



# **Aligning Performance with Strategic Direction**

*David Cutler*

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# Session Objectives

- Show the connectivity between:
  - High-level guidance contained in strategic guidance documents;
  - DoD performance management documents;
  - SES and GS performance objectives; and
  - OUSD(P&R) strategic planning

## **Planning – what is it?**

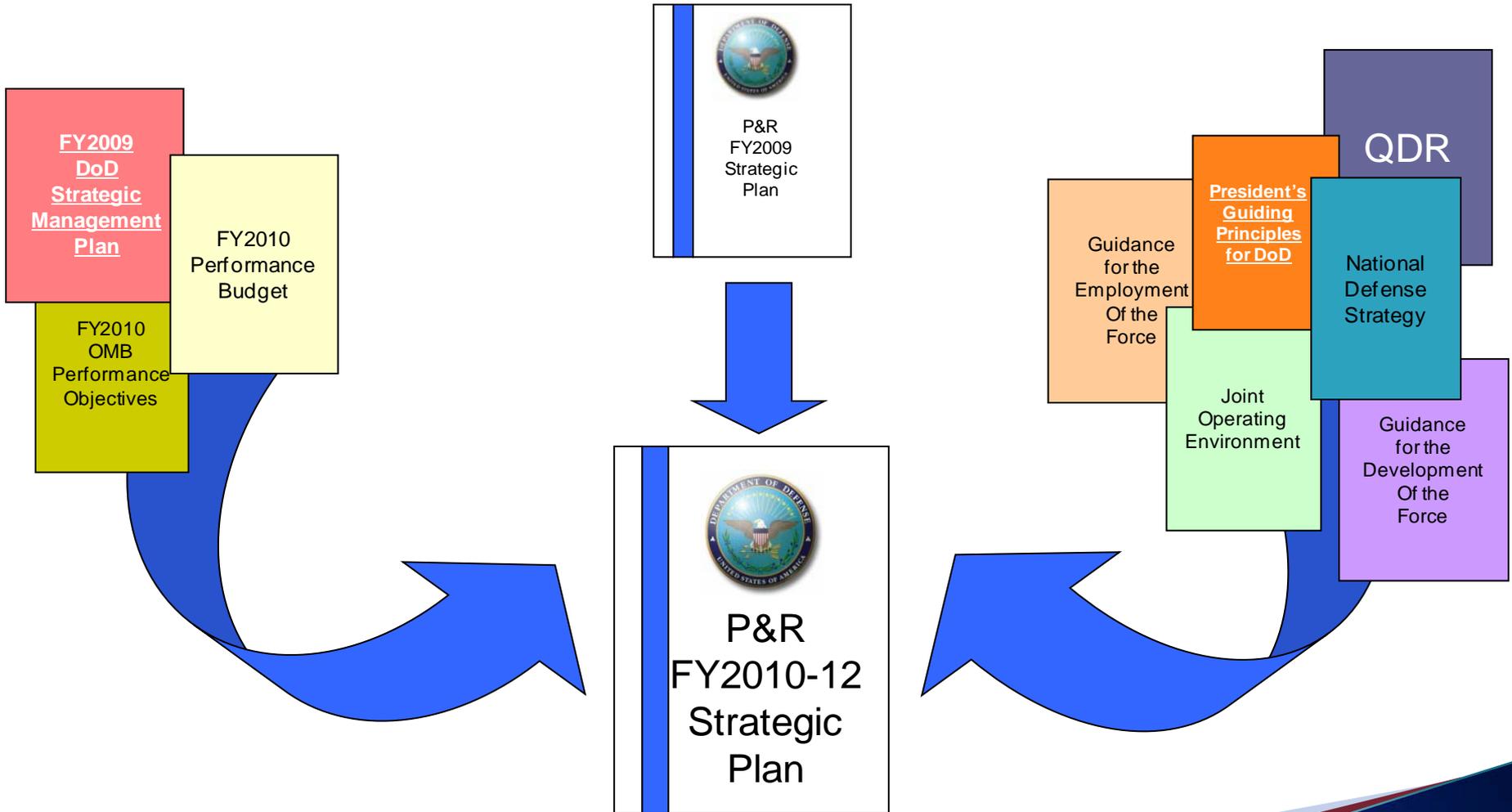
Defining and examining alternative strategies, analyzing the changing global environment and trends to include threats, technology, and economic conditions, and the efforts to understand both change and the long term implications of current choices.

*– Defense Acquisition University*

# Overview of P&R Strategic Planning Process



# Overview of P&R Strategic Planning



# Assessing the Strategic Guidance

## Quadrennial Defense Review, February 2010

Statement	P&R Implication	Requirement
<p>"Rebalance the capabilities of the U.S. Armed Forces and institutionalize successful wartime innovations to better enable success in today's wars while ensuring that our forces are prepared for a complex future missions" (page 1)</p>	<ul style="list-style-type: none"> <li>• Rebalance the force</li> <li>• Maintain readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Civilian expeditionary workforce</li> <li>• Civilian and military readiness</li> <li>• Joint readiness</li> <li>• Civilian and military language, regional and cultural expertise</li> <li>• Adaptive leaders</li> </ul>
<p>"For too long we have been slow to adapt our institutions and processes to support the urgent needs of our men and women in harm's way... it is imperative to further reform how we do business." (page 1)</p>	<ul style="list-style-type: none"> <li>• Shape military and civilian workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptive leaders</li> </ul>
<p>"four priority objectives: prevail in today's wars, prevent and deter conflict, prepare to defeat adversaries and succeed in a wide range of... preserve and... (page 1)</p>	<ul style="list-style-type: none"> <li>• Shape military and civilian workforce</li> <li>• Sustain the all-volunteer force</li> </ul>	<ul style="list-style-type: none"> <li>• Civilian and military readiness</li> <li>• Joint readiness</li> <li>• Recruit, train, and retain volunteer military and...</li> </ul>

**Strategic guidance that has an implication for personnel or readiness**

**Identification of personnel and/or readiness implications**

**Identification of personnel and readiness requirements**

# Assessing the Environment

## Workforce Trends

Statement	Source	Implication
<p>While life expectancy in the US in 1900 was a mere 47 years, people in the 21<sup>st</sup> century are expected to live to be almost 90—a whopping extra 40 years of life...Today, with so many more years of life to juggle, we are prolonging the younger life stages and adding new ones at the older end...Three-quarters of today's college student are nontraditional in some way—they delay enrollment, attend part time, have children of their own.</p>	<p>Yankelovich, D. (2005). Ferment and Change: Higher Education in 2015. <i>Chronicle of Higher Education</i>, 52 (14), B6-B9.</p>	<p>There is a new pattern in which higher education spreads out over about a 12-year period and is more closely integrated with work. To be responsive to these changing demands of society, we would see many more efforts to integrate higher education, training, and work.</p>
<p>Worker mobility and migration are on the rise, with workers far less likely to remain in one physical location throughout their careers. During the past 40 years, global migration of less-skilled and highly skilled workers has doubled.</p>	<p>Martin, Susan F., "Heavy Traffic," <i>The Brookings Review</i>, Fall 2001. "Global Survey Predicts Upsurge in Telework," ITAC (International Telework Association &amp; Council) <i>Telework News</i>, Issue 3.3, Summer 2003.</p>	<p>More organizations are allowing employees to work 100% remotely in order to maintain their talent pool of skilled workers. Low-cost communications technologies are making this possible.  Decision making will grow highly decentralized and leadership will increasingly be viewed as an action that any worker or group of workers can take to meet the needs of specific business situations.</p>
<p>Fewer workers are partaking in the traditional progression through life stages—education, work and family, followed by leisure. Instead, they're mixing up the pattern in unique ways by... and changing stages more f...</p>	<p>Dychtwald, Maddy, <i>Cycles</i>, The Free Press, 2003.</p>	<p>Older workers are staying on the job into their retirement years, workers of all ages are taking sabbaticals at different points in their careers, parents are temporarily... force while...</p>

**Identification of socio-economic trend**

**Source (s)**

**Implications for DoD personnel and/or readiness**

# FY2010-2012 P&R Strategic Plan



## P&R FY2010-12 Strategic Plan

**1. Strengthen Total Force capability: achieve unity of effort and develop people to execute current and future missions.**

**2. Shape and maintain a mission-ready All Volunteer Force.**

**3. Shape and maintain a mission-ready civilian workforce.**

**4. Ensure superior care and support for the Total Force and their families.**

**5. Strengthen partnerships with internal and external organizations to achieve common goals.**

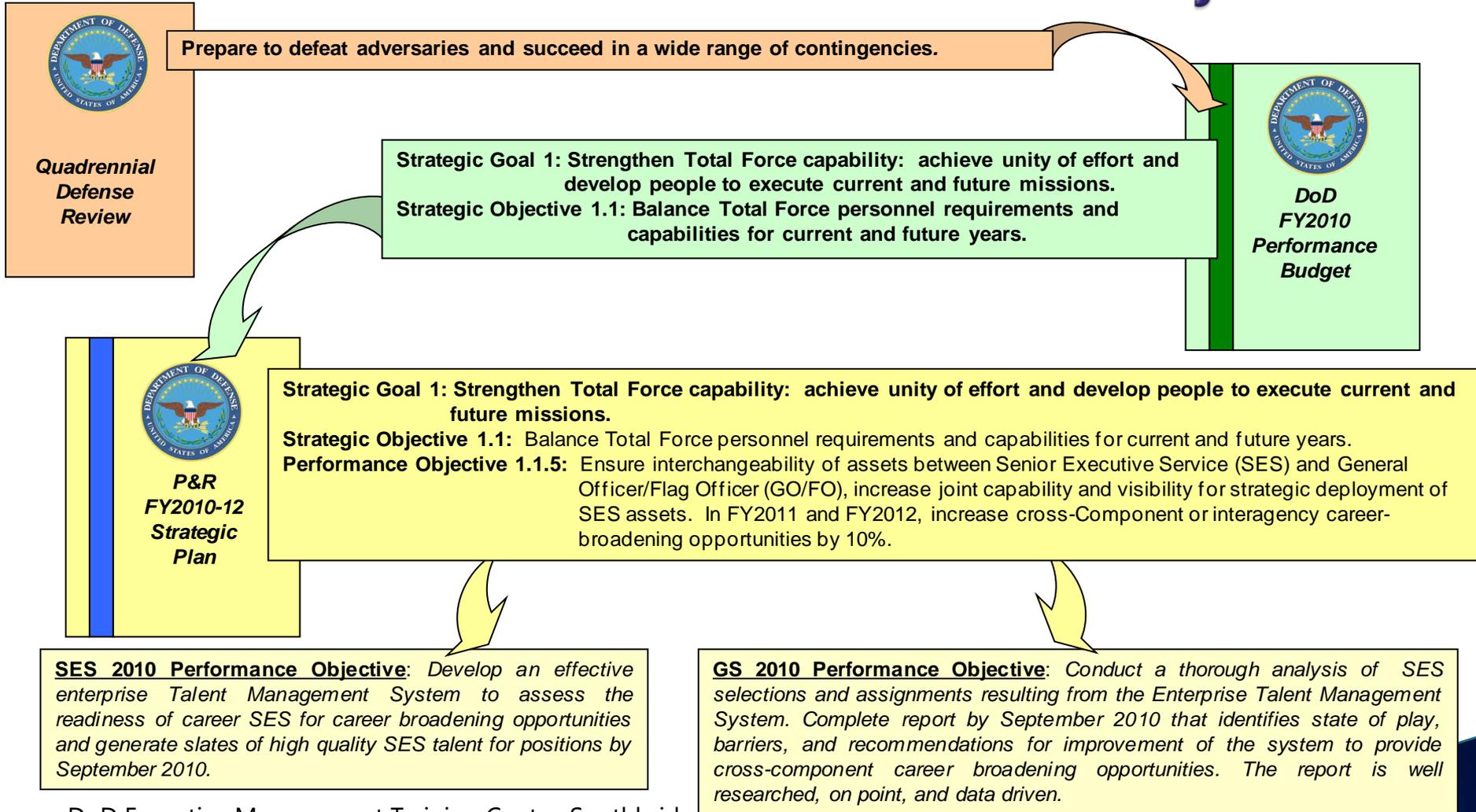
# FY10-12 P&R Strategic Plan – Goal 1 (sample)

**Strategic Goal 1 – Strengthen Total Force capability: achieve unity of effort and develop people to execute current and future missions.**

Sub-Goal	Performance Objective
<p><b>1.1 Balance Total Force personnel requirements and capabilities for current and future years.</b></p>	<p>1.1.1 Improve the Department’s ability to fulfill officer authorized manpower demands by identifying opportunities for conversion of officer to senior enlisted billets and convert at least 10% of those billets by the end of FY2013.</p> <p>1.1.2 Enable the Joint Staff and COCOMs to establish the “level of risk” for future contingency and crisis action plans as required by 10 U.S.C. 118 by establishing a baseline by FY2020 that could be implemented as early as FY2020.</p> <p>1.1.3 Correctly balance COCOM and Joint Task Force manpower requirements by establishing a baseline by the end of FY2011 and matching 50% of the requirements by the end of FY2013 and 100% of the baseline requirements by the end of FY2015.</p> <p>1.1.4 Ensure Congressional intent for equipping the Reserve Component is met by establishing transparency of RC equipment funding through the entire procurement life cycle, as evidenced by the percentage of equipment delivered being not less than 95% of the equipment procured.</p> <p><b>1.1.5 Ensure interchangeability of assets between Senior Executive Service (SES) and General Officer/Flag Officer (GO/FO), increase joint capability and visibility for strategic deployment of SES assets. In FY2011 and FY2012, increase cross-Component or interagency career-broadening opportunities by 10%.</b></p> <p>1.1.6 Enhance DoD capability to reliably identify LREC capabilities needed for current plans and missions, by establishing no later than the end of FY2011 a baseline percentage for LREC requirements entered into the Defense Readiness Reporting System (DRRS) and increase it incrementally by 3% annually until the 80% target is achieved.</p> <p>1.1.7 Ensure DoD’s ability to meet Language and Regional Proficiency (RP) operational and surge requirements by establishing a baseline of Active Component (AC) and Reserve Component (RC) personnel with documented RP levels by the end of FY2011, achieve 90% accountability in Defense Manpower Data Center data bases for personnel with RP level 3 (RP3) by the end of FY2012, and 90% of all AC and RC personnel with RP2 or greater by the end of FY2014.</p>
<p>1.2 Integrate civilian expeditionary workforce (CEW) capabilities into operational planning and sourcing.</p>	<p>1.2.1 Ensure civilian assets are available and properly utilized in the Force Management Process, by designing and implementing a readiness index that ensures 100% of COCOM plans will fully integrate Civilian Expeditionary Workforce (CEW) requirements into Global Force Management and Requests for Forces Process no later than the end of FY2015.</p>
<p>1.3 Enhance diversity by aligning personnel processes to optimize all available talents in performing missions.</p>	<p>1.3.1 Strengthen advocacy of diversity in the force, with special emphasis on the senior leadership of the Department, by improving and standardizing the quality and effectiveness of training of 1) Equal Opportunity (EO) advisors, as evidenced by establishing a baseline of EO advisor effectiveness by the end of FY2010 and increasing effectiveness annually by 10% no later than the end of FY2015, and 2) Flag Officers/General Officers/SES training, as evidenced by establishing a baseline of training effectiveness no later than the end of FY2010 and increasing effectiveness annually by 10% through the end of FY2015.</p>

**Goal 1 has 8 sub-goals**

# Linking Strategic Guidance to Organizational and Individual Performance Objectives



# Role of Performance Management



## Variables:

- Wind
- Tide
- Equipment break-down
- Storms

Outcome-based measure of success: arrival in Liverpool

*"I can't be held accountable  
for things I cannot control!"*

## Strategic Planning addresses:

Where are you?

Where do you want to go?

How will you know when you arrive?

# Performance Management

## Source Document

DoD High-Priority Performance Goals	Lead
Increase Energy Efficiencies	USD(AT&L)
Reform the Personnel Security Clearance Process	USD(I) with ODCMO
Execute Virtual Lifetime Electronic Record (VLER) milestones	USD(P&R)
Streamline the hiring process	USD(P&R)
Implement DoD-wide in-sourcing initiative	USD(P&R)
Spend ARRA funds quickly and effectively	USD(C)
Provide effective business operations and ensure logistics support to Overseas Contingency Operations	USD(AT&L) and USD(C)
Increase the audit readiness of individual DoD components	USD(C)
Reform the DoD Acquisition Process	USD(AT&L)
Enhance the security cooperation workforce	USD(P)

DoD High-Priority Performance Goals (2010)

## Reporting Venue

Monitoring the Status of the Force Balanced Scorecard

### MOSF Balanced Scorecard

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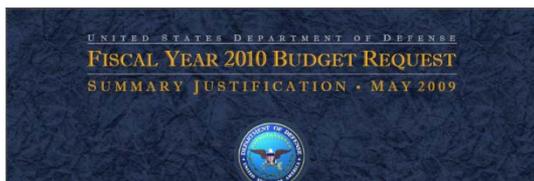
Maintain a Quality Force	Status	Maintain Workforce Satisfaction	Status
Meet the FY Force Capacity goals: Recruiting, Retention, End Strength, DEP Levels	●	Meet policy standards (1:2; 1:5) across planned rotations to stabilize member/ family expectations	●
Meet the FY Individual Medical Readiness goals	●	Sustain beneficiary satisfaction with military health plan	●
<b>Readiness</b>		<b>Military Spouse Employment Increase *</b>	
CoComs meet annual mission readiness targets	●	Meet targets for satisfaction with DTS (A)	●
RC Units Mission Capable *	●	Meet annual targets for DoD/State Partnership Initiatives (A)	●
<b>Maintain Force Costs/ Increase Efficiency and Effectiveness</b>		<b>Sustain AC/RC member retention intentions at pre-GWOT levels</b>	
Viable Options for Force Requests	●	Civ. employee sat. is = or > average of other fed. employees; Internal DoD scores improve yearly (A)	●
Sustain first term attrition rate (A) (NC)	●	<b>Shape The Force of The Future</b>	
Maintain an average DHP medical cost per equivalent increase at or below civilian sector	●	DoD is on track to meet the Force Capacity goals for the FYDP	●
Meet DTS Travel System usage goals (A)	●	Reduce Capability Shortfalls	●
Meet DoDIEA and exchange/commissary goals of the QoL Social Compact (A)	●	Services meet annual targets for planned changes to force structure	●
		Meet annual targets to rebalance the AC, RC, civilian and contractor mix *	●
		Meet annual targets to inculcate required skills into the military force *	●
		Meet annual targets to inculcate required skills into the civilian force *	●

• Quarterly Review for USD(P&R)

2009 DoD Strategic Management Plan (SMP)

USD (P&R) Strategic Plan FY2010-2012

Performance Budget Execution Report



President's FY2010 Budget Summary Justification

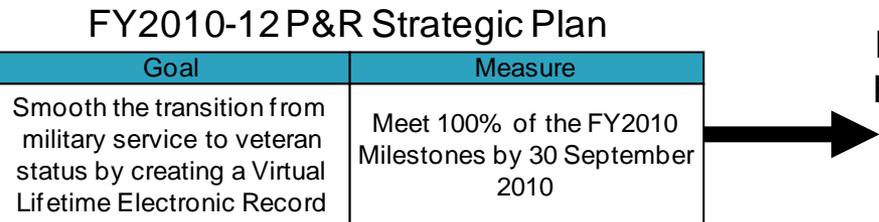
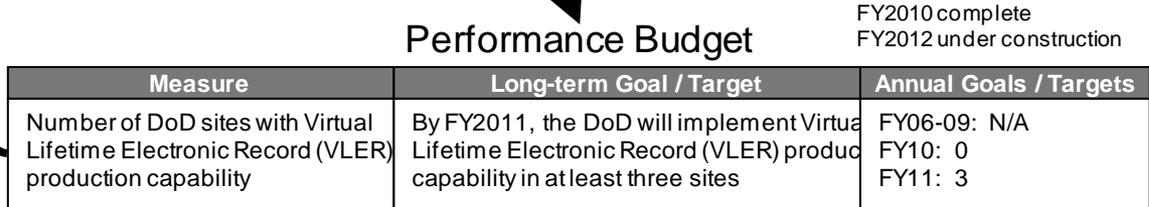
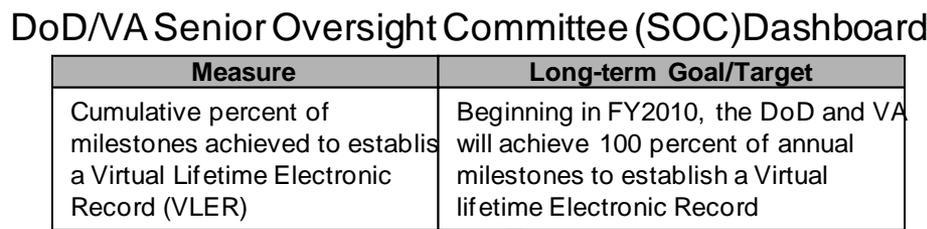
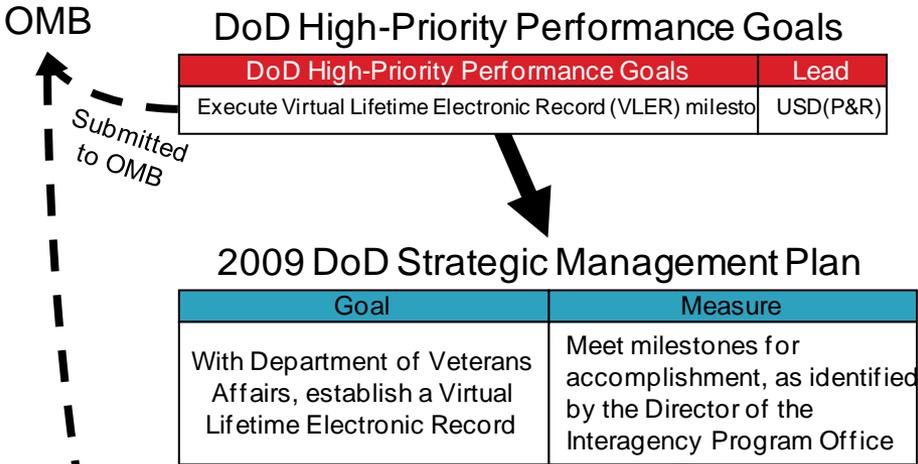


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Strategic Goal 4: Develop a 21 <sup>st</sup> Century Total Force				
Strategic Objective 4.1: Ensure an "All Volunteer" military force is available to meet the steady-state and surge activities of the DoD.				
FY 2009 Performance Measure	OSD PSA	FY 09 Target	4th Qtr Status	Progress Score
4.1-1a: Percent variance in SECDEF-prescribed active component end strength	USD(P&R)	NLT authorized/ NTE 3%	+ 91%	●
4.1-1b: Percent variance in SECDEF-prescribed reserve Component end strength	USD(P&R)	+/-3%	+1.0%	●
4.1-2: Percent of deployable Armed Forces without any deployable-limiting medical condition	USD(P&R)	>92%	85%	●
4.1-3: Percent of Armed Forces whose medical readiness is unknown	USD(P&R)	<10%	18%	●
4.1-4: Attrition rate for first-termers	USD(P&R)	+/-2% from FY 06 baseline (27%)	26%	●

- Quarterly submission to DCMO
- Basis for DoD Annual Organizational Assessment

# Linkage of Objectives & Measures



## Monitoring the Status of the Force Balanced Scorecard (MSOF BSC)

<b>Maintain a Quality Force</b>	Status	<b>Maintain Workforce Satisfaction</b>	Status
Meet the FY Force Capacity goal: Recruiting, Retention, and Training: O&A levels	●	Meet policy standards (1-2 / 1-5) across planned operations to include retention, family organization	●
Meet the FY Individual Medical Readiness goals	●	Sustain beneficiary satisfaction with military health plan	●
<b>Readiness</b>		Military Spouse Employment Increase *	●
Civilians meet annual retention readiness targets	●	Meet targets for satisfaction with DTS (A)	●
AC Units Mission Capable *	●	Meet annual targets for DoD/State Partnership Initiatives (A)	●
<b>Maintain Force Costs/ Increase Efficiency and Effectiveness</b>		Sustain AC/RC member retention interventions at pre-empted levels	●
Visible Options for Force Requests	●	Civ. employees sat. (A = av. of average of other fed. employees) (Annual DoD scores improve yearly)(A)	●
Sustain first term attrition rate (A) (RC)	●	<b>Shape The Force of The Future</b>	
Increase on average O&A medical cost per equivalent increase of at below civilian sector	●	DoD is on track to meet the Force Capacity goals for the FY10P	●
Meet DTS Travel System usage goals (A)	●	Reduce Capability Shortfalls	●
Meet O&A and exchange/consistency goals of the O&A Board Compact (A)	●	Services meet annual targets for planned changes to the structure	●
		Meet annual targets to rebalance the AC, RC, civilian and contractor mix *	●
		Meet annual targets to incubate required skills into the military force *	●
		Meet annual targets to incubate required skills into the civilian force *	●

# Next Steps

- Strategic guidance provides the foundation for strategic planning and performance management
- Measuring performance should balance the transformational goals of the organization with the realities of the possible
- Ensuring continuity of measures and consistency of metrics between performance management documents and individual performance measures should be a high priority

# Thank You

David Cutler

Executive Secretariat (SOC, JEC) / Office of Strategic Planning &  
Performance Management

david.cutler@osd.mil

(703) 428-7537

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