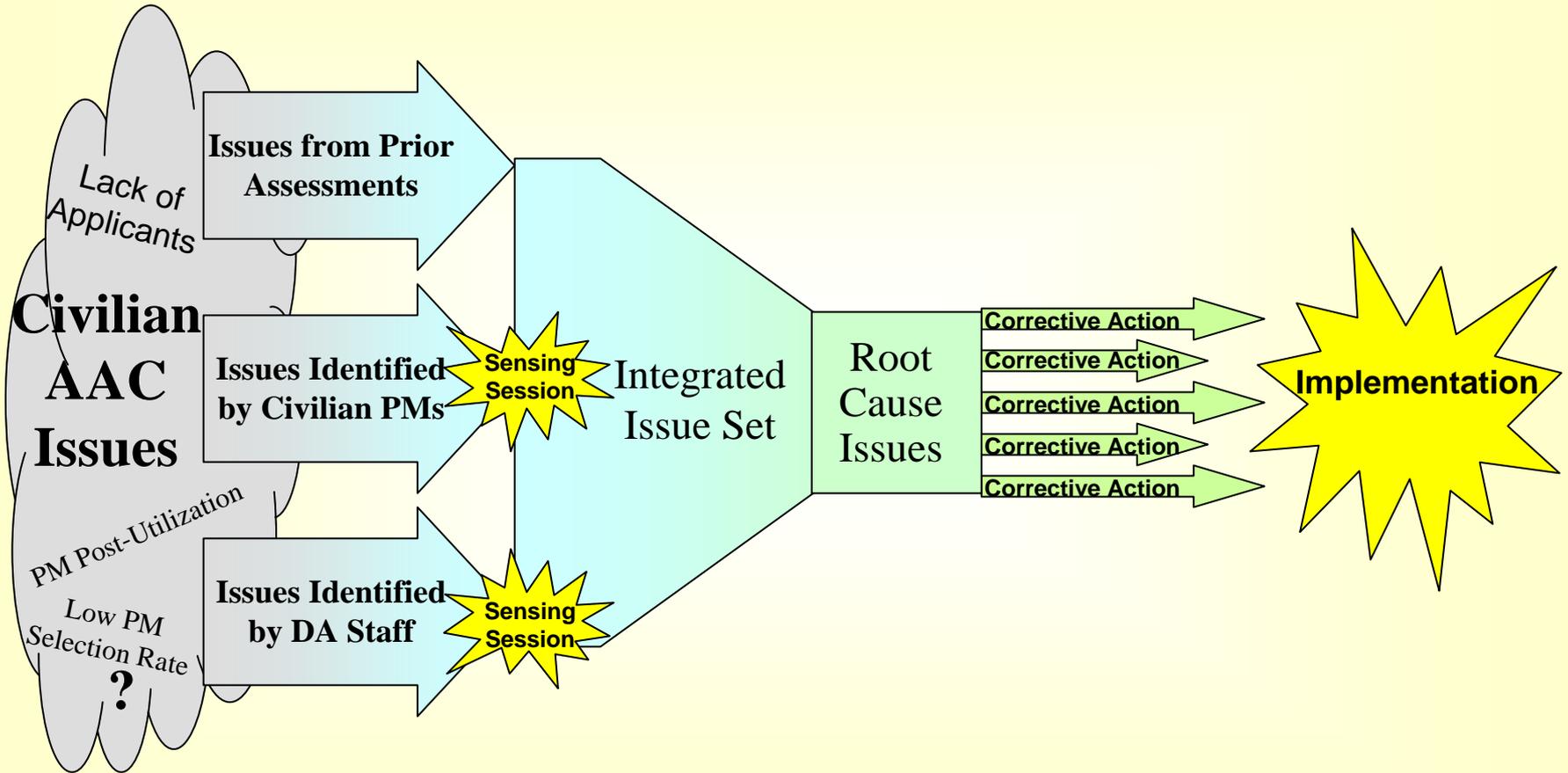


Taskforce Objectives



- ❖ The Army Acquisition Corps (AAC) has recognized that civilian applicants have not fared well on recent Product/Project Manager (PM) selection boards
- ❖ There is no institutional process to provide PMs, Senior Service College (SSC) graduates, and Long Term Training (LTT) program participants with "appropriate equal or greater responsibility" post assignment positions
- ❖ The AAE Mr. Bolton, has tasked the ASC to establish an AAC Civilian PM and Post-utilization Taskforce
- ❖ Mr. Henry Jehan, former Project Manager, Military Satellite Communications, is leading the effort.
- ❖ To ensure this taskforce develops in-depth solutions that address the root cause issues, we need to capture all the concerns and career management problems experienced and/or recognized by civilian PMs. By doing this, the taskforce can ensure that our solutions bring closure to the full spectrum of issues inhibiting achievement of the AAC goals to create a balanced and professional workforce.

Roadmap to the Future



August 2002

September 2002

Issue Identification From Prior Efforts



- ❖ Very few issues were identified as a result of reviewing prior efforts.
- ❖ Data from past surveys and other data collection efforts were not readily available.
- ❖ Most prior efforts focused on developing solutions and/or implementation plans for :
 - ◆ individual symptomatic issues without root cause analysis
 - ◆ leadership identified solutions to partially defined problems

Issue Identification By Current & Former PMs



Participant Statistics

- ❖ **There are 49 individuals in the population of Civilian Product and Project Managers**
 - ◆ 22 are current or former Product Managers (8 of whom became Project Managers)
 - ◆ 35 are current or former Project Managers (8 of whom are also former Product Managers)
- ❖ **Of the 49 individuals, 26 participated in the sensing session**
- ❖ **Of the 26:**
 - ◆ 5 are currently Product Managers
 - ◆ 5 are currently Project Managers
 - ◆ 3 are in follow-on positions of “greater responsibility” (1 SES)
 - ◆ 3 are currently in follow-on positions of lesser responsibility
 - ◆ 1 is in a holding position until a job materializes
 - ◆ 3 are starting ICAF this year
 - ◆ 3 have retired
 - ◆ 2 will retire in the next 4 months
 - ◆ 1 left DA for government service outside DoD
 - ◆ 5 have been Project Managers twice
 - ◆ 4 had been Product Managers before becoming Project Managers
 - ◆ 5 had been in the CDG before becoming Product Managers

Issue Identification By DA Staff



- ❖ **13 Participants Representing:**
 - ◆ US Total Army Personnel Command
 - ◆ Acquisition Support Center
 - Force Structure
 - Proponency
 - Personnel Management

- ❖ **3 Participants had been in the CDG program.**

The Integrated Issue Set



| <u>Source</u> | <u>Issues</u> | <u>Categories *</u> |
|---------------|---------------|---------------------|
| PMs | 75 | 14 |
| Staff | 55 | 17 |
| Other | 6 | 1 |
| Totals | <u>136</u> | <u>32</u> |

* The largest category contains 13 issues, the smallest contains just one.

Root Cause Issue Analysis



- ❖ Effort completed 14 Aug 02
 - ◆ 14 major root cause issue groups
 - ◆ 40 detailed issue statements.
- ❖ All issues defined in the sensing sessions and the root cause issues derived from them have been posted to the AAC web site.
- ❖ The solution set will address each of the root cause issues.

Root Cause Issues



- Unclear and Inconsistent Mobility Expectations and Policy
- Lack of Financial Incentives
- No Career Path Beyond GS-15/NH-4/O-6 Level PM
- Improper Use of Permanent Assignments to Temporary/Term Positions
- Supervisory & Pre-Command Training
- No Meaningful Civilian Career Model
- Civilians Lack Understanding of the Boarding Process

Root Cause Issues



- SRPE
- ACRB
- Inadequate and Inconsistent Administration of Benefits and Entitlements
- Peer Socialization and Leadership Recognition
- Inadequate Cross-Function Communication Within ASA(ALT)
- Lack of Acquisition Requirements Accountability
- Inadequate Leadership Commitment and Follow-Through

Solution Definition and Implementation

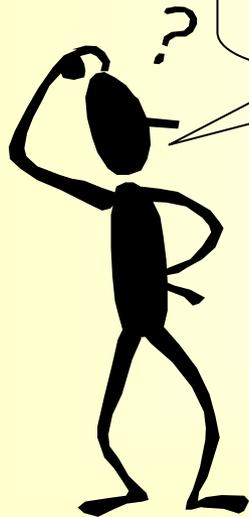


- ❖ Solution Definition and Implementation currently on-going
- ❖ Critical effort, must be completed before 23 Sep 02.
- ❖ Will include action level staffing of each action only with the organizations responsible for implementation of the action being staffed.
- ❖ Staffing with the management of the implementing element will follow the action level staffing.
- ❖ Only completely staffed solutions with fully staffed implementation plans will be brought to Mr. Bolton.
- ❖ Implementation should begin 1 Oct 02.

Personal Observations

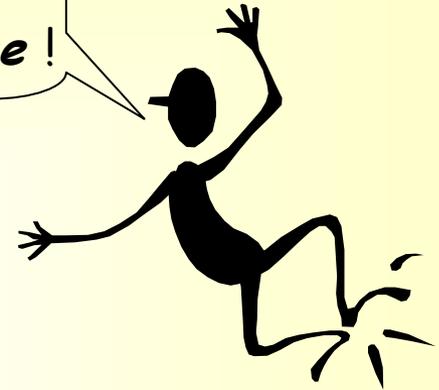


Becoming a Civilian Project Manager



Now What?
I feel like the dog
that caught the car.

WOW!
They selected *me*!



**From one who's
been there, gotten the tee-shirt
and wore it out.**

Questions

