



SECRETARY OF THE ARMY
WASHINGTON



DEC 17 2002

MEMORANDUM FOR CHIEF OF STAFF, ARMY

Subject: Manpower and Personnel Transformation

The enclosed Terms of Reference are my views on a comprehensive and coherent initiative to transform those policies and programs affecting all categories of the Army manpower and personnel communities as we transition to an Objective Force. Many discrete projects are already underway that should be included in this effort. Please review these Terms and task the Staff to develop a plan that addresses the full scope of this document.

I would like to initiate specific changes related to force readiness through unit manning and unit rotation as early as the summer 2003. Accordingly, options for change should be presented not later than May 23, 2003. I would like the Deputy Chief of Staff, G-3 to provide monthly In-Progress Reviews on this initiative beginning in January 2003.

Thomas E. White

Enclosure

Manpower and Personnel Transformation Terms of Reference

General. This memorandum serves as guidance to frame a holistic review of Army manpower and personnel systems.

Intent. Recognizing that the Army is undergoing a fundamental transformation to field the capabilities needed by the Nation in the 21st century, we may need to change the way we organize and manage the manpower and personnel of the Army. Accordingly, the Army will initiate a review of its manpower and personnel policies, plans, systems, and processes. This review must take a long-term perspective -- efforts must focus on Objective Force requirements and personnel systems to support a network-centric, information based Army. The review will encompass the comprehensive and integrated human resources capabilities that enable The Army's future manning, readiness, and well-being. Specifically, the outcome of the review will identify how the Army will:

- Enhance recruitment and retention of soldiers, civilians, and leaders.
- Provide the right mix of personnel at the right place and the right time.
- Enhance soldier and leader development.
- Improve individual, unit, and organizational readiness.
- Enhance the well-being of soldiers, civilians, retirees, veterans, and Army families.
- Improve civilian personnel management.

Analytic Requirements.

- **Recruitment.** Examine the use of recruiting business models that can predict and respond to Objective Force requirements and are enabled by mobility and automation technologies. Specifically, address the following:
 - Feasibility of multi-component recruiting, to include the unique challenges and requirements of reserve component recruiting.
 - Options that provide a greater range of choices and assure greater predictability of assignment and work environment in first enlistments.
 - Feasibility of recruitment of soldiers to specific units for defined timeframes.
 - Alternatives for initial entry and advanced individual training, to include the feasibility of "one station unit training" concept for initial training. Alternatives for "cadre'ing" the current One Station Unit Training with unit personnel (as part of a unit replacement system) vice permanent party trainers.

- Partnering with the private sector to have more direct access to sophisticated, high technology skills in military and civilian components.
- Better analysis of recruits prior to contract signing to optimize placement in most suitable specialties.
- Compensation, e.g., Selective Reenlistment Bonuses, etc., and incentives to attract and retain the best.
- **Retention.** Examine issues that impact retention, including:
 - Providing greater predictability of absences/deployments.
 - Achieving a more predictable operating tempo when not deployed.
 - Improving stability and predictability in soldier careers.
 - Reducing internal and externally induced turbulence, including internal to units and between units and installations.
 - Reducing numbers of non-deployable personnel.
 - Feasibility of multiple transitions among the active and reserve components and private sector.
 - Compensation, e.g., Selective Reenlistment Bonuses, etc., and incentives to attract and retain the best.
 - Feasibility of modifying retention control points (RCP)/up or out system, especially for technical fields that have long complex training requirements.
- **Right Mix of Personnel.** Examine the allocation of missions and functions to active and reserve components, Army civilians, and contractors based on determinations made in the 3rd Wave exemption process and implementation planning process. Re-examine the Total Army Analysis and other processes as appropriate to address the following:¹
 - Mix of military, civilians, and contractors in the TDA Army to perform core and non-core functions.
 - Mix of civilians and contractors required to support the TOE Army.
 - Mix within the Army, and within units, of active and reserve forces to achieve maximum effectiveness, flexibility, and agility.
 - Measures to mitigate or offset the negative impacts of borrowed manpower, including technology applications.
 - Analyze what warfighting requirements will be for various skill sets. Do branches and Military Occupational Specialties need to

¹ NOTE: In order to be considered feasible, a course of action must work on the "worst day" in the worst circumstances - not just in peacetime. This is an important consideration as we define core and non-core functions and the role of contractors.

be expanded, combined, or modified in order to meet the needs of the Objective Force?

- Soldier and Leader Development. Examine policies to facilitate the development of soldiers and leaders for the Objective Force. Specifically, address the following:
 - Requirements for education and training in the future force, to include inculcation of values.
 - Life-long professional development through "reach back" to Army schools and, as appropriate, to non-Army schools and distance learning venues.
 - Integration of training and leader development to allow soldiers to move back and forth between units, components, and the training base.
 - Priorities and tradeoffs between individual development and unit readiness in manning solutions.
 - Balance of self, unit, and institutional training and education and the role of professional military education systems for the officer, non-commissioned officer, and civilian corps in that balance.
 - Alternative individual feedback and evaluation mechanisms, including both traditional (e.g., Officer Efficiency Reports) and non-traditional (e.g. 360 degree assessments) means.
 - Impact of personnel policies on changing The Army culture toward a combined arms, knowledge-based, one Army culture that recognizes the importance of the joint and combined operating environments.
 - Ensuring soldiers and leaders gain the appropriate operational experiences across the entire force. (NOTE: As we look to change The Army's culture, don't want to replace one set of "stove-piped" sub-cultures with another.)
 - Implications of alternative career lengths and retirement options.
 - Insights from all Army Training and leader Development panels.
- Improve Readiness. Look at options that enhance unit readiness via unit cohesion and development of teamwork within the combined arms team; stabilize individuals and units to the maximum extent feasible; eliminate/reduce training and readiness distracters; and enhance training opportunities. Specifically, address the following:
 - Unit manning versus the individual replacement system versus hybrid systems or other related concepts. Include:
 - Type and size of units for which unit manning may work.
 - Priority of units for potential unit manning.
 - Impacts on readiness and availability of forces.

- Impacts of normal personnel actions, e.g., schools, promotions, reenlistment, assignment opportunity.
- Legal issues.
- Impacts on other functional domains, e.g., doctrine, training and education, leader development, organization.
- Unit rotation. Include:
 - Potential missions supportable by unit rotation.
 - Size and type of units to be rotated.
 - Duration of rotational deployments.
 - Required force structure to support unit rotation policies.
 - Impacts of rotation on readiness, training and education, leader development, families and well-being, retention and recruiting.
 - Impacts of and on unit manning.
- Implications of unit manning and rotation policies for HQDA and other organizations in the TDA Army.
- Implications of unit manning and rotation policies on reserve component mobilization requirements.
- Methods to exploit technology to ensure that human resources battlefield functions support soldiers and leader, while reducing the support footprint in theater.
- Well-Being. The personnel system must support Army well-being. Specifically, address the following:
 - A holistic view of well-being programs across The Army.
 - Impact that potential rotation policies will have upon stationing decisions and the attractiveness of Army installations to families.
 - Employment and education opportunities for spouses and dependents.
 - Reliable feedback mechanism on the effect that well-being programs have on Army people.
- Civilian Personnel, Recruitment and Retention. Future human capital management calls for greater agility in recruiting, compensating, and managing the civilian workforce. Today, multiple personnel systems and various statutory authorities fragment the workforce. Employees and managers labor under a civil service system that restricts opportunity and responsibility. Specifically, address the following:
 - Continued support of the Office of the Secretary of Defense legislative initiative. Working with the Office of the Secretary of Defense, obtain legislative authority to implement best

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- personnel practices identified in demonstration projects.
- Obtain a more flexible human resource management system, while retaining the core values of the civil service system.
- Enhanced ability to compete for critical skills in today's marketplace. Focus on recruitment to hire the best talent available (to include attracting outside talent) and improve our developmental investment in the workforce.
- Management systems and tools that support total force planning and informed decision-making.
- Recommendations of the Army Training and leader Development Panel study as it applies to the civilian workforce.
- Improved leadership development in the civilian workforce.

Way-Ahead. This effort must be a comprehensive and integrated review of The Army's personnel, manpower and force management systems. As such, it must capture and synchronize all other efforts that impact force management, such as 3rd Wave and the Human Resource Integrated Process Team efforts.

- The initial results of this effort will be presented for decision to the EOH NLT July 30, 2003. Approved initiatives will be integrated into The Army Plan.
- The Staff will present an action plan and timeline to the EOH NLT January 15, 2003.