



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



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PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE FOR COMPTROLLER
UNDER SECRETARY OF DEFENSE FOR ACQUISITION,
TECHNOLOGY, AND LOGISTICS
UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE
ASSISTANT SECRETARY OF DEFENSE FOR COMMAND,
CONTROL AND COMMUNICATIONS
GENERAL COUNSEL, DEPARTMENT OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE FIELD ACTIVITIES

SUBJECT: Interim Policy and Procedures for Strategic Manpower Planning and Development
of Manpower Estimates

Until a new DoD Instruction on manpower management is published, the attached is provided as interim guidance. It contains new policy and procedures for strategic manpower planning and the only OSD guidance for development of Manpower Estimates for acquisition programs. Manpower Estimates are the Department's authoritative source for out-year projections of manpower (military and civilian) and contract support for new weapon, support, and automated information systems. Data from the estimates support both milestone reviews of acquisition programs and strategic manpower planning for the Department.

This guidance also calls for a strategic manpower planning process that forecasts manpower far enough into the future and in enough detail to identify personnel and training requirements and enable the Department to develop strategic plans for addressing manpower and skill imbalances. A key objective is to develop a workforce that can be reconfigured quickly to respond to changing threats and contingency plans, adjust to new mobilization plans, and evolve to support new warfighting capabilities, business practices, and organizations. Lessons learned from the Global War on Terrorism can assist us in establishing a workforce and contract support structure that can support day-to-day peacetime operations and transition to meet wartime demands within the timeframes and for the duration required by our warfighters.

David S. C. Chu

Attachments:
As stated

