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*Thomas Zimmerman, Army War College Public Affairs*

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*Assistant Secretary of the Army for Manpower and Reserve Affairs Thomas R. Lamont led a panel discussion Feb. 23 featuring John Newmanm director, Training, Readiness, and Mobilization, Larry Stubblefield, DASA for Diversity and Leadership, Gwendolyn R. DeFilippi,*

*director, Civilian Senior Leader Management Office, Samuel B. Retherford, DASA for Military Personnel, and Jay D. Aronowitz, DASA for Force Management, Manpower and Resources. Photo by Megan Clugh.*

Feb. 23, 2012 -- Assistant Secretary of the Army for Manpower and Reserve Affairs **Thomas R. Lamont** led an all-star panel discussion Feb. 23 as part of the Defense Enterprise Management Course, one of the final courses of the 10-month Army War College academic program.

The Defense Enterprise Managementcourse helps prepare the students for the roles many of them will fill once they graduate.

Lamont spoke about the issues and challenges facing the Army, including manning and equipping the force and sustainability and readiness for the all-volunteer force.

He stressed that supporting and managing people which he called "our most valuable resource," is crucial to a sustainable force. His office serves as the Army's lead for civilian and military manpower policy, human resources, the review of soldier records, reserve/active component force structure policy, the Army-wide Equal Employment Opportunity Program and other critical matters as part of the Army leadership.

The other panelists were **John Newman** director, Training, Readiness, and Mobilization, **Larry Stubblefield**, DASA for Diversity and Leadership, **Gwendolyn R. DeFilippi**, director, Civilian Senior Leader Management Office, **Samuel B. Retherford**, DASA for Military Personnel, and **Jay D. Aronowitz**, DASA for Force Management, Manpower and Resources. After their opening remarks, the leaders took questions from the USAWC student body.

The panel touched on many of the crucial facets of enterprise management.

“Successful warfighting and other military operations do not occur without well- trained, properly equipped, and doctrinally sound forces,” said **Col. Michael McCrea**, DEM course director. “The serious-minded military professional invests the time to understand how the services develop, train, resource, equip, and sustain those forces.”

Through a combination of readings, lectures, exercises, and seminar dialogue, students become familiar with the processes and systems that drive the development of forces and capabilities for the Combatant Commanders.

“I think that in a world of fiscal austerity, we more than at any other time have to understand DEM in order to make informed decisions and recommendations to our senior leaders,” said **Aubrey Butts**, student.

“They talked a lot about what we have to do to make sure that our Army have the necessary resources, both people and equipment, to perform the missions we are asked to do This is probably one of the most important block of instruction we have here at the Army War College.”

McCrea said that the course serves as a capstone for the students, and it incorporates the lessons and concepts from the previous five courses.

“The 14-lesson course takes the students out of the tactical and operational force and introduces them to the institutional force, which is where many of them will work once they leave here,” he said. “Students are exposed to and are able to learn more about the relationship between various defense management systems and processes, their functions and purposes, and their interdependencies. This course attempts to provide a foundation for professional education on DOD, Joint, and Army systems and processes.”