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Joint Basing Program Management Office

Monthly Newsletter

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[HTTPS://WWW.US.ARMY.MIL/SUITE/PAGE/560093](https://www.us.army.mil/suite/page/560093)

Policy Update

Memorandum of Agreement (MOA) Template Change 4

On February 16, 2010, the Deputy Under Secretary of Defense (Installations and Environment) (DUSD(I&E)) signed the MOA Template Change 4 memo, which formalized administrative changes for the MOA Template. These changes are a result of lessons learned identified during the Phase II joint base MOA workshops, as briefed at the September 2009 Executive Implementation Review Conference and the January 2010 Program Management Review.

Open Policy Issues

Stationing Decisions at Joint Bases

The Joint Basing Program Management Office (JBPMO) has obtained Senior Joint Base Working Group (SJBWG) coordination on the Stationing memo, which formalizes new mission stationing / beddown procedures at joint bases beyond the decision authority of the Joint Base Commander (JBC). The JBPMO expects to release the final policy in March 2010.

MOA Change Process

The JBPMO has obtained SJBWG coordination on procedures for changing signed MOAs and is in the process of finalizing it. The memo includes business rules for processing and approving MOA changes as well as a template for documenting changes. The JBPMO expects to release the final policy in March 2010.

Cost and Performance Visibility Framework (CPVF) Suspense Dates

The Office of the DUSD(I&E) (ODUSD(I&E)) / Facilities Investment and Management (FIM) is preparing a memo extending CPVF suspense dates for reporting performance data for Fiscal Year 2010 (FY10) to allow Intermediate Command Summits (ICSSs) and the Senior Installation Management Group (SIMG) additional time to review the joint base CPVF data before it is submitted to the Office of the Secretary of Defense (OSD). The memo is expected to be released in March 2010. The memo will list the following as the revised due dates for CPVF database uploads:

- ▶ FY10 Quarter 1 (Q1) – 11 February 2010
- ▶ FY10 Q2 – 12 May 2010
- ▶ FY10 Q3 – 11 August 2010
- ▶ FY10 Q4 – 12 November 2010



Business Rules for Changes to the President's Budget (PB)-14 and Updates to the CPVF Baseline

The Resource Management Sub Working Group is preparing business rules for making changes to the PB-14 and CPVF baseline. The Office of the Under Secretary of Defense (Comptroller) expects to release the business rules in March 2010.



Spotlight: Civilian Personnel Lessons Learned

Civilian Personnel (CIVPERS) has the central mission to address the complex needs of the human element, our Department of Defense (DoD) employees, in moving toward the Full Operational Capability (FOC) of a Joint Base Realignment. These realignments are no different than any other complex organizational change - success is dependent upon **preparation, communication and collaboration**. Reviews of lessons learned from early efforts have seen some general themes emerge which are critical to the success of future realignments.

Prepare to Execute

Bases must enter the realignment with their eyes wide open and be able to see FOC clearly. Starting with the end in mind, CIVPERS can begin to backward plan and build detailed planning around key milestones and dependencies. This cannot be conducted in a vacuum and should include management, labor, employees and local officials. A key lesson learned has been the need to begin addressing the complex challenges of addressing the bargaining obligations, requirements of collective bargaining agreements and consolidation early in the process. Development of a detailed plan provides clear roles and responsibilities that when communicated should ease execution of the overall plan. It is also critical that both the supporting and supported Components adhere to the plan and the specific timeframes and milestones it provides.

Communicate with the Workforce

Robust communication and high touch transition planning have gone a long way in centralizing information while helping relieve concerns, tension and fear during Realignments. While important events such as Town Hall Meetings, periodic informational emails and newspaper articles are standard, lessons learned show a wider variety of strategies have a positive impact on the workforce. Activities addressing employee concerns include hands-on official personnel record reviews, Nonappropriated Fund (NAF) benefits briefings, individual counseling and “open door” policy within the Civilian Human Resource Office (HRO). However, the need to communicate does not stop with employees. Broadly defining the audiences and stakeholders is a necessary step. Bases should include employees, headquarters (HQ) representatives, labor, local officials, health insurance carriers and others in briefings, correspondence, and regular meetings to coordinate and clarify expectations.

Collaborate and Support

The culminating effort of preparation and communication leads to the central purpose of CIVPERS in Realignment – to guide the workforce through the transition. It is imperative that the HRO take the lead to actively address emerging challenges. Key lessons learned to date include –

- Supporting and supported Component coordination to ensure continuity of benefits during transition for employees.
- Mutual agreement among Components on recruitment plan for vacated positions.
- Tracking ongoing Component changes to policies such as consideration for job vacancies where Component differences exist.
- Supporting and supported Components need to cooperatively manage all positions for recruitment and transfer to increase placement opportunities for employees.
- Early and frequent communication with unions and between the supported and supporting HROs and Labor Relations Offices can eliminate many problems.
- Early involvement of organizations and individuals responsible for system access and Common Access Card (CAC) issuance can ensure uninterrupted performance of work at standup of the joint base.

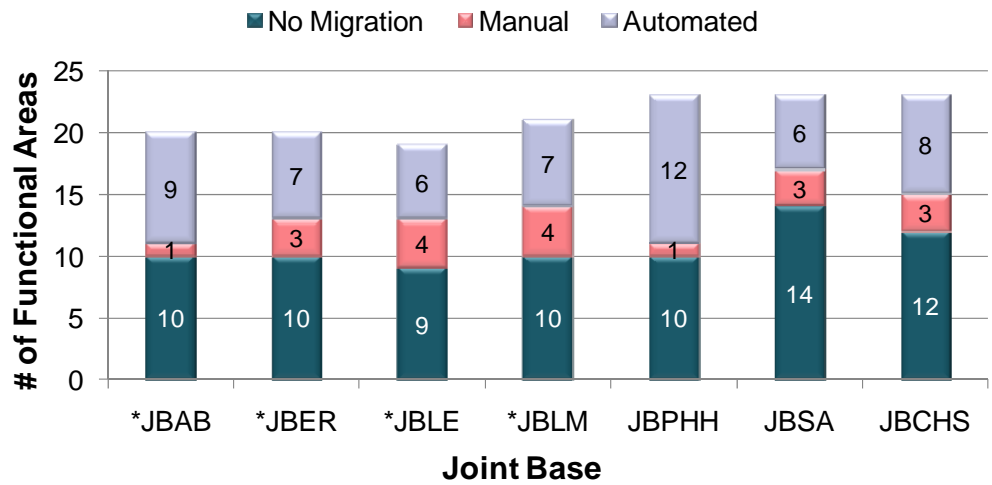
Constant collaboration is essential to successfully navigating the complexities associated with Joint Base Realignments.

Summary

In any major organizational change effort, challenges are to be expected. Working jointly to address those challenges is a key to success. Collecting and sharing lessons learned is an invaluable tool for constantly improving the process while mitigating inherent barriers of bringing together the Components’ operating frameworks. Success for CIVPERS is dependent upon preparation, communication, collaboration and support. Continuous review of lessons learned, soon to be available through the Civilian Personnel Management Service website, provides an invaluable tool for future realignments.



Figure 1: Status by Type of Migration

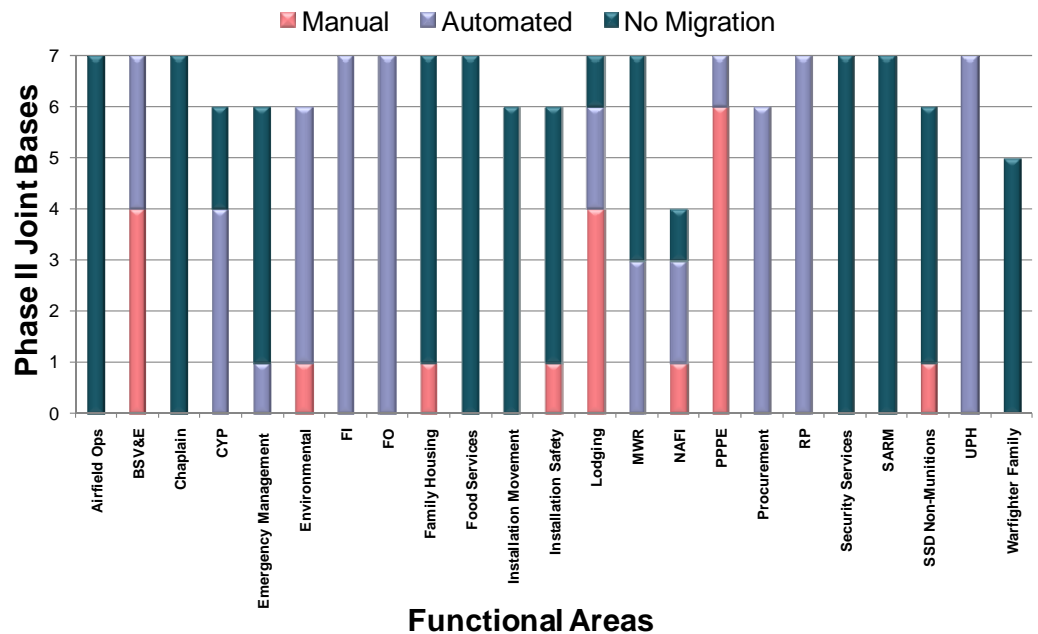


Talking Points

Data Migration for Phase II Joint Bases

The Data Migration Team concluded site visits to the Phase II Joint Bases in January 2010. The requirements identified for each Phase II Joint Base are highlighted in the adjacent figures. Figure 1 summarizes the number of functions that will migrate manually and automatically at each Phase II Joint Base, and Figure 2 summarizes which functions will migrate manually or automatically across the joint bases.

Figure 2: Functional Areas by Type of Migration



✦ **NOTE: JB Functional areas require additional follow-up before establishing a final migration determination:**

JBAB: Environmental, Installation Safety, Procurement

JBER: Emergency Management, Installation Movement, NAFI, Warfighter Family

JBLE: CYP, Warfighter Family

JBLM: NAFI, SSD Non-Munitions

Association of Defense Communities (ADC) Winter Forum

Col Mickey Addison, Deputy Director for Joint Basing, participated in a panel discussion with representatives from the Air Force, Army, and Navy, at the ADC Winter Forum in Albuquerque, New Mexico, on 23 February 2010. Approximately 50 people attended the panel discussion, which centered on the innovative concept of Joint Basing and what it means to installation personnel and communities. Presenting along with Col Addison were COL Thomas Brittain, Joint Base Lewis-McChord Commander; Mr. Glenn Garrison, Deputy Director, 316th Mission Support Group, Joint Base Andrews-Naval Air Facility Washington; and LCDR Dean Hansen, Joint Strategy & Integration Section Head, Navy Installations Command.

Some of the topics discussed include the following:

- ▶ The framework and progress of the joint bases through the Base Closure and Realignment Commission (BRAC) process and the policy infrastructure to ensure seamless provision of installation support;
- ▶ The DoD Common Output Level Standards (COLS) for installation support functions that were developed to provide common output or performance level standards for installation support; and

From the JBPMO

Implementation Review Conference / Program Management Review (IRC/PMR) After Action Report (AAR)

The JBPMO finalized the IRC/PMR AAR on February 22, 2010, and it is now available on the JBPMO website. The action items included in the AAR are included in the table below.

Issue	Recommended Way Ahead	Timeframe	Resolution	Action Owner
IRC Action Items				
Bases have been told to reissue CACs despite the bases being able to work the issue with existing CACs. There is a cost associated with reissuing CAC cards that can be avoided by using the joint base method.	Review regulatory guidance for reissuing CACs and determine whether it is appropriate to reissue CACs or if a more economical path is available.	March 2010	CAC cards must be reissued. DoD Policy requires CAC to be based on sponsorship (affects Public Key Infrastructure [PKI]), which changes when Service changes.	OSD(P&R) DMDC
For munitions of one Component stored in another Component's facility, it is not clear who holds the responsibility for inspections.	Identify or develop appropriate policy for who should perform these inspections.	March 2010	Taken for Action	OSD(AT&L) Safety FT
Difficulty getting DFAS to move existing contracts to the DFAS paying office at FOC. DFAS indicates contracts have to stay with the originating DFAS Operating Location (OPLOC). This causes problems paying the contracts because the contract and the accounting/payment information are not easily linked together.	OSD and Services to work with DFAS to align the paying agent with the contracting agent.	May 2010	Taken for Action	OSD(C) RM SWG
JBCs don't understand why the personnel payroll transfer is occurring in March after FOC, and it's not clear whether this same method will be pursued for Phase II.	Explain the transfer timing, and to determine with DFAS the transfer period for Phase II and provide to SJBWG.	May 2010	Taken for Action	OSD(P&R) DFAS
JEBLCFS indicated issues with changing payroll systems within NSPS to ensure the employee received the NSPS payouts they were owed.	Clarify the process for transferring civilians and how NSPS impacts this process.	May 2010	Taken for Action	OSD(P&R) CIVPERS SWG
PMR Action Items				
Republish the CPVF Memo with current dates for OSD submission.	Reissue memo with revised dates.	March 2010	Taken for Action	OSD(AT&L) ODUSD(I&E)/FIM
Feedback from the PMR indicated that most members wanted the JBPC to be present at future PMRs.	Determine the membership of the PMR.	March 2010	Taken for Action	SJBWG
With regard to the proposal to include a consolidated Joint Base report in the CPVF, there should also be an opportunity for the Commander to provide an overall assessment, and we should consider including a get-well date so that the CPVF provides more than just a backward-looking report card.	Add Commander's Assessment block and a "get well date" to CPVF tool.	April 2010	Taken for Action	OSD(AT&L) ODUSD(I&E)/FIM



From the JBPMO (Continued)

Web-Basing CPVF

The JBPMO has partnered with HQ U.S. Air Force to implement the migration of the CPVF tool from a stand-alone Microsoft Access based application to a web-based application. We are working toward having this application available by FOC for the Phase II joint bases.

Newsletter Topics for Lessons Learned Spotlight

Each month, the JBPMO newsletter will spotlight lessons learned in both implementation and execution. The following list includes suggested topics for future newsletters. If you have any other suggestions or comments, please contact the JBPMO (jointbasing@osd.mil).

- ▶ March – Real Property
- ▶ April – Emergency Management
- ▶ May – Facility Maintenance and Operations
- ▶ June – Processing / Recovering Military Servicemembers for Deployment
- ▶ July – Equal Employment Opportunity / Equal Opportunity

Call for Articles

If you would like to prepare an article for the JBPMO newsletter, please contact us at jointbasing@osd.mil. Some suggestions for articles include reporting a success story at your joint base, detailing a functional issue or concern and how your joint base overcame it, or the impact of Joint Basing on your military community. Articles should be 300 words or less, and can be submitted at jointbasing@osd.mil.

Joint Basing in the News

The following articles are posted on the Joint Basing website:

- ▶ Air Force, Navy support functions begin merging into Joint Base Charleston (U.S. Air Force, February 10, 2010)
- ▶ Randolph's mission support group becomes joint base's first unit (U.S. Air Force AIM Points, February 2, 2010)
- ▶ Army's Fort Lewis and Air Force's McChord form joint base (The Seattle Times, February 1, 2010)
- ▶ McChord AFB, Fort Lewis now JBLM (komonews.com, February 1, 2010)
- ▶ Oahu base merger concerns (honoluluadvertiser.com, February 1, 2010)

JBPMO Website

The JBPMO updates the JBPMO website on a daily basis, and emails weekly updates to the website to all members of the group. The JBPMO made the following updates during the month of February:

- ▶ IRC/PMR After Action Report
- ▶ MOA Template Change 4
- ▶ JBPMO January 2010 Newsletter

Missing Something?

If you are working through an issue that requires resolution from the JBPMO and it is not addressed in this newsletter, please bring it to our attention. ▶OSD: jointbasing@osd.mil ▶Army: armyjointbasing@conus.army.mil ▶Navy: ANND_CNICHO_Jointbasing@navy.mil ▶Air Force: af.jointbasing@pentagon.af.mil ▶Marine Corps: jbworkinggroup@usmc.mil