



CENTER FOR CIVIL-MILITARY RELATIONS

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Implementing Strategic Planning: Developing Effective Defense Personnel Management Policies MET (MASL # P309140)

The Center for Civil-Military Relations (CCMR) custom-designed Expanded International Military Education and Training (EIMET) approved workshop entitled "Implementing Strategic Planning: Developing Effective Defense Personnel Management Policies," is conducted by a Mobile Education Team (MET). This course is designed for international civilian officials, military officers in the ranks of lieutenant to major general, and representatives from other relevant government institutions who have personnel management responsibilities in the specific areas of policy, planning, implementing, and overseeing the human resource dimensions of the armed forces.

The key objectives of the course of instruction are to instruct participants in the importance of institution-wide policies and regulations for raising, training and managing the force. Policies, practices, and management policies regarding personnel that have been found to be successful in Western nations will be presented as case studies. Depending upon the specific requirements of a country, a CCMR workshop can address the following contents:

1. Establishing short-, mid- and long-term personnel requirements
2. Transitioning from a conscript to professional force
3. Career progression
4. Effective cohort management
5. Promotion based upon merit
6. Techniques for successful recruitment
7. Managing effective civilian personnel
8. Security Screening

CCMR's approach to teaching Implementing Strategic Planning: Developing Effective Defense Personnel Management Policies is to focus delivery to the specific conditions and unique requirements of a country. In keeping with CCMR's approach to delivering instruction, priority is placed on the educational component of the assistance. This particular course, however, is also ideally suited for participants to produce, as part of the educational component, a country-specific deliverable (e.g., a draft personnel management policies, review of existing management policies, an action plan to implement reforms, etc.). In the development of deliverables, CCMR stresses the importance of:

1. where possible, the importance of their integration with existing processes and systems, and
2. the concurrent development of implementation strategies.

At the end of this course, participants will have mastered an understanding of the importance of the adoption of transparent personnel management rules and procedures, incentives, and matching future requirements to contemporary personnel actions. CCMR strongly recommends that ODC/SAO chiefs identify specific areas of personnel management weakness in a recipient country in order to ensure that the course is designed to address these specific areas, as well as develop draft reforms.

Faculty Teams: CCMR task-organizes each team in order to optimize the specific expertise requested by the ODC/SAO. The specific size of the teams organized for this course will depend upon the number of participants and whether a staff planning exercise is requested. However, as a general rule, CCMR faculty teams for this program are relatively small (two to three individuals) consisting of proven subject-matter experts, who are drawn from around the world.

Translation: The course is taught in English. Where necessary, the course is delivered with simultaneous interpretation into the local language.



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Cost: For planning and programming purposes, the cost of the course will be determined on the individual basis: 1) IMET—USD 30,000 (plus travel and expenses); 2) FMF/FMS—USD 35,000 (plus travel and expenses). Actual course cost will vary according to the educational requirements of the recipient country.