



# Transforming Naval Personnel Management

*“For much of the last century, America's defense relied on the Cold War doctrines of deterrence and containment. In some cases, those strategies still apply. But new threats also require new thinking.”*

President George W. Bush, USMA, West Point, NY

*“Tomorrow our heavy forces will be lighter; our light forces must be more lethal, and all must be easier to deploy. It will be a force that will not only be interoperable, but responsive, agile and capable of capitalizing on the revolution in information and the advances in technology which are taking place every year.”*

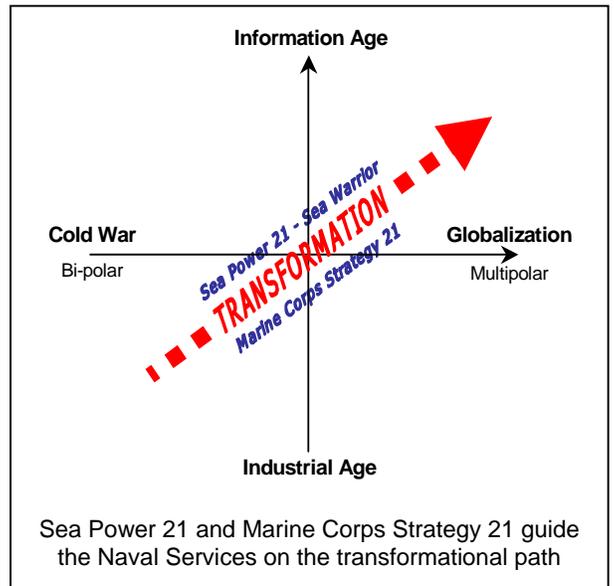
Secretary Donald H. Rumsfeld, Ft. Hood, TX

## ***Quantum Leap into a Globalized Information Age ~***

*From 1947 to 1989, the Cold War defined our national security efforts: the U.S. versus the Soviets; capitalism versus communism; and freedom versus the Iron Curtain. We built and poised naval forces for large-scale, blue water, prolonged warfare operations, and we designed personnel systems to maintain large standing forces, favoring stability over agility, redundancy over efficiency, and simplicity over flexibility. Effectively building and maintaining these massive forces required Industrial Age business and management processes.*

*With the fall of the Berlin Wall in 1989, globalization is shaping a “new world order.” Nations, cultures, businesses, and people have become more accessible and more exposed than ever before. Threats to homeland and international security come from multiple directions in diffused and difficult to predict ways. As a result, our Navy and Marine Corps are responding to new requirements, deploying more often, and more quickly, to more places than anytime in the past fifty years.*

*Information technology and modern business processes are required to support the naval response to the Global War on Terrorism. The accelerating accessibility and abundance of information is enhancing the performance of our warfighters and those who support them. Whether accurately locating and transmitting target geo-coordinates on the battlefield, skillfully identifying fast moving threats on electronic displays onboard ships, or effectively managing logistics pipelines, naval personnel are expected to be expert information-enabled workers of the 21<sup>st</sup> century. These changes are reshaping the workforce, resulting in people learning to operate in a knowledge-centric environment, changing careers and jobs more frequently, expecting higher responsiveness from management, and significantly increasing productivity.*



## ***People Are Our Force Multiplier ~***

*Winning the Global War on Terrorism requires leveraging technologies, business practices, and human resource and leadership principles to realize the full potential of people in a global Information Age. Succeeding requires a total force of dedicated, courageous, innovative professionals—Sailors and Marines (active duty and reserve), civilians and contractors—who can master the challenges of this new operating and business environment. Naval personnel management needs to be effective, agile, flexible, and cost-efficient to recruit, train, retain, and employ these professionals, and to fully exploit our asymmetric advantage.*

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## ***Learn More About These Issues !***

Visit these—and other—resources available on the internet or in hard copy ~

### **Documents, Articles, Speeches**

- **President George W. Bush's 2003 Commencement Speech at the United States Military Academy**  
<http://www.whitehouse.gov/news/releases/2002/06/print/20020601-3.html>
- **Naval Power 21**  
<http://www.chinfo.navy.mil/navpalib/people/secnav/england/navpow21.pdf>
- **Sea Power 21**  
<http://www.chinfo.navy.mil/navpalib/cno/proceedings.html>
- **Marine Corps Strategy 21**  
[http://www.usmc.mil/templateml.nsf/25241abbb036b230852569c4004eff0e/\\$FILE/strategy.pdf](http://www.usmc.mil/templateml.nsf/25241abbb036b230852569c4004eff0e/$FILE/strategy.pdf)
- **Transformation Planning Guidance**  
[http://www.oft.osd.mil/library/library\\_files/document\\_129\\_Transformation\\_Planning\\_Guidance\\_April\\_2003\\_1.pdf](http://www.oft.osd.mil/library/library_files/document_129_Transformation_Planning_Guidance_April_2003_1.pdf)
- **The Defense Transformation for the 21<sup>st</sup> Century Act**  
[http://www.oft.osd.mil/library/library\\_files/document\\_131\\_Dod\\_Transformation\\_Act\\_.pdf](http://www.oft.osd.mil/library/library_files/document_131_Dod_Transformation_Act_.pdf)
- **Sea Warrior: Maximizing Human Capital**  
Naval Institute Proceedings, June 2003  
[http://www.skillsnet.biz/Sea\\_Warrior\\_Naval\\_Institute\\_Proceeding1.pdf](http://www.skillsnet.biz/Sea_Warrior_Naval_Institute_Proceeding1.pdf)
- **Special Report: Sea Power 21**  
Seapower Magazine, October 2002  
[http://www.navyleague.org/sea\\_power/oct\\_02\\_52.php](http://www.navyleague.org/sea_power/oct_02_52.php)

### **Suggested Books**

- **The Lexus and the Olive Tree**  
By Thomas L. Friedman  
Anchor Books, 2000  
(Understanding globalization)
- **Managing in the Next Society**  
By Peter F. Drucker  
Truman Talley Books, 2002  
(Management leadership in the 21<sup>st</sup> Century)
- **The Silent Language**  
By Edward T. Hall  
Doubleday & Co., Inc., 1973  
(Complexity of communication)
- **Patterns of Culture**  
By Ruth Benedict  
Mariner Books, 1989  
(Human behavior systems around the globe)

### **Organizational Websites**

- **President's Management Agenda**  
<http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>
- **Office of Force Transformation**  
<http://www.oft.osd.mil/>
- **The Society of Human Resource Management**  
<http://www.shrm.org/>