
***The Commissioned Corps
Transformation Project
Contractor Support:***
**Tasks, Approach and Current
Status**

January 14 2004

Outline

- Background
- Contractor Team
- Task Areas and Overview
- Approach
- Current Status

Background

- Contractor support was solicited through the Program Support Center to assist with the Transformation of the Commissioned Corps
- A contract was awarded to The Lewin Group on September 29, 2003
 - Contract extends through June 30, 2004
- Collaborative effort between the Corps and The Lewin Group

Questions

- Contractor support will help us address three major questions:
 - What is the best way to communicate the mission and value of the Corps to potential recruits, agency employers and the public?
 - What force management systems will best support the mission of the transformed Commissioned Corps?
 - How should we train new officers and provide ongoing career development?

Some Key Policy Issues

- To ensure a more flexible, mobile and deployable Commissioned Corps:
 - Should the Corps have a greater role in determining the positions (requirements) to be filled by officers?
 - Should the Corps have greater responsibility for ensuring positions are filled?
 - Should the Corps have a greater role in the assignment and rotation of officers?

Contractor Team

- The Lewin Group is the prime contractor
 - Experience in both health policy and Uniformed Services workforce issues
- Subcontractors
 - The Human Resources Research Organization (HumRRO)—Experts in training and career development
 - Recca/Stanton & Partners—Specialists in marketing and communications

Three Major Task Areas

➤ Recruitment of officers

➤ Force Management

➤ Training

Overview

Supply of Officers

Recruiting and Retention

Training

Career experiences

Assignment System

Incentives

Information

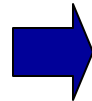
Matching

Demand for Officers

Determination of needs

Billet standards

Billet review and approval



Recruitment of Officers

- Recruiting goal models
 - Estimate the number and type of new officers required each year
- Accession programs
 - Analyze programs and incentives
- Communication strategy and materials
 - Develop messages
 - Create plan and materials to reach audiences

Recruitment of Officers: Approach

- Recruiting goal models
 - Construct quantitative model of retention and losses
 - Model will estimate recruiting goals to meet staffing requirements
- Accession programs
 - Assess effectiveness of programs in Corps
 - Consider ideas from other organizations
 - Conduct interviews, literature search and data analysis

Recruitment of Officers: Approach

- Communication strategy development
 - Conduct focus with practitioners and students in four largest professional categories
 - Meet with employers and associations
 - Analyze website based on electronic survey and industry best practices
- Communications materials development
 - Research most effective media
 - Develop print ads, radio, brochures, CD-ROMs
 - Redesign website using online survey as input

Force Management

- Revise billet system
 - Develop high-level typology highlighting mission contribution and deployability
 - Develop billet standards
 - Improve review and approval processes
- Formulate concepts for centralized force management and execution system
 - Project force needs through planning tools
 - Improve job matching and assignment
 - Create policies/incentives to staff hard-to-fill positions
- Develop training for agency officials

Force Management: Approach

- Revise current billet system
 - Review current billet system and develop tentative concepts for change
 - Engage policy-level panel to modify/refine high-level concepts
 - Engage professional and technical experts (PACS) to advise on detailed billet standards

Force Management: Approach

- Formulate concepts for centralized force management and execution system
 - Construct model to forecast manpower requirements
 - Review alternative assignment systems
 - Enhance web-based job postings and matching
 - Engage panel of officers to discuss problem of hard-to fill positions and possible solutions
 - Hold focus group to solicit officer views on alternative assignment methods/policies
 - Solicit feedback from policy panelists

Training

- Expand Basic Officer Training Course
 - Course syllabus and schedule
 - Estimate of resource requirements
 - Implementation plan
- Develop advanced distributive learning framework
- Create a professional development system
 - Officer career paths aligned with mission

Training: Approach

- Expand Basic Officer Training Course
 - Review current course/materials
 - Interview Corps leaders to discuss requirements
- Develop advanced distributive learning framework
 - Review literature and applications
 - Review Corps needs and available resources
- Create professional development system
 - Review current career paths and promotion criteria
 - Solicit views of junior and senior staff

Internal Advisory Groups

- Task Order Officers: RADM Knouss and Williams
- Resource Group: RADM Lawrence, Deputy Assistant Secretary for Health Operations and Assistant Surgeon General; RADM Moritsugu, Deputy Surgeon General; RADM Knouss, Williams, Shekar, Babb; CAPTs Canton and Furman; LCDR Datta; and LT Mahmud
- “Missions and Billets” Policy Panel: Senior-level panel to advise on broader policy-related issues
- Technical Panel on Billet Standards: PACS and representatives
- Hard-to-fill billets: Technical panel to advise regarding “hard-to-fill” billets and locations, and alternatives for mitigation
- Senior Official and Junior Officer Consultations: Discussions, at appropriate time, with senior and junior officers to provide insight and feedback regarding possible changes in career and manpower management

External Groups

- To improve methods and themes for recruiting officers, we will consult:
 - Representatives from major professional associations (medicine, nursing, dentistry and pharmacology)
 - Students in these professional areas

Status

- Work plan complete
- Data collection underway
- Organizing panels and focus groups
- Working papers on key issues/concepts in progress