

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

M431: Organizational Management
Advance Sheet

1. SCOPE:

Army leaders often operate in a management capacity separate from or in conjunction with leading, they plan, coordinate, and execute programs required at the organizational level. Programs are largely non-combat oriented administrative endeavors. The senior organizational leader generally empowers subordinates to action the details of individual programs. During this educational event, learning includes how to categorize the components of resource management, control work force processes, and assess Soldiers readiness standards and manage talent to support Soldier's personal and professional needs. Plan, resource and manage programs by applying a management approach to achieving organizational objectives through efficient stewardship of Army resources.

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, Formulate management processes and skills to be an agile senior NCO at the organizational level.

ELO: 400-MLC-0430.05

Action: Categorize resource management components.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Identifying the organizations, that provide financial resources; and
2. Identifying types of supplies and equipment needed to meet Army resource needs as observed in the learning activity.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.06

Action: Determine manpower processes and procedures.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Identifying gains and losses with the strength manager; and
2. Identifying legal implications on manpower to meet a Soldier readiness problem.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.07

Action: Verify Soldier readiness.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Defining Soldier readiness standards; and
2. Distinguishing between qualified and unqualified personnel to meet a Soldier readiness.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.08

Action: Evaluate 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 references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Analyzing the principles of Talent management, and
2. Managing Soldiers based on their knowledge, skills, behaviors, experience and readiness to support Army missions.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0431.09

Action: Determine support programs to meet Soldier's personal and professional requirements.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Identifying financial readiness programs, the Army Community Service (ACS) program;
2. Identifying the Army Emergency Relief Program (AER); and
3. Identifying legal services to address Soldier issues.

Learning Domain: Cognitive

Level of Learning: Analyze

ELO: 400-MLC-0430.10

Action: Explain Project Management.

Condition: As a learner and senior leader attending face-to-face or virtual environments participating in dynamic, collaborative facilitated discussions, given references and multimedia resources.

Standard: Based on a scenario, summarize your findings and address important considerations for the unit by:

1. Fundamentals of project management;
2. Your unit's processes and their components; and
3. Planning and staffing procedures.

Learning Domain: Cognitive

Level of Learning: Analyze

3. PREPARATION FOR CLASS:

a. Complete:

- All learners are required to visit the financial educational link www.financialfrontline.org and complete the training before attending this lesson.
- All learners are required to enroll into the AFWP Online Learning at <https://olms.armyfamilywebportal.com/> and complete the course providing a certificate of completion to their facilitator prior to 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):

- *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>

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 gains and losses with the strength manager. HTAR para 12-17e
- The legal implications 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.
- Fundamentals of project management. *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.