

UMR provides leaders with full picture

Matthew Montgomery | DCMA Public Affairs



UMD and UMR updates by FBO using JMIS, updating to OMS, all to save DCMA CMOs time and money.

With so many acronyms and processes, why can't anything just be simple? This is the question the Manpower and Organization Management Division, known as FBO, is attempting to answer with new processes aimed at streamlining manning document input procedures.

The decision was made to transition the responsibility of updating Unit Manning Reports to the contract management offices. "No one knows better than the CMOs which personnel are getting ready to retire or move on to other jobs," said Nieta Scott-Dunmore, FBO director. "For this reason, it makes sense for them to control the input and output of data contained within the reports used for planning."

Under the purview of Scott-Dunmore, FBO is preparing to train personnel on the new Office of the Secretary of Defense Manpower system, or OMS, used for updating UMRs and Unit Manning Documents. The road to implementation has been long, but the new system will provide CMOs with greater access to personnel data and readily available information needed for forecasting and planning.

"Under the old system, the agency manpower section updated all the information contained within the two main documents DCMA uses for manpower management and organizational planning, as well as general orders," said Scott-Dunmore. "Because we had a lot of turnover in the field, it has made it difficult for us to keep up with the

Nieta Scott-Dunmore (center), Manpower and Organization Management Division director, with the FBO team. From left: Natalie Churchill, management analyst; Ron Delarosa, management analyst; Nicholas King, management analyst; Kevin Smith, operations research analyst; Paul Minto, management analyst; Tom Chavers, operations research analyst; Ted Jones, management analyst; Zora Blair, management program analyst; Jason Philson, management analyst.



Nieta Scott-Dunmore (left), Manpower and Organization Management Division director, relies on the Unit Manning Report/Unit Manning Document team, Natalie Churchill, Ted Jones (team lead), Nicolas Kling and Diane Bernicker (not pictured), to train agency personnel on the new Office of the Secretary of Defense Manpower system used for updating UMRs and UMDs.

document changes because there were so many.”

Previously, these changes were made, then a designated point of contact at the CMO level sent manpower updates to either the agency headquarters, or Center A in Boston and Carson. “Under the new system procedures, CMOs have the ability to update personnel changes using OMS at their level. This makes the UMR a more accurate and up-to-date document,” said Scott-Dunmore.

The UMD houses requirements, authorized position, job titles, series numbers, and other pertinent information pertaining to jobs, such as acquisition and funding information.

“The UMR takes the UMD a step further and provides a comprehensive picture of the personnel currently assigned to individual positions. This information is used throughout the entire agency and provides senior leadership and CMOs with information vital to the planning process,” said Scott-Dunmore.

Phase I - Implementation

To ensure the successful implementation of the new system, a two-step training

program was established. The first phase required CMOs to designate a manpower representative to be trained under the old Joint Manpower Information System, or JMIS, which was being used prior to OMS implementation.

Ted Jones, DCMA management analyst and team lead for UMD/UMR, heads

the training process for the systems and ensures milestones are met. “Our goal going into the program was to have everyone trained on JMIS before making the transition to OMS. We knew if they had experience with the old system it would make it much easier to learn the new one.”

Phase one started with a pilot program at the beginning of the year. Nine CMOs were selected and trained on JMIS. “It worked out really well for us and we were able to train three to four CMOs at a time via teleconferences,” said Scott-Dunmore. “We learned quickly the best way to train personnel was by walking them through the system in real time.”

This training served multiple purposes for the agency. “First, it ensured everyone had baseline knowledge of the system and was comfortable inputting their personnel data,” said Scott-Dunmore. “Second, it provided us with a list of CMO designees for use during the migration to the new system.”

To take the training and data accuracy a step further, Scott-Dunmore initiated an official site visit program to align and realign requirements and authorizations at each CMO.

“I knew it would be more efficient



Natalie Churchill (right), Defense Contract Management Agency Manpower and Organization Management Division program analyst, trains Patty Coulter, DCMA Manassas management analyst, on how to use the Joint Manpower Information System. JMIS is used for updating Unit Manning Documents and Unit Manning Reports.

and effective for my analysts to physically go to the numerous CMOs, not just to train on JMIS, but to meet and get to know the staff members on a personal basis so they could talk out issues and make recommendations,” said Scott-Dunmore. “I value and respect people and their many duties and responsibilities and have learned true teamwork and camaraderie must occur for success to be a reality. I also thought it important to show our level of commitment and concern by being able to have face-to-face dialogue.”

DCMA Twin Cities was the first CMO to be trained on JMIS and saw immediate time savings and benefits. “The new process allowed us to go real-time with inputting data and immediately increased our output accuracy,” said Jim Larson, DCMA Twin Cities Management Analyst. “Before, we had to feed extremely simple changes up through the chain and wait for information to be updated. At any given point I could look at our UMR and see 30 to 40 billet issues needing correction with personnel changes. Having the ability to input the information here at the CMO puts the focus on those billets that truly need region or agency level decisions.”

Once Jones’ team had a proven plan in

place, they began training personnel at each CMO. Jones said the team was able to accomplish phase one without any major challenges.

“I think we were effective because we were able to give CMOs a real sense of ownership in the process,” said Jones. Before implementation, managers had to go to different offices and engage multiple sources to find the information needed to make personnel decisions for the future. Now, they can go to one person located within their office and have the same data available.

Phase II - OMS

Phase two is scheduled to begin in the fall when JMIS is shut down to allow for migration to OMS. Testing will then be conducted to ensure accuracy and completeness of the data transfer.

DCMA joined seven other defense organizations who volunteered to make the transition to OMS. The Defense Commissary Agency, also located at Fort Lee, Va., will be the first organization to make the transition, with DCMA following two months later.

While the new system is very similar to JMIS, Scott-Dunmore said, “We’re

not taking anything for granted. We will ensure everyone is trained and comfortable with the new system before full implementation.”

Benefits of the new system include improved manpower planning, programming position management and budgeting capabilities. It also standardizes manpower data, improves the picture of the total force for Department of Defense leadership, automates labor intensive processes and helps to reduce costs and achieve greater efficiencies pertaining to human capital strategic planning.

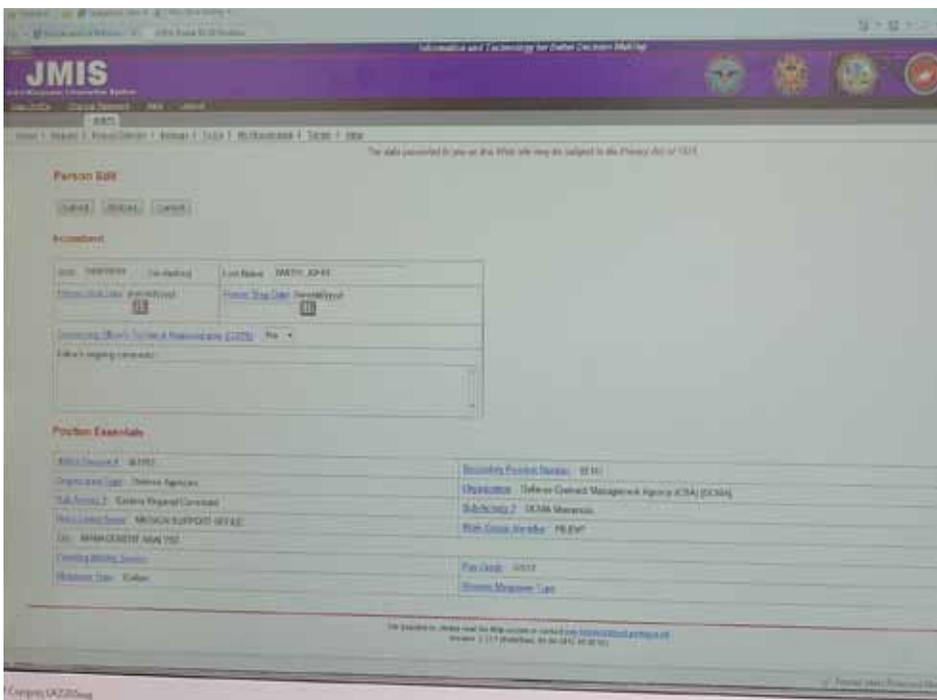
It is a very valuable tool for managers, said Scott-Dunmore. “They will have visibility of what the current requirements are and what they will be at least five fiscal years beyond. This will allow them to make adjustments and plan for the future.”

The Road Ahead

The agency has transitioned over the past two years from dispersed manpower assets to a centralized staff working with the CMOs to implement new and improved automated systems said Jones. “A couple years from now when new people come on board, it will just be the process and won’t be a big deal. However, right now there is a re-education and training evolution taking place, a true paradigm shift in the way we do business.”

The manpower team said the entire agency has been extremely patient and the system implementation and training processes have gone incredibly smooth. With no major issues, and the second training phase nearing its beginning, the estimated full implementation date is slated for later this year.

“All of these changes, and initiation of refined business processes, will assist the CMOs and managers with more effective resource planning and give the executive director of Financial Business Operations, Pamela Conklin, the ultimate financial management tool for long-term programming and planning,” said Scott-Dunmore. “This will support DCMA’s acquisition workforce and ultimately the warfighter.”



The first phase of the new Unit Manning Document procedures required contract management offices to designate a manpower representative to be trained under the Joint Manpower Information System, or JMIS, prior to OMS implementation. (Photo by Matthew Montgomery, DCMA Public Affairs)