

# Strategically Aligning Training with the US Army Corps of Engineers Mission



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# Agenda



- USACE Approach to Strategic Alignment of Training
- Automated Training Management Program (ATMP)
- Mission Essential Task List (METL)
- Faces of ATMP
- Benefits

# Strategic Alignment of USACE Training: How???



- Learning Network
- Learning Principles
- Learning Advisory Board
- Learning Organization Doctrine
- Project Management Business Process
- USACE 2012
- Communities of Practice

# What is ATMP?



- Automated Training Management Program
  - ✓ Based on METL assessment process
  - ✓ Allows you to focus on tasks that are essential for mission accomplishment
  - ✓ Tool for planning, executing and assessing training

# Why METL?



*Do essential things first. There is not enough time for the commander to do everything. Each commander will have to determine wisely what is essential, and assign responsibilities for accomplishment. He should spend the remaining time on near essentials. This is especially true of training. Nonessentials should not take up time required for essentials.*

*General Bruce C. Clarke  
from FM25-100, Training the Force*

# METL Development



- Start with:
  - ✓ Highest Level Mission Statement
  - ✓ Organization's mission statement and functions regulation/strategic goals
  - ✓ Performance objectives
  - ✓ Career Development Plans

# METL Development cont.



- Identify specified and implied tasks
- Link to higher level METL
- Refine task list
- Submit to higher level for review and approval
- Adopt and disseminate the METL

# METL: What's in it for us?



- Prioritizes activities, goals and resources
- Prioritizes training requirements based on need
- Helps avoid distracters, focuses on essentials
- Enables managers to target individual tasks for specific organizational level improvement
- Assures IDPs are focused on mission essential training

# The Faces of ATMP



- Relational database
- Web-based, user friendly
- Links to Corps of Engineers Financial Management System (CEFMS)
- Facilitates IDP development, training budgets, tracking costs and scheduling

# The Faces of ATMP cont.

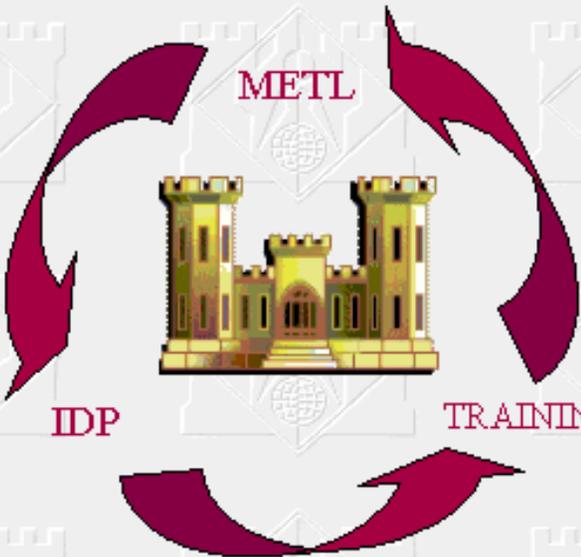


- Training Plans
- Master Course Catalog
- Reports
- On-line user manuals

# ATMP: A Quick Look

FY METL IDP Reports Management FY02 atmp\_open.asp AC=8

## TRAINING MANAGEMENT PROGRAM



The diagram illustrates a cyclical process centered around a castle icon. Three large, curved arrows form a circle around the castle. The top arrow is labeled 'METL', the bottom arrow is labeled 'TRAINING', and the left arrow is labeled 'IDP'. The background of the slide features a repeating pattern of a stylized castle icon.

# FY Selection Screen

**Select Training Plan** : Each Selection is a 5-year IDP  
: The year selected is the first year of the IDP

FY05 to FY09  
Planning

This is the upcoming fiscal year for which the training survey is conducted and training plan is being developed. This is where you should go to modify METL for the next FY, update or create IDPs to prepare the training plan for the next FY.

FY04 to FY08  
Current

This is the current fiscal year in which training is being conducted. System automatically defaults to current year. This is where you should go to mark training complete, update IDPs, pull training plan reports, etc.

FY03 to FY07  
Archived

This is a prior fiscal year where training data is stored. Data should be archived on or about 31-Oct of each FY. Once archived, data cannot be updated. This is where you should go to view historical information.

FY02 to FY06  
Archived

This is a prior fiscal year where training data is stored. Data should be archived on or about 31-Oct of each FY. Once archived, data cannot be updated. This is where you should go to view historical information.

FY01 to FY05  
Archived

This is a prior fiscal year where training data is stored. Data should be archived on or about 31-Oct of each FY. Once archived, data cannot be updated. This is where you should go to view historical information.

Continue

# Organizational Tasks

## Collective Tasks for DIR OF HUMAN RESOURCES MGMT

No.	Task		1	2	3	4	5
1	Provide staff advice to commander and division staff members	P - I	✓				
2	Plan, develop, and oversee MVD HR programs	P - I	✓				
3	Establish, maintain, and improve relationships with other Fed & non-Fed agencies	P - I				✓	
4	Advise & assist district commanders and district CPACS	P - I	✓				
5	Integrate & interpret policies, guidance, & direction from higher authorities	P - I		✓			
6	Ensure quality of HR programs	P - I					✓
7	Provide liaison services between serviced organizations and CPOC	P - I				✓	
8	Provide Staffing support	P - I	✓				✓
9	Provide Position Management & Classification support	P - I	✓				✓
10	Provide Labor Relations support	P - I	✓				✓
11	Provide Management-Employee Relations support	P - I	✓				✓
12	Provide Training support	P - I	✓				✓
13	Advise and counsel employees	P - I	✓				✓
14	Provide HR information and data support	P - I	✓				✓

View Collective Tasks for sub-organization:

View Tasks for employees:

<a href="#">BINGR5452</a>	<a href="#">BOWEM0131</a>	<a href="#">BROWW8415</a>	<a href="#">FLAGB4908</a>
<a href="#">GWINC0860</a>	<a href="#">GWYNJ2205</a>	<a href="#">HALLL6942</a>	<a href="#">HARRR4400</a>
<a href="#">HERRF8381</a>	<a href="#">HILLE3622</a>	<a href="#">HUGHC2765</a>	<a href="#">KLEIJ7929</a>
<a href="#">LARRL6369</a>	<a href="#">LAUGJ3081</a>	<a href="#">LOGAM0827</a>	<a href="#">MILLA7700</a>
<a href="#">MILLJ9651</a>	<a href="#">MILLP1960</a>	<a href="#">MURDJ2028</a>	<a href="#">PONDP5480</a>
<a href="#">SIMMD0949</a>	<a href="#">SMITL6257</a>	<a href="#">THOMR8060</a>	<a href="#">WATTD3169</a>



# Automated Individual Development Plan



- Five-year plan
- Objectives
  - ✓ Short term
  - ✓ Long term
- Courses link to METL
  - ✓ Mandatory Training
  - ✓ Career Development
- Licenses/Professional Certification
- Developmental Assignments

# Reports



- Regional Reports
  - ✓ Training Status
  - ✓ Planned vs. actual
  - ✓ Projected planning costs
- Local Reports
  - ✓ Employees without METL or IDP
  - ✓ Course Roster

# Operations and Maintenance

- ATMP Training
  - ✓ Initial
  - ✓ Refresher
- Configuration Control Board (CCB)
- Costs
  - ✓ Initial Application (<10K)
  - ✓ Annual maintenance fee (<5K)

# What are the benefits of the METL/ATMP process?

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- Aligns training to mission requirements at all levels
- Allows us to target individual tasks for specific organizational improvement
- Provides a way to identify and sustain the proficiency level of the organization
- Allows us to manage training more effectively
- Managers and supervisors are involved in determining training needs and assuring that training needs are met

# Benefits cont.



- Assures greatest “bang” for each training dollar
- Focal point for managers at all levels to plan, execute and assess training
- Ensures identified training is mission focused
- Facilitates Strategic Management of Human Capital - PMA

# STRATEGICALLY ALIGNING TRAINING WITH YOUR AGENCY MISSION



United States Department of Energy

# Department of Energy Case

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## Workshop Objective:

**Training can play a pivotal role in ensuring that your agency's strategic and performance goals are met. In this workshop, participants will learn how to analyze established goals to identify training requirements, develop training strategies to achieve goals, integrate training into the strategic plan, and evaluate training goal accomplishments.**

# Department of Energy Case



*The Department of Energy, like most Federal agencies, is at a critical juncture where training and development can provide the critical foundation to the development of leaders for the future as well as the tools to support workforce restructuring and organizational development.*

# Department of Energy Case

*From 1999 to the Present, the Department of Energy has undertaken significant efforts as a result of General Accountability Office Audits, Office of Personnel Management Survey data, and internal vulnerability assessments to:*

- *Effectively Manage Scarce DOE Training Resources*
- *Establish a Corporate Approach to Training, and*
- *Strategically Align Training with the DOE Mission...*

*It appears to be Working!!*

# Department of Energy Case

**1999/2000**

2001

2002

Sept 2003



- *New DOE Policy on Training Established*
- *Training & Development Management Council Chartered*
- *Corporate Education, Training & Development Business Plan Endorsed*
- *Top Training Priorities Communicated to DOE Senior Managers*

# Department of Energy Case

1999/2000

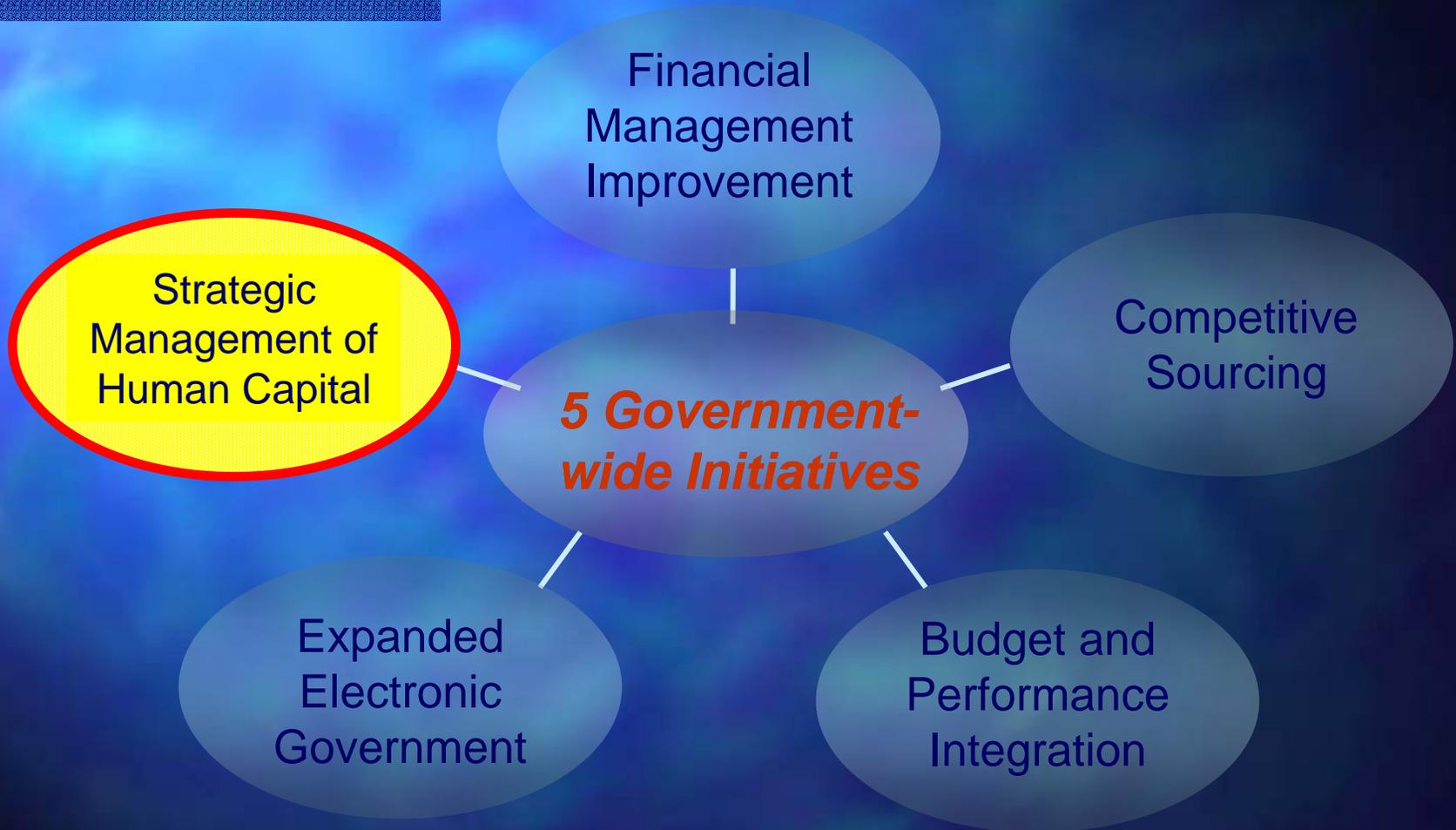
**2001/2002**

2003/2004

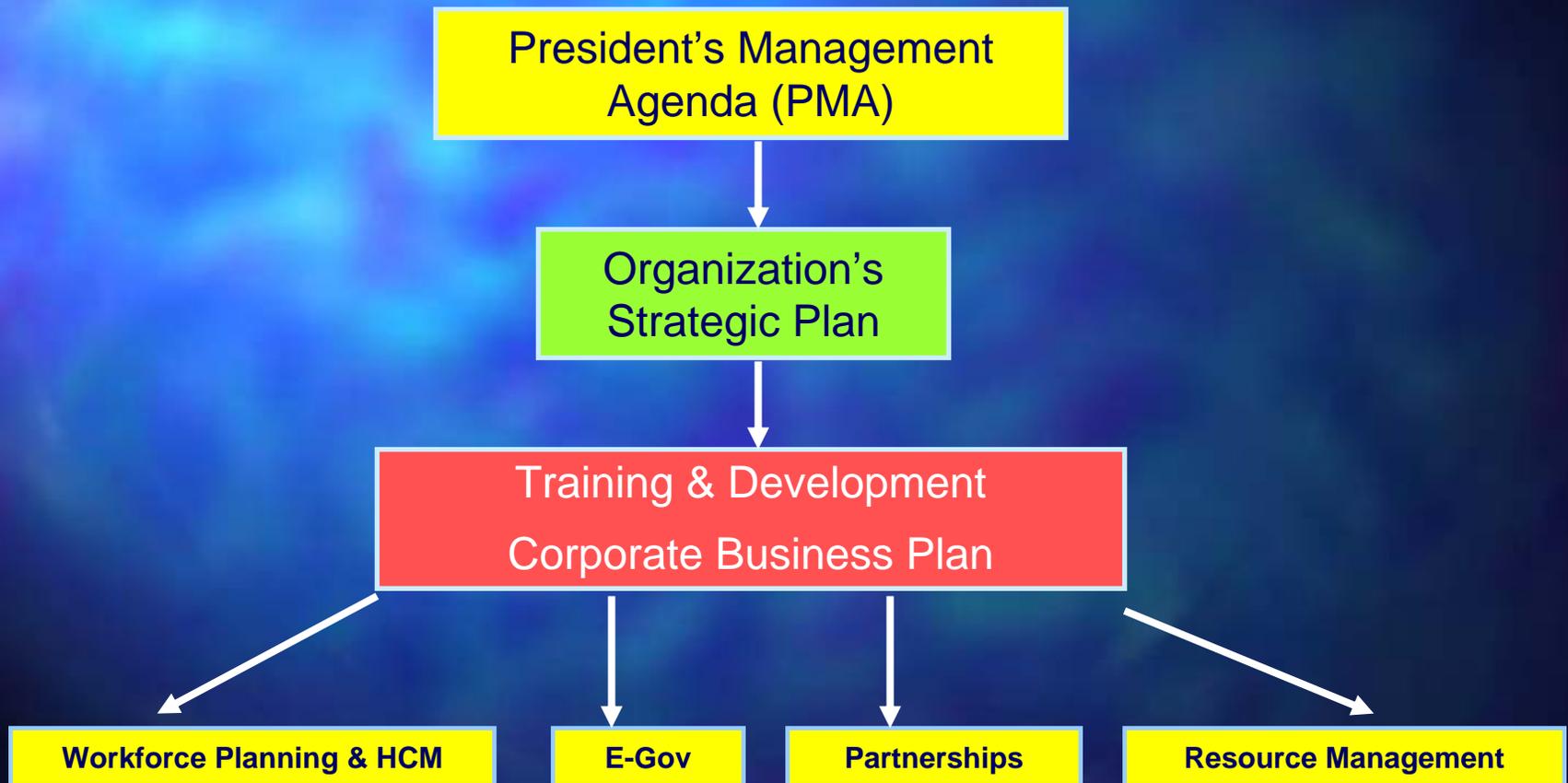


- *Nine Corporate Training & Development Performance Objectives within Business Plan are Key Focus*
- *Competence of DOE Technical Workforce is Critical Issue*
- *Reduction of Duplicative Training Design/Development & Delivery Costs is High Priority*
- *Establishment of Corporate Method of Collecting DOE Training Costs To Address Congressional Scrutiny*

# President's Management Agenda



# DOE Strategic Alignment of Training



# Department of Energy Case

1999/2000

2001/2002

2003/2004



- *Recruitment Strategies & Flexibilities*
- *Workforce Planning & Succession Management Model*
- *Career Development & Leadership Programs*
- *Department-wide Mentoring Program*
- *Supervisory & Managerial Training Curriculum*
- *E-government/ On-line learning*
- *Knowledge Management Working Group and Portal*

# Increased Complexity as a Result of New Goals & Interests

- n **President's Management Agenda (PMA)**
- n **Competitive Outsourcing (A-76)**
- n **Organizational Assessment Surveys**
- n **Human Capital Management Planning**
- n **Buy-outs/Early-outs**
- n **Homeland Security**
- n **Monitoring/Reporting (GAO, OPM, OMB)**
- n **HR Reengineering, Etc.**

# Broader Considerations

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- **Centralization vs. Decentralization**
- **Corporate Goals vs. Local Goals**
- **Reduced Budgets**
- **Competitive Outsourcing**
- **Reduced Staff**
- **Administration Goals**

# Department of Energy Case

## n Analyzing Established Goals:



# Department of Energy Case

## n Developing Appropriate Training Strategies :



# Department of Energy Case

## n Integrating Training into Strategic Plans:



# Department of Energy Case

## n Evaluating Goal Accomplishments:



# Department of Energy Case

*Strategic Alignment of Training Includes Key Roles for Human Resource Development (HRD) Professionals:*

-  **Clarify Business Roles**
-  **Consult on Performance Improvement**
-  **Promote Systems Thinking & Future Orientation**
-  **Build Coalitions**
-  **Facilitate Workplace Learning**
-  **Integrate People & Technology**
-  **Model High Performance Behaviors**
-  **Broker Talent & Services**

# Department of Energy Case

*In summary, the Department of Energy has undertaken a Corporate Approach to ensure that as an agency we:*

- **Analyze established goals to identify training requirements**
- **Develop training strategies to achieve goals**
- **Integrate training into strategic plans, and**
- **Evaluate training goal accomplishments.**

*It's Working for Us, It Can Work for You!*

# Contact Information

n For more information,  
n visit us on the web at  
n <https://ma.mbe.doe.gov/ME50/training/index.htm>

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