

From: Deputy Chief of Staff for Manpower and Reserve Affairs

Subj: **CHARTER FOR THE DEVELOPMENT AND IMPLEMENTATION OF THE TOTAL FORCE ADMINISTRATIVE SYSTEM (TFAS)**

Encl: (1) Process Review Standardization/Staffing and Approval Process

(2) Standardized Process Review Template

1. Purpose

a. The purpose of this document is to provide a charter that guides the development and implementation of TFAS as directed by the Deputy Chief of Staff for Manpower and Reserve Affairs. It specifies the basic organizational structure within which TFAS will be developed and implemented and sets forth the responsibilities, tasks and working relationships associated with this organizational structure.

b. Enclosure (1) describes the standardization, staffing and approval process for the conduct of TFAS process review. Enclosure (2) provides a template for conducting a standardized process review in which administrative processes will be reviewed, restructured and staffed for final approval.

c. The TFAS Program Director, as specified in this charter, is responsible for recommending necessary changes to this charter as the development and implementation of TFAS proceeds.

2. Vision

a. The TFAS concept stems from the fact that technology improvements are enabling us to provide essential combat service support to warfighters without the service providers needing to be physically present on the battlefield. Increasingly, these technologies are allowing us to substitute relatively inexpensive information technologies and automated processes for labor-intensive, manual processes that are paper-intensive, prone to human error, and require the customer to be physically present with the service provider.

b. While there are differences in the characteristics of military and civilian organizations, there are numerous examples throughout civilian industry of companies that have dramatically improved their responsiveness, accuracy, customer satisfaction, and organizational efficiency by leveraging these information

technologies. In these examples, customers are invariably not required to come to a service center and are empowered through web-technologies, toll-free telephone services as well as mail services to request service directly from a central provider without the assistance of intermediaries. These organizations that provide high quality, comprehensive services to customers remotely located throughout the world, seemingly provide us a model for how the Marine Corps might provide administrative services to Marines and commanders who operate in an expeditionary environment where "reach back" capabilities are feasible as well as for forces in a garrison setting.

c. These technologies and the enhanced customer interaction and self-service they facilitate have also invariably reduced labor costs. This by-product of automated and improved administrative processes frees up precious manpower assets that are needed to improve staffing in organizations in which Marines must have a physical presence on the battlefield. Recent centralization initiatives and associated procedural reviews throughout the Marine Corps have clearly demonstrated that substantial labor savings are possible while improving the quality of administrative support provided.

d. As we work to fully develop this vision of administrative support in the 21st century, we must start with a full evaluation of our current administrative processes ... they must be streamlined with an eye toward automation and compatibility with DoD-related initiatives (i.e., Defense Integrated Military Human Resources System (DIMHRS)). We must also fully investigate the utility of enabling information technologies and select those that will serve us not only tomorrow but well into the future (e.g., wireless technologies). We must develop processes and systems that are scalable and not dependent on the number of Marines being supported or the number of Marines providing the support. We must also recognize and evaluate the need for organic administrative support and resources for unit commanders and their Marines in a "TFAS environment." This includes, but is not limited to, administrative structure, user-friendly data access for the commander, Marines, planners and staff officers and positive control mechanisms that keep commanders fully engaged in the administration and quality of life of their Marines. And finally, we must chart and execute a rapid system development process, including introduction of TFAS into the Combat Development System, that allows our Corps to quickly start realizing a return on our investment.

e. In the final analysis, TFAS must leverage forward-looking technologies, conserve precious manpower resources and markedly

improve the quality of administrative support we provide commanders and their Marines/families in the range of environments and circumstances in which they serve.

3. Basic Organization

a. This charter delineates the organization (and associated membership) and responsibilities/tasks on four levels. These four levels include the TFAS Quality Leadership Board (QLB), the TFAS Development Teams (MPX Branch within MP Division), TFAS Steering Group (SG), and the Marine Corps Administrative Analysis Team (MCAATs). Executive oversight of this organization is the responsibility of an Executive Steering Committee led by the Deputy Chief of Staff for Manpower and Reserve Affairs. Basic organization and responsibilities/tasks for these organizations are as follows:

(1) TFAS QLB. The QLB is led by the TFAS Program Director (Director, Manpower Plans and Policy Division). It is comprised of the officers filling the following billets:

- Director, MP Division, HQMC (TFAS Program Director)
- Director, MI Division, HQMC
- Deputy Director, RA Division, HQMC
- Deputy Director, Plans and Policy, C4I Department, HQMC
- Deputy for Financial Oversight, P&R Division, HQMC
- Representative from AR Division, HQMC
- Head, MPX Branch, HQMC
- Deputy Program Manager, MARCORSYSCOM

- Representative from T&E Division, MCCDC
- Director, TFS Division, MCCDC
- Deputy Commander, MCRSC
- AC/S, G-1, MARFORLANT
- AC/S, G-1, MARFORPAC
- AC/S, G-1, MARFORRES
- AC/S, G-1, I MEF
- AC/S, G-1, II MEF
- AC/S, G-1, III MEF

The basic responsibilities of the QLB are as follows:

- In consonance with the overarching vision discussed above, fully develop the TFAS vision/end state and articulate that vision/end state as part of a comprehensive campaign plan (including a POA&M) to develop and implement TFAS.
- Review the findings and recommendations from centralization and automation initiatives (e.g., those of I MEF and MCRSC).

Provide guidance to commanders and their AC/S, G-1s on processes, automation, structure and other lessons learned that may be of value to them as they fight the near-term battle of automating and centralizing administration in response to recent reductions in administrative structure. Identify and prioritize all administrative processes in a framework of general, personnel and operational administration that will be reviewed in the TFAS development effort and provide guidance to the SG and MCAATs for their review and revision of these processes. Prioritization should be based on degree of impact on organizational efficiency and ability to demonstrate early successes in the program.

Develop and staff (for signature by the Deputy Chief of Staff for Manpower and Reserve Affairs) a Fleet Operational Needs Statement (FONS) for submission to the Commanding General, MCCDC in order to introduce TFAS into the Combat Development System. (Note: this task was accomplished on 4 Aug 99.)

Review and approve, as appropriate, revised administrative processes submitted by the SG and MCAAT. The standardized process review template in enclosure (2) and the associated staffing and approval process discussed in enclosure (1) are provided to facilitate the systematic review, staffing and approval of each process.

Develop funding plans and priorities for funding available for the development and implementation of TFAS. Where appropriate, pursue partnerships with other DoD activities, governmental agencies and private businesses that are beneficial to the Marine Corps in terms of process improvements and potential funding sources.

Facilitate strategic planning by developing within the campaign plan an information and awareness effort that addresses change management issues and keeps the Corps informed about TFAS development and implementation.

Assist the SG in identifying "best business practices" that may be applicable to TFAS.

Hold a quarterly TFAS QLB meeting to review overall program progress and make appropriate decisions. Publish a progress report to the Executive Steering Committee following each of these meetings. This includes a briefing to the Executive Steering Group twice each year (at a minimum) following the TFAS QLB meetings.

Evaluate technologies that could facilitate the implementation of TFAS and monitor the Combat Development Process to ensure program development within that process is consistent with the vision/end state established for TFAS.

Consider the procurement of contractor support to assist in completing tasks necessary to facilitate the development, testing and implementation of TFAS.

When necessary, recommend to the TFAS Program Director those replacements or augments needed for the SG as discussed below. Coordinate the designation of sites throughout the Marine Corps to act as test beds, if required, for revised processes.

(2) **TFAS Development Team (MPX)**. The TFAS Development Team is made up of temporary overstaff billets that are organized into MPX Branch within MP Division at HQMC. The team has the following responsibilities/tasks:

Assigned as functional manager for the development and implementation of TFAS.

Provide coordination among all Marine Corps and DoD activities that are participating in the development and implementation of TFAS. These activities include, but are not limited to, MCCDC, MARCORSYSCOM, MI Division, P&R Department, C4I Department, DFAS, Joint Requirements and Integration Office (DIMHRS representatives), QLB, SG, MCAAT, MCRSC and FMF/non-FMF commands.

Provide general administrative support and assistance to the QLB and the SG.

Write statements of work for contractor assistance when directed by the QLB.

Monitor progress of all contractors. Coordinate efforts and requirements of the various contractors supporting the development, testing and implementation of TFAS.

Provide program tracking and management support to the QLB and assist in identifying partnership opportunities within DoD including potential funding sources.

Pursue funding sources to enable the TFAS program to be aggressively developed, tested and implemented.

Develop and manage the Marine on Line (MoL) web site and provide guidance and assistance to the QLB and SG regarding the potential application of MoL to revised administrative processes.

As discussed below in the standardization of processes portion of this charter, the process review templates will be developed and managed within MoL so they are available for all-hands to review and comment. MPX will provide the technical support to enable the process to be completed on the web in the manner discussed below.

Identify technologies that may facilitate the implementation of TFAS and arrange for their demonstration at QLB and SG meetings.

Assist the QLB in the staffing of revised processes completed by the SG and MCAAT. In particular, coordinate the staffing of revised processes with Marine Corps activities/HQMC staff agencies that have cognizance over policies and systems that are affected by the revision process.

Provide other assistance, support and coordination as directed by the TFAS Program Director.

(3) TFAS SG. The SG is comprised of the members listed below. These assignments will not be changed in the event of PCS/PCA orders. The intent is to maximize the continuity of the SG. Assignment to the SG is by-name and is considered a collateral duty. Inasmuch as these Marines have other primary duty responsibilities, care must be taken to not overload them with the details of TFAS development. Assignment and release of SG members will be announced by MARADMIN and approved by the TFAS Program Director (coordinated through MPX). Recommendations for replacement of SG members in the event of retirement or other attrition will be made by the SG to the QLB. Participation by all SG members in meetings is critical to the success of this effort. The SG is divided into four Process Action Teams (PATs) as follows:

Team I

CWO5 Timothy C. Butcher (Team Leader)
CWO2 Valynn M. Kuhns
CWO2 Troy Z. Bennett
MSgt Jerry D. Jones
CMSgt Jon Moulthrop (DIMHRS representative)

Team II

CWO5 Jimmy A. Tipton (Team Leader)
CWO4 James R. Westfall
CWO3 Danny D. Vega
CWO2 Wayne D. Roseberry
MGySgt Robert A. Givens

Team III

CWO4 Steven M. Baracosa (Team Leader)
CWO4 James L. Miller, Jr.
CWO3 John F. Marques
CWO2 Scott A. Merrill

MSgt Douglas Humphries

Team IV

CWO4 Albert R. Renteria (Team Leader)
CWO3 Leilia P. Jackson
CWO2 Thomas J. Sukalski
CWO2 Michael L. Fretwell
SgtMaj Keith A. Westrup

The basic responsibilities/tasks of the SG are as follows:

Function as subject matter experts (SMEs) for the development and implementation of TFAS.

Assist the QLB in the full development of the TFAS vision. Represent the needs of current and future administrators in the development and articulation of administrative processes and support requirements.

Develop the "rough cut" conceptualization of changes to current administrative processes and articulate that conceptualization in the framework of the standardized process review template provided at enclosure (2). Within this critical responsibility, the SG and PATs will aggressively search for ideas to improve or modify business practices consistent with the vision for TFAS. Avoid reengineering processes in which the workload is simply displaced from administration offices to other activities with no overall reduction in workload Corps-wide.

Meet at least quarterly to review work in progress and to provide the QLB an update on any problems being encountered. These quarterly meetings are appropriate times to recommend changes to this charter.

Identify all personnel administrative processes for prioritization and review/automation.

Make recommendations to the QLB on the prioritization of the administrative processes to be reviewed.

Educate commanders and Marines in the field on the TFAS concept and assist in "grass roots" effort to help facilitate the mind-set changes that will be required throughout the Marine Corps for how administrative support is provided.

Identify any augmentation requirements to the QLB and the TFAS Development Team (MPX).

Maximize the use of telecommunication mediums to facilitate the review and discussion associated with process reviews.

Coordinate any requirements for TAD travel with MPX.

MPX will facilitate the procurement and distribution of all hardware and software requirements required for the TFAS process.

(4) MCAAT. The East and West Coast MCAATs are charged with the following responsibilities/tasks:

Fully develop the SG's "rough cut" revised processes within the standardized review template provided in enclosure (2). Facilitate the implementation of the approved processes Corps-wide through training and education. Coordinate the testing of revised processes with the test beds designated by the QLB.

4. Effective Date. This Charter is effective immediately.

J. W. KLIMP
Deputy Chief of Staff for
Manpower and Reserve Affairs