

**Office of the Under Secretary of
Defense for Personnel and
Readiness**



**STRATEGIC PLAN FOR
FISCAL YEARS 2010-12**

December 30, 2009



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000



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**The Office of the Under Secretary of Defense for Personnel and Readiness
Strategic Plan for Fiscal Years 2010-12**

The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) is pleased to present this Strategic Plan for Fiscal Years (FY) 2010-12. The purpose of this Strategic Plan is to guide program oversight and policy development activities for P&R offices for FY2010-12. Additionally, this Strategic Plan will be utilized to demonstrate outcome-oriented performance.

The Strategic Plan has established five strategic goals, along with 24 sub-goals, and 59 performance objectives with associated action plans. Each goal is consistent with top-level Department of Defense priorities and is informed by the sub-goals. Strategic goals represent enduring areas of long-term strategic importance.

All elements of the Strategic Plan were developed collaboratively by the Senior Executive leaders within P&R organizational elements through its strategic planning and performance management process. Executing the strategic planning and performance management process demonstrates the commitment of the Senior Executives within P&R to achieving mission-driven results.

Gail H. McGinn
Deputy Under Secretary of Defense (Plans)
Performing the Duties of the
Under Secretary of Defense
(Personnel and Readiness)



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EXECUTIVE SUMMARY

The Office of the Under Secretary of Defense (OUSD) for Personnel and Readiness (P&R) drafted this Strategic Plan to guide its program oversight and policy development activities for Fiscal Years (FY) 2010-12 and during the critical leadership transition period. The plan establishes five strategic goals:

P&R Strategic Goals
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.

These goals, along with 24 sub-goals and 59 performance objectives, were developed collaboratively by the Senior Executive Service (SES) leaders of P&R's organizational elements through its strategic planning process. Each goal is consistent with top-level Department of Defense priorities and is informed by sub-goals. Strategic goals represent enduring areas of long term strategic importance for P&R. Senior Executives at P&R are committed to achieving mission results and have developed a longer term strategic plan for FY2010-12 to address the full scope of sub-goals.

Appendix A provides detailed descriptions for each of the 24 sub-goals.

Appendix B provides a glossary of terms and definitions relevant to the strategic plan.

This "Office of the Under Secretary of Defense for Personnel and Readiness Strategic Plan for Fiscal Years 2010-12" is the second in a series of OUSD (P&R) strategic plans that will be updated annually to facilitate the achievement of the personnel and readiness goals of the Department of Defense.

INTRODUCTION

The Office of the Under Secretary of Defense (OUSD) for Personnel and Readiness (P&R) works closely with leaders in the Office of the Secretary of Defense (OSD), Military Departments, Defense Agencies, and Combatant Commands on the full range of manpower, personnel, and readiness programs across the Department of Defense (DoD). Together, we face an intensely dynamic decision-making environment, which, especially since the attacks of September 11, 2001, has been characterized by the need to react rapidly to the demands posed by irregular warfare and terrorist threats, both international and domestic.

DoD decision makers and program managers in all components continually strive to design and implement programs that drive mission success across the Total Force. In addition to improving the quality and readiness of the force, these programs include efforts such as supporting families, enhancing quality of life (QOL), improving health services and wounded warrior care, reaching recruiting goals, expanding joint training activities, and successfully implementing individual performance management systems. The performance, strength, and overall satisfaction of today's Total Force are testimony to the positive impact that the personnel and readiness community has had – success that the Department seeks to continue into the future.

These priorities are intended to engage all levels of the organization in a cross-functional, holistic way– from the executives who define strategy, to process and functional owners who translate strategy to policy, to the line managers responsible for operational execution. The key outputs of this system are goals, sub-goals, and performance objectives for improving the performance of P&R business operations.

This plan should be viewed as a living document. As performance results are collected and assessed, priorities (and associated goals and objectives) may be adjusted or refined to better focus and optimally align organizations and business processes to strategic outcomes.

PERSONNEL AND READINESS CHALLENGES IN CONTEXT

In an environment characterized by tight budgets and a dynamic and rapidly changing threat environment, the Department must continue to sustain the All-Volunteer Force. We must be able to recruit, retain, develop and motivate a high-quality, diverse, and properly-sized workforce. This includes developing and implementing policies, programs, and procedures that are agile, dynamic, and forward-looking. This is made even more complicated by an uncertain global economic situation, change in our national security priorities associated with a change in administrations, and continuing human capital and workforce challenges that have a direct impact on P&R's ability to meet the Department's strategic priorities.

Dynamic and Rapidly Changing Security Environment

Today's global security environment poses challenges that require a truly integrated joint force that is agile, rapidly deployable, and capable of addressing a wide range of potential adversaries. Accordingly, P&R must provide leadership and programs that enable the Components to meet the growing force demands of irregular and asymmetrical warfare, expand Special Operations

Forces, and develop and maintain a force that possesses the language, regional, cultural and technology awareness and skills necessary in the 21st century.

Economic Pressures

Current national and international fiscal conditions pose difficult challenges for the Department. Large and growing deficits and the current global economic crisis directly impact planning and budgeting for both mandatory and discretionary programs. We will be required to make difficult choices and trade-offs. Greater collaboration and creativity, along with well-considered risk assessments within P&R and across the Department's personnel and readiness community are needed to address and support strategic priorities.

Change in National Security Priorities

In addition to dynamic terrorist threats and severe economic challenges, the United States recently changed political administrations. Personnel and Readiness leaders must be prepared to adjust to changes in national security priorities, such as increased emphasis on performance measurement and evolving irregular warfare strategies. The P&R leadership must work across the Department, as well as with other Federal, local, and international agencies, to ensure that personnel and readiness programs support continuity of operations and maintain continued progress toward meeting enduring mission requirements.

Human Capital (HC) and Workforce Challenges

The security, technology, economic, and political challenges of the 21st century complicate the supply of and demand for highly motivated and capable personnel. As the need for highly competent people and their services increases, the Department's competition with the private sector and global marketplace will continue to intensify. Proactive multi-sector workforce planning (military/civilian/contractor), policy, development, and recruiting will be essential to acquiring and retaining the right people with the right skills at the right time – and ensuring their deployability for a variety of contingencies.

PERSONNEL AND READINESS STRATEGIC GOALS AND SUB-GOALS

With the ongoing and significant impact of dynamic security, economic, political, and workforce environments, P&R's strategic planning efforts have never been more important. This plan optimizes P&R's role in ensuring the health and viability of the Total Force for the 21st century.

Recognizing, and in response to these challenges, the P&R leadership has identified five priority strategic goals for FY2010-12:

P&R Strategic Goals
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.

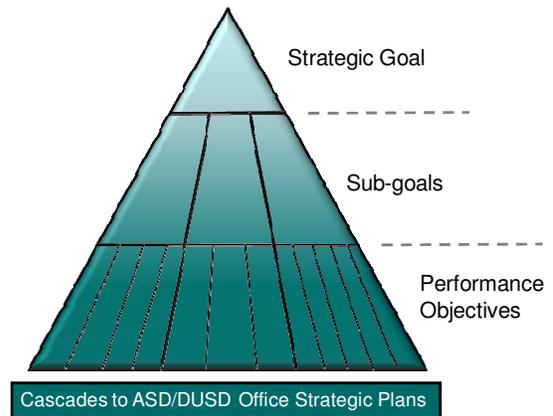
Strategic goals are defined as P&R-wide priority outcomes needed to accomplish missions assigned by higher authorities. The strategic goals for FY2010-12 have been established collaboratively by the Senior Executive Service (SES) leaders within P&R. The goals are derived from guidance contained in national security documents and are aligned with the outcomes contained in the Department's 2009 Strategic Management Plan.¹ They represent the enduring leading indicators of success for ensuring that business operations are synchronized across all P&R organizational elements.

Below each strategic goal are a number of sub-goals, which are priority elements of each strategic goal that will enable OUSD P&R to accomplish its goals. Sub-goals are critical in breaking up the enduring strategic goals into smaller pieces to enable P&R's organizational elements to align their performance objectives to the strategic goals. Sub-goals are intended to be more specific than the strategic goals, but broad enough that they are able to cover activities of more than one organizational element.

¹ The following documents were consulted in the development of these goals: The Obama Administration's Guiding Principles (AGP) – Retrieved July 2009; the *National Defense Strategy* (NDS) – June 2008; DoD Performance Budget Objectives (PBO) – May 2009; *Guidance for the Development of the Force* (GDF) – April 2008; Office of Management and Budget Performance Objectives (OMB) – May 2009; *Chairman's Program Recommendations* (CPR) – June 2009; and the *VA/DoD Joint Strategic Plan* (JSP) – October 2009.

Each sub-goal has one or more performance objectives detailing short-, medium-, and long-range targets which, when attained, will contribute to achieving the strategic goals in the context of the sub-goals. Performance objectives are written as outcome-oriented, actionable statements that are *SMART*: Specific, Measurable, Attainable, Realistic/Relevant, and Time-bound. Each P&R organizational element will cascade the performance objectives down to its own strategic plan, which will then cascade down to individual performance management tools (see Figure 1).

Figure 1: P&R Strategic Plan Hierarchy



Not everything that P&R does is reflected in a goal, sub-goal, or performance objective. Rather, goals, sub-goals, and performance objectives are strategic priorities for P&R and do not necessarily reflect all day-to-day activities of an office. Additionally, not all organizational elements within P&R have performance objectives that align to each goal or sub-goal, nor will each goal or sub-goal address all organizational elements collectively. However, each sub-goal is addressed by at least one performance objective.

A guiding principle for the P&R Strategic Plan for FY2010-12 is to seek balance across the goals, sub-goals, and performance objectives. As noted in the 2009 *DoD Strategic Management Plan*, balance “is critical to DoD business operations.” For this plan, balance means that collectively, P&R’s strategic goals, sub-goals, and performance objectives deliver the means for accomplishing the terms of the *National Defense Strategy* and are responsive to the Department’s emerging needs. Balance also means we need to be cognizant of resource opportunities and constraints, as well as associated enabling processes. The strategic goals, sub-goals and performance objectives established in this strategic plan are balanced between management challenges that require long-term engagement and monitoring and shorter-term, high-priority initiatives. The individual performance objectives have been selected due to their immediate and direct effect on P&R’s ability to fulfill its goals and sub-goals, their impact on the ability to effectively take care of the Total Force, the high visibility of the particular initiative, or the potentially high return on investment and effort. To that end, P&R has aligned our goals and performance objectives with resourcing plans within the context of the Department’s Planning, Programming, Budgeting, and Execution (PPBE) process.

The next section describes the strategic goals, the sub-goals that inform and support each of the strategic goals, and the performance objectives that must be achieved to realize each of P&R’s strategic goals.

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

Strategic Goal 1 focuses on readiness through unity of effort. The sub-goals associated with Goal 1 identify, integrate, and define balanced requirements for a capability-based Total Force that can successfully execute current and future missions assigned by the President and the Secretary of Defense. Strategic Goal 1 addresses how all elements of the Total Force (Active Component, Reserve Component, and civilians) collaboratively work together to achieve common objectives. There are eight sub-goals to facilitate accomplishment of Strategic Goal 1.

The following table details the sub-goals and performance objectives for Strategic Goal 1. Definitions for the sub-goals can be found in Appendix A.

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

Sub-Goal	Performance Objective
1.1 Balance Total Force personnel requirements and capabilities for current and future years.	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.
	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.
	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.
	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.
	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%.

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>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 FY2012 and increasing annually by 10% through the end of FY2015.</p>
<p>1.4 Achieve an efficient and cost-effective balance between contractor and government services.</p>	<p>1.4.1 Reduce the number of support service contractors from our current 39% of the Pentagon workforce to the pre-2001 level of 26% and replace them with full-time government employees, with the goal of meeting or exceeding the SECDEF's in-sourcing goals established in FY2010 RMD 802 (S) in FY2010 and each year thereafter.</p> <p>1.4.2 Support the Department's in-sourcing initiative by instituting Civilian Personnel Policy hiring flexibilities that will result in 80% of authorized in-sourced positions, under recruitment, being filled for each Fiscal Year through FY2012.</p>

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

Sub-Goal	Performance Objective
1.5 Improve the readiness of the Total Force by effectively leveraging technology and eliminating avoidable accidents and down time.	1.5.1 Support force readiness by developing a strategic concept by June 2010, establishing policy by the end of FY2010, and aligning resources in the CE2T2 POM12 process to advance virtual world training environment technologies. Expand the Joint Training and Experimentation Network (JTEN) audience by 10% no later than the end of FY2010.
	1.5.2 Reduce the number of accidents by improving training and developing mitigating strategies that lead to a 5% reduction in at least two key mishap metrics over the FY2002 baseline by the end of FY2011 and annually thereafter.
1.6 Ensure a mission ready total force for current operations and GEF priority mission through unity of effort and effective oversight.	1.6.1 Provide the USD (P&R) with force sourcing options and alternatives to advise the Secretary in the Deployment Orders process by increasing the percent of key DUSD (R) personnel having Joint Capabilities Requirements Managers (JCRM) to 75% by the end of FY2010, with a goal of achieving 100% by the end of FY2012.
1.7 Enhance the medical and dental readiness of the Force, with particular emphasis on the Reserve components.	1.7.1 Achieve individual medically ready to deploy standards by attaining an 80% medically ready rate for deployable Armed Forces by the end of FY2010 and reducing the percent of deployable Armed Forces whose medical readiness status is unknown by 2% by the end of FY2010, to 2% by the end of FY2011, and to 2% by the end of FY2012, with the long-term goal of reducing the medical readiness unknown status to no more than 10% by the end of FY2015.
1.8 Provide oversight for the readiness of the Total Force.	1.8.1 Strengthen readiness oversight by completing implementation of DRRS as the authoritative readiness reporting system for the Department. Ensure all deploying units report assigned mission readiness in DRRS, with all units deploying in support of Operation Enduring Freedom reporting their readiness through DRRS by the end of FY2010 and all units deploying in support of named operations reporting their readiness through DRRS by the end of FY2012.

Strategic Goal 2 – Shape and maintain a mission-ready All Volunteer Force.

The All-Volunteer Force is the foundation of the Nation’s current and future security, and the uniformed member is a critical resource of the Department of Defense. This strategic goal focuses on ensuring that the Department recruits, retains, and develops the quantity, quality and skills to support current and future military capabilities. It includes the life cycle programs and policies (such as recruitment, assignment, retention, promotion, education, training, compensation, and separation) that contribute to effectively and efficiently shaping the Force. There are four sub-goals to facilitate accomplishment of Strategic Goal 2.

The following table details the sub-goals and performance objectives for Strategic Goal 2. Definitions for the sub-goals can be found in Appendix A.

Strategic Goal 2 – Shape and maintain a mission-ready All Volunteer Force.

Sub-Goal	Performance Objective
2.1 Tailor the All-Volunteer Force to meet mission requirements by effectively leveraging the personnel life cycle (e.g., recruit, retain, train, educate, etc.).	2.1.1 Recruit the All-Volunteer Force by finding smart ways to sustain quality assurance even as we expand markets to fill manning at controlled costs as demonstrated by achieving quarterly recruiting quality and quantity goals, and through expansion of the Military Accessions Vital to the National Interest (MAVNI) program and the once-medically restricted populations, as well as the DREAM initiative.
	2.1.2 Improve flexibility by increasing discretionary special incentive pay compensation and aligning compensation programs (Quadrennial Review of Military Compensation (QRMC) study) with emerging doctrine, as evidenced by implementing pay changes for 20% of the consolidated authorities no later than the end of February 2010, 40% in FY2011, 60% in FY2012, 80% in FY2013, and 100% by the end of FY2014.
	2.1.3 Implement a systematic integrated management approach for the All-Volunteer Force by linking strategies to manning outcomes, as demonstrated by the establishment of a baseline for the “Objective Force” no later than the end of FY2010.
	2.1.4 Maintain a trained, ready and available all-volunteer Reserve Component (RC) of the Total Force, which will support DoD requirements over the Five-Year Defense Plan (FYDP), as evidenced by reaching or exceeding 90% of the annual rebalancing goal.

Strategic Goal 2 – Shape and maintain a mission-ready All Volunteer Force.

Sub-Goal	Performance Objective
2.2 Tailor individual and institutional capabilities to contend with uncertainty across the full range of operations.	2.2.1 Ensure a fully capable mental health workforce by establishing true requirements for DoD mental health providers and closing 10% of the gap in available mental health personnel by the end of FY2010.
	2.2.2 Enhance DOD's capability to contend with changing and emergent foreign language requirements and accurately identify foreign language capabilities across the Department by developing a responsive and flexible language proficiency testing system that will increase the availability of tests used to measure the full range of language proficiency by 2% annually through FY2015, starting at the end of FY2010.
	2.2.3 Improve the Department's ability to succeed across the full range of missions by increasing the percentage of contingency language needs met for selected Guidance for Employment of the Force (GEF) contingency scenarios to 4% by FY2012.
2.3 Ensure military personnel strategies and associated force management policies are complementary and adaptable to varying operations tempo.	2.3.1 Implement a systematic integrated management approach for the Senior Officer Force by linking strategies to manning outcomes, as evidenced by the implementation of a senior officer joint duty requirements management system no later than the end of FY2010.
2.4 Establish a culture free of sexual assault.	2.4.1 Ensure implementation of DoD Sexual Assault Prevention and Response (SAPR) policies by establishing benchmark levels of awareness and confidence in the sexual assault prevention and response program by the end of FY2011 and increasing to 90% awareness and 80% confidence in the sexual assault prevention and response program by the end of FY2015.
	2.4.2 Enable a system of accountability by improving and maintaining SAPR policy and program oversight across DoD through an 80% success rate in quality control tests of congressionally mandated data elements in the Defense Sexual Assault Incident Database (DSAID) by the end of FY2012.
	2.4.3 Ensure high quality care for victims of sexual assault from report to final case disposition by establishing a baseline of victim satisfaction by the end of FY2011 and increasing satisfaction by 10% annually with the long-term objective of reaching and sustaining satisfaction rates of 50% by the end of FY2015.

Strategic Goal 2 – Shape and maintain a mission-ready All Volunteer Force.

Sub-Goal	Performance Objective
	2.4.4 Ensure an environment where victims of sexual assault feel free to report and know how to report the assault by decreasing the size of the gap between the number of incidences and number of reports of assault by establishing a baseline in FY2011 and decreasing the gap by 5% annually in FY2012-15.

Strategic Goal 3 – Shape and maintain a mission-ready civilian workforce.

The primary focus of Strategic Goal 3 is on sustaining and improving the quality and competence of the Department’s civilian workforce, with special emphasis on the civilian expeditionary workforce (CEW). This strategic goal emphasizes the Department’s initiative to become a model for effective human capital management in order to sustain a competitive workforce. There are three sub-goals to facilitate accomplishment of Strategic Goal 3.

The following table details the sub-goals and performance objectives for Strategic Goal 3. Definitions for the sub-goals can be found in Appendix A.

Strategic Goal 3 – Shape and maintain a mission-ready civilian workforce.

Sub-Goal	Performance Objective
3.1 Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative Human Capital life cycle management strategies (such as recruitment, assignment, retention, promotion, education, training, compensation, and separation).	3.1.1 Design and implement an agile Talent Management Program for the Office of the Under Secretary of Defense (Personnel & Readiness) that enables all P&R Executives on board at the time of the Office of the Secretary of Defense (OSD)/4th Estate Component Talent Management Board process in June 2010 to receive a “readiness rating”; and all P&R Tier 2 and Tier 3 positions included in the process have viable slates identified for succession.
	3.1.2 Reduce external hiring cycle time from an FY2009 baseline of 155 days by 10% (140 days) by the end of FY2010, 28% (112 days) by the end of FY2011, and 48% (80 days) by the end of FY2012.
	3.1.3 Ensure the Department has the linguistic and cultural skills necessary to address future national security needs by contributing to the development of a civilian workforce with these skills through the identification of 15 Flagship students for Boren Scholarship by May 2010 and by increasing the number of Flagship graduates placed in federal positions by 50% to 100 by the end of FY2015.
	3.1.4 Increase the number of DoD employees with targeted disabilities to a total of 2% by increasing the number of disabled employees recruited by the end of FY2015.
	3.1.5 Enhance strategic relationships with minority and female associations and universities to support recruitment of a diverse applicant pool by growing the number of students participating in the Centralized Intern program by establishing a baseline in FY2010 and increasing 10% annually in FY2011 and FY2012 thereafter and increasing the number of student interns hired into permanent positions by 10% each year until full program capacity is met in FY2012.

Strategic Goal 3 – Shape and maintain a mission-ready civilian workforce.

Sub-Goal	Performance Objective
	3.1.6 Enhance the capabilities of the Department’s Civilian Expeditionary Workforce (CEW) by creating a training program for deploying DoD civilians by the end of FY2011 that ensures requisite civilian/military training is available for at least 90% of the deploying CEW personnel.
3.2 Ensure civilian personnel policies are complementary and adaptable to emergent workforce demands.	3.2.1 Recruit and retain workers and prepare for emergent crisis (e.g., H1N1) by implementing policies and establishing a culture that embraces telework, as measured by a 5% increase over FY2009 baseline in number of employees who are teleworking by the end of FY2010 with a 5% increase each subsequent year through FY2012.
3.3 Lead and model a performance- and results-driven culture.	3.3.1 Drive a high-performing, strategically-aligned culture by developing and institutionalizing a performance management system for the DoD civilian workforce, as evidenced by 40% of white collar civilian employees accountable under the system by the end of FY2011 and 100% by the end of FY2012.

Strategic Goal 4 – Ensure superior care and support for the Total Force and their families.

The focus of Strategic Goal 4 is on improving the customer focus of services provided to members of the Total Force and their families including optimizing the full spectrum of mission-support services; quality of life, work life, and family support programs; employee relations; and enhancing support and care for the Wounded, Ill and Injured. There are six sub-goals to facilitate accomplishment of Strategic Goal 4.

The following table details the sub-goals and performance objectives for Strategic Goal 4. Definitions for the sub-goals can be found in Appendix A.

Strategic Goal 4 – Ensure superior care and support for the Total Force and their families.

Sub-Goal	Performance Objective
4.1 Lead the Department in the development and implementation of programs and policies that are customer-centered and responsive to the needs of the individuals in the Total Force and their families.	4.1.1 Improve patient-centered and customer-focused care by implementing the patient centered medical home concept and achieving a 5% improvement in the rate that enrollees see their personal provider for primary care by the end of FY2010 and an additional 5% per year for FY2011 and FY2012, with a long term objective of greater than 65% of enrollees seeing their personal provider for primary care.
	4.1.2 Improve perceptions of Equal Opportunity (EO) and inclusion by conducting executive-level training and seminars for senior leaders (e.g., flag/general officers, members of the Senior Executive Service), as indicated by annual increases, over the FY2011 baseline, in perceived leadership support for EO programs reported in surveys within the Department through the end of FY2015.

<p>4.2 Provide high-quality cost-effective health care and support to Service members and their families with particular emphasis on Wounded, Ill and Injured Warriors, wounded civilians², the fallen, and their families.</p>	<p>4.2.1 Improve complex-care management and the medical portion of the disability evaluation process (DES) by expanding the current DES pilot resulting in a 6% improvement in Wounded, Ill and Injured (WII) ratings of the Medical Board Process experiences by the end of FY2010.</p> <p>4.2.2 Demonstrate commitment to health promotion and quality health care by ensuring that the Military Health System (MHS) is, on average, above the 75th percentile on seven core Healthcare Effectiveness Data and Information Set (HEDIS) measures by the end of 3rd Quarter, FY2010 by focusing military treatment facility annual plans on achieving health outcomes, implementing pay for performance that provides incentives for health outcomes, and reengineering primary care to reflect the principles of the patient centered medical home.</p> <p>4.2.3 Improve the cost effectiveness of health care provided to Service members and their families by ensuring that the average percent Defense Health Program annual cost per equivalent life increase is equal to or lower than the average civilian sector increase each year.</p> <p>4.2.4 Increase awareness of, and confidence in, Wounded Ill and Injured Warrior benefits by implementing a joint strategic communications plan. Establish a baseline in FY2010.</p> <p>4.2.5 Ensure Wounded, Ill and Injured Warriors and their families are satisfied with their non-medical care coordination, by conducting an assessment of the Recovery Care Program (RCP) by 30 December 2010 that will establish a baseline for the RCP evaluation with a long-term goal of 80% of recovering service members satisfied with their non-medical care coordination.</p> <p>4.2.6 Improve service to disabled Service members by refining and expanding to new locations an improved Disability Evaluation System process that consolidates the Departments' disability system to the degree allowed by current law and that is 40% faster than the legacy DoD/VA system performance measured end-to-end by the end of FY2012.</p>
<p>4.3 Aggressively promote the well being and resiliency of Service members and their families.</p>	<p>4.3.1 Develop joint plan with Military Services and family support organizations for a comprehensive approach to building resilience for service members and families that includes caregivers (chaplains, etc.) by the end of October 2010. Develop DoD working definition of resiliency, initial measures and baseline assessment by the end of October 2010.</p>

² To the extent allowed by law.

<p>4.4 Shape policies and programs that respond to the needs of a Force under stress, with particular emphasis on improving support for PTSD and suicide prevention.</p>	<p>4.4.1 Support line suicide prevention and resilience programs and provide early intervention for Service members in psychological distress by ensuring timely screening and follow-up for those in psychological distress. By the end of FY2010, ensure that over 50% of Service members who screen positive for psychological distress on Post-Deployment Health Assessment (PDHA) or Post-Deployment Health Reassessment (PDHRA) are properly referred for care and that over 80% of those referred are documented as having been further evaluated by a qualified professional.</p>
<p>4.5 Improve the transition from military service to veteran status.</p>	<p>4.5.1 Smooth the transition from military service to veteran status by creating a Virtual Lifetime Electronic Record (VLER) for all service members that contains administrative and medical information from the day an individual enters military service throughout their military career, and after they leave the military, as evidenced by achieving 100% of FY2010 milestones by 30 September 2010.</p> <p>4.5.2 Gain and maintain employer support of Reserve Component members and facilitate transitions from active duty to civilian employment by educating members and employers on the Uniformed Services Employment and Reemployment Rights Act (USERRA), with the goal of resolving no less than 75% of Ombudsman cases within 14 days by end of FY2011.</p> <p>4.5.3 Increase the skills and competencies of personnel delivering pre-separation counseling in support of the Transition Assistance Program (TAP) by implementing a common training standard that establishes a baseline in FY2010 and implements a pilot curriculum that includes the use of blended delivery techniques (classroom, virtual, and multi-media) at 12 field locations by 15 December 2010, with evaluation and final acceptance for world-wide deployment by 31 December 2011.</p>

<p>4.6 Improve quality of life for Service members and their families, and quality of work life, wellness, and employee satisfaction for the Total Force³.</p>	<p>4.6.1 Instill a culture of fitness throughout the Department by establishing a baseline by the end of FY2010 on employee attitudes on fitness from the Status of Forces and Employee Viewpoint survey and/or focus groups, as evidence by a statistically significant increase ($p < .05$) by the end of FY2011.</p>
	<p>4.6.2 Ensure state-level policies advantage more military families, as evidenced by a steady increase (40 points of positive movement annually) in the percentage of affected military population in the United States that is positively impacted by states making desired change their policies, so that 5 of the 10 key state issues are successfully accommodated (met the 75% threshold) by FY2013.</p>

³ To the extent allowed by law.

Strategic Goal 5 – Strengthen partnerships with internal and external organizations to achieve common goals.

The Department has placed an increased emphasis on achieving greater results and efficiencies through collaboration with internal and external organizations. The focus of Strategic Goal 5 is on building and strengthening partnerships between P&R and: other organizations within the Department; federal, non-federal, and private sector organizations (e.g., industry, academia, non-governmental organizations, and private volunteer organizations); and allies and coalition partners to enhance national security, increase training opportunities, and improve delivery of benefits and services to Service members, civilians, veterans, and their families. This goal also addresses partnering with those who make Total Force demands and with those who must fulfill them, as directed by the Secretary of Defense. This goal will serve the Department's mission to better achieve a Total Force personnel mix that meets both our commanders' needs and their expectations. There are three sub-goals to facilitate accomplishment of Strategic Goal 5.

The following table details the sub-goals and performance objectives for Strategic Goal 5. Definitions for the sub-goals can be found in Appendix A.

Strategic Goal 5 – Strengthen partnerships with internal and external organizations to achieve common goals.

Sub-Goal	Performance Objective
5.1 Institute collaborative processes, planning, and information sharing across P&R, the Department, the whole of government, and relevant private sector organizations.	5.1.1 Ensure comprehensive national security guidance by institutionalizing a robust strategic planning and management process across P&R, resulting in 100% of P&R's priority goals and sub-goals being considered during the DoD guidance-development and budgeting processes starting in FY2010 and thereafter.
	5.1.2 Develop coalitions to share information and enhance understanding between external energy stakeholders and the DoD range sustainment community by adding at least 3 new external partners by the end of FY2010.
	5.1.3 Enhance overseas contingency civilian/military operations by aligning agency training opportunities so that COCOMs can recruit interagency participation in 55% of their exercises by the end of FY2010 with the long-term objective of recruiting interagency participation in 65% of COCOM exercises by the end of FY2011.
	5.1.4 Ensure training requirements are incorporated into major acquisition programs by partnering with USD for Acquisition Technology & Logistics (AT&L) to enforce system training policy and to achieve at least 80% compliance at Milestone program reviews by the end of FY2011 and 90% by the end of FY2012.

Strategic Goal 5 – Strengthen partnerships with internal and external organizations to achieve common goals.

Sub-Goal	Performance Objective
	<p>5.1.5 Prevent DoD military and civilian involvement in trafficking in persons (TIP) by establishing a baseline in FY2010 for military and civilian understanding of the issue and awareness of the DoD TIP Policy and Program, and increase understanding and awareness by 10% the end of FY2010 and annually thereafter.</p> <p>5.1.6 Strengthen the outcomes of programs across the four federal agencies that form the National Security Language Initiative (NSLI), build and implement the structure for a collaborative enterprise of language programs across federal agencies by building and evaluating 5 collaborative projects supported by NSEP on or more NSLI Partners by the end of FY2015.</p>
<p>5.2 Enhance Total Force and resource allocation collaboration with the Joint Staff, Combatant Commands, and Military Departments.</p>	<p>5.2.1 Enable more informed USD (P&R) resourcing decisions on issues within the P&R enterprise or opportunities with external partners by providing USD P&R accurate budget information in time to affect the FY2012 budget and each quarter thereafter.</p>
<p>5.3 Enhance partnerships with allies and coalition partners in areas such as training, education, benefits, and personnel management.</p>	<p>5.3.1 Build partner capacity by enhancing training relationships with other federal organizations, allies, or coalition partners by adding at least three new distributed learning partners by the end of FY2010.</p>

THE WAY AHEAD: INSTITUTIONALIZING THE STRATEGIC PLANNING AND MANAGEMENT PROCESS

This Office of the Under Secretary of Defense for Personnel and Readiness Strategic Plan for Fiscal Years 2010-12 presents specific objectives for Fiscal Years 2010 through 2012 and provides the foundation for institutionalizing OUSD (P&R)'s Strategic Planning and Management (SP&M) Process. The strategic plan will be updated annually to facilitate the achievement of the Personnel and Readiness goals of the Department of Defense. The formalized OUSD (P&R) SP&M Process will drive shared acceptance of strategies, priorities, operating plans, and performance goals and will establish a performance improvement environment focused on knowledge sharing. The strategic plan will also be used as a tool that guides the allocation of resources across P&R, as well as a focal point to which the individuals comprising P&R will align their own performance goals and expectations. Continued execution of the OUSD (P&R) SP&M Process will guide OUSD (P&R)'s efforts to ensure the viability of the Total Force and a manpower mix that can deliver the capabilities needed to meet mission requirements.

APPENDIX A: SUB-GOAL DESCRIPTIONS

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

Strategic Goal 1 focuses on readiness through unity of effort. The sub-goals associated with Goal 1 identify, integrate, and define balanced requirements for a capability-based Total Force that can successfully execute current and future missions assigned by the President and the Secretary of Defense. Goal 1 addresses how all elements of the Total Force (Active Component, Reserve Component, and civilians) collaboratively work together to achieve common objectives. There are eight sub-goals to facilitate accomplishment of Strategic Goal 1.

1.1. Balance Total Force personnel requirements and capabilities for current and future years.

The focus of this sub-goal is on analyzing strategic guidance documents and mission needs and using them to determine the balanced personnel requirements and capabilities needed by the components (e.g., COCOMs and services). This sub-goal contributes to ensuring the Department has the right number of people with the appropriate capabilities to accomplish current and future missions.

1.2. Integrate civilian expeditionary workforce capabilities into operational planning and sourcing.

Sub-goal 1.2 emphasizes the efforts to ensure the civilian expeditionary workforce is considered in operational planning as a source for filling mission requirements.

1.3. Enhance diversity by aligning personnel processes to optimize all available talents in performing missions.

The purpose of this sub-goal is to ensure the Department has personnel processes that enable it to recruit, develop, promote, and retain a diverse workforce.

1.4. Achieve an efficient and cost-effective balance between contractor and government services.

The intent of this sub-goal is to ensure that the mix of contractor personnel and government personnel achieves an appropriate balance based on mission and budget factors.

1.5. Improve the readiness of the Total Force by effectively leveraging technology and eliminating avoidable accidents and down time.

The focus of sub-goal 1.5 is to ensure that policies and programs for technology and safety contribute to the readiness of the Force.

1.6. Ensure a mission ready total force for current operations and Guidance of the Employment of the Force priority missions through unity of effort and effective oversight.

The intent of this sub-goal is to enhance sourcing options and alternatives high priority missions.

1.7. Enhance the medical and dental readiness of the Force, with particular emphasis on the Reserve components.

The intent of this sub-goal is to ensure that members of the Force do not have medical or dental conditions that preclude their deployment. This sub-goal provides special focus on the non-deployability of Reserve component personnel due to dental conditions.

1.8. Provide oversight for the readiness of the Total Force.

The intent of this sub-goal is to ensure that the Department provides effective oversight of the readiness of the Total Force on a routine and comprehensive basis.

Strategic Goal 2 – Shape and maintain a mission-ready All-Volunteer Force.

The All-Volunteer Force is the foundation of the Nation’s current and future security, and the uniformed member is a critical resource of the Department of Defense. This strategic goal focuses on ensuring that the Department recruits, retains, and develops the quantity, quality and skills to support current and future military capabilities. It includes the life cycle programs and policies (such as recruitment, assignment, retention, promotion, education, training, compensation, and separation) that contribute to effectively and efficiently shaping the Force. There are four sub-goals to facilitate accomplishment of Strategic Goal 2.

2.1. Tailor the All-Volunteer Force to meet mission requirements by effectively leveraging the personnel life cycle (e.g., recruit, retain, train, educate, etc.).

Sub-goal 2.1 focuses on using all elements of the personnel life cycle to ensure the All-Volunteer Force has the correct skills and abilities to meet mission requirements.

2.2. Tailor individual and institutional capabilities to contend with uncertainty across the full range of operations.

The intent of sub-goal 2.2 is to ensure that the Department has the individual and collective training policies and programs to accomplish missions across the entire spectrum of operations.

2.3. Ensure military personnel strategies and associated force management policies are complementary and adaptable to varying operations tempo.

The purpose of this sub-goal is to ensure that military personnel strategies and force management policies balance the need for operational commanders to deploy forces while achieving targeted dwell time under a variety of operations tempo.

2.4. Establish a culture free of sexual assault.

This sub-goal is designed to foster and support a culture that does not tolerate sexual assault. This includes eliminating sexual assault against Service members, as well as that perpetrated by Service members.

Strategic Goal 3 – Shape and maintain a mission-ready civilian workforce.

The primary focus of Strategic Goal 3 is on sustaining and improving the quality and competence of the Department’s civilian workforce, with special emphasis on the civilian expeditionary workforce (CEW). This strategic goal emphasizes the Department’s initiative to become a model for effective human capital management in order to sustain a competitive workforce. There are three sub-goals to facilitate accomplishment of Strategic Goal 3.

3.1. Ensure the Department has the civilian talent needed to meet current and future missions by developing innovative Human Capital life cycle management strategies (such as recruitment, assignment, retention, promotion, education, training, compensation, and separation).

The intent of sub-goal 3.1 is to use all elements of the Human Capital life cycle to ensure the civilian workforce has the correct skills and abilities to meet mission requirements.

3.2. Ensure civilian personnel policies are complementary and adaptable to emergent workforce demands.

The intent of this sub-goal is to ensure that the Department’s personnel policies enable it to successfully compete in recruiting and retaining a multi-generational workforce.

3.3. Lead and model a performance- and results-driven culture.

Sub-goal 3.3 emphasizes the need for P&R to lead by example in the shift to a performance- and results-driven culture through alignment of individual performance evaluations to the strategic goals identified in this plan.

Strategic Goal 4 – Ensure superior care and support for the Total Force and their families.

The focus of Strategic Goal 4 is on improving the customer focus of services provided to members of the Total Force and their families including optimizing the full spectrum of mission-support services; quality of life, work life, and family support programs; employee relations; and enhancing support and care for the Wounded, Ill and Injured. There are seven sub-goals to facilitate accomplishment of Strategic Goal.

4.1. Lead the Department in the development and implementation of programs and policies that are customer-centered and responsive to the needs of the individuals in the Total Force and their families.

Sub-goal 4.1 emphasizes the need to create support programs and policies for the Total Force and their families that give priority to the needs of those being supported rather than those providing the support.

4.2. Provide high-quality cost-effective health care and support to Service members and their families with particular emphasis on Wounded, Ill and Injured Warriors, wounded civilians⁴, the fallen, and their families.

⁴ To the extent allowed by law.

The intent of this sub-goal is to emphasize P&R's role in supporting Service members and civilians who were injured while deployed in a combat zone through providing and ensuring high-quality health care and support services.

4.3. Aggressively promote the well being and resiliency of Service members and their families.

Sub-goal 4.3 focuses on enhancing the quality of life and well-being of Service members and their families by increasing the resiliency of Service members and their families when faced with stressful situations.

4.4. Shape policies and programs that respond to the needs of a Force under stress, with particular emphasis on improving support for PTSD and suicide prevention.

This sub-goal focuses on policies and programs designed to address some of the high-profile issues associated with of increased operations tempo and stress.

4.5. Improve the transition from military service to veteran status.

This sub-goal focuses on improving the transition from military service to civilian life through programs and policies regarding benefits, health care, and employment, as well as improved awareness of those programs and policies.

4.6. Improve quality of life for Service members and their families, and quality of work life, wellness, and employee satisfaction for the Total Force.⁵

The intent of sub-goal 4.6 is to focus on fostering high quality of life and work life, wellness, and employee satisfaction to enable P&R to successfully compete in recruiting and retaining the talent necessary to meet current and future missions.

Strategic Goal 5 – Strengthen partnerships with internal and external organizations to achieve common goals.

The Department has placed an increased emphasis on achieving greater results and efficiencies through collaboration with internal and external organizations. The focus of Strategic Goal 5 is on building and strengthening partnerships between P&R and: other organizations within the Department; federal, non-federal, and private sector organizations (e.g., industry, academia, non-governmental organizations, and private volunteer organizations); and allies and coalition partners to enhance national security, increase training opportunities, and improve delivery of benefits and services to Service members, civilians, veterans, and their families. This Goal also addresses partnering with those who make Total Force demands and with those who must fulfill them, as directed by the Secretary of Defense. This goal will serve the Department's mission to better achieve a Total Force personnel mix that meets both our commanders' needs and their expectations. There are three sub-goals to facilitate accomplishment of Strategic Goal 5.

5.1 Institute collaborative processes, planning, and information sharing across P&R, the Department, the whole of government, and relevant private sector organizations.

Sub-goal 5.1 allows P&R to establish business processes that are compatible with, and take advantage of, best practices from government, academia, and industry.

⁵ To the extent allowed by law.

5.2 Enhance Total Force and resource allocation collaboration with the Joint Staff, Combatant Commands, and Military Departments.

The intent of this sub-goal is to focus on enhancing relationships with critical partners within the Department.

5.3 Enhance partnerships with allies and coalition partners in areas such as training, education, benefits, and personnel management.

The purpose of sub-goal 5.3 is to enhance relationships with allies and partners, with special emphasis on building partner capacity.

APPENDIX B: GLOSSARY & DEFINITIONS

Performance Objective: Short-, medium-, and long-range targets which, when attained, will contribute to the accomplishment of the goals within the context of the sub-goal. Performance objectives are written as statements that are specific, measurable, agreed upon, realistic, and time-bound.

Strategic Goal: Organization-wide priority outcomes needed to accomplish missions assigned by higher authorities. Goals are enduring organizational priorities to which objectives align.

Sub-Goal: Top priority elements of each strategic goal that will enable OUSD P&R to accomplish the strategic goals.