

THE NCO LEADERSHIP CENTER of EXCELLENCE
Master Leader Course (MLC)

M431: Organizational Management
Advance Sheet

1. SCOPE:

In this lesson, students will gain a comprehensive understanding of various aspects related to the identification, management, and utilization of resources within the Army. It covers topics such as identifying organizations that provide financial resources, identifying types of supplies and equipment needed to meet Army resource needs, understanding gains and losses with the strength manager, recognizing legal implications on manpower to address Soldier readiness problems, defining Soldier readiness standards, distinguishing between qualified and unqualified personnel to meet Soldier readiness requirements, analyzing the principles of Talent Management, managing Soldiers based on their knowledge, skills, behaviors, experience, and readiness to support Army missions, and assessing Soldiers based on Army readiness priorities. Students will discuss how financial readiness, the Army Community Service (ACS) and Army Emergency Relief (AER) programs support Soldier readiness. Students will cover the fundamentals of project management, discuss their unit's processes, and planning and staffing procedures.

This lesson ties back to the Senior Enlisted Joint Professional Military Education II (SEJPME II) course. This lesson supports The Army Profession, Ethic, and Leadership (ADP 6-22) of honorable service, military expertise and esprit de corps. This lesson is the backbone of the Master Leader Course. Students must be able to critically and creatively think to solve the problems presented in learning activities. This lesson prepares students for DLC V.

2. LEARNING OBJECTIVES:

TLO: This lesson supports 400-MLC-0430, "Analyze management processes at the organizational level" as listed in the MLC Syllabus.

ELO: 400-MLC-0430.05

Action: Draft resource management components.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, How the Army Runs, references, and multimedia resources.

Standard:

1. Communicate how the Army is funded in a clear and concise manner.
2. Define classes with subclasses of supplies in a clear and concise manner.
3. Draft a project plan to address the organization's resource management components in a clear and concise manner.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.06

Action: Interpret manpower processes.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, references, and multimedia resources.

Standard:

1. Communicate manpower management planning for mobilization in a clear and concise

- manner.
2. Interpret legal considerations on manpower in a clear and concise manner.
3. Communicate how the Army Career Tracker can be used to manage a Soldier's career in a clear and concise manner.

Learning Domain: Cognitive

Level of Learning: Understand

ELO: 400-MLC-0430.07

Action: Draft Soldier readiness.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, references, and multimedia resources.

Standard:

1. Communicate how Soldier readiness standards effect deployment in a clear and concise manner.
2. Draft a project plan to assess Soldier readiness in a clear and concise manner within 20 minutes.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.08

Action: Draft how the Army executes Talent Management.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, Hip Pocket Guide Job Aid, references, and multimedia resources.

Standard:

1. Communicate the principles of Talent management in a clear and concise manner.
2. Draft a project plan to address how the organization applies talent management in a clear and concise manner within 20 minutes.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0431.09

Action: Draft support programs to meet Soldier's requirements.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, references, and multimedia resources.

Standard:

1. Investigate Army support programs describing four of seven programs including what they offer Soldiers in a clear and concise manner.
2. Draft a project plan to address the support programs available to meet Soldier's personal and professional requirements in a clear and concise manner within 20 minutes.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.10

Action: Communicate Project Management.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given AR 600-8-101, AR 600-8-2, AR 570-4, AR 210-7, AR 614-200, TC 7-22.7, DA PAM 600-8-101, references, and multimedia resources.

Standard:

1. Define project management in a clear and concise manner.
2. Brief a project management plan in a clear and concise manner within 20 minutes.

Learning Domain: Cognitive**Level of Learning:** Understand**JPME Learning Areas Supported:** None. GLOs supported: 1, 2, 3, and 8.**3. PREPARATION FOR CLASS:****a. Complete:**

- All learners are required to visit the financial educational link <https://www.financialfrontline.org/soldier/leadership/> and watch the six videos (15:39 minutes) before attending this lesson.

b. Read (66 Total Pages):

- *Talent Management Concept of Operations for Force 2025 and Beyond*, September 2015, p. iv, Executive Summary; pp. 11-16, Ch. 4.1 to 4.3, (7 pages). Found at <https://usacac.army.mil/pubs/Force-2025-and-Beyond-Human-Dimension>
- AR 600-8-101, *Personnel Readiness Processing*, March 2018, pp. 12 thru 15, Ch. 4 (4 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/AR.aspx>
- AR 570-4, *Manpower Management*, February 2006, pp. 40 thru 45 Ch. 7 (5 Pages). (Found in previous location)
- AR 600-8-2, *Suspension of Favorable Actions (Flag)*, April 2021, pp. 1 thru 13, Ch. 1 and 2 (13 pages). (Found in previous location)
- TC 7-22.7, *The NCO Guide*, January 2020, Foreword, p. 2-9, Leadership paragraph, p. 2-10 Operations paragraph; pp. 2-18 thru 2-20, para 2.9 thru 2.14; p. 3-9, para 3.13; p. 3-12, para 3.23, p. 4-4, NCOPDP paragraph; pp. 4-8 and 4-9 Training Models paragraph thru para 4-9; Ch. 8, pp. 8-2 thru 8-9, Appx. C, pp. C-1 and C-2 (15 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/TC.aspx>
- *How the Army Runs 2019-2020: A Senior Leader Reference Handbook*, January 2020, pp. 9-1 thru 9-3, para 9-1 and 9-2; pp. 11-2 thru 11-3, para 11-2b(3) Supply; pp. 12-13 thru 12-14, para 12-17d(3) EDAS and 12-17e Enlisted Distribution Management. (6 pages). Found at <https://ssl.armywarcollege.edu/dclm/pubs/HTAR.pdf>
- *Project Management from Simple to Complex*, University of Minnesota, Ch. 1.1 (2 pages printed). Found at <https://open.lib.umn.edu/projectmanagement/chapter/1-1-project-management-defined/>
- *Project Management Basics*, U.S. General Services Administration (2 pages printed). Found at <https://www.usability.gov/what-and-why/project-management.html>
- Call Handbook No. 10-19: *Small Units Leader's Guide to: The Command Supply Discipline Program*, January 2010, p. 2 (1 page). Found at https://quartermaster.army.mil/oqmg/Call_Handbook_10-19.pdf
- DoDI 1342.22, *Military Family Readiness*, August 2021, pp. 42 and 43, para 8.8 (2 pages) <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/134222p.pdf>
- DoDI 1322.31, *Common Military Training (CMT)*, February 2020, p. 16, Financial Readiness, (1 page). <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/132231p.pdf?ver=2020-02-20-114040-493>
- Directive-Type Memorandum 19-009, *Financial Readiness Common Military Training Requirements*, August 2021, (two Pages). <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dtm/DTM-19-009.pdf?ver=2019-08-14-130331-710>

- DoDI 1344.07, *Personal Commercial Solicitation on DoD Installations*, March 2006, Page 4 thru 9, para 6.2 thru 6.5.9
<https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/134407p.pdf>
- Army Regulation 608-1, *Army Community Service*, October 2017, Section II, pp. 17 thru 19, para 4-10 thru 4-12. Found at <https://armypubs.army.mil/ProductMaps/PubForm/AR.aspx>
- AR 210-7, *Personal Commercial Solicitation on Army Installations*, June 2021, Pages 4 and 7, para 2-5 thru 2-11 (Found in previous location)

c. Scan (27 Total Pages):

- *Integrated Personnel and Pay System -Army (IPPS-A)*, About page. Found at <https://ipps-a.army.mil/About/>
- *Enlisted Distribution and Assignment System (EDAS) Field User Training Manual*, June 2009, pp. 3 thru 7 Introduction (5 pages). Found at <https://ssilrc.army.mil/wp-content/uploads/2019/10/ENLISTED-DISTRIBUTION-AND-ASSIGNMENT-SYSTEM-EDAS-Field-User-Manual-1-Jun-2009.pdf> (CAC Access Required)
- DA PAM 600-8-101, *Personnel Readiness Procedures*, March 2018, pp. 24 thru 33 Ch. 4 (10 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/PAM.aspx>
- AR 614-200, *Enlisted Assignment and Utilization Management*, January 2019, pp. 9 thru 11 Ch. 3-1 thru 3-4 (3 pages). Found at <https://armypubs.army.mil/ProductMaps/PubForm/AR.aspx>
- *Army Barracks Management Program (ABMP) Handbook*, January 2018, pp. 6 thru 8, 11, 13 (5 pages). Found at <https://home.army.mil/imcom/index.php/about/organization/g4-facilities-and-logistics/army-barracks-management-program> Resources (on side) > ABMP Handbook Final 9 January 2018
- Learner Handout - *INFO SHEET: Army Housing Program*, DCS G-9 Housing Office (4 pages). Found on Blackboard > M431 Learner Handouts
- *1.1.4 Waterfall and Agile* (Project Management Playbook), California Department of Technology (3.5 pages *printed*). Found at <https://projectresources.cdt.ca.gov/agile/waterfall-and-agile/>
- Soldier Legal Readiness Review website (1 page *printed*). Found at <https://www.jagcnet.army.mil/SLRR>
- Army Family Web Portal (AFWP) Online Learning website (see available courses). Found at <https://olms.armyfamilywebportal.com/>.

d. Be prepared to discuss the following in class:

- The organizations that provide financial resources. HTAR para 9-2
- The types of supplies and equipment needed to meet Army resource needs. HTAR para 11-2(3)(a) through 11-2(4)(f)
- How to project gains and losses with the strength manager. HTAR para 12-17e
- The legal considerations on manpower to meet a Soldier readiness problem. AR 600-8-101 Ch. 4
- Soldier readiness standards. AR 600-8-101 Ch. 4
- Determining qualified and unqualified personnel to meet Soldier readiness. DA PAM 600-8-101 para 4-3 and AR 600-8-2 Ch. 2
- How to manage Soldiers based on their knowledge, skills, and abilities to support Army missions. *Talent Management Concept of Operations* para 4.2
- Financial Readiness Program (FRP). TC 7-22.7 p. 8-3 and DoDI 1322.31 p.16
- Army Community Service (ACS) program. TC 7-22.7 p. 8-6 and AR 608-1 Pages 17 thru 19

- Army Emergency Relief Program (AER). TC 7-22.7 p. 8-3
- Legal services to address Soldier issues. AR 600-8-101 para 4-6 and based on personal experience.
- Project management fundamentals and tenets. *Project Management from Simple to Complex* and *1.1.4 Waterfall and Agile; and Project Management Basics*
- Project management plan outline. *Project Management Basics*
- Your unit's processes and their components. Answer based on personal experience.
- Planning and staffing procedures. AR 570-4 Ch. 7

4. HOMEWORK ASSIGNMENT(S): None.

5. ASSESSMENT PLAN: Refer to ISAP.