

## PREWORK SYLLABUS

### 1. ADMINISTRATIVE INFORMATION:

<b>LESSON NUMBER:</b> PRE-06	<b>EDITION DATE:</b> March 2004
<b>LESSON TITLE:</b> Home Station Data Collection	
<b>TYPE OF LESSON:</b> Research/Directed Study	
<b>CLASSROOM TIME:</b> None	<b>OUTSIDE PREP TIME:</b> 2-3 hours

### 2. PURPOSE:

This lesson requires you to gather some background information that you will need while attending AMSC. It will help you evaluate and improve your skills as a leader and manager. Additionally, it directly supports the curriculum outcomes related to the problem solving and decision making skills—specifically, critical thinking, basic systems theory, synthetic and creative thinking, organizational analyses, and management skills.

Collecting the background information for your AMSC resident sessions fulfills two purposes. The first purpose is to allow you to relate some of the theory about analysis to practical situations and data that are **immediately relevant to you in your day-to-day work**. This improves learning since it has a direct relationship to you and to your organization. The second purpose is for you to analyze real data from real organizations . . . **your organization**. The ability to analyze organizations is important because analysis is the key to managing and understanding current initiatives such as the Army Management Control Program, Activity Based Costing, A76 Commercial Activity Studies, and the Army Performance Improvement Criteria.

The learning dynamics can be exceptional with these types of sessions. You will learn about organizations; organizational relationships and behavior; data research; data interpretation; the use of models to collect data and analyze complex subjects; and your organization.

**3. ASSUMPTIONS:** This requirement assumes that you have access to typical management information for your organization and that you have access to your immediate supervisor.

#### **4. LESSON OUTCOMES:** You will:

**a.** Collect data from your organization before you arrive at the College and analyze it during the resident portion of the Sustaining Base Leadership and Management (SBLM) Program.

**b.** Identify and analyze your personal leadership skills, abilities, strengths, and weaknesses **and** determine areas for improvement . . . and apply them to your organization.

#### **5. KEY CONCEPTS:**

**a.** Collect, Organize, Analyze, Synthesize, and Transmit Information

**b.** Organizational Missions, Functions, Vision, and Objectives

**c.** Management Information

**d.** Leaders as Managers

**e.** Fact Based Decision Making

**6. MEASUREMENT OF OUTCOMES:** Faculty will measure your accomplishment of the outcomes throughout resident sessions of the SBLM Program.

#### **7. STUDENT ASSIGNMENTS:**

**a. Required Readings:** Eichhorn, R. (2001). Directions for collecting home stations data. Revised by Jagielski, J. R. (2002). Fort Belvoir, VA: Army Management Staff College.

This reading is attached.

**b. Other:** While still at your home station, you will:

**1. Collect data on your organization in support of the various management functions needed to make it run** (See the attached required reading.) Some examples of management functions include strategic planning, programming/budgeting/execution, and use of human resources. **Your focus for this collection effort is your organization.** You should **also** look **one level higher** than your organizational level, and collect that information as well. For example, if you are in a branch or are a branch chief reporting to a division, bring the information listed below for your branch and for the division. If are in a division or you are a division chief reporting to a directorate, bring the information listed below for your division and for your directorate. If you have difficulty deciding on what level of the organization to focus or what

data to bring, contact your faculty advisor or any member of the AMSC resident faculty for advice.

You may be able to use data published by the larger (or parent) organization as long as it is relevant to your organizational element. As a rule of thumb, select the level of organization that has the data. For example, a “branch” level will not have a separate mission, vision, goals, and objectives. Bear in mind, however, that documentation/data that bears on the “branch” level will probably be found at higher levels within the parent organization [corporate levels]. Data pertaining to your specific section/branch/division/directorate is generally found in the local Organizations and Functions Manual/Regulation . . . or in some other type of document.

You don't have to bring tons of data to accomplish this assignment. You don't have to make numerous copies and bring reams of paper to the College. You may not be able to get everything on the list, but it will be useful to you just to discover that some information does or does not exist. (You might even try your local homepage or web site.) The intent of this lesson is to get you started on the process of research. Thus, instead of brain storming a nebulous issue in class, we will give you a structured model after you arrive to help you continue your future research. While this "data gathering" effort at your home station will require you to do some thinking and a little legwork, it will support resident session discussions. These discussions will address an AMSC "model" with various categories (i.e., mission, vision, goals, objectives, tasks, knowledge-skills-abilities (KSAs) or other equivalents, resources [people, facilities, material information, time & money], etc.)

**2. Before you leave your home station, interview your immediate supervisor to determine the key issues facing your organization.** Given the variety of situations that sometimes face our students during the time that they are preparing to attend AMSC, you may have to do this interview by telephone or e-mail. Nevertheless, we encourage face-to-face exchanges. The goal in interviewing your supervisor is to determine the additional expectations that your supervisor has for you after your attendance at AMSC, and identify the key issues that face your organization . . . from your supervisor's perspective.

**c. Other:** None

**8. OTHER USEFUL REFERENCES:** None

**9. AMSC Point of Contact:** Roy Eichhorn at e-mail address [roy.eichhorn@us.army.mil](mailto:roy.eichhorn@us.army.mil) or at DSN 655-4728 (DSN 655-4801 FAX) or commercial telephone (703) 805-4728 (805-4801 FAX).

## DIRECTIONS FOR COLLECTING HOME STATION DATA\*

### A. Collecting Organizational Data.

You will use the data that you collect during the resident portion of the Sustaining Base Leadership and Management (SBLM) program to analyze your organization from a systems perspective. To do this, you should be familiar with the mission, vision, goals, objectives, functions, and resources [people, dollars, information, and facilities] available to accomplish your organization's mission. Here's what you should bring:

1. **Vision, goals, and objectives statements.** Look for these in your Strategic Planning Office. They generally are developed as part of an off-site conference by the senior leadership of your organization. Check your homepage or web site. Their presence or lack thereof will tell you a lot about your organization as you analyze it at AMSC. Find out if they are only at the most senior level or if they have been applied at lower levels of the organization.
2. **The mission and functions statements for your organization.** Look for them in your Organization and Functions Manual/Regulation. Bring extracts that pertain to you and your job and one level **HIGHER** in your organization.
3. **Your organization's budget for the fiscal year of execution.** It might be difficult for you to get budget information that addresses only your specific organization. Therefore, look for budget data that **INCLUDES** your organization. Your Resource Management Office should have input or output documents that break down budgetary data that is usable by your specific branch. **Do not bring the entire installation/garrison/depot or MACOM budget.** Focus on YOU and YOUR ORGANIZATION and one level HIGHER.
4. **Your organization's manning document—typically a Table of Distribution and Allowances (TDA).** This is the common document for most Army sustaining base organizations; for our Department of Army Civilian students; and for most of our military attendees. If you are a member of the Corps of Engineers or a Non-Appropriated Fund organization or part of a test program of some sort, you may have different documents. Bring any document that addresses YOU as part of your organization's human resource management.

5. **The submission packet for the Army Performance and Improvement Criteria (APIC).** While most installations/depots will have this submission, others may not. If you are not familiar with APIC, go to Internet site <http://www.hqda.army.mil/leadingchange/APIC>. Again, APIC WILL NOT be applicable for all organizations.
6. **A list of positions vacated by series and grade over the last 3 years.** Contact your internal organization's resource management personnel for this information. It should not be necessary for you to go to the Civilian Personnel Advisory/Operation Centers for this data.
7. **Determine if your organization has any policy or guidance letters that address the need for certain "talent" in your organization.** Focus on the "retention of high caliber talent" (generally senior individuals or unique talent immaterial of age or grade) and the "recruiting of high caliber or new talent." This area focuses on the problems of the "baby-boomer brain drain" and the capability or lack of organizational capability to attract unique talent as well as young people into the federal work force.

#### **B. Interview your immediate supervisor.**

There are no established questions for this interview. We have listed some sample areas for discussion below. Make notes and write a short memorandum for yourself for recall purposes. We will ask you to use the information that you collect for future discussions with other students and in resident sessions for analysis. You may also interview other people who are familiar with your organization. The more information and perspectives that you can acquire, the better prepared you will be to analyze your organization as part of our resident sessions. Some suggested interview issues are:

1. Who are the organization's customers—internal and external? How do you know what they want? When was the last time you talked with them?
2. What is your primary output? What does a good product look like in your organization? What can you touch? Is it a physical product? Regulation? Policy? Design? Service? How do you know that? How do you communicate it to others?
3. How do you measure cost? What levels of quality do your customers expect? How do you know what is GOOD? BAD? Is it quantifiable?
4. What changes have affected the organization in the last 3 years? Mission? Vision? Goals? Objectives? Directives from above or internal? Re-alignments? Funding? Human Resources? Privatization?

5. What does your supervisor see for the organization in the next 3 to 5 years? Is that a directed vision or a self-generated vision? What is your supervisor's concern about the future? Again, focus on mission, goals, vision, objectives, funding, human resources, and privatization. Base Re-Alignment Commission action? Etc.
6. What changes in the Army environment may affect the organization? International? National/federal? Department of Defense? Army? Other Military Departments/Services? Other federal agencies? Non-government organizations (NGO)? Laws? Rules? Regulations? Etc.
7. And anything else . . . your call.