



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

15 February 1996

AMCPE-ROC

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Management and Execution of AMC Reshape Initiatives

1. Reference Video Teleconference (VTC), 18 Jan 96, hosted by MG Billy K. Solomon, AMC Chief of Staff.

2. As noted during the VTC referenced above, much has been accomplished by this Command in establishing the strategic framework, policies, and procedures through which the Command's overall reshaping will occur. Over the past several years we have been actively engaged in planning, managing, and executing a variety of initiatives that have substantially streamlined the civilian work force.

3. While resource, reshape, reengineering and realignment challenges continue, we must judiciously manage the total reshape process to ensure that proposed changes are consistent with the AMC/Army position and are appropriately coordinated, approved, executed, and monitored.

4. In the VTC we pointed out the fact that a number of problems and errors had come to light over the past year or so, which indicate the need for greater involvement of commanders in ensuring that all aspects of the reshape process are correctly managed and executed. Errors such as improper use of the Priority Placement Program, improper use of the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Pay (VSIP) Programs, the issuing of Reduction-in-Force (RIF) notices without proper authority, and the like, cast a negative reflection on the Command. We must do everything we can to eliminate these infractions.

5. I need your help in ensuring that the reshape process remains consistent with the Command's reshape strategy and with policy and procedural guidance covering civilian downsizing and related actions (e.g., VERA, VSIP, RIF, Transfer of Function, Furlough, Base Realignment and Closure (BRAC)). To that end, it is essential that all commands and activities establish and maintain Reshape Operation Centers (ROC) as the focal point for all reshape actions.

6. Each ROC should include, as a minimum, functional experts in the following areas: Civilian Personnel Administration, Resource Management, Base Realignment and Closure, Public Affairs,

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Legislative Affairs, Legal Affairs, and Equal Employment Opportunity. As the single command focal point for all reshape-related actions and issues, the members of ROC teams should coordinate on all actions, thus ensuring that all functional areas are cognizant of, and have input to, all reshape actions prior to their being forwarded to higher headquarters for review and further action. All civilian personnel issues should be submitted through personnel channels, with a Civilian Personnel Specialist as point of contact.

7. Because of the sensitive nature of reshape planning and the potential negative impact of rumor and misinformation, special attention should be directed toward communication planning that will ensure timely, accurate information up and down the chain of command, "spoken with one voice."

8. Effective reshape planning and execution requires a total team effort at all levels of command. With your help, I am confident that we will attain the desired level of excellence and effectiveness in the management of our reshape actions.

9. Point of contact at this Headquarters is Monte Russell, DSN 767-5129.

10. AMC -- America's Arsenal for the Brave.

FOR THE COMMANDER:


BILLY H. SOLOMON
Major General, USA
Chief of Staff

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DISTRIBUTION:

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