



U.S. Military Entrance Processing Command

USMEPCOM

Human Capital

Strategic Plan

2008-2014

*"You must be the change you wish to see in the world."
Ghandi -*

Strategically Focused for Success

August 29, 2008



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**Moving forward to execute a
comprehensive strategy for the
development, training and
education of our most valuable
asset — our human capital —
the United States Military**

**Entrance Processing Command is
establishing a workforce that is developed,
shaped and aligned to current and future
mission requirements.**



Freedom's Front Door





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**“A good plan executed today is better
than a perfect plan executed at some
indefinite point in the future.”
- General George Patton Jr -**





“Innovations and experimentations over many years have demonstrated that a more flexible and collaborative system of human resources management, providing greater opportunity for employees and more responsibility for managers, can lead to greater productivity and improved morale that is critical to mission support.”

The Honorable David S. C. Chu
Under Secretary of Defense for Personnel and Readiness
before the
Subcommittee on Oversight of Government Management,
the Federal Workforce and the
District of Columbia Committee on Governmental Affairs

United States Senate

On

“An Overlooked Asset: The Defense Civilian Workforce”



Purpose and Scope

The Human Capital Strategic Plan for Fiscal Years 2008-2014 has been developed to align with the Command's Strategic Plan, the Department of Defense (DoD) Civilian Human Capital Strategic Plan for 2006-2010 and the Military Human Capital Plan 2005. Our Human Capital Strategic Plan formulates guidance for the transformation of our culture, our processes, our relationships and the learning and training for every individual in order to provide a flexible, adaptable and mission-ready workforce that will meet and achieve the challenges of the 21st Century. It is essential that we maintain:

The right people, in the right position, at
the right time, and with the right skill set to maintain a workforce
capable of meeting all challenges - present and future.

We must focus on organizational growth, individual development and professional career management. It is imperative that we live and work by our core values of integrity, service, teamwork and respect and to demonstrate these values to our internal and external stakeholders in all customer transactions every day.

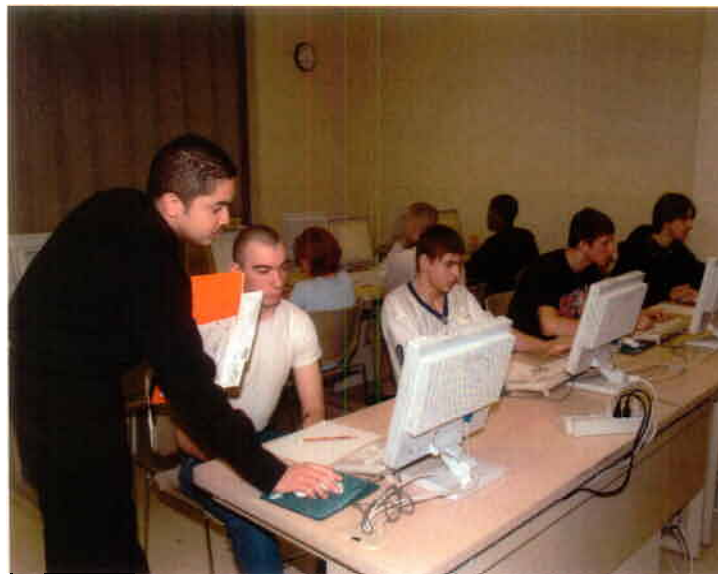
Command Values

Integrity – Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence and customer trust.

Service – We take care of our customers (applicants, recruiting services, reception centers and the American people) as we would expect our families or ourselves to be treated.

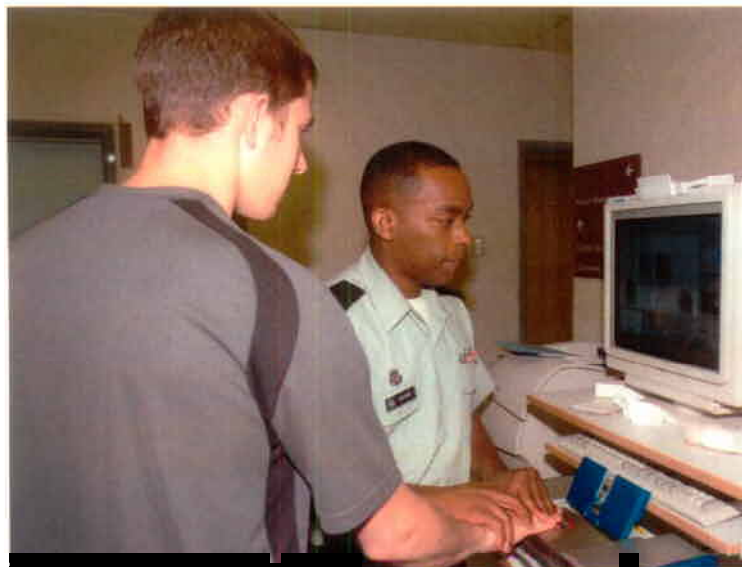
Teamwork – We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers and stakeholders.

Respect – We foster an environment of mutual respect and open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.



This plan reinforces our value system and our beliefs on how our workforce and customers are treated. We strive to create a culture of improvement to set the foundation for mission accomplishment.

USMEPCOM's Human Capital Strategic Plan defines us as a learning organization that directs our training goals and guides our learning strategies so that we may create our future.





USMEPCOM Transformation

The human capital transformation will ensure that USMEPCOM's personnel remains proficient with the required skill sets that support the challenges of the 21st Century in order to maintain a workforce that is responsive, competent and skilled with the changing mission requirements. It is our desire to create an environment of continuous-learning.

To further strengthen our commitment to our workforce, USMEPCOM leadership will focus on the strategic initiatives involved in human capital management and learning to develop solutions. We will:

- Create an environment where change is valued and can thrive;
- Examine and test new and original ideas regarding training policies, programs, procedures and initiatives;
- Realize the significance and worth of people and their role in the accomplishment of the mission.

It is essential that we assist our personnel in career-development that will aid in job-fulfillment and success to support mission requirements over time. Therefore, we must provide the framework and foundation to support the development of competencies to ensure that our capabilities are in place to meet the ever-changing demands of today's and tomorrow's missions. We value the importance and the necessity of our workforce training, developmental and educational requirements. We must demonstrate our commitment to capitalize on our workforce talents and continue to enhance their expertise and advance their professional careers and leadership capability while improving their quality of life. Leveraging the talents and capabilities of our personnel is a vital component of the Human Capital Strategic Plan.

A support system within the Command will be established so that personnel may transition to their next career or cross-train as necessary to provide competency development and learning capabilities that enhance our business initiatives and assist in meeting future workforce/workplace challenges.





Human Capital Plan Overview and Goals

Overview: The Strategic direction is to become an optimal organization through policies, programs and initiatives that foster career/professional progression, promote an improved workplace environment, and offer work-life balance opportunities.

Goal 1

Results-Oriented Performance Culture

USMEPCOM is a mission-focused, results-oriented, high performing culture.

- Objective 1.1** Review and assess policies and programs that focus on culture, individual performance, diversity management and training and education.
- Objective 1.2** Strengthen the linkage between performance and compensation, and between performance and retention through interactive mentoring/coaching and training.
- Objective 1.3** Design and implement a mission-focused performance system that drives culture and individual performance to accomplish organizational goals and enhance workplace performance.

Goal 2

World Class Leaders

USMEPCOM has diverse leaders who effectively mentor/guide the workforce to ensure continuity of leadership, sustain a learning environment, and drive continuous improvement.

- Objective 2.1** Review and assess the current leadership succession pipeline for continuity and diversity.
- Objective 2.2** Strengthen leadership competencies to enable USMEPCOM to be an optimal organization.
- Objective 2.3** Narrow leadership competency gaps through training, coaching and mentoring.
- Objective 2.4** Design and implement policies and programs (develop training) to mentor/guide future leaders, ensuring diversity, readiness and effective operations.



Human Capital Plan Overview and Goals

Goal 3

Mission Ready Workforce

USMEPCOM has a highly capable workforce, characterized by agility, flexibility and diversity.

- Objective 3.1** Review and assess current and future workforce requirements to ensure continuity of a diverse, optimally-mixed, appropriately-located personnel/resources.
- Objective 3.2** Develop a competency-based approach to fulfill workforce requirements that support the Command's environment.
- Objective 3.3** Narrow competency gaps through training, coaching and mentoring.
- Objective 3.4** Design and implement programs that enhance the ability to recruit, hire,

Goal 4

Maximize Human Resource Support

Human Resource support staff is customer oriented and strategically focused to enhance Human Resource competencies and business practices that support USMEPCOM's mission.

- Objective 4.1** Review and assess current and future workforce/workplace requirements to ensure capabilities and strengths of the Human Resource support staff to train, develop and mentor USMEPCOM's workforce.
- Objective 4.2** Develop a competency-based approach to fulfill requirements for Human Resources support staff to cultivate USMEPCOM's environment.
- Objective 4.3** Narrow Human Resource support staff competency gaps through recruiting, training, coaching and mentoring.
- Objective 4.4** Design and implement human resource business practices that provide the optimal human resource service.





Human Capital Operating Principles

In order to achieve the goals of USMEPCOM's Human Capital Strategic Plan and become an optimal organization, we are reminded to:

- Build technically competent and confident teams of employees that approach issues and concepts involving the management, use and support of our employees from a strategic perspective;
- Provide responsive, USMEPCOM integrated, innovative and professional services/solutions to meet the requirements of national defense in the 21st Century;
- Adopt innovative approaches to build and retain a flexible, agile and mission-ready workforce;
- Institutionalize a culture of continuous improvement in which training and education are highly valued;
- Develop and implement learning strategies that support the Command's strategic direction.



The focus on accountability, results and values is critical to the success of our mission and the Human Capital Strategic Plan. It is vital to develop long-term and short-term strategies that will assist our employees in remaining flexible, agile and ready for every challenge and opportunity. Further, we aim to deliver the right competency-based learning opportunities to our diverse workforce.

Due to USMEPCOM's vast geographical locations, it is necessary to use various education and training methods and approaches to ensure that our workforce has access to opportunities for professional growth. It is important that we leverage technology opportunities to ensure viable training requirements are offered and met for all employees.



Conclusion

The USMEPCOM Human Capital Strategic Plan sets the direction and provides the goals and strategies to create our future. It is imperative that we meet the realities of evolving technology and globalization, joint operations, national security requirements and a rapidly changing workforce. We must be able to continue to function as an integrated part of the Total Force. Continuous assessment of the Human Capital Strategic Plan must be maintained to measure the results.



Shift human resources from rote data collection to value-added customer service and support where the human touch makes a profound difference.”

- Bill Gates -