

SIGNIFICANT PROJECT DESCRIPTIONS

Gregory L. Goehring

Enterprise Management. Participated in and advised Army CIO with regard to policies and implementing guidance for Portfolio Management and Domain Governance. Authored the Army Financial Leader's strategic paper for information technology. Developed a list of program and budget systems which included the Army's headquarters as well as systems created throughout the Army and began developing an understanding of requirements. Developed the communications plan and served as the subject matter expert for the Data Warehouse efforts of PBPE Enterprise. Provided technical advice to functional individuals being appointed to work within the Enterprise community.

IT Project Management. Managed the development and deployment of the Exhibit Automation System (EAS), the Army Schedules and Reports System (ASARS), the un-funded requirement collection system, the organizational Document Management system, and several other IT initiatives. Some of these projects were developed through contract vehicles for several million dollars; others were developed prototypically in-house and then turned over to external support.

Information Assurance and Security. Ensured all internal business applications had completed certification and accreditation in accordance with the Federal Information Security Management Act (FISMA).. Organized internal resources and directed efforts to establish a robust Information Assurance program inclusive of complying with mandatory weekly reporting, implementation of patches and updates, mitigation of identified issues through regular scanning, and user awareness training. Developed and implemented a program to provide Continuity of Operations (COOP) for internally managed Business Applications.

Financial Application Contracts. Developed the statements of work, standards of performance and requirements to compete and award two multi-million dollar contracts that provide all internal IT services support and also financial software applications. Executed several computer equipment/server acquisitions, maintained software licenses and executed small purchase card for short notice requirements. Maintained accountability for several millions dollars of IT equipment.

Human Capital. Developed in-house courses for common services to share with organizational employees...at basic and advanced levels. Personally instructed classes. Provided courses for more advanced material regarding databases, data sources, and information criteria. The objective of these training events is to elevate the personal IT skills of our functional workforce; because we are at the Army corporate level, our users tend to have come up the ranks before the IT age and we are playing catch up to best utilized IT investments.

Consolidation of Common Services. Managed the folding of our organizational desktop support assets under the Army, Pentagon's single support center agency. This action required examining each service and potential impacts, assessing risk, and the implementing thorough testing procedures prior to migrating services. This included several ancillary actions to include

a complete refresh of the Operating System, new core software and upgrading from WinNT Directory services to Active Directory. Due to precautionary efforts and meticulous attention to details, these actions adversely affected less than one half of one percent of our users, a success rate exceeding 99 percent.

Execution Data Mart. Developed the means to extract, transform and present financial expenditure data for the Army's \$80 billion/year operations. Project was developed in a SQL Server environment. Authored instructions on establishing ODBC connections, Data Source Names, and then accessing the various tables of data. Authored instructions on the use of the data to ensure consistent, and procedurally correct pulls against the data. Data and instructions were disseminated for use by Army Resource Management offices around the world.

Pentagon Attack (Sep 11) Network/Desktop Services Recovery and Reconstitution.

Oversaw the recovery and reconstitution of full network and desktop services for approximately 250 individuals dislocated following the September 11th terrorist attack on the Pentagon. Included the procurement of over \$1.5M of new server/PC equipment, the recovery, relocation and re-connectivity of 22 servers, the replacement of 220 desktop PCs with associated printers, re-establishment of financial applications that support the Army's Budget Office's preparation of the 2002 Budget Estimate Submit and President's Budget submission and other activities over a 6 month period of time.

ASA(FM&C) Web Page Redesign Oversaw redesign effort of the Web Page for the Assistant Secretary of the Army for Financial Management and Comptrollership. Personally, graphically designed the Main Splash Page; developed several new search tools; and established formal procedures for the management of web materials. Produced a standard web architecture policy and migrated several disparate organizational web presences into a single look and feel. Ensure compliance with XHTML standards, Section 508 and the DoD Privacy directive.

Army Resources Executive Information System (EIS) The EIS is a prototypical tool I have built in Microsoft Access to fill information needs of the Army's senior leadership and to support Army Staff analysts. The EIS brings together dollars, military and civilian manpower from the Program Optimization and Budget Evaluation System (PROBE) and provides aggregation views at various customer levels (Army aggregate, Program Evaluation Group [PEG], Appropriation, Management Decision Package [MDEP] and Army Programming Guidance [APGM] goal, objective, sub-objective and resource task level. The overall intent was to reduce time spent on redundant tasks through infusion of IT and to empower Army leadership with desktop resource information.

Chief of Staff Army Assessment Team Database and Reporting System Following General Shinseki's nomination to be the Army's Chief of Staff, an Assessment Team was organized to conduct a world-wide survey of various populations (young soldier to Congress) regarding emerging issues. I was tasked to build a database that would collect input in an automated format the first time. I was given 24 hours to design a system, prepare it for deployment, prepare documentation and then to instruct roughly 15 Army generals on how to use the system. The information was close-hold and I was not allowed any assistance on the task. By focusing on the data input and collection portion of the task I was able to meet the timeframes required. While

the team was out gathering data through interviews I completed work on the data integration portion and then the reporting system inclusive of search mechanisms and pre-determined data summaries. The team interviewed over 350 individuals or groups and recorded over 6,000 data entries. The IT solution I developed provided instant access to this data to analyze common themes, emerging issues. It would be difficult to access the true value of increased accuracy and reduced manual tasks in order to summarize the number of inputs available.

Organization training Program Another task I was given was to develop an organizational orientation, IT skills assessment and training program to expedite the integration of new officers being assigned to the Director of Programs, Analysis and Evaluation on the Army Staff. I led 5 peer officers in this effort. Our final product included a prescribed set of mandatory courses to be completed within 120 days of arrival; a computer skills assessment covering the Microsoft Professional Suite; and a web-based set of references, primers and other information accessible to all members of the organization. While the time allowed does not establish proficiency, it does provide a consolidated list of exposure to guide new officers as they learn the core requirements of their positions.

Microsoft Query and PROBE Instruction I was tasked to conduct classes on accessing Army resource information using MS Query, a utility application of Microsoft Office that supports accessing data from within Excel and Access. The class evolved into a 3 hour session in which we talked extensively about the relationship between the resource database and the Army Planning, Programming, Budgeting and Execution System (PPBES) and then reviewed the techniques of accessing and manipulating data through MS Query. I developed a 40+ page instruction booklet, combining text and illustrative images. This packet now can be found throughout the Army Staff and was adopted as part the Army Budget Office's formal training system as well.

FYDP Improvement I have served as a key member of a two-person team working with OSD to improve the Army's data structure in relation to the Future Years Defense Plan (FYDP). Our goals are to improve Army's data feed to include 'native' data structures and to reduce the duplicative reporting requirements required under the current system by structuring that 'native' data to generate required exhibits and reports. This will be a long-term, ongoing process. We will test run our efforts to-date this spring, but our initial anticipation is the reduction of at least a dozen reports, currently manually generated and the improvement of several data elements.

Resource Information System While assigned as a Brigade Deputy Commander (vice-president), my organization was challenged in tracking its expenditures and maintaining up-to-date visibility of remaining funds. I built an Excel spreadsheet that supported expenditure entries at each of the 6 subordinate organization levels and then linked these sheets into a detailed summarization report system. The increased accountability enhanced stewardship and in-short increased our buying power through awareness and controls.

Training Resources Optimization Another challenge encountered while serving as a Brigade Deputy Commander was how to best use limited training resources on Brigade sponsored training events given our organizations overall composition which included a Personnel Service Battalion, a Finance Battalion, an Army Band, a Replacement Company, a Postal Company and a Headquarters Element. The Army publishes extensive documents relative to each type of

unit's critical operating tasks, both tactical and technical. I took these manuals and developed an Access database graphically display tasks by unit in a matrix which then allowed us to identify tasks that were common to all units. Brigade-level training events then focused on events that maximized improvement on common tasks and units were expected to train on those tasks specific to their composition.

Human Resources Management Information System I was assigned as the Officer Personnel Manager for an Army Corps (mid-to-senior level management human resource manager for a 20,000 person organization with several major organization elements). I inherited a paper-intensive management structure which did not take advantage of several available IT capabilities; however, in fairness, the Army had not developed a common system for this function which would draw together these available IT resources. My operation was further plagued by slow responsiveness, inaccuracies, and the ability to provide value to several processes throughout the Corps. Over the course of a year I developed several management modules and then integrated them into a comprehensive Access MIS. This system integrated data available from the local personnel database, a separately constructed electronic file of position authorizations, and a network obtained data feed from the Army's Personnel Headquarters in Virginia. This system supported my staff's ability to assign officers among the several subordinate units. We could instantly generate welcome letters, self-populated from the various data feeds – this reduced a backlog of about 1 month to zero – we got letters out within two days of making an assignment. We could respond to readiness (assigned vs authorized) issues at all echelons across all of functional specialties and various ranks/grades. We used the system to participate in monthly readiness reviews, verifying unit data and collecting commander input for future reporting requirements. We used the system to generate assignment orders without the need for any typing support.

Army Information Systems Resource Oversight Following graduate school, I was assigned to the Army Chief Information Officer, the Director for Command, Control, Communications and Computers as a Resource Management Analyst. My job was to oversee the Army's \$3.5 billion annual expenditure of funds on various systems and to help build a budget for about six years out. One of my colleagues and I developed processes to import mainframe resource data into our PCs and then manipulated data using Access to review program resource levels and to provide critical information to our senior leaders. During the Army's drawdown years (early 90s) we developed strategies to absorb significant resource reductions and to apply them in an appropriate manner against among our 150 competing programs. Through intensive program reviews we were able to avoid arbitrary 'fair-share' reductions across our programs.

Army Personnel Distribution Analysis Upon assignment to the Army's Personnel Headquarters I was assigned the task of overseeing the expenditure of over \$700 million per year on the costs of moving soldiers between posts, world-wide (permanent change of station – PCS). As the Army entered the 'drawdown' years, competition for resources heightened and the expectation of accountable management increased. My task was to manage this account to execute within one-half of one percent. Over the course of my first year, I developed a predictive model which was based on contemporary assignment behaviors such as actual overseas tour lengths served, unexpected losses, reenlistments, etc. In my first year, we were able to return \$20 million within six months of the start of the year for which I received an award

as this money was able to buy over 2,500 enlisted NCO promotions, critical to unit readiness throughout the Army. My PCS model's fundamental algorithm further support analysis of several other enlisted soldier distribution issues. I used it to project the impacts of changing prescribed tour lengths at overseas locations. I used it to model the distributable force associated with several policy options as the Army deployed in support of Desert Shield and later Desert Storm. I used it to work several tour length change strategies in Panama following Operation Just Cause – I was personally invited by Army leaders in Panama to return on the two trips following my first experience there.

Activation of the 6th Infantry division – Alaska Following my first year's assignment as the Enlisted Personnel Manager at Fort Richardson, Alaska, the Army announced that it would activate a new Light division in Alaska. This would involve increasing my management focus from 3,000 soldiers to over 10,000 within a year's time. This would further involve organization restructures, inactivations and activations; a challenged compounded by three geographically separated installations and a position authorization system that could not keep pace with near-term unit decisions being made. My office developed an in-house authorization system which required our manual screening of paper documents and then entering information into a database, incorporating leadership structure changes as they decisions were announced. Our database was accepted by the Army's Personnel Headquarters and used to assign soldiers to the command. As a result, units exceeded activation strength targets and critical personnel requirements were generally met – my whole team developed an excellent reputation within our command and also within the Army's Personnel Headquarters.

Army Community Club Management Shortly after my first assignment, I was tasked to manage an Installation Community Club following the short-notice departure of the civilian club manager. I took over a club that was meeting Army profitability standards and was run relatively well. Without formal Army club training, I took over this business entity and through a number of initiatives was able to increase sales by 20 percent and profits by 10 percent. Along with managing the club, I managed an outdoor swimming pool. In both enterprises we took pride in exceptional service and customer value and were rewarded accordingly by increased patronage.

Anderson Lumber Company Throughout my undergraduate degree pursuit, I worked full time at a lumber/hardware store. I was hired as a sales clerk, but over time, along with a colleague developed several positions to provide specialized assistance to our company's manager. For example, I requested the opportunity to take over our accounts receivable and credit activity. This function was previously performed by our Assistant Manager who was preoccupied with several other requirements. I focused on collecting aging accounts generally through account research and on some accounts through small claims court. During one Holiday Season, I researched our accounts with US Steel back two years with the intent to reduce several thousands of dollars that the company was prepared to write-off. This was a problem because our billing system revolved around a 30 day cycle; whereas, US Steel's payment system was invoice specific. As a result of this effort and several similar others, we recouped over \$80 thousand in expected write-offs. As I was preparing to graduate, the company offered me a management position; however, I was a Army active service obligation.

Other Significant Accomplishments

Most of my technology skills have been acquired through self study and practice

MBA from Syracuse University –1992 – final GPA 3.92 – inducted into Beta Gamma Sigma (national honor society for business students, limited to top 5 percent of graduates)

Selected for full time graduate study competitively

Worked full-time and completed my undergraduate degree from Brigham Young University (no honors here, just a lot of hard work)

Continuous involvement in community organizations with a wide-diversity of service accomplishments

Self-taught piano player

Many significant leadership service opportunities through local community and church organizations

Served as President for an 100 voice, regional, auditioned choir overseeing venue selection, personnel, finances, membership, wardrobe, communications, strategic direction and all other organizational and administrative responsibilities.