DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY FORCES COMMAND
1777 HARDEE AVENUE SW
FORT MCPHERSON GEORGIA 30330-1062

REPLY TO
ATTENTION OF

AFLG-PR

4 February 2002

MEMORANDUM FOR ALL FORSCOM DOCS

SUBJECT: Contracting Information Letter (CIL) 02-13 – Defense Leadership and Management Program (DLAMP)

1. Reference:

a. Memo from the Deputy Assistant Secretary (Civilian Personnel Policy), undated, subject: Special Alert—DLAMP Restructuring (encl 1)

b. Memo from the Undersecretary of Defense, 21 Dec 01, subject: Refocusing the Defense Leadership and Management Program (encl 2)

c. Briefing Charts, Civilian Personnel Management Service, 7 Jan 02, subject: Defense Leadership and Management Program (DLAMP) (encl 3)

2. DLAMP has changed at the direction of the Under Secretary of Defense (Personnel and Readiness). Significant changes include: abolishment of requirement for 10 advanced level graduate courses; no required attendance of course at new Southbridge facility; no 3-month Professional Military Education (PME); no requirement for 12 month rotational assignment; and the backfill rate for long term training is reduced to 25 percent instead of 50 percent.

3. DLAMP is now a Master's Degree oriented program, requiring two elements: completion of a 10 month PME; and completion of a Master's Degree or for those with a Master's Degree, completion of up to 6 graduate courses in business management and public policy areas. There will be 100 master's degree fellowships awarded each year to selected program participants to pursue at their local universities and colleges. In the past, it has been extremely difficult for FORSCOM to ensure a representative number of employees were enrolled in the DLAMP. These changes not only make it possible for FORSCOM to meet the seven quotas annually imposed on us by DOD, but dramatically increase the attractiveness of this program. Give this information the widest distribution possible. It has been provided to your Civilian Personnel Advisory Center Directors.

Encls
as

CHARLES J. GUTA
Colonel, AC
Chief, Contracting Division, DCSLOG
Principal Assistant Responsible
for Contracting

MEMORANDUM FOR MACOM CIVILIAN PERSONNEL DIRECTORS AND FUNCTIONAL CHIEF REPRESENTATIVES

SUBJECT: Special Alert--DLAMP Restructuring

The Under Secretary of Defense (Personnel and Readiness), Dr. David S.C. Chu, issued a press release (attached) on December 21, 2001, announcing the restructuring of the Defense Leadership and Management Program (DLAMP). The DLAMP restructuring is based on direction received from the House and Senate and from GAO recommendations. Outcome of their various analyses and reports is that DLAMP is important and valuable, however, the construct needs to be modified.

The refocused program contains two elements for completion and graduation. It is now a Master's Degree oriented program. The two required elements are completion of a 10-month Professional Military Education (PME) and completion of a Master's Degree or for those with a Master's Degree, completion of up to 6 graduate courses in business management and public policy areas. Completion of the PME carries 4-5 prerequisite courses in leadership and national security policy, studies, and decision-making.

Other significant changes include: abolishment of requirement for 10 advanced level graduate course (and prerequisites); no required attendance of courses at new Southbridge facility; no 3-month PME (CDLAMP renamed and used for national security courses); no requirement for 12-month rotational assignment; and backfill rate for long-term training reduced to 25 percent instead of 50 percent.

Attached is additional information from OSD, CPMS with more details on the refocused DLAMP. All DLAMP participants have been issued an e-mail from the DOD DLAMP Office explaining the changes and how it affects them. For the next 30-60 days, we will be working very closely with OSD to transition the refocused program.

We have not worked out all the details or impacts and implications for Army, but will keep you informed and solicit your input in making the refocused program viable within Army and for our participants. Your past support and continued support are solicited and appreciated.

David L. Snyder
Deputy Assistant Secretary
(Civilian Personnel Policy)

Attachments

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000
DEC 21 2001

PERSONNEL AND READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR OF ADMINISTRATION AND MANAGEMENT
DIRECTOR NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Refocusing the Defense Leadership and Management Program

Since its inception in 1997, the Defense Leadership and Management Program (DLAMP) has served as the Department's framework for developing future civilian leaders. Through this program, over 1,300 senior civilians have gained knowledge and practical experience, in a joint environment, in a wide range of subjects and issues facing Defense leaders. Many have moved into key leadership positions throughout DoD; others continue to prepare for the challenges of the future.

An assessment of DLAMP has been conducted and we believe that the original tenet of the program is valid - - highly capable senior civilian executives with a joint perspective on managing the Department's workforce and programs. It is time, however, to refocus and streamline the program in line with the Department's new strategic direction for civilian human resources management. The refocused DLAMP will be more flexible, cost-effective, and efficient in meeting short- and long-term requirements for highly capable civilian leaders.

The key elements of the revised program are as follows:

- Formal Education. Upon graduation, every DLAMP participant is expected to have a master's degree (or equivalent advanced education), in either a technical discipline or a management field. Participants who enter the program with a pre-existing advanced degree will be required to assess their past formal education with their supervisors and determine whether or not additional graduate courses in specific subjects are key to their success as

future leaders in the Department. These employees will be afforded the opportunity to attend up to 6 graduate courses in business management and public policy areas, at their local duty station, to round-out their academic portfolio. A participant who enters the program without an advanced degree may earn one through professional military education (PME) attendance (where master's degrees are conferred) or through an accredited university on a full or part-time basis. There will be 100 master's degree fellowships awarded each year to selected program participants. Participants are expected to pursue this opportunity with local universities and colleges.

- Professional Military Education. All participants will receive a thorough education in national security policy, studies, and decision-making, as well as leadership. The existing spaces in the 10-month PME in Senior Service Schools and at the National Defense University (NDU) will continue. Additionally the Center for Defense Leadership and Management Program (CDLAMP), at NDU, will modify its program to provide 4-5 courses on national security strategy and leadership. The CDLAMP courses will provide an excellent introduction to national security and leadership issues in preparation for Senior Service School attendance and are required for all participants.

- Rotational Assignment. A joint or cross-Component assignment of at least 12 months is highly encouraged, but not funded by DLAMP.

- Backfill for Long-term Training. Backfill will be provided for twenty-five percent of the students in long-term training.

We will begin to transition to the refocused DLAMP immediately and will be implementing program changes in accordance with the enclosed transition timeline. Intake of the DLAMP Class of 2002 will be delayed until the key program elements are in place and the current participants are transitioned to the new program. A 100 percent review of all current participants' portfolios will be performed. Future program participation will be based on this review and the requirements of the refocused program.

The DoD Components will continue to determine the assignment of DLAMP participants into key leadership positions. Selecting officials are strongly encouraged to consider broad managerial and leadership competencies obtained in this program, in addition to technical qualifications of applicants, when filling key positions.

David S. C. Chu

Attachment:
As stated

DLAMP Transition Timeline

30 days:
Announce refocused program
Postpone intake of Class of 2002
Begin assessment of program changes on participants
Work with current DLAMP consortium universities on transition

60 days:
Detail core program requirements and operations for DLAMP Council
Draft revisions to DoD Directive 1430.16, "Defense Leadership and Management Program (DLAMP)," dated April 11, 1997
Terminate existing graduate course contracts at end of 1st Quarter, FY2002

90 days:
Assess status of current participants against new requirements
-- Place participants into appropriate DLAMP track based on prior education and program accomplishments to date
-- Identify participants who are eligible to graduate
-- Conduct individual assessment and counseling sessions
-- Process voluntary withdrawals
Announce Master's Degree Programs
Commence CDLAMP Leadership and National Security Studies classes
Nominate participants for 10-month PME programs (Academic Year 2002-2003)

120 days:
Restart nomination process for Class of 2002
Conduct graduation

180 – 360 days:
Select Class of 2002; conduct orientation
Refocused DLAMP program fully operational

CIVILIAN PERSONNEL MANAGEMENT SERVICE

Defense Leadership and Management Program (DLAMP) 2002 Refocus

January 7, 2002

ENCL 3

Refocusing DLAMP

USD(P&R) memo, 12/21/01:

- Uphold original tenet – *highly capable senior civilian executives with a joint perspective on managing the Department's workforce and programs*
- Refocus and streamline the program in line with the Department's new strategic direction for civilian human resources management
- Make the program more flexible, cost-effective, and efficient in meeting short- and long-term requirements for highly capable civilian leaders

Program Elements – Formal Education

- Participant without a Master's Degree may earn one through:
  - A PME program that confers a degree, or
  - An accredited university in their local area
    - Full-time study (100 competitive fellowships)
    - Part-time study
- Participant with a Master's Degree may attend up to 6 graduate courses in business management and public policy areas
  - DLAMP will provide a competency-based framework
  - Participant and supervisor will assess need
  - Participant will enroll at a local accredited university

Program Elements – Professional Military Education

- Every participant will receive a thorough education in national security policy, studies, and decision-making, as well as leadership
- Participants who have not yet completed PME will attend:
  - **NDU (formerly CDLAMP)**
    - 4-5 individual courses
    - Two-week blocks
    - A solid foundation for Senior Service School
  - **Senior-level PME**
    - Resident
    - Non-resident

Other Elements

- Rotational assignments
  - Encouraged (Component option)
  - Not funded by DLAMP
- Backfill
  - Provided for 25 percent of students on long-term training
  - Applies to resident PME and full-time education fellowships

Class of 2002

- Delay intake until the key program elements are in place and the current participants are transitioned to the new program
- Reaffirm nominees under new program requirements
- Schedule formal selection and orientation – summer 2002

Transition Timeline

- 30 days:
  - Announce refocused program
  - Postpone intake of Class of 2002
  - Begin assessment of program changes on participants
  - Work with current DLAMP consortium universities on transition
- 60 days:
  - Detail core program requirements and operations for DLAMP Council
  - Draft revisions to DoD Directive 1430.16, "Defense Leadership and Management Program (DLAMP)," dated April 11, 1997
  - Terminate existing graduate course contracts at end of 1st Quarter, FY2002

Transition Timeline (2)

- 90 days:
  - Assess status of current participants against new requirements
    -- Place participants into appropriate DLAMP track based on prior education and program accomplishments to date
    -- Identify participants who are eligible to graduate
    -- Conduct individual assessment and counseling sessions
    -- Process voluntary withdrawals
  - Announce Master's Degree Programs
  - Commence NDU Leadership and National Security Studies classes
  - Nominate participants for 10-month PME programs (Academic Year 2002-2003)

Transition Timeline (3)

- 120 days:
  - Restart nomination process for Class of 2002
  - Conduct graduation
- 180 – 360 days:
  - Select Class of 2002; conduct orientation
  - Refocused DLAMP program fully operational

DLAMP - Intended Outcome

DLAMP is the education pillar of the Secretary of Defense civilian leader development process that, when combined with increasingly responsible assignments and other developmental experiences, prepares individuals for senior leadership positions in a joint environment.