



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



PERSONNEL AND  
READINESS

MAY 24 2010

MEMORANDUM FOR UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Revalidation of Functional Community Manager Designations and Mission  
Critical Occupations

REFERENCE: (a): USD P&R Memorandum of 19 Dec 08, Functional Community  
Manager Designations  
(b): DoD INST 1400.25, Volume 250, Civilian Strategic Human Capital  
Planning of 18 Nov 08

I ask your assistance in revalidating the individuals designated to serve as Functional Community Managers (FCMs) for your critical mission areas, pursuant to reference (a), as well as the currently designated enterprise Mission Critical Occupations (MCOs). A listing of current Office of the Secretary of Defense (OSD) FCMs and MCOs is at attachment 1. A copy of reference (a) is at attachment 2.

Reference (b) establishes policy and procedures for the development and execution of the Department's Strategic Human Capital Management Plan, and outlines a construct of strategic planning through OSD level FCMs. To appropriately scope the Department's workforce planning efforts, the Department has identified enterprise MCOs on which planning efforts initially will be focused. These occupations represent those that are essential to the Department's mission success and/or have recruitment/retention challenges that are of such concern as to warrant structured succession planning. Identification of enterprise MCOs does not prohibit the Components from designating additional Component MCOs that are specific to their mission success.

The OSD FCMs, in conjunction with designated Component FCMs, OSD and Component leadership, and Manpower, Budget, and Human Resources representatives, are responsible for developing, implementing, and monitoring civilian workforce planning for their respective functional areas, thereby ensuring the Department has the



talent it needs to meet current and future mission requirements. Optimum strategic workforce planning takes into account current and emergent mission requirements, new technologies and changing business practices, Departmental goals, and workforce demographics. Appointment of knowledgeable FCMs, therefore, is imperative to bring an informed career perspective to forecasting efforts.

With the support of the FCMs, the Department completed its MCO workforce planning cycle for 2009, resulting in significant progress against the National Defense Authorization Act (NDAA) FY 06 and 07 requirements. These requirements have been reinforced and expanded by Section 1108 of NDAA FY 10; accordingly, the need for knowledgeable FCMs is even more important.

Please review the attached listing of current OSD FCMs and provide confirmation that your designee is still valid; if he/she is not, provide a new nominee with his/her contact information. The attached reference (a) memorandum provides additional information on FCM responsibilities and the attributes that nominees should possess in order to be nominated. Also please review the designated MCOs and confirm/edit as appropriate. Please submit requested information to Ms. Robin Gieniewski (703-696-8816) at [robin.gieniewski@cpms.osd.mil](mailto:robin.gieniewski@cpms.osd.mil), by June 4, 2010.

Thank you in advance for your continued support of the Department's civilian workforce planning efforts.



Clifford L. Stanley

Attachments:  
As Stated



## Functional Communities and Mission Critical Occupations

OSD Designated Functional Communities	Mission Critical Occupation (Series)	MCO Description	Functional Community Managers
Acquisition	1102	Contracting	Shay Assad, ODUSD(AT&L); Frank Anderson, Director DAU
	1910	Quality Assurance	
Civilian Expeditionary Workforce (CEW)	Cross-cutting	N/A	Marilee Fitzgerald, Acting DUSD(CPP)
Engineering (Construction)	0810	Civil Engineering	Robert Stockbower, Army Corps of Engineers
Financial Management	0501	Financial Administration	Sandra A. Gregory, Special Assistant to the USD (Comptroller)
	0510	Accounting	
	0511	Auditing	
	0560	Budget Analysis	
Human Resources	0201	Human Resources	Marilee Fitzgerald, Acting DUSD(CPP)
Information Technology Mgmt	0854	Computer Engineering	Joyce France, NII/DoD-CIO
	0855	Electronics Engineering	
	2210	Information Technology Management	
	1550	Computer Science	
Installation and Environment	0018	Safety & Occupational Health	Curtis Bowling, OUSD (AT&L)/I&E/ER&S
	0081	Firefighter	
Intelligence	132	Intelligence	TBD
Law Enforcement	0083	Police	John Awtrey, Director, Law Enforcement Policy and Support, DHRA
Leadership	Cross-cutting	N/A	Sharon Stewart, OSD Executive Sponsor; David Rude, OSD Leadership FCM Chair
Linguists/Language	1040	Language Specialist	Nancy Weaver, DLO
Logistics Management (Non-DAWIA)	0346	Logistics Management	Alan Estevez, PADUSD(L&MR)
Medical	0602	Medical Officer	Maureen Viall, Office of the ASD (Health Affairs);
	0610	Nurse	
	0660	Pharmacist	
	0180	Psychologist	
	0185	Social Work	
National Security Professionals	Cross-cutting	N/A	Kirstin Austin, Office of the DUSD(CPP)
Science & Tech-Modeling & Simulation	Cross-cutting	N/A	Dr. John Fischer, ATL, OSD
Security	0080	Security Administration	TBD
Senior Executive Service	Cross-cutting	N/A	Marilee Fitzgerald, Acting DUSD(CPP)



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DEC 19 2008

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ASSISTANT SECRETARIES OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT  
OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT

SUBJECT: Functional Community Manager Designations

I seek your assistance in nominating individuals to serve as Functional Community Managers (FCMs) for your critical mission areas.

Department of Defense Instruction (DoDI) 1400.25 Volume 250, Civilian Strategic Human Capital Planning (SHCP), which was issued November 18, 2008, establishes policy and sets forth procedures for the development and execution of the Department's SHCP, with a focus on addressing current and future competency and knowledge management issues. It discusses the creation and responsibilities of Office of the Secretary of Defense level FCMs, who, in concert with Component FCMs, DoD and Component leadership, and Manpower and Human Resources Representatives, will develop, implement and monitor workforce planning for their respective functional areas. A listing of FCM responsibilities is attached for your information.


Your nominee(s) should be a senior level personnel who is extremely knowledgeable of his/her respective functional area, and the environmental and mission factors that will impact the workforce needs and future operation of the functional area. Nominees should also be familiar with, and interested in, strategic human capital management, recognizing its importance in ensuring the Department has the talent it needs to meet future mission requirements.

Please send the following information, by January 9, 2009, to Leigh Ann Watts at [leigh.watts@cpms.osd.mil](mailto:leigh.watts@cpms.osd.mil):

Name of your nominee  
Nominee's e-mail address  
Nominee's Phone Number  
Functional Area, e.g., Financial Management/Contracting/Logistics



I understand what a busy time it is as we transition to a new administration. This type of strategic workforce planning, however, is essential in our war for talent and, ultimately, to the execution of our National Defense mission. I know, therefore, I can count on your support. I look forward to receiving the name of your nominee and his/her contact information.



David S. C. Chu

Attachment:  
As Stated



## **RESPONSIBILITIES OF OSD FUNCTIONAL COMMUNITY MANAGERS**

Office of the Secretary of Defense Functional Community Managers (OFCMs) will work with Component FCMs (CFCMs), manpower and human resources representatives, and Component/Command leadership to lead, monitor and track the implementation of DoDI 1400.25, Volume 250, Civilian Strategic Human Capital Planning (SHCP) in their respective communities, DoD-wide, against mission requirements. Their responsibilities will include leading, coordinating and monitoring the following:

- a. Analysis of current and projected mission requirements (both expeditionary and non-expeditionary), environmental influences, attrition and retirement trends, and workload forecasts to identify current and future community manpower requirements.
- b. Analysis of the numbers in the community against projected manpower needs to identify workforce gaps.
- c. Assessment of the competencies of the community members against those needed for mission performance to identify competency gaps.
- d. Development and implementation of strategies to address the identified workforce and competency gaps, including career development roadmaps.
- e. Assessment of the effectiveness of the strategies in reducing workforce gaps.
- f. Assessment of functional training and other strategies to ensure closure of identified competency gaps.
- g. Assessment and monitoring of competency-based workforce requirements to ensure the readiness of the community expeditionary workforce capability.
- h. Review and provision of input to annual reporting requirements mandated by NDAA 2006 and any other reporting requirements established by DUSD(CPP).
- i. Coordination and leveraging Component, Community and InterAgency best practices.
- j. Advocacy for regulatory and statutory changes when necessary.
- k. Recommendation of functional program budget requirements that address human capital initiatives.
- l. Assurance of commonality of requirements' determination processes based on mission requirements.
- m. Assurance of common analytical approaches and nomenclatures, where appropriate.