

Manpower and Force Management Career Program (CP26)

Strategic Plan

2009-2014

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CP26 Proponency Office
Office of the DCS G-1
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From Mr. Roy A. Wallace, Director, Plans and Resources, G-1...



From my vantage point as the CP26 FCR, I see that our work has changed and our workforce is changing. Our environment has created new and expanded roles for Manpower and Force Management professionals as we lead and support Army transformation. From re-stationing to in-sourcing, all in this era of persistent conflict, our contributions cannot be understated. Indeed, the Army's human resource lifecycle begins with structure and operations based on requirements. Our knowledge, skills and abilities provide the impetus for requirements determination and validation, organizational structure design and resource allocation, all critical for optimizing resources and achieving efficiencies.

This updated Strategic Plan proposes actions to ensure we are better focused on strengthening our career program and providing the Army with the leadership and soldier support that is required. We have outlined the vision and goals to ensure our community is ready today and tomorrow. For simplicity, we will concentrate on three very specific goals: Recruitment, Development and Retention. Each goal is further defined by actions and responsibilities. By directing our efforts towards completing each action, we will move closer to building that bench of talented and indispensable CP26 professionals. While not every action will be easy to implement, our collective efforts will ensure success not only for the Army we serve, but also for the professionals we are. We have much to do and our opportunities to lead are unlimited. I depend on your support and I look forward to working with you.



8/10/09

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Mission

To provide a cadre of Manpower and Force Management professionals to develop, design, analyze, and resource the Army's Operating and Generating Forces in support of the National Military Strategy.

We...

- Structure units and design organizations,
- Determine manpower and equipment requirements,
- Align manpower authorizations,
- Conduct force structure analyses and manpower studies, develop manpower models and
- Ensure resources are appropriated, allocated, defended and utilized.

Vision

To develop a diverse, adaptive and competent team of professionals who provide outstanding Manpower and Force Management support to the Soldier, the Army and the Nation by...

- Continuously examining, refining and improving our strategies, skills and techniques,
- Providing value added analytical support to Army decisions,
- Improving and applying our analytical skills, objectivity and creativity to organize and resource the Army,
- Optimizing state of the art technology to meet the demands of the Army's Manpower and Force Management community, and
- Maintaining stewardship of Army's limited resources.

Values

The Manpower and Force Management Career Program values directly support the Army core values of:

Loyalty, Duty, Respect, Selfless Service, Honor,
Integrity and Personal Courage.

As Manpower and Force Management professionals, we also hold these additional values which contribute directly to the success of the Army's mission:

Competence, Teamwork, Innovation and Communication.

Environment

Facts

- The Army is engaged in substantial strategic, operational and tactical transformation. Manpower and Force Management professionals are essential to support the Army's dynamic force management initiatives.
- Careerists will be managed under three distinct personnel systems – the General Schedule (GS), the National Security Personnel System (NSPS) and the Defense Civilian Intelligence Personnel System (DCIPS).
- Careerists will operate in a more flexible environment where alternatives such as flexible work schedules, compressed work time and telecommuting may be used.

Assumptions

- The Army will continue to operate in a highly competitive and constrained resource environment with significant challenges in meeting its strategic needs.
- Army Initiative #5 (Accelerate Leader Development) may significantly change key aspects of our career program to include both career program management and position management, as well as training, education and leader development. Changes will be addressed as decisions are made and recommendations are implemented.

Note: For simplicity, the terms "Command, Commands and Commanders" are used throughout this plan to cover all organizations (ASCCs, DRUs, and FOAs).

Goal 1: Recruitment

Develop recruitment programs to attract individuals who possess the critical attributes necessary to serve and develop into highly qualified and motivated analysts in the Manpower and Force Management functions. Recruit and hire capable individuals who can contribute to the Manpower and Force Management mission.

Strategy 1.1. Identify recruitment issues and challenges for Manpower and Force Management professionals and determine strategies to reach qualified candidates

Action 1.1.1. Survey Manpower and Force Management professionals to identify their recruitment challenges. Identify issues and research possible remedies. Present findings and recommendations to the CP26 Board of Directors. Provide feedback to CP26 careerists.

Lead: CP26 Proponency Office

Assist: CP26 Careerists

Action 1.1.2. Review Manpower and Force Management (MFM) position descriptions (PDs) and TDA authorizations to ensure positions are properly coded as CP26 in both personnel and planning documents. Correct coding as necessary.

Lead: CP26 Planning Board

Assist: CP26 Careerists

Assist: Activity Career Program Managers (ACPMs)

Action 1.1.3. Identify Manpower and Force Management positions that are not currently coded as CP26. Correct coding.

Lead: CP26 Planning Board

Assist: Activity Career Program Managers (ACPMs)

Action 1.1.4. Include Operations Research Systems Analyst (ORSA) job series (1515) under CP26. Realign appropriate ORSA positions to CP26.

Lead: CP26 Proponency Office

Strategy 1.2. Identify issues and challenges relating specifically to the CP26 intern program. Attract talented, motivated and diverse intern classes committed to excellence. Improve the CP26 intern recruitment program.

Action 1.2.1. Work with G-1 Civilian Personnel and Army Commands to determine CP26 intern needs and pursue adequate allocation and resourcing through ACTEDS.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Action 1.2.2. Adapt a selection process to provide the greatest benefit to career program needs in general and command needs in particular. Emphasize diversity of background as well as candidates' career goals. Establish criteria for the selection of CP26 interns (both DA and local). The criteria will include educational credentials, desirable experience and qualities and required skills.

Lead: CP26 Board of Directors
Assist: CP26 Planning Board

Action 1.2.3. Define the recruitment process so all involved (applicants, selecting officials, NC CPOC, CPACs and the Proponency Office) are aware of the process and responsibilities.

Lead: CP26 Proponency Office

Action 1.2.4. Prepare recruitment materials (e.g. announcements, brochures and information sheets) highlighting the CP26 intern program and the benefits available to Department of Army civilians and Federal Civil Service employees.

Lead: CP26 Proponency Office

Action 1.2.5. Identify multiple markets for recruitment (e.g. academic institutions, alumni groups and civic organizations). Establish relationships with college and university career counseling offices. Define recruitment events. Participate in job fairs.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Action 1.2.6. Distinguish between qualifications for an internship vice those more appropriate for an upward mobility program (e.g. Mid-Level analyst). Identify means to forward "over-qualified" candidates to organizations with immediate needs for skilled analysts.

Lead: CP26 Board of Directors

Action 1.2.7. Promote the Student Continued Employment Program (SCEP) and the Student Temporary Employment Program (STEP) as potential sources of CP26 interns.

Lead: CP26 Proponency Office

Action 1.2.8. Research specifics of the OPM-approved Student Loan Repayment Program. Assess feasibility of offering this incentive. Survey Army commands for interest in the program. Project funding requirements.

Lead: CP26 Proponency Office

Strategy 1.3. Establish criteria for recruiting Mid-Level and Senior-Level positions.

Action 1.3.1. Develop a checklist of competencies, functional training, educational credentials and job experience recommended for each grade/pay band level and position. Align competencies, education, training and experience with key senior positions at each Army command.

Lead: CP26 Proponency Office

Assist: CP26 Board of Directors

Assist: CP26 Planning Board

Action 1.3.2. Prepare an “FCR Sends” message to Commanders encouraging their consideration of the competencies checklist when recruiting and selecting candidates for Mid-Level and Senior-Level positions.

Lead: CP26 Proponency Office

Action 1.3.3. Emphasize the Competitive Professional Development (CPD) Program and “Return on Investment” by providing selecting officials, on request, a roster of CPD participants to consider when recruiting for Mid-Level and Senior-Level positions.

Lead: CP26 Proponency Office

Action 1.3.4. Review all CP26 GS-15 / Pay Band 3 announcements and position descriptions to ensure announcements and positions are properly annotated as CP26. Assist in advertising vacancy announcements when requested by selecting officials.

Lead: CP26 Proponency Office

Assist: CP26 careerists

Strategy 1.4. Develop timely hiring and compensation policies that will attract qualified candidates and recognize education, training and job experience as critical factors.

Action 1.4.1. Encourage Army commands to use a panel process for screening resumes and interviewing candidates. Develop standard interview questions and provide to selecting officials on request. Determine the feasibility of requiring applicants to make an oral presentation during the interview.

Lead: CP26 Proponency Office
Assist: CP26 Board of Directors

Action 1.4.2. Work with civilian personnel to expand career program input when developing referral lists. Incorporate CP26 criteria into the recruitment process so referral systems will filter on specified competencies.

Lead: CP26 Proponency Office

Action 1.4.3. Publish Affirmative Action Review standards, required for all GS15 / Pay Band 3 selections, on the CP26 AKO website. Continue FCR review and approval of all GS15/Pay Band 3 selections.

Lead: CP26 Proponency Office

Goal 2: Development

Provide for the professional development of a diverse and highly qualified workforce. Promote a work environment that fosters professionalism, personal development and lifelong learning.

Strategy 2.1. Update and publish a Master Intern Training Plan (MITP) that will provide interns a guide to the training, development and application of the concepts, functions and technical skills expected of Manpower and Force Management professionals.

Action 2.1.1. Survey supervisors to determine strengths and weaknesses of the current CP26 Master Intern Training Plan (MITP). Solicit input to the MITP. Annotate specific organizational requirements. Revise the MITP to reflect both current and future workforce competencies and needs.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board
Assist: CP26 Careerists

Action 2.1.2. Survey former CP26 interns regarding their experiences, both positive and negative. Solicit suggestions to improve the CP26 intern program and the Master Intern Training Plan (MITP).

Lead: CP26 Proponency Office
Assist: Current and Former CP26 Interns (ACTEDS & Local)
Assist: Activity Career Program Managers (ACPMs)
Assist: Intern Coordinators

Action 2.1.3. Conduct an annual CP26 Intern Orientation to establish working relationships with the Proponency Office and foster networking among interns. Include both new intern hires and current interns.

Lead: CP26 Proponency Office
Assist: Intern Coordinators

Action 2.1.4. Publish and provide copies of the CP26 Intern Handbook to incoming interns. Publish and provide copies of the CP26 Supervisor Handbook to the supervisors of CP26 interns.

Lead: CP26 Proponency Office
Assist: Intern Coordinators

Action 2.1.5. Establish methods to monitor and evaluate intern accomplishments vice established Individual Development Plans (IDPs). Report on intern progress at every CP26 Board of Directors meeting.

Lead: CP26 Proponency Office

Strategy 2.2. Establish core competencies to ensure expertise at mid-level positions. Assess training requirements to align skills with functional needs to build and enhance essential Manpower and Force Management knowledge and proficiency. Identify educational credentials to support leader development.

Action 2.2.1. Survey CP26 supervisors to assess competency gaps. Analyze career program personnel changes to identify hiring trends and competencies of recent selections. Develop core competencies that may be modified and incorporated into organizational recruitment actions.

Lead: CP26 Proponency Office
Assist: CP26 Supervisors

Action 2.2.2. Conduct a survey of functional training needs from both supervisors and employees. Brief training requirements to ACTEDS proponents and secure additional CPD funding. Align career program funding priorities to meet identified training needs.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Action 2.2.3. Revise the ACTEDS training plan, incorporating anticipated work requirements and critical capabilities identified by senior Manpower and Force Management careerists.

Lead: CP26 Proponency Office
Assist: CP26 Board of Directors

Action 2.2.4. Survey the educational credentials of CP26 careerists, other Army career programs, the total Army civilian workforce, and the Federal Government. Use this comparative basis to identify and support educational requirements. Brief requirements to the ACTEDS proponents and secure additional CPD funding. Align career program funding priorities to meet identified educational needs.

Lead: CP26 Proponency Office

Action 2.2.5. Contact other career programs employing the Management Analysis Series 0343 to determine their interest in establishing a “Management Analysis Certification” program designed specifically for the Army. Identify requirements and pursue funding through ACTEDS.

Lead: CP26 Proponency Office

Action 2.2.6. Continue to engage on CSA Army Initiative 5 (Accelerate Leader Development). Actively participate in policy formulation and implementation.

Lead: CP26 Proponency Office

Strategy 2.3 Promote a culture that emphasizes professional competence and growth in position as well as career advancement.

Action 2.3.1. Prepare an “FCR Sends” reiterating the important work accomplished by CP26 careerists and emphasizing the supervisor’s responsibility to ensure that we continue to provide careerists opportunities to enhance their skills; supervisors are key to ensuring employee competencies are developed. Address cross-functional training (career programs and organizational levels). Promote developmental assignments using “Employee Swaps” as a means to mitigate workforce shortfalls.

Lead: CP26 Proponency Office

Action 2.3.2. Post all leadership training opportunities (e.g. Senior Service College (SSC) and the Army Senior Fellows (ASF) program) on the CP26 websites.

Lead: CP26 Proponency Office

Action 2.3.3. Develop a “Training and Education” chart that displays training and educational opportunities by grade/pay band. Post the chart on the CP26 website and publish it in the CP26 Bulletin.

Lead: CP26 Proponency Office

Action 2.3.4. Establish a “Return on Investment” obligation for CPD participants and commanders to include a reassignment to a new position, an increase in job responsibility (e.g. team lead, supervisor) or a requirement to serve as a mentor to other CP26 careerists.

Lead: CP26 Board of Directors
Assist: Activity Career Program Managers (ACPMs)

Action 2.3.5. Require that CPD participants write an article for the CP26 Bulletin on their training or educational experiences.

Lead: CP26 Proponency Office

Action 2.3.6. Continue to engage on CSA Army Initiative 5 (Accelerate Leader Development). Actively participate in policy development and implementation.

Lead: CP26 Proponency Office

Strategy 2.4. Maintain relevancy of the Manpower and Force Management Course (MFMC).

Action 2.4.1. Conduct semi-annual reviews of the Manpower and Force Management Course (MFMC) material. Solicit updates from the subject matter experts (e.g. TAA and PPBE). Expand the course to include preparatory readings and out of class exercises to reinforce lecture material.

Lead: CP26 Proponency Office
Assist: CP26 Board of Directors

Action 2.4.2. Conduct annual review of the Manpower and Force Management Program of Instruction (POI).

Lead: CP26 Proponency Office
Assist: MFMC Instructor
Assist: CP26 Planning Board

Action 2.4.3. Study feasibility of establishing a refresher course for Mid-Level careerists. Solicit interest and topics from supervisors and Planning Board members.

Lead: CP26 Proponency Office
Assist: MFMC Instructor
Assist: CP26 Planning Board

Action 2.4.4. Prepare an "FCR Request" for subject matter expert participation in presenting material to MFMC students.

Lead: CP26 Proponency Office

Action 2.4.5. Review the nine Manpower and Force Management (MFM) functions to determine if these nine functions still apply to our current environment.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Strategy 2.5. Promote a Mentoring Program.

Action 2.5.1. Establish and encourage a mentoring program, stressing the value of experience provided by senior Manpower and Force Management careerists. Prepare information for posting on the CP26 websites.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Action 2.5.2. Establish a mentoring obligation as a “Return on Investment” for CPD participants.

Lead: CP26 Proponency Office
Assist: Activity Career Program Managers (ACPMs)

Action 2.5.3. Maintain the Junior Executive Committee (JEC) two-year appointments. Include JEC participation on the CP26 Board of Directors. Develop a standing list of proponency projects for JEC responsibility.

Lead: CP26 Planning Board
Assist: CP26 Board of Directors

Strategy 2.6. Facilitate information sharing and networking. Ensure an informed Manpower and Force Management community.

Action 2.6.1. Host an annual CP26 Planning Board meeting for the senior Manpower and Force Managers at command level. This meeting will cover Manpower and Force Management policy issues, current actions and career program issues.

Lead: CP26 Proponency Office
Assist: CP26 Planning Board

Action 2.6.2. Pursue opportunities to discuss the Manpower and Force Management career program and activities at conferences, staff visits and training events such as the American Society of Military

Comptrollers (AMSC) Professional Development Institute (PDI).
Expand CP26 participation in the ASMC PDI.

Lead: CP26 Proponency Office

Action 2.6.3. Post training and educational opportunities on the CP26 website.

Lead: CP26 Proponency Office

Strategy 2.7. Identify key senior leadership succession planning.

Action 2.7.1. Review and publish core leadership competencies and tie competencies to position titles.

Lead: CP26 Proponency Office

Assist: CP26 Board of Directors

Action 2.7.2. Identify key Manpower and Force Management functional and organizational positions expected as part of professional growth and development.

Lead: CP26 Proponency Office

Assist: CP26 Board of Directors

Action 2.7.3. Identify necessary supervisory and managerial training for professional growth and development. Post information on the CP26 website.

Lead: CP26 Proponency Office

Assist: CP26 Board of Directors

Action 2.7.4. Contact each Army commander requesting they identify their key and essential Manpower and Force Management leadership positions.

Lead: CP26 Proponency Office

Assist: CP26 Planning Board

Action 2.7.5. Continue to engage CSA Army Initiative 5 (Accelerate Leader Development). Actively participate in policy development and implementation.

Lead: CP26 Proponency Office

Goal 3: Retention

Retain a highly motivated and professional workforce capable of supporting, leading and advancing the functions of Manpower and Force Management. Develop or expand programs to bring professional recognition to the Manpower and Force Management community. Develop incentives to encourage the continued support of the vital functions performed by this community.

Strategy 3.1. Monitor CP 26 participation. Ensure the Army retains qualified and competent Manpower and Force Management professionals.

Action 3.1.1. Monitor career program demographics for diversity, turnover and changes in grade structure and education levels. Advise the FCR and the CP26 Board of Directors of significant changes, reasons for changes and corrective actions, if necessary.

Lead: CP26 Proponency Office

Action 3.1.2. Assist careerists in identifying and highlighting their functional experiences, training and education. Assist careerists in resume reviews. Provide career advice as requested.

Lead: CP26 Proponency Office

Strategy 3.2. Recognize and reward professional achievement in Manpower and Force Management.

Action 3.2.1. Revise the “Secretary of the Army Awards for Improving Manpower and Force Management” policy and program to enable distinctions between organizational levels (e.g. MSC and below, and Command HQs and above). This distinction will level the competitive field and enable appropriate recognition of careerists’ contributions at all organizational levels. Publish new guidance in the AR 570-4 update.

Lead: CP26 Proponency Office

Action 3.2.2. Revise the guidance and timeline for the “Secretary of the Army Awards for Improving Manpower and Force Management” to coincide with the fiscal year cycle.

Lead: CP26 Proponency Office

Action 3.2.3. Establish a Functional Chief “Certificate of Appreciation” for retiring Manpower and Force Management professionals.

Lead: CP26 Proponency Office

Strategy 3.3. Expand communications.

Action 3.3.1. Expand the CP26 Army Knowledge On-line (AKO) website to provide personnel information (e.g. Manpower and Force Management Point of Contact list) and links to other controlled Army sites. Facilitate coordination.

Lead: CP26 Proponency Office

Action 3.3.2. Establish a CP26 link on the ASA (M&RA) website.

Lead: CP26 Proponency Office

Action 3.3.3. Publish a CP26 (MFM) Bulletin twice a year (Winter and Summer). Include articles written by CP26 careerists and interns.

Lead: CP26 Proponency Office
Assist: CP26 Careerists

Action 3.3.4. Establish and maintain links with retired CP26 members. Solicit their participation with the CP26 Bulletin and in other career program forums.

Lead: CP26 Proponency Office

Strategy 3.4. Continue partnering. Develop a network of strategic partnerships and alliances.

Action 3.4.1. Develop and promote training, developmental assignments and professional association opportunities through partnerships with FA50 and other career programs (e.g. Comptroller (CP11) and Acquisition (CP14)).

Lead: CP26 Proponency Office