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DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

REPLY TO
ATTENTION OF
DAPE-ZA

29 OCT 1984

SUBJECT: Personnel and Administration in the Army of Excellence

SEE DISTRIBUTION

1. The Army of Excellence force design presents the personnel community with an extraordinary challenge. To support the Army's plan to increase combat power we must reduce the cost of doing business. The challenge is multi-dimensional. It cuts across organizational boundaries and involves many players. The enclosed letter of instruction outlines a general plan to unite key players and steer the personnel community's efforts. It details several critical actions that, taken in the aggregate, will provide a general process through which work reducing efficiences can be achieved.

2. An Army of Excellence Board of Directors has emerged from the planning efforts of the US Army Soldier Support Center over the past several months. This body of key individuals represents the major players involved and provides a forum to coordinate staff issues, doctrinal matters, and training considerations. The proposed letter institutionalizes the Board as my executive agent. As the pace picks up in the future, it would be helpful if your representatives could be empowered to coordinate for you on routine operational issues in the process.

4. Please provide your concurrence and comments on the proposed letter to the Director of Military Personnel Management (DAPE-MD) by 30 Nov 84.

1 Encl
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ROBERT M. ELTON
Lieutenant General, GS
Deputy Chief of Staff
for Personnel

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DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF FOR PERSONNEL
WASHINGTON, D.C. 20310

REPLY TO
ATTENTION OF

DAPE-ZA

SUBJECT: Personnel and Administration in the Army of Excellence -- Letter of Instructions Number 1

SEE DISTRIBUTION

1. Reference letter, DAPE-ZA, DA DCSPER, 10 February 1984, subject: Letter of Instruction.

2. PURPOSE. The Army's combat power will be increased in the Army of Excellence. To help pay for the new combat power, the manpower cost of personnel and administration management must be reduced. The purpose of this Letter of Instructions is to outline a plan to guide the personnel community through the actions required to achieve the manpower reduction. For the plan to be successful, it needs close review by the best minds in the business, dialogue among key players, and thoughtful feedback. The objective is to capitalize on all of the talent in the Personnel and Administration (P&A) community to move into the Army of Excellence.

3. BACKGROUND. The first edition of this plan (above reference) focused on the actions required to restructure the light division. At that time, reorganization of the 7th Infantry Division was imminent and a sizeable shortfall in manpower was expected. Since then, action has been taken to defer the manpower reductions in the 7th Infantry Division and other divisions through FY 86. This action shifts the focus from the 7th Infantry Division to the total Active Army and requires us to develop and execute an Army-wide plan to reduce the manpower costs associated with personnel and administrative operations in the Army of Excellence.

4. EVOLUTIONARY PROCESS. To achieve the reduced manning goals of the Army of Excellence in personnel and administration, it will be necessary to install additional hardware, redesign a major portion of the personnel management system and to reorganize most personnel and administrative units. At this point in the planning cycle, it is not possible to precisely detail all of the actions that will eventually be required. We must start with a general plan and a recognition that most of the changes will be evolutionary. As new concepts and ideas are developed and validated, they will be executed. Those that do not work will be discarded.

DAPE-ZA
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5. MANAGEMENT.

a. TRADOC has provided the doctrine, concept, and organizational design for P&A in the Army of Excellence. Execution now involves the entire personnel community. The skills and talents available in many organizations will be needed to meet the challenge. Ad Hoc work groups will be brought together as required to work issues and develop solutions.

b. Within the framework of TRADOC's force design, execution will be directed by the DCSPER. An Army of Excellence Board of Directors will be established as the DCSPER's Executive Agent. The Board will coordinate staff and MACOM issues, doctrinal matters, and training considerations. Members will be in the grade of colonel (or civilian equivalent) representing the organizations listed below (organizations are not limited to a single colonel). The Director of Combat Developments, US Army Soldier Support Center will be the Chairman of the Board. A series of regular in-process reviews for the DCSPER and other General Officers will be used to synchronize the actions involved in the process of execution.

(1) DCSPER (DAPE-MPS3, MPM, PS, and MPD)

(2) MILPERCEN (DAPC-PS and EP)

(3) USAISSSC (ASBPS)

(4) TRADOC (HQ TRADOC and the USASSC)

(5) FORSCOM

(6) USAREUR (1st PERSCOM)

(7) WESTCOM

(8) EUSA (8th PERSCOM)

6. ISSUES. The Army of Excellence is moving the personnel community into uncharted territory. There are many unanswered questions. In fact, some of the questions have yet to surface. It is important to keep a record of issues as they develop and to chart progress towards resolution. Organizations within the personnel community, especially field commands, are urged to review this plan closely and forward issues to the DCSPER, ATTN: DAPE-MP-AOE

7. AUTOMATION. The rapid installation of hardware and software to streamline labor intensive functions in all military personnel offices (MILPO) is pivotal to our ability to absorb the forthcoming manpower reduction. To that end, the Director of Personnel, Plans, and Systems will be the lead agency in DCSPER to

plan for, seek funds, coordinate, and integrate personnel information requirements with the CSS and the Army's automation architecture. The challenge is larger than the AOE. It encompasses all information requirements of the P&A system; both peace and war.

8. KEY ACTIONS. The key actions listed below have been developed to support the Army of Excellence. Taken in the aggregate, they provide a general process through which work reducing efficiences can be achieved. The lead agency for each action is indicated. Additional details can be found in succeeding sections.

ACTION	LEAD AGENCY	TARGET
Establish an informal manpower base line against which to measure progress.	FORSCOM	Done
Plan for, seek funds, coordinate, and integrate all personnel information requirements with the CSS and Army's automation architecture.	DCSPER (DAPE-PS)	Jan 85
Develop funding requirements for hardware, software, and other AOE costs (e.g., travel target)	DAPE-ZXP	Dec 84
Develop a plan to automate the TDA MILPO.	TRADOC (SSC)	Jun 85
Determine which P&A work centers will be supported by TDA resources in the future; publish guidance; develop PARR issue.	DCSPER (DAPE-MB)	Jan 85
Review & revise P&A functions, publications, policies, procedures and systems to reduce the current cost of doing business.	HQDA DCSPER (Task Force)	Jun 85
Establish a central clearing house to track and account for work saving suggestions.	HQDA DCSPER (Task Force)	Dec 84
Reorganize P&A operations in the divisions according to the AOE restructure plan.	MACOM's	As Scheduled
Establish the 9th ID and Fort Lewis as the Army's prototype for P&A in the AOE.	FORSCOM	Mar 85

Develop a methodology for setting new manpower standards for personnel operations; integrate MS3, APORS, MARC, and the functional review.	HQDA DCSPER (DAPE-MB)	Jan 85
Field TACCS beginning with the 24th ID.	PMTACMIS	Apr 85
Develop and validate SIDPERS 2.5 in the 24th ID; field according to the TACCS fielding schedule.	MILPERCEN (DAPC-PS)	Apr 85
Develop additional work reducing software enhancements on an incremental basis (i.e., SIDPERS 2.75); validate in the 24th ID and 1st AD; field according to the TACCS fielding schedule.	MILPERCEN (DAPC-PS)	1st increment Jul 85; completed by End FY 86.
Test and evaluate the combat module of the Army of Excellence Personnel and Administration System in a slice of the 9th ID.	TRADOC (SSC)	Sep 85
Validate and record the manpower cost of redesigned procedures on the ground at Ft Lewis.	HQDA DCSPER (Task Force)	End FY 86
Maintain a formal record of work reduction by comparing results of manpower analysis against the FORSCOM baseline.	HQDA DCSPER (Task Force)	End FY 86
Conduct an Army-wide analysis of all TOE P&A structure, validate affordability of each component within the available TOE structure and against doctrinal requirements; Prioritize, tradeoff, and cross level where appropriate.	TRADOC (SSC)	Feb 85
Establish AOE P&A doctrine for the Corps and other echelons above the division.	TRADOC (SSC)	Jun 85

9. FUNCTIONAL REVIEW.

a. ACCOUNTABILITY FOR COST. To start the review process, the responsibility for the manpower costs associated with personnel policies, systems, and functions is placed with the HQDA proponents within the personnel community. At the same time we must restrict execution of changes to the system until a thorough review of the manpower implications can be accomplished.

b. WORK REDUCTION PHASES. The functional redesign process is long term; it is already underway, and will continue until SIDPERS-3 is a reality. All personnel and administrative functions will be completely scrubbed to extract every possible ounce of work savings. Every analysis must produce savings, however slight.

c. Work reduction will occur over time in four phases as follows:

(1) Near-Term. Work reduction to be achieved Army-wide without reliance on automation. Examples are requirements that can be eliminated. Another prime example is the review and revision of publications to provide simple, single source instructions.

(2) Mid Term (SIDPERS 2). Work reduction to be achieved through the modification of SIDPERS. Army-wide proliferation to depend on a SIDPERS change package.

(3) Mid-Term (SIDPERS 2.75). Work reduction to be achieved through the availability of SIDPERS data on TACCS and the elimination of DAS3. Army-wide proliferation depends on the TACCS fielding schedule.

(4) Long-Term. Work reduction to be achieved as SIDPERS-3 is developed and installed.

c A Task force will be formed to guide the DCSPER staff in a top-to-bottom review of publications, policies, and procedures to reduce the cost of doing business and to advise the DCSPER. The Task Force Chief and the headquarters element will be stationed at Fort McPherson. The balance of the task force will be assembled ad hoc on TDY as required.

d. The review will be modular in nature. Early priority will be given to the procedures that have the highest potential payback in terms of manpower savings. The review will be syncronized with the SIDPERS 2.75 software development project and serve as the front-end analysis.

e. The Task Force Chief, Col E. M. Strong, will report directly to the DCSPER. He will also serve on the DCSPER AOE Board of Directors as

Co-Chairman. The Board of Directors will be the forum through which the Task Force will coordinate staff issues, doctrinal matters, and training considerations.

10. IN PROCESS REVIEWS. The Board of Directors will schedule a series of IPR's generally organized according to the key actions listed above. At the first IPR, each lead agency will cover milestones, issues, and resources.

11. Reference letter is rescinded.

1 Encl
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Deputy Chief of Staff
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