

# Manpower and Force Management

## Civilian Career Program

(CP26)

# Strategic Plan

2000 – 2005



MANPOWER FORCE MANAGEMENT

JANUARY 2000

***Meet the CP26 Leadership. . .***



**Lt General John M. LeMoyne**  
CP26 Functional Chief



**Mr. Mark R. Lewis**  
Functional Chief Representative

# From The Functional Chief and Functional Chief Representative

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This is our first formal effort to document our career program plans for the future. The Manpower and Force Management Career Program Strategic Plan identifies the actions necessary to respond to the changing needs of the Army. Reduced budgets and ongoing governmental reshaping initiatives such as competitive sourcing will pose significant challenges for all careerists. We will continue to face a multitude of changes in the work force during the next 10 years. Our focus must be on the development of a world-class career program. We provide key services and products to decision-makers, so we must build on our core competencies and expand our capabilities.

The Manpower and Force Management careerists of the future must be multi-dimensional, capable of handling various situations in a supportive rather than an adversarial role. We must capitalize and build on the skills of our existing work force. We have the opportunity to expand our capability by attending various training programs and furthering education goals. Flexibility and value to our customers will be the keys to our future success.

The material weakness in the Manpower Requirements Determination System remains a high priority. We must work together to ensure that the milestones are achieved within the timeframe documented. In doing so, we must increase the integration and coordination amongst ourselves to ensure an accurate resolution. We have diverse experience, but we must focus on the future and work together as one team to succeed.

We believe we should concentrate our efforts in three main areas: work force proficiency; skill composition of the work force; and customer satisfaction. Each of these areas is essential to accomplishing our mission.

Nothing less than full implementation is acceptable. These are not easy actions to complete, and we must all work together to be successful. We expect the personal involvement of each senior leader, supervisor, and employee. Only when we all work together will we truly be successful.

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Vacant  
Functional Chief

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Robert Bartholomew III  
Functional Chief Representative



# Manpower and Force Management Career Program

## *Our Mission – What We Do...*

*Our mission is to provide professional and capable manpower and force managers to design, develop and field the operating and generating forces for the Army in support of the National Military Strategy.*

## *Our Vision – Where We Are Going...*

*We are a diverse Army-wide team of professional analysts who have the skills, capabilities and creativity to meet the rapidly changing demands of the Nation in structuring and employing the Armed Forces in support of the National Military Strategy.*

## *Our Critical Success Factors...*

Commanders recognize our career program work force as relevant and contributing leaders and analysts who possess the following attributes:

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| <ul style="list-style-type: none"><li>• Highly capable</li><li>• Innovative</li><li>• Technologically competent</li><li>• Adept at policy, process and structure transformation/realignment</li></ul> | <ul style="list-style-type: none"><li>• Motivated</li><li>• Skilled in developing new doctrine</li><li>• Dedicated</li><li>• Ethics/Values/Respect</li></ul> |
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## ***Our Values...***

***How we accomplish our Mission and move toward our Vision tells a lot about us as a career program and as individuals. Our Values express the beliefs and ideals we want to use to succeed. They also directly relate to how we want to treat each other and our customers. The Career Program emphasizes these values:***

- **Integrity** – Manpower and Force Management professionals adhere to standards and principles of conduct that are moral, ethical and unbiased.
- **Teamwork** – Manpower and Force Management professionals work as a member of multi-disciplinary integrated process teams consisting of resource managers, logisticians, personnel specialists, functional proponents and other functional experts in designing, organizing and equipping Army organizations with a vision keyed to current and future capabilities.
- **Commitment and Service** – Committed to provide quality service to our Army and Nation. Commitment to mission accomplishment is evident by selfless service to our customers and our manpower and force management community.
- **Competence** – Manpower and Force Management professionals of the future must be multi-functional and multi-dimensional, capable of analyzing a variety of organizational environments with confidence and skill and providing sound advice to their leadership and customers.
- **Candor** – Recommendations and services furnished to leadership, command structure and customers will be provided in a frank, open and sincere manner, and will contain sound advice in compliance with regulations, policy and objectives.

## ***Our Customers...***

***Our customers are the careerists, the Army they serve, and the institutions that the Army supports.***

## ***Our Strategic Environment...***

***Our strategic environment represents those factors, both controllable and uncontrollable, that may have a significant impact on our future environment.***

- Increased emphasis on competitive sourcing and privatization, pressure to re-engineer and focus in-house efforts on “core” missions.
- Doctrinal shift to non-traditional force mixes (Active Component, Reserve Component, civilian, contractor, Non- Government operations).
- Careerists will require increased level of civilian and military education and more diverse training.
- Managers and careerists will operate in a more flexible environment where more efficient alternatives such as flexible work schedules, compressed time, and telecommuting may be employed.
- Increased reliance on state-of-the-art information technology.
- Careerists will possess a broad range of skills and experience in the career program.
- The Army will continue to operate in a highly competitive and constrained resource environment.
- Increased emphasis on joint and combined operations and broad range of international allied military support missions.

# Stakeholder:

## Manpower & Force Management Careerists

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**Goal:** *Acquire, train, professionally develop, mentor and retain a diverse world-class work force capable of achieving career program objectives.*

Measurement Areas:

- Careerist assessment
- Skills effectiveness
- Professional Development

Objectives	Long-term	Short-term
1. Careerist assessment index	By FY 05 achieve world-class levels (currently at 80%)	Improve current index by 5% annually
2. Skills Effectiveness (multi-functional, multi-dimensional, and multi-diversified)	Achieve 95% of the required mix of specialists and generalists no later than FY 05	Achieve 80% of the required mix of specialists and generalists by FY 02
3. Professional Development	By FY 05, 80% of individuals will meet requirements in ACTEDS Plan	By FY 02 establish baseline of careerists meeting ACTEDS Plan. Increase baseline by a specified percentage each year.

# Stakeholder: Manpower & Force Management Careerists

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***Strategy 1: Develop and implement a plan to measure careerist assessment index and implement improvements.***

Action Plan	Owner
1. Develop a careerist assessment survey.	Functional Chief Representative/ MACOM Career Program Manager
2. Conduct survey of all careerists.	
3. Analyze results.	
4. Establish a process and take appropriate actions to address critical issues inhibiting careerist satisfaction.	

***Strategy 2: Establish a process to identify, acquire, and apply required skills to achieve the right mix of Specialists and Generalists for our future requirements.***

Action Plan	Owner
1. Identify what skills careerists currently possess. (Ex: which functional areas are they assigned).	Functional Chief Representative/ MACOM Career Program Manager
2. Analyze results and determine right mix (generalists vs. specialists) for future of Army.	
3. Develop Intern Plan to hire, educate and train correct mix of careerists.	
4. Develop action plan to reshape existing work force.	

# Stakeholder: Manpower & Force Management Careerists

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## ***Strategy 3: Increase work force proficiency.***

### ***Interns:***

1. By year 2003 CP26 interns centrally funded by ACTEDS will be centrally selected by a panel of senior CP26 careerists convened by the CP26 FCR. Interns will be assigned to MACOMs for training.
2. By year 2003, 90% of all selectees for centrally funded CP26 interns will have a Bachelors Degree.
3. By year 2003, CP26 positions filled by the local upward mobility positions will be reviewed by the CP26 MCPM prior to final selection. (Review will focus on meeting FCR goals relating to education level and work force diversity issues.)
4. By year 2003, 60% of all selections for CP26 interns hired in local upward mobility positions will have a Bachelors Degree and the remainder will have at least two years of college or an Associate Degree.

### ***Promotees:***

1. By year 2004, selection for GS-15 positions will be made based on recommendations of the FCR based on recommendations of a panel of CP26 GS-15 careerists. All selections to GS-15 positions will have an advanced academic degree beyond the Bachelors Degree. In addition, attendance at a senior service college or the non-resident attendance will be used as a selection factor by the selection official. Both lateral and promotable lists will be issued for all positions filled through CP26 ACCES.
2. By year 2005, all promotees to GS-14 will have a Bachelors Degree.
3. By year 2005, all promotees to GS-13 positions will be graduates of the Sustaining Base Leadership Course of the Army Management Staff College.
4. By year 2004, all promotees to GS-12 positions will be graduates of the Force Management Course, Army Force Management School.
5. All careerists, regardless of grade, will be afforded a minimum of 40 hours per year for attendance at training courses recognized by the CP26 ACTEDS Plan.

# Stakeholder: Manpower & Force Management Careerists

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## *Strategy 3: Increase work force proficiency. (Continued)*

Action Plan	Owner
1. Develop/Update ACTEDS Training Plan to include generalist and specialist series.	Functional Chief Representative/ MACOM Career Program Manager
2. Determine baseline using ACCES/ ACPERS data. Assess the integrity of data and establish a careerist baseline.	
3. Assess gap between baseline and ACTEDS.	
4. Identify and prioritize requirements and resources.	