



DEPARTMENT OF THE NAVY
BUREAU OF MEDICINE AND SURGERY
2300 E STREET NW
WASHINGTON DC 20372-5300

IN REPLY REFER TO
BUMEDINST 12410.6
BUMED-M1
10 Sep 2009

BUMED INSTRUCTION 12410.6

From: Chief, Bureau of Medicine and Surgery
To: All BUMED Headquarters Personnel

Subj: BUREAU OF MEDICINE AND SURGERY WORKFORCE SHAPING IN SUPPORT
OF BASE REALIGNMENT AND CLOSURE-DIRECTED RELOCATION

Ref: (a) Public Law 101-510 as amended through FY 2005 Authorization Act – Appendix
BRAC 198
(b) DON Civilian Human Resources Manual, Subchapter 410,

Encl: (1) Workforce Surveying
(2) Forecasting of Competencies – New and Obsolete
(3) BUMED Headquarters Intern Development Program
(4) Support for Education and Professional Certification or Credentials
(5) Understudy Program

1. Purpose. To announce several recruitment, education, and development initiatives being undertaken at Bureau of Medicine and Surgery (BUMED) Headquarters to maintain the knowledge and skills base of the Federal civilian workforce during the relocation of BUMED Headquarters, as directed in reference (a). Reference (b), available at: https://www.donhr.navy.mil/donchrm/410_SubCHnew.asp, provides guidance and direction for implementing the education and professional certification or credentials options offered within this instruction.

2. Background

a. Reference (a) directed that BUMED, along with DoD and other Service medical headquarters, relocate to a single, contiguous site by mid-September 2011.

b. An analysis of the demographics of BUMED shows that approximately 33 percent of the current BUMED Headquarters Federal civilian workforce will be eligible for voluntary retirement by September 2011. Among those eligible for retirement are many who serve as the corporate memory of the organization.

3. Applicability. This instruction applies to Federal civilian personnel at BUMED Headquarters only.

4. Program Guidance. The workforce shaping initiative has as its primary focus the preservation of the corporate knowledge and skills base of the BUMED Federal civilian workforce. With the potential retirement of many senior and valued personnel, it also provides

a unique opportunity to offer an array of recruitment, education and development opportunities to the current workforce to upgrade and expand their competence during the time of transition. The approved initiatives include surveying the workforce to identify potential losses, forecasting new and identifying outdated competencies, recruiting and developing interns, funding opportunities for education and training for professional certifications, and establishing under-study positions where critical losses are anticipated. Enclosures (1) through (5) contain a detailed description of each initiative.

5. Responsibilities

a. Deputy Chief, Director Total Force (M1) is responsible for providing overall direction and technical advice and assistance for the initiatives outlined in this instruction as well as providing quarterly assessments of the effectiveness of the initiatives to the Chief of Staff and members of the Assistant Deputy Chiefs Council.

b. Deputy Chief, Resource Management/Comptroller (M8) is responsible for ensuring adequate funding for the initiatives. Funding for the intern program will be coordinated with the Navy Medical Support Command.

c. Director for Administration is responsible for the operational management of the initiatives to ensure that they are integrated into the Total Force strategy for BUMED Headquarters.

d. Director for Resource Management/Headquarters Comptroller is responsible for working with the Deputy Chief, Resources Management/Comptroller to ensure the timely and proper execution of funding to support the initiatives.

e. Commanding Officer, Navy Medicine Manpower, Personnel, Training, and Education Command (NAVMED MPT&E) is responsible for providing the personnel support as home activity, and working with the Navy Medicine Support Command (NMSP) and M8 to ensure the necessary funding is available to support the intern program, as described in enclosure (3).

f. Headquarters Workforce Shaping Board is responsible for ensuring the BUMED Federal civilian workforce is aware of the workforce shaping initiatives contained in this instruction. It also is responsible for ensuring the workforce is made aware which graduate and undergraduate educational, professional certificates and credentials are needed and knows when and how to apply. The board will be responsible for making selections of employees whose programs are approved for funding. The Deputy Chief, Director Total Force will determine the composition of the board and ensure that it is chartered.

g. The Chief of Staff will issue a formal letter of offer, based on the Human Resource Departments guidance, to BUMED Headquarters Federal civilian employees at least 30 days prior to the actual relocation. This offer will identify the position that they will occupy after the

relocation and the location of the position. These offers will be made by name and provided personally to all personnel involved. This letter will require a signed written response and it will be treated as a formal commitment. This letter will be clearly identified and officially presented. Training will be provided to help affected personnel understand the offers and to allow them an opportunity to ask and receive answers to their questions and concerns.

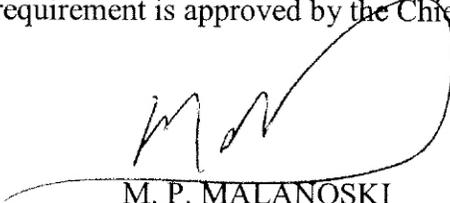
6. Form and Reports

a. Form. BUMED 5300/1 (06-2009), Individual Development Plan (IDP) is available electronically from the naval forms on line Web site at:
<https://navalforms.daps.dla.mil/web/forms/public/home>.

b. Reports

(1) The survey requirements of enclosure (1) are assigned Report Control Symbol BUMED 12410-1. The survey requirements are approved by the Chief of Staff for 3 years from the date of this instruction.

(2) The reporting requirement of enclosure (2) is assigned Report Control Symbol BUMED 12410-2. This reporting requirement is approved by the Chief of Staff for 3 years from the date of this instruction.



M. P. MALANOSKI
Chief of Staff

Distribution is electronic only via the navy medicine Web site at:
<http://navymedicine.med.navy.mil/default.cfm?seltab=Directives>

WORKFORCE SURVEYING

1. Purpose. To assess who within the BUMED Federal civilian workforce is intending to accompany the Headquarters to its new location and to continue employment within the BUMED workforce.
2. Survey Instruments. Since the purpose of the surveys (3 to 5 surveys) are designed to obtain specific information regarding the current BUMED Headquarters Federal civilian workforce's intent about relocating to the locations under consideration, the surveys will be locally developed by the Headquarters Workforce Shaping Board and will be informational in nature. Focus groups of selected personnel may also be used.
3. Survey Information. Surveys will be informal and informational in approach. Since the purpose of the surveys is to gain insight into the intent of personnel to relocate and potential loss of corporate knowledge and skills, surveys will ask for the series and pay band of the employee completing the survey. Employees will be offered the option of providing their names, but it will not be mandatory. Surveys will be conducted periodically because the employees' intent may change over time, especially since potential site locations may change.
4. Formal Letter of Offer. The formal letter of offer is not a part of the surveying and the surveying is not to be a replacement of the formal letter of offer.

FORECASTING OF COMPETENCIES -
NEW AND OBSOLETE

1. Purpose. To ensure that the workforce that relocates has the knowledge and skills needed to be successful subsequent to the relocation.
2. Competency Identification
 - a. Senior leadership within each directorate and staff office will identify any new or emerging knowledge or skill area that is likely to be needed subsequent to relocation. In addition, they will be asked to identify any knowledge and skill area that forms the major part of any employee's position that will be rendered obsolete or no longer required subsequent to the relocation. This will be done at the macro level and thus employees should not expect to have an in-depth review of their specific positions.
 - b. Where knowledge and skills deficiencies are identified, a determination will be made if the knowledge or skill can be developed within the existing workforce or must be recruited for from the outside. Where development is possible, the level of proficiency and the time needed for development must be identified.
3. Results of the Reviews. The primary results from the reviews will be the identification and announcement of training and development opportunities. For any individual whose knowledge or skills have been identified as obsolete, counseling will be provided and a formal development plan will be established within 45 days of identification to provide them with the opportunity to develop competencies that will be needed subsequent to relocation. Every effort will be made to ensure that training targeted toward new or emerging competencies will be completed prior to relocation. Flexibilities for reassignment available under NSPS may be used to facilitate training and placement.

BUMED HEADQUARTERS INTERN DEVELOPMENT PROGRAM

1. Purpose. To ensure the intake of new talent into BUMED Headquarters and to develop those selected for occupational specialties where there is a high likelihood of a vacancy during the period of relocation.
2. Number and Type. The number and type of interns will be the result of projections, made by M1, in potential attrition. Consideration will also be given to emerging competencies and skill areas that are not currently available within the BUMED Headquarters workforce. The projected number of interns at any one time is between 8 and 14.
3. Development and Training. During the period of their internship, interns will be placed on the rolls of the NAVMED MPT&E. The Office of Civilian Personnel Programs (M11) is responsible for developing a 24-month developmental plan for each intern hired. These developmental plans may include on-the-job training, formal training, special assignments, and rotational assignments. M11 is responsible for coordinating training and rotational assignments and assuring that the work assigned to the interns meet the development expectations of BUMED. Interns are encouraged to pursue after-hours graduate education programs during their internship. The programs will be submitted in advance for approval by BUMED.
4. Funding. M8 is responsible for working with NMSC and NAVMED MPT&E to ensure the necessary funding is available for the intern program.
5. Final Placement. Placement upon completion of the intern program will be decided by M1 in collaboration with BUMED senior leadership. It is the goal of the program that intern interests will match the needs of BUMED when final placement decision will be made -- thus, the importance of an accurate forecast of expected needs. Although it is expected that interns will complete a full 24-month internship, some interns may be placed prior to completion as permanent openings arise. In these cases, to the extent practical, the supervisor of the intern will be expected to ensure the training documented in the training plan is completed.

SUPPORT FOR EDUCATION AND PROFESSIONAL
CERTIFICATION OR CREDENTIALS

1. Purpose. To enhance the competency base of the BUMED Headquarters through educational assistance for graduate and undergraduate education programs, as well as for the support for obtaining professional certifications and credentials.

2. Policy. All efforts under this initiative will be in compliance with the provisions of reference (b). Academic programs will be supported on an after-hours, tuition assistance basis. Exceptions may be considered by the Headquarters Workforce Shaping Board where a required course is only available during duty hours.

3. Forecasting and Communicating Needs. Again tied to the forecast of new and emerging competencies and potential vacancies, the pursuit of graduate and undergraduate education, professional certifications, and credentials must be viewed as an investment in BUMED Headquarters' future. In conjunction with BUMED's senior leadership, M1 will project future needs and then communicate to the BUMED Headquarters workforce those educational, certification, and credential programs that will have primary consideration for funding during the next 12 months. Updates on needs and opportunities will be communicated to the workforce at least twice each calendar year. Employees who desire to pursue graduate or undergraduate education, professional certificates, or credentials, that are not specifically identified in the annual forecast, may still submit their request for consideration. However, forecasted needs will have priority for funding.

4. Funding and Approval

a. Proposals will be submitted to the Headquarters Workforce Shaping Board for graduate and undergraduate education, professional certificates or credential programs and will be approved in advance and funded (where available) as entire programs, e.g., a person desiring to obtain certification as a Program Management Professional or to pursue a graduate or undergraduate program in public administration (with a concentration in finance) should submit an application to have the entire certification training or educational program approved.

b. Tuition-assistance subsidies for individual courses will continue, but will be considered outside of this initiative, e.g., employees desiring to begin undergraduate education are encouraged to begin taking individual courses in such areas as mathematics, expository writing, economics, accounting, and information technology. These will be funded as individual courses and not as a single program. Those employees more advanced in their undergraduate programs are encouraged to submit their educational program as a whole for review. If the education program is approved, the courses contained in the program may be funded (conditional on funding availability) without further review by the Headquarters Workforce Shaping Board.

c. BUMED reserves the right to limit funding and participation based on cost, e.g., public colleges and universities may be preferred over more expensive, but comparable programs, at private institutions. For those pursuing programs at a private institution, BUMED also reserves the right to pay partial payment for courses.

d. There may be rare cases in which repayment of existing student loans may be a better investment for BUMED than providing tuition assistance for future graduate or undergraduate education, BUMED reserves the right to choose either tuition assistance or student loan repayment, as appropriate, to address recruitment and retention issues, with an emphasis on forecasted shortages. Employees receiving student loan repayment assistance will generally not also be eligible for tuition assistance for graduate and undergraduate school, although the Headquarters Workforce Shaping Board may grant exceptions.

5. Eligibility

a. Employees must be onboard BUMED at least one year as a Federal civilian – BUMED Headquarters interns are the exception and are eligible upon appointment.

b. Employees must have satisfactorily completed all prior courses funded by BUMED with at least a “C” grade or certificate of completion, or reimburse the Government for the cost of the course and successfully retaken the course (at their own expense) to be eligible for consideration.

c. Continued funding assistance requires a grade of “C” for undergraduate courses, or a “B” for graduate level courses, and successful completion for those involved with professional certificates and credentials.

d. In cases where an employee fails to successfully complete training, employees will be expected to reimburse the Government for the cost of the course or successfully retake the course at their own expense.

e. Participants in academic programs (i.e., graduate or undergraduate) will be required to sign a Continued Service Agreement to remain with BUMED for a period of one year after completion of the approved program. Continuing service obligations for certificate or credential programs will be determined on a case-by-case basis, depending on the level of support involved.

6. Application Procedures. BUMED Headquarters Federal civilian employees desiring to pursue graduate or undergraduate education, professional certificates or credential programs announced by the Headquarters Workforce Shaping Board shall include the following in their applications:

a. Program description and proposed curriculum plan. The plan should include a schedule of courses, credit hours, and the cost for each course.

b. **Statement of Rationale.** The statement should be clearly focused and explain why training is requested and how it will benefit both BUMED and the employee.

c. **Letter of recommendation from the applicant's Rating Official (RO).** The letter should address the employee's current and potential level of performance as it relates to the proposed course of study.

d. **Code endorsement.**

e. **For graduate programs – admission letter, if available.**

7. Application Approval Process and Selection

a. The Headquarters Workforce Shaping Board will approve all graduate or undergraduate education, professional certificates, or credential programs filled on a competitive basis. The Headquarters Workforce Shaping Board will determine and notify the workforce of any additional educational, training, and development programs that it will announce for competitive selection not covered by this instruction.

b. All employees who apply for training will be notified officially of their selection status. Upon selection, they will be advised how to request funding to support approved programs.

c. The following criteria will be considered by the board in making selections. Additional criteria may be added by the Headquarters Workforce Shaping Board. Any additional criteria will be included in the announcements of opportunities.

(1) How closely the proposed program conforms to BUMED's identified need;

(2) Employee rationale for training;

(3) Letter of Recommendation from employee's Rating Official; and

(4) Employee's likelihood of success.

d. In cases where a Continued Service Agreement is required, it will be completed prior to any funding being approved.

UNDERSTUDY PROGRAM

1. Purpose. To provide for succession planning for critical positions that may become vacant during the period of relocation. The understudy program allows for the selection or identification and development of personnel to fill key positions prior to those positions actually becoming vacant.
2. Position Identification. This initiative is again tied to the accuracy of forecasts and the results of workforce surveys. In most cases, understudy positions will be managerial or supervisory positions which require, not only technical expertise, but experience in managing people, workload, and time. All positions suitable for understudy selection will be approved by the Chief of Staff, after consultation with the Deputy Chief or staff code in which it is located.
3. Merit Competition. All understudy positions will be filled through the competitive process. Understudy positions will be advertised to the BUMED Headquarters staff, clearly identifying that it is an understudy position and identifying the target position for the person selected.
4. Pay Setting
 - a. In most cases the person selected for the understudy position will receive no increase in basic pay upon reassignment to the understudy position. The exception will be if the person is required to change pay bands and the change is considered a promotion under NSPS, e.g., the employee is a YA-2 and the understudy position is classified as a YA-3 – with the target position being a YA-3. In those cases, personnel will be given the minimum 6 percent increase.
 - b. Upon assumption of the target position, those selected as understudies will be provided with a 3 percent to 5 percent increase in base pay.
 - c. In those cases where the target position is not available within the 6 months following relocation, understudies will be reassigned to a vacant position in an equivalent pay band that is available. Understudies will not automatically receive any increase in pay under these conditions.
5. Development Plan
 - a. All personnel competitively selected for an understudy position are required to have an Individual Development Plan (IDP), BUMED 5300/1. The IDP will focus on providing managerial and supervisory knowledge and skills; however, training or rotational assignments to improve technical skills or provide exposure are also permitted. In some positions, assignment to working groups outside of Navy Medicine may be a critical part of introducing the understudy to a professional network and thus should be made part of the developmental plan.
 - b. Any components of the development plan that are not completed prior to placement in the target position should still be completed as time and funding allow.