



UNITED STATES MARINE CORPS
MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE
PSC BOX 20005
CAMP LEJEUNE NC 28542-0005

MCIEAST-MCB CAMLEJ 12250.1
G-1

03 DEC 2014

MARINE CORPS INSTALLATIONS EAST-MARINE CORPS BASE CAMP LEJEUNE ORDER
12250.1

From: Commanding General
To: Distribution List

Subj: STRATEGIC WORKFORCE PLANNING PROCEDURES

Ref: (a) MCO 12250.2
(b) MCICOMBul 12000 of 11 Jan 13
(c) CG, MCIEAST-MCB CAMLEJ ltr 12000 G-1 of 1 Feb 13
(d) MARADMIN 044/14 of 29 Jan 14

Encl: (1) Plans of Action and Milestones

Report Required: Strategic Workforce Planning Toolbox Extract
(Report Control Symbol Exempt) par. 3b(2)

1. Situation. To establish policy and assign responsibility for Strategic Workforce Planning (SWP) in accordance with the references.

2. Mission. To execute strategic workforce planning principles and procedures necessary for effective workforce management in support of command-level missions throughout Marine Corps Installations East-Marine Corps Base Camp Lejeune (MCIEAST-MCB CAMLEJ) and to identify areas for cost savings associated with civilian labor across the Future Years Defense Program (FYDP).

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Per the references, Commanding Officers will direct the conduct of Strategic Workforce Planning (SWP) at the command level and are required to supervise the efforts of their command SWP working groups in order to identify areas for cost savings (across the FYDP) in civilian labor execution. Additional planning guidance and instructions may be provided by the MCIEAST-MCB CAMLEJ Regional Strategic Workforce Planning Team (SWPT).

(2) Concept of Operations

(a) SWP enables leaders to approach its human resources management responsibilities with a proactive, forward-thinking, and multi-disciplined strategy designed to align an organization's

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workforce requirements directly to its strategic priorities and mission. Specifically, SWP is a systematic process for identifying, acquiring, developing, shaping, and retaining the workforce necessary for organizations to complete their mission. The SWP process clearly identifies areas of concern and develops targeted action plans to overcome those barriers to success.

(b) It simply requires a commitment from all stakeholders, from the senior leader(s) to supervisors, from Human Resource (HR) professionals to manpower analysts. This is a comprehensive approach to human resources management that will further enable organizations to have the right people in the right place at the right time to successfully accomplish the mission.

(c) The model is based on a six-step process that is conducted on an annual basis:

1. Strategic Planning. Develop mission goals, objectives, and priorities that enable the organization to achieve a desired future state.

2. Current Workforce Analysis. Review and assess various aspects of the current workforce, including position requirements, demographic makeup, funding, end-strength, full-time equivalent levels, competencies, attrition rates, vacancies, and organizational climate. Determine trends and impacts based on current and historical data.

3. Future Workforce Analysis. Assess the future or desired end-state in the same workforce terms as Step 2. Additional factors are also considered that may impact the future workforce such as projected attrition, anticipated retirements, changes in structure, changes in mission, new technology, organizational realignment, and/or new competency requirements.

4. Gap Analysis. Analyze quantitative and qualitative differences between Step 2 and Step 3 to identify and prioritize differences, or "gaps" based on mission and strategic priorities.

5. Workforce Action Plan (WAP). Develop plans that outline the strategies that will be employed to close each critical gap. Plans should contain detailed information on action steps required to complete the strategies, roles and responsibilities, and milestones.

6. Execute and Monitor. Implement the WAP and monitor progress. Review and adjust the plan as required.

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(d) The goal is not to cut structure or billets, but to conduct a thorough analysis and make adjustments to the existing force as required to ensure the workforce is tailored to meet mission requirements.

(e) During SWP, Commanders and MCIEAST-MCB CAMLEJ General and Special Staff Department Heads will:

1. Develop, review, and analyze mission requirements.
2. Identify critical management considerations when reshaping.
3. Minimize the need for Reduction in Force (RIF) as a result of reshaping.
4. Communicate reshaping effort.

b. Subordinate Element Missions

(1) Subordinate Commanders shall:

- (a) Establish a SWPT to implement SWP on an annual basis.
- (b) Assign SWP working group members in writing to serve as the principles for planning and monitoring execution of the SWP process.
- (c) Provide the SWPT with strategic guidance affecting mission direction/requirements over the next three to five years, setting priorities and establishing operating constraints.
- (d) Develop, review, and analyze mission requirements.
- (e) Identify critical management considerations.
- (f) Ensure tenets of manage-to-payroll are applied throughout the SWP process to ensure maximum flexibility in civilian labor execution.
- (g) Be prepared to inform the civilian workforce of this planning initiative and the resultant findings and recommendations.
- (h) Upon conclusion of SWP, but no later than 1 August 2015, provide the Commanding General (CG) MCIEAST-MCB CAMLEJ a WAP (Strategic Workforce Planning Toolbox Extract) under cover letter with an executive summary that outlines the strategies employed to close each critical gap and strategies employed for achieving cost savings (across the FYDP) as directed by the Commander, Marine Corps Installations Command (COMMCICOM).

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(2) MCIEAST-MCB CAMLEJ General and Special Staff Department Heads shall:

(a) Conduct SWP at the department/staff levels and identify a two percent cost savings per year in civilian labor execution across the FYDP by 9 January 2015.

(b) Identify Voluntary Early Retirement Authority (VERA)/Voluntary Separations Incentive Pay (VSIP) candidates to the Assistant Chief of Staff (AC/S), G-1 each September for execution prior to March of the following year.

(c) Ensure the tenets of MTP are carefully applied throughout the SWP process to ensure maximum flexibility in labor resource allocation.

(d) Identify department/staff points of contact for the SWPT to the AC/S, G-1.

(3) AC/S, G-1 shall:

(a) Serve as the project lead for SWP.

(b) Coordinate SWPT meetings and provide regular feedback to the CG and staff on the progress of SWP efforts.

(c) Monitor installation and department/staff labor execution to ensure compliance with adjusted labor ceilings.

(d) Make any necessary T/O changes resulting from installation or department/special staff SWP efforts.

(4) AC/S, G-3/5 shall:

(a) Assign a member to the SWPT.

(b) Serve as a subject matter expert regarding functional area and organizational mission requirements.

(5) AC/S, G-4 shall:

(a) Assign a member to the SWPT.

(b) Serve as a subject matter expert regarding functional area and organizational mission requirements.

(6) AC/S, G-8 shall:

(a) Assign a member to the SWPT.

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(b) Provide Subordinate Commanders their labor execution ceilings with the two percent reduction for each year of the FYDP.

(c) Monitor installation and department/staff labor execution to ensure compliance with adjusted labor ceilings.

(d) Provide the SWPT a labor execution monitoring tool that indicates labor ceilings, including the two percent reduction, and the current installation and department/staff labor execution.

(e) Provide guidance and associated data to the Subordinate Commanders, General and Special Staff Department Heads, and the SWPT.

(7) Director, Civilian Human Resources Office-East and Southeast shall:

(a) Assign a member to the SWPT.

(b) Serve as a subject matter expert regarding all civilian labor issues and workforce shaping tools.

(c) Provide any necessary SWP information to labor organizations.

(d) Provide demographic information on the number of employees eligible for retirement.

(e) Provide HR guidance to the Subordinate Commanders, General and Special Department Heads, and the SWPT.

(8) Director, Business Performance Office shall:

(a) Assign a member to the SWPT.

(b) Serve as a subject matter expert regarding all business performance and continuous process improvement (CPI) methodologies.

(c) Provide CPI guidance to Subordinate Commanders, General and Special Staff Department Heads, and the SWPT.

(9) SWPT shall:

(a) Develop a SWPT Charter for approval by command leadership.

(b) Conduct SWP and report findings and recommendations to leadership.

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(c) Establish and execute WAPs that address gaps discovered during planning assessments and analysis.

c. Coordinating Instructions

(1) Subordinate Commanders and MCIEAST-MCB CAMLEJ General and Special Staff Department Heads will supervise SWP efforts and report the results of their planning efforts to the Commanding General (CG), MCIEAST-MCB CAMLEJ via the AC/S, G-1 no later than 1 August 2015.

(2) Monthly/Quarterly status update requirements will be promulgated by the MCIEAST-MCB CAMLEJ SWPT.

(3) Conduct initial position-by-position review of current and future workforce needs to establish a multi-year plan and annually review and update in accordance with reference (a).

(4) Develop, disseminate, and monitor workforce action plans.

(5) Avoid RIF actions if possible.

(6) Avoid furloughs if possible.

(7) Increase the number of career ladder and internship recruitments.

(8) Reassign surplus employees.

(9) Reduce grade requirements when feasible.

(10) Separate temporary employees when feasible.

(11) Separate reemployed annuitants when feasible.

(12) Utilize VERA/VSIP when feasible.

(13) Standardize positions by grade/series and naming conventions throughout the region when possible.

(14) Identify by command, excess or additional Table of Organization (T/O) structure requirements.

(15) Establish baseline T/O, and process Table of Organization and Equipment Change Request (TOECR) as appropriate.

(16) Develop a full sight picture of the civilian labor force so we can anticipate change, and develop a proactive hiring process (demographics).

(17) Identify areas for cost savings across the FYDP.

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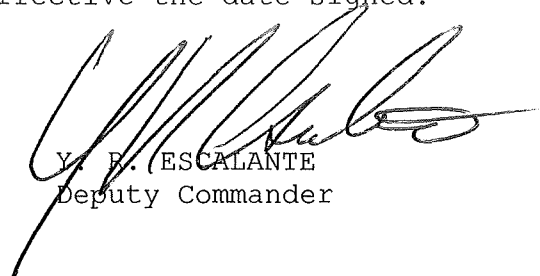
(18) Do not include Non-Appropriated Fund or reimbursable positions.

4. Administration and Logistics. Upon conclusion of the Regional and Installation SWP efforts, the MCIEAST-MCB CAMLEJ AC/S, G-1 will consolidate the findings and recommendations into one brief for the CGs review and forwarding to COMMCICOM.

5. Command and Signal

a. Command. This Order is applicable to all commands, organizations, units, and activities under the command of MCIEAST-MCB CAMLEJ.

b. Signal. This Order is effective the date signed.



Y. B. ESCALANTE
Deputy Commander

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PLAN OF ACTION AND MILESTONES

Step 1: Strategic Planning.

Definition: Develop mission goals, objectives, and priorities that enable the organization to achieve a desire future state.		
Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Higher level guidance external to the organization, for example: <ul style="list-style-type: none"> ○ Commandant of the Marine Corps Guidance ○ Vision 2025 ○ USMC COI Guidance ○ CG MCIEAST-MCB CAMLEJ Strategic Plan ○ CG MCIEAST-MCB CAMLEJ Campaign Plan ○ Relevant Policy Documents • Budget and Manpower Authorizations • Commanders Intent - the Commander's vision of the future of the organization • Organizational Chart • Organization's current Mission, Vision, Function Statements (if available) • List of functions (i.e. administration, security, etc.) and tasks (work being 	<ul style="list-style-type: none"> • Review current Mission/Objectives to examine potential impacts/changes due to: <ul style="list-style-type: none"> ○ New Technology ○ New Programs ○ New Initiatives ○ Elimination of Requirements • Identify significant functions and tasks; eliminate/realign low value tasks. • Identify impact of key constraints on the workforce <ul style="list-style-type: none"> ○ Labor Budget Authorizations ○ Manpower Authorizations ○ Relevant Policy ○ Mission Changes • Prioritize functions/tasks • Develop a future state of the organization that best enables mission accomplishment while 	<ul style="list-style-type: none"> • An Organization Strategic Plan that outlines a vision of the future of the organization and the workforce. The document should highlight: <ul style="list-style-type: none"> ○ Defined Goals ○ Measurable Objectives ○ Function/Task Priorities ○ Summary of significant changes, constraints, and impacts <p>*When assessing your current workforce, all types of employees (military, civilian and contractor) and associated functions and tasks as they relate to the mission must be identified.</p> <ul style="list-style-type: none"> • Mission, Function, Task action plan/extract. • Due 9 January 2015.

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<p>done in support of function) • Organization's goals and objectives</p>	<p>remaining within constraining factors</p>	
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Step 2: Current Workforce Analysis.

Definition: Review and assess various aspects of the current workforce, including position requirements, demographic makeup, funding, end-strength, full-time equivalent levels (FTE), competencies, attrition rates, vacancies, and organizational climate. Determine trends and impacts based on current and historical data.		
Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Step 1 Outputs (Organization Strategic Plan) • Civilian Workforce Data (Contact your servicing Human Resource Office/Human Resource Service Center for assistance) : <ul style="list-style-type: none"> ○ Civilian Workforce Demographics ○ On-board and Vacancy Counts ○ Civilian Gain/Loss Data ○ Historical Data • Manpower Data (Contact your manpower office for assistance) <ul style="list-style-type: none"> ○ T/O Report ○ Approved/Pending TOECRs • Budget Data (Contact your fiscal office for assistance) • Competency Data <ul style="list-style-type: none"> ○ Position Competency 	<ul style="list-style-type: none"> • Assess and Analyze the Current Workforce <ul style="list-style-type: none"> ○ Develop charts and graphs that display important demographics ○ Analyze trends in gains/losses/retirements based on current and historical data ○ Analyze recent competency assessments and compare actual workforce competencies to position requirements ○ Compare workforce demographics to the local market where available • Assess and Analyze the Current Workforce Position Structure and Civilian Labor Budget 	<ul style="list-style-type: none"> • An initial Workforce Analysis Report that contains the following information: <ul style="list-style-type: none"> ○ Executive Summary ○ Graphs, Charts and Tables of important employee demographics ○ Key Workforce characteristics, projections, and trends ○ Competency and Employee Satisfaction analysis, where appropriate • An initial Workforce Planning Document <ul style="list-style-type: none"> ○ Current workforce and position data only • Due 20 February 2015

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<ul style="list-style-type: none">Requirements<ul style="list-style-type: none">o Workforce Competency Assessments• Employee Satisfaction Survey Data<ul style="list-style-type: none">o Climate Survey Resultso Exit Survey Results• Labor Union Factors (if applicable)	<ul style="list-style-type: none">o Review the current T/O, civilian labor funding, Full-time Equivalent (FTE) levels, and on-board datao Prioritize positions based on Step 1 Outputs and identified constraints• Assess employee satisfaction, if desired<ul style="list-style-type: none">o Analyze exit interview datao Analyze climate survey data	
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Step 3: Future Workforce Analysis.

Definition: Assess the future or desired end-state in the same workforce terms as Step 2. Additional factors are also considered that may impact the future workforce such as projected attrition, anticipated retirements, changes in structure, changes in mission, new technology, organizational realignment, and/or new competency requirements.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Organization Strategic Plan • Workforce Analysis Report (current) • Workforce Planning Document • Future Manpower and Budget Authorizations • Budget, Manpower and Human Resource constraints • Information on pertinent Department of the Navy, Department of Defense, and Federal Government initiatives (e.g. A-76 Guidelines) • Projected Future Environmental Factors that could affect the workforce (e.g. economic conditions) • COI Guidance 	<ul style="list-style-type: none"> • Develop the future structure and vision of the workforce with consideration to the inputs to the left. • Focus on how efficiencies can be gained and how redundancies can be eliminated over time • Highlight any issues/risks that may impact the workforce or mission in the future using outputs of the Organization Strategic Plan, and trend and projection data from the Workforce Analysis Report 	<ul style="list-style-type: none"> • A completed Workforce Analysis Report (current and future) and Workforce Planning Document. • A roadmap towards a future workforce should include: <ul style="list-style-type: none"> ○ Projected Workforce Requirements/ Organizational Chart ○ Proper Workforce mix: <ul style="list-style-type: none"> ▪ Number and type of workforce by series/military occupational specialty, grade, appointment, etc. ○ Added or removed positions ○ Skills/competencies needed ○ Identified risks and assessed Impact

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		<ul style="list-style-type: none">• The Workforce Planning Document should contain a yearly review of the planned workforce structure with a comparison of planned civilian labor costs to budget authorizations.• <i>Due 3 April 2015</i>
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Step 4: Gap Analysis.

Definition: Analyze quantitative and qualitative differences between Step 2 and Step 3 to identify and prioritize differences, or "gaps" based on mission and strategic priorities.		
Inputs	Processes	Outputs
<ul style="list-style-type: none"> • <i>Workforce Analysis Report</i> • <i>Workforce Planning Document</i> • <i>Organization Strategic Plan</i> • <i>Future workforce roadmap (if completed)</i> 	<ul style="list-style-type: none"> • Identify gaps between the current state of the workforce defined in step 2 and the planned future state of the workforce defined in step 3 • Prioritize the importance of the gaps relative to accomplishment of the mission 	<ul style="list-style-type: none"> • A <i>Prioritized Gap List</i> that provides each identified workforce gap and prioritizes these gaps per impact on mission. The Prioritized Gap List is completed using the <i>Gap Analysis Template</i>. • <i>Due 29 May 2015</i>

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Step 5: Workforce Action Plan.

Definition: Develop plans that outline the strategies that will be employed to close each critical gap. Plans should contain detailed information on action steps required to complete the strategies, roles and responsibilities, and milestones.		
Inputs	Processes	Outputs
<ul style="list-style-type: none"> • <i>Prioritized Gap List</i> 	<ul style="list-style-type: none"> • Review the Prioritized Gap List to determine the appropriate strategies to close the gaps • Develop a Workforce Action Plan that addresses the following for each gap: <ul style="list-style-type: none"> ○ Strategy(s) used to close gap ○ Roles and Responsibilities ○ Action steps required to complete the strategies ○ Milestone dates for completing the action steps ○ Required resources ○ Progress indicators 	<ul style="list-style-type: none"> • A comprehensive <i>Workforce Action Plan</i> that addresses each gap • <i>Due 17 July 2015</i>

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Step 6: Execute and Monitor.

Definition: Implement the Workforce Action Plan and monitor progress. Review and adjust the plan as required.		
Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Workforce Action Plan 	<ul style="list-style-type: none"> • Execute the Workforce Action Plan • Monitor progress using the evaluation metrics listed in the plan • Conduct periodic reviews of manpower, budget and HR data to gauge progress of action plan strategy implementation: <ul style="list-style-type: none"> ○ T/O Reviews ○ On-Board Status Reports ○ Civilian Labor Budget Execution ○ Contractor on-board and cost data • Adjust the plan as necessary based on periodic reviews to include reprioritization of gaps as required 	<ul style="list-style-type: none"> • Updated Workforce Action Plan <ul style="list-style-type: none"> ○ Update each item in the Action Step List to reflect current <i>Overall Status</i> and <i>Complete</i> status, if necessary. • A Workforce Action Plan Status Report • Due annually NLT 1 September