



Community Support Family Community Business Plan

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Executive Summary

This plan establishes the Community Support Family (CSF) career management services for under the Navy's Civilian Community Management Division (CCMD, OPNAV 11). The CSF community features five (5) major quality of life programs Housing, Ashore Galleys, Military Funeral Honors, Morale, Welfare And Recreation, Fleet and Family Support Program plus interdependent Relationships to Other Communities.

These operations excel under a threefold civilian community support family workforce purpose:

1. Identify, attract, develop and retain a diverse CSF workforce that meets the Navy's transitioning mission requirements;
2. Develop a skilled multi-cultural CSF workforce that supports the Navy's war fighting mission;
3. Provide personal development and career opportunities that motivate workers and get results.

The CSF community plan merges interrelated organizational goals that drive, integrate and make the total force concept a reality. This plan outlines and builds the Navy's systematic approach to the civilian community management (CCM) concept advocated under the CCMD's identification of CSF competencies using SkillsNet, a competency management tool then integrates competencies identified with those used by military.

The CSF organization structure is as follows: CSF Community Leader is a Senior Executive Service (SES) who advises the Community Manager (CM), who handles day to day community transactions. The CM works directly for the Director/Deputy CCMD who reports to the Deputy Chief of Naval Operations for Manpower and Personnel, Chief of Naval Operations.

CCMD is located at the Naval Annex, Room 3529, Arlington, VA 22202. The CSF CCM direct phone number is 703.695.2881, Fax: 703.614-3439, Email: alonzie.scott@navy.mil until October 31, 2005 and web site: www.donhr.navy.mil/ccm.

Introduction and Background

The CSF mission mirrors the CCMD's mission, "to identify, attract, develop and retain a diverse Civilian Workforce that meets the Navy's transitioning quality of life mission requirements and grants each person an opportunity to develop to their fullest potential."

The CSF organization structure is as follows: CSF Community Leader is an SES position that advises the Community Manager (CM) who handles day to day community transactions. The CM works directly under the Director/Deputy CCMD who reports directly to the Deputy Chief of Naval Operations for Manpower and Personnel, Chief of Naval Operations. CCMD is located at the Naval Annex, Room 3529, Arlington, VA 22202. The CSF CM direct phone number is 703.695.2881, Fax: 703.614-3439, Email: alonzie.scott@navy.mil until October 31, 2005 and web site: www.donhr.navy.mil/ccm.

CSF Vision And Goals

CSF VISION

Identify, attract, develop and retain a diverse Civilian workforce that meets the Navy's transitioning mission requirements and deliver each worker the opportunity to develop to their fullest potential.

The CSF community vision and goals mirrors the CCMD data. The vision and goals are both compelling for employees and sets the Navy on the right pace to get measurable results. Elements include recruitment, retention, career development, and succession planning and knowledge management.

CSF Goals:

1. Create a Sense of Belonging ~ Create a strong sense of community for all Navy civilians.
2. Revitalize Career Planning ~ Devise career paths for every employee and help them build a successful career.
3. Manage Competencies ~ Cultivate career development opportunities that build skills and experiences.
4. Infuse Technology ~ Deploy new technology to enhance individual performance.

The CSF vision and goals will occur via a carefully executed plan of action. Each goal guides specific objectives to an outcome.

CSF Community Goals and Objectives

Goal 1: Create a Sense of Belonging

Create a strong sense of community of all Navy civilians.

Key Initiatives:

- Identify the current workforce by Command/Claimancy and location.
- Identify and/or develop career experiences or education to support buy-in of each competency.
- Identify education/training experiences and learning objectives.
- Develop career-mentoring or e-mentoring practices.
- Integrate CM work with other on-going Navy initiatives (e.g. Marine Corp, PeopleSoft, SkillsNet and Taskforce Excel etc.).
- Develop intern and career progression programs when & where appropriate.
- Create metrics to measure success and strategies.
- Identify a reward structure supportive of competency achievement and high performance.
- Formulate MAPs (marketing, advertising and promotion) strategy to educate and influence the CSF workforce

Goal 2 – Revitalize Career Planning

Devise career paths for every employee and help them build a successful career.

Key Initiatives:

- Identify job families or job series via legacy data.
- Identify competencies that work from legacy data.
- Determine template for career progression and management. Identify competencies by career progression.
- Identify standards/common competencies across communities and career levels.
- Refocus individual performance measures on competency achievement.

Goal 3 – Manage Competencies

Cultivate career development opportunities that build skills and experiences.

Key Initiatives:

- Identify and describe the “AS IS,” or today and the “TO BE,” or future.”
- Assess community direction and develop methodology to identify "horizon" and future competency requirements.
- Identify barriers to timely recruitment leading to successful candidate selection.
- Develop exit interview or data capture strategy and implement.
- Formulate recruitment strategies to meet various career levels.
- Devise and implement succession plan to capitalize on career experiences, career progression strategies, and recruitment efforts. Identify barriers to current succession planning.
- Develop metrics to measure of success and strategies.
- Identify existing human resource policies/laws/structure impacting the effective implementation and success of the civilian community management concept and operation and modify if necessary.

Goal 4- Infuse Technology

Deploy new technology to enhanced worker performance.

Key Initiatives:

- Examine tools workers use today and discover tools required for the future workforce.
- Offer web-based development and training and develop methodology to identify "horizon" and future competency requirements.
- Identify barriers to obtaining tools required to perform the work .
- Add technology into leaders, managers & supervisors performance plans.
- Formulate “catch all” technology strategies to meet various career levels.
- Develop metrics to measure technology successes and strategies

The Community Support Family (CSF) community features Ashore Galleys, Morale, Welfare and Recreation, Fleet and Family Support Centers, Bachelor & Family Housing and relationships to other communities. The CSF community develops and executes strategic, management and financial plans that supply quality community support services to the operational forces, military and civilian personnel and families of the Navy's worldwide fleet.

The CSF community also advocates the services to enhance recruitment and retention and create career/leadership development for professionals dedicated to promoting mission and mission support readiness. The CSF community delivers a wide variety of services. These include:

Ashore Galleys

The Navy's Ashore Galleys offer and manage culinary and nutritional food services operations for the active duty community. These experts deliver a diverse and varied diet in comfortable dining settings while managing a tight budget process. Coordinates and manage food service with contractors, sanitary food management and food service training. Administers most important core logistics support functions before and during war-fighting conditions. You can discover more details at this link:

http://www.navsup.navy.mil/npi/our_team/hq/index.jsp.

Bachelor & Family Housing

The Navy's Bachelor and Family Housing programs provide quality, affordable, well-maintained bachelor or family housing and state of the art housing services for military personnel, their family and authorized civilian members. The program mission is to support Navy readiness and includes service to permanent party, transient, foreign military and student personnel.

Housing options include government owned assets, Public Private Venture (PPV) and leased units, and community housing. Its' market focused Housing Referral Program assists accompanied and unaccompanied customers in finding adequate housing in the private sector. Home Buying and Home Selling services are available to those interested in home ownership. You can discover more details at this link: <http://www.navfac.navy.mil/housing/default.htm>.

Fleet and Family Support Program

The Navy's Fleet and Family Service Center (FFSC) program executes a central social and psychological support delivery system for service members and families. The program's systematic and continuous support to commands helps the Navy achieve operational readiness, superior personal performance, retention, and a reasonable quality of life for Naval personnel and their families.

The center coordinates military, private/civilian resources and guidance to foster quality FFSC staff performance and maintain client safety. Core work encompasses three competencies: 1) crisis intervention and clinical counseling, 2) deployment and mobility support and 3) career support. You can discover more details at this link: <http://www.bupers.navy.mil/pers66/>.

Military Funeral Honors

The Navy's Military Funeral Honors service arranges and coordinates for funeral honors team providers, coordinating funeral director services and honor team funding to/for active duty and eligible veteran's families. Upon request or as necessary per law, Military Funeral Honors (FHS) service conducts thousands of honored funeral services annually. You can discover more details at this link:

<http://www.militaryfuneralhonors.osd.mil/>.

Morale, Welfare and Recreation

The Navy's Morale, Welfare, and Recreation (MWR) program offers and delivers an unlimited market focused food, lodging, activities, tourism and recreation programs, services and facilities that contribute to mission readiness, retention and overall quality of life. MWR services operate on installations worldwide ashore and afloat.

MWR services include but not limited to: physical fitness, swimming, intramural-recreational sports, outdoor recreation, information, tickets, and travel operations, manages child development, amusement & gaming machines, youth activities and school aged care centers, golf course and bowling centers, playgrounds, picnic sites and athletic fields, food services both in house and outsource brand operations, cabins and colleges, auto skills centers, craftech (ceramics and wood hobby), recreation libraries, community and single sailor programs centers, marinas and campsites, movies theaters and performing arts and host of special events and attractions.

This organization is one the Navy's most diverse operations because it manages both appropriated and non-appropriated funds to accomplish its mission. To stay on ahead of its competitors and on the cutting edge of service management, MWR uses industry best practices. If MWR's non-appropriated funded services don't cover their operating expenses over a three year operating period, this predicament requires a strategy change or management must close the operation similarly to any private industry company. You can discover more details at this link: <http://www.mwr.navy.mil/>.

Relationship To Other Communities

The CSF community maintains close relationships with the Facilities, Logistics, Education and Training and Human Resources Communities. The Facilities and the CSF communities will collaborate and ensure the war-fighters receive the first class housing that they deserve. Education and Training manages the child care workers, trainers and directors...best run child development program in the world (per President Clinton's press release dated 17 April 1997). This program is a huge quality of life issue for service members and the civilian workforce.

Ashore Galley logistics workers integrate with the Logistics community to quantify ingredients, exceed standards of service and keep operating costs low. Finally, CSF partners with the Human Resources community to solicit and gain the best and most current career guidance in the marketplace. CSF workers possess skills that would be of great relationship value in any community because they are experts at

working with both Non-appropriated funds and Appropriated funds. The CCM program would reveal new career avenues to use these skills or competencies and help the Navy meet its long and short term needs. .

Job Series

Under the CSF business plan, this CM elected to place each job series in groups to organize their competency information, please note the data below. CM identified several different career levels. These are:

1. Entry to full performance level employee
2. Senior Specialist and Mentor, Team Leader, Project Leader, Supervisor
3. Command Specialist, Technical Expert, Program Manager, Supervisor, Command Liaison for Joint Activities
4. Senior Program Manager, Division/Department Manager,. Agency Subject Matter Experts will determine other titles and functional requirements to add to each level of progression. Since pay banding, locality pay and federal career ladder progressions currently are different, grades/pay levels within each progression level may vary.

JOB SERIES AND TITLE	BRIEF DESCRIPTION
GS-030: Sports Specialist Series-Group A	This series covers positions that require a knowledge of the physical and psychological factors in individual and team sports, and of the nature, purpose, and organization of recreational or competitive individual and team sports activities. Sports specialists: (1) plan, supervise, administer or carry out sports programs; (2) conduct clinics or seminars to train coaches or officials; (3) train and develop athletes in individual or team sports; (4) plan, organize or conduct tournaments or competitions from the intramural to the international levels; or (5) perform other functions requiring knowledge or skill in sports.
GS-180: Psychology Series-Group B	Work may involve any one or a combination of the following functions: (1) experimenting with or systematically observing organisms to develop scientific principles or laws concerning the relationship of behavior to factors of environment, experience, or physiology, or to develop practical applications of findings; (2) applying professional knowledge of psychological principles, theories, methods, or data to practical situations and problems; and (3) providing consultative services or training in psycho-logical principles, theories, methods, and techniques to advance knowledge of them and their appropriate use.
GS-185: Social Work Series-Group B	Professional knowledge of the principles and practices of social work, such as providing direct services to individuals and families, including work with individuals in groups. Also included are positions concerned with teaching social work, doing research on social work problems, training of social work students, and providing consultation and advice to members of related professions and community organizations on social work questions.
GS-186: Social	This series covers nonprofessional positions in support of counseling, guidance, and

Services Aide Series- Group B	related social services work in social, employment assistance, or similar programs. Duties may range from work that involves group leadership and giving practical guidance on day-to-day activities to residents in a Government facility to work that involves training or employment opportunities.
GS-187 Social Services Series- Group B	This series includes positions that require application of specialized program knowledge and service skills in providing assistance to individuals and families served by social welfare programs. This work involves such functions as obtaining selected background information through interviews and home visits, establishing eligibility to make use of agency resources, helping individuals identify needs that are related to services the agency can provide, explaining and encouraging the use of agency and community resources as means of dealing with identified problems, and making appropriate referrals to sources of additional help. These functions may be performed either: (1) in conjunction with professional social work; or (2) in conformity with agency procedural instructions and standards of services.
GS-188: Recreation Specialist Series- Group A	Knowledge of the goals, principles, methods and techniques of the broad field of recreation in evaluating recreation needs and in planning, organizing, advising on, and administering recreational activities and programs that promote the physical, creative, and social development of participants.
GS-189: Recreation Aid and Assistant Series- Group A	Practical knowledge of one or more recreational activities, such as military or urban community center activities, child care and youth center activities, senior citizens recreation activities, outdoor recreation activities, recreation craft centers and hobby shops, sports centers, music and theater centers, and general recreation activities.
GS-1173: Housing Management Series Group A	1) Manage or assist in managing one or more family housing projects, billeting facilities, or other accommodations such as transient or permanent individual and family living quarters and /or (2) work involved in the evaluation of housing management programs, the development of administrative procedures, and the provision of technical assistance to onsite housing management. An intensive practical knowledge of skilled trade and craft work techniques and processes are not required.

CSF Community Population

Note Appendices (As of 30 September 2003 from COGNOS)

Success Criteria

The Civilian Community Management Division (CCMD) follows ten (10) measures of success to determine if the CSF community is on the right track.

- Are there sufficient numbers of people, with the right skills and abilities to accomplish the mission?
- Is the Navy able to allocate its personnel, by mission or geographically, to maximize achieving the mission?
- Are the employees and stakeholders involved in workforce planning?

- Do frontline managers have the capability to hire, fire, reward and train the people who work for them?
- Does the USA system deliver programs, goods and services to achieve your mission?
- What is impossible to do in the CSF community today but if it could be done would fundamentally change how the Navy manages its civilian workforce?
- Would the loss of APF funds impact on your category A, B, and C programs?
- Would the loss of APF funds impact Category “C” utilities in all o-conus location whether isolated and remote or not?
- Does the CSF community do what has never been done before?
- Does CNI organization structures affect how you deliver quality programs. Facilities and services?

Management

The CCMD, CM, CSF leader and other key leaders will assess this plan’s execution through quarterly program reviews and regular updates. These reviews serve as a tool for measuring the CM’s ability to achieve CCMD/CSF community program objectives and provide key management progress indicators.

Ultimately, these program reviews will evaluate each project against performance and schedule to ensure milestones occur as follows:

- Prioritize objectives and initiatives
- Minimize re-work; maintain consistency of purpose
- Ensure integration
- Obtain/maintain corporate support of the CCM concept
- Identify areas for process improvement
- Identify future Program Objective Memorandum (POM) budget requirements
- Manage financial resources

This plan offers a flexible and consistent CSF community management program. The plan solicits and requires resources to collaborative formulate the Navy’s ongoing workforce developments. The CSF CCM will use several broad measures of success the CSF Community Leader agreed upon at the September 2002 Community Leadership Board meeting as identified under the success criteria section page 13.

Operations

The reduced civilian workforce over the last decade highlights the need for a coherent Navy-wide strategy in the areas of workforce development and community management. What’s more, the Navy confronts the work with an aging civilian workforce. Per the research data, the CSF community needs to work systematically to identify, recruit, develop and retain a workforce ready to handle existing and future responsibilities of those that are or will be departing Navy.

The workers can accomplish these tasks as they learn new competencies required for a modern and technology driven Navy. This CSF community deals with workforce transitions daily due to lower pay schedules and the nature of the service work industry.

The Navy's non-appropriated funds system is a pay for performance. For over 15 years, this system has given management the business authority to set the pay for the workforce with a salary range. Many lower paying service jobs forces management to make some tough decision to compete service workers. For example, some bases now have to compete with casinos for service workers.

Hence, this market predicament required managers to pay more for service workers. Without the non-appropriated fund flexibility to pay more for talent, many agencies would not be able to recruit the best and brightest service worker.

The Community Leader, the CCMD and the CM deliver a structure to effectively and efficiently develop the CSF civilian future workforce. The CM is responsible for continuously assessing CSF community health and partnering with Navy stakeholders to improve that health through workforce reshaping.

This plan should direct managers and stakeholders to assessment predicaments and determine the right course of action. Data and analysis based decision should be the requirement for every CSF organization and tracked with varies type of metrics: diversity, recruiting and retention, productivity, satisfied workforce, dynamic leadership, learning organization and pride in quality public service.

Key Responsibilities

The Community Leaders, Commands/Claimants, and CCMD all share responsibility for:

- Defining community developmental requirements;
- Assessing skill levels;
- Define career templates (to identify training needs);
- Periodically analyzing the health of the community;
- Manage the workforce to include recruitment, retention, promotion, development and separation of staff.

Over the next three to five years, the Navy faces a critical recruitment challenge. National and international economic problems and the impending plans to further reduce the civilian workforce may cause observers to question the wisdom of emphasizing or devoting resources to hiring, developing, and retaining new employees. Meanwhile, the Navy's competitive sourcing activities highlight the instability of job security for the civilian workforce.

Research shows an insufficient number of early and mid-stage workers to replace senior staff leaving the Navy. The CSF community will face these challenges by expanding its recruitment and retention efforts using an assertive MAP (marketing, advertising and promotion) strategy to sell the Navy as a **federal employer of choice** plus use internships, apprenticeships, cooperatives, human resource waivers and employee referral programs. The CM will direct recruitment efforts toward highly skilled and technology-savvy, multi-cultural people.

To ensure the Navy's potential workers apply and get hired quickly, the CCM will identify and describe occupational competencies along with benefits. The CCMD and the Civilian Community Leader via the CCM will work to identify competency requirements for all CSF community jobs series. The CCM will determine the most effective ways to recruit the Navy's future CSF community workers.

Marketing

Capturing the CSF community attention through some FREE marketing, advertising and promoting (MAP) or publicity-generating events can add to the positive impacts of any paid MAP campaign. Successful MAP approaches include knowing how to write job announcements that attract candidates, how to conduct successful interviews, how to write informative news releases, and having a working relationship with the community, newspapers, radios, and television reporters.

To be effective, every CSF MAP component will relate to any paid MAP strategies (web site, press releases, articles or presentations). Imaginative and responsible MAP activities will reinforce the CM's reputation with CSF community. The human relationships the CCM develops with the community, potential and existing workers, are essential to long and short term career management success.

In FY04, CCMD developed a detailed communication plan that serves as a foundation for an effective CSF community MAP. Interested parties may get a copy of this plan from this site www.donhr.navy.mil/ccm. That plan outlines the best way to develop and maintain effective communication within the CCMD and with external customers and stakeholders. The CSF CM identified its targeted audiences and detailed its strategies for implementation.

Internal Audiences: Community Leader and CCMD Staff

The CSF community MAP internal audiences include the CCMD employees, Community Leaders and the CSF community workforce. The CSF community strategy is simple:

- Strategy: Develop and implement a creative and effective internal communication plan for the CSF workforce.
 - Maximize the use of existing vehicles and systems such as website posts, broadcast email, videoconferences, directors meetings, code meetings and teleconferences
 - Issue an annual report of accomplishments
 - Promote updates via LES Statement Notes
 - Communicate CSF community improvements monthly
 - Talk to people face-to-face, open forums and town halls meetings, etc

External Audiences: Navy Civilian Work Force, Stakeholders/Claimants/Commands, External Agencies, and the Public

The CSF communication plan also targets the entire Navy CSF civilian work force and stakeholders (i.e. Commands) and the general public. The strategy as follows works best:

- Strategy: *Develop and maintain an effective outreach system that communicates mission objectives, programs, plans and accomplishments to external customers and stakeholders.*
 - Establish a management system for public information services and create a standard look for brochures and marketing materials
 - Create opportunities for two-way communication between CCMD, Community Leadership and Community Managers to the community.

- Pursue speaking engagements and meetings with established Community Management Programs, CSF Community, deliver presentations that sell.
- Promote and launch new technologies and programs
- Enhance systems for advising community members of new developments

Technology

Getting the right people in the right place at the right time demands that Navy equip people with the right tools. As emphasized by the Secretary of the Navy, technology is one of the strategic initiatives designed to move the CSF community toward the Navy's vision. Technology promotes the ways to simplify one-stop recruitment web based systems, workforce management, acquisitions, revamped business processes, and practice anticipation, innovation and excellence.

For the CSF community, technology is one tool that will help turn the Navy's vision into a reality. To leapfrog to the forefront, the CSF community must align itself with five technological perspectives: a strong web presence, word of mouth, engaged civilian community manager, strategic email campaign, and SkillsNet and Sea Warrior/5Vector Model.

Strong Web Presence:

The CCMD (N11) web site (www.donbr.navy.mil/ccm) is one tool that CSF will use to explain what community management is and will provide employees with the career information and tools. The CSF communication plan offers specific ideas that can promote the benefits and features of community management.

Word of Mouth

Leaders every where should turn off their computers and make time to communicate directly to people. For every human resource management change, leaders, managers, supervisors need to use the old fashion "fire side" chat or all hands meetings with people in the work place. In short, let the workers hear, see and think about the proposed changes and give them time to ask questions then management can clarify the message immediately.

Engaged Civilian Community Manager

Personal selling is one of the most power forms of influence. The plan demands that every future CM be a person who will market, advertise and promote the benefits and features of the CCMD. The CM can become part of the CCM "Brand." If this person doesn't make it happen, the process will simply not produce the results the Navy CSF community constituents expects. In short, this premise works. Nothing beats valued face time communicating and interchanging ideas with people.

Strategic Email Campaign

Research says people read their email...period. Email addressed from the community leaders are more likely to get read because people view these folks as decision makers and shakers. The CSF CM will pursue every avenue possible to communicate CCMD vision and what it will do for people.

SkillsNet

CCMD plans to leverage the military SkillsNet work to “manage” the CSF community competencies and gain an understanding of those competencies all employees hold and discover where best to focus those skills. The SkillsNet tool will interface with PeopleSoft which may simplify the movement to an ERP concept.

To effectively manage competencies through a total force approach means, the system will accommodate CSF community skills data. Using the competencies identified and the community health assessment, the CM can develop a plan that identifies future CSF status and needs. The CM can also perform a Gap Analysis to determine the career plans and corresponding templates.

Financial Information

The CSF Community Manager position is a two year rotational assignment. This position employs a subject matter expert at the GS-13-15 grade level. However, this position ought to grant the Navy opportunity to promote people who tackle the challenges confronting the Navy. The current strategy does not reward field subject matter experts for taking this employment challenge. Meaning, there is no what’s in it for me...today!

Every start up organization should springboard the workers into promotional opportunities. The key premise here is that not all opportunities are upward mobility. Sometimes, workers need to understand that sometimes you move across to gain skills to move up. This effort shows leadership, promotes innovative change agents and management qualities, and creates a pool of potential senior executive leaders who can and will make the right things happen the right way.

The CSF CM manager will spend about \$100,000 for the SkillsNet competency identification effort along with the CM’s salary and TCS relocation cost. The CCMD funds CM training/education requirements. Once the CM defines the career path and progression for the CSF community, Don will need to provide funding to support employee development.

Conclusions

The CSF business plan presents a framework for addressing the significant workforce reshaping or restructuring challenges the Navy currently faces. The CSF plan guides the CCMD’s and Community Leader efforts to ensure that the Navy’s CSF civilian work force receives the same quality career management services and opportunities that the military enjoys and treasures. The document also provides a plan for addressing “people issues”—a major concern of the Chief of Naval Personnel—and reflects the CCMD’s commitment to the Navy’s most valuable asset.

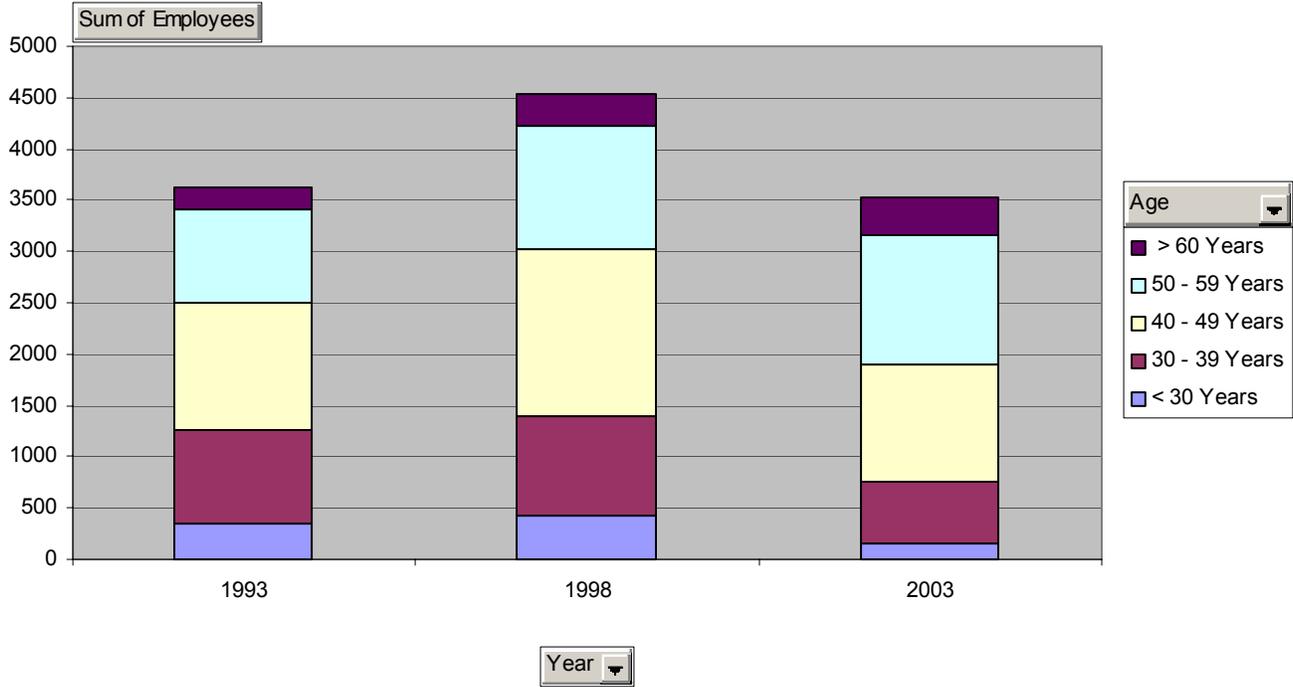
As demonstrated, the CCMD and CM understand their critical roles in providing career growth and management support to Navy civilians. By executing this plan, CSF community via CCMD expects to develop and implement innovative approaches to better manage our civilian workforce.

The business plan requires the Commands, the CCM leader and CCMD staff to guarantee its success. Failure is not an option now or in the future. This transitioning document will be updated regularly,

particularly after quarterly meetings of the Community Leadership Board or direct guidance from the CSF Community Leader.

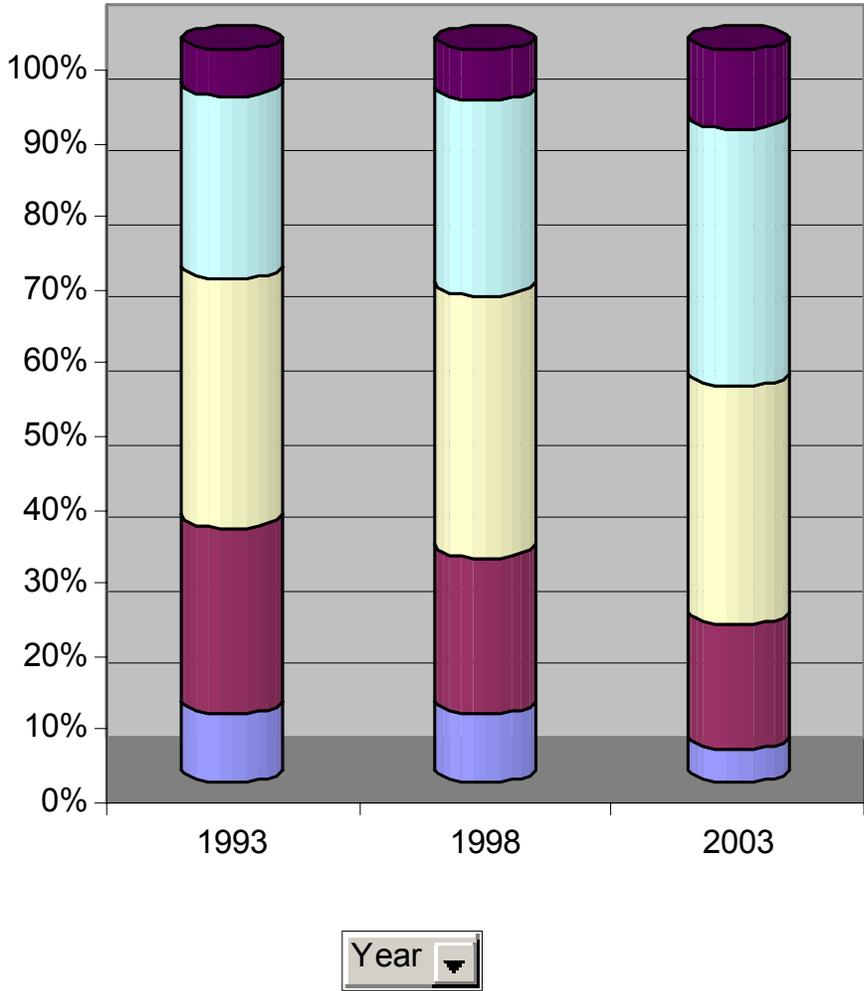
By executing this plan, CCMD/CSF community will ensure that the Navy's civilian work force receives the quality career guidance. This transition is essential for transforming the Navy into a "Federal Employer of Choice."

Community Community Support



Community Community Support

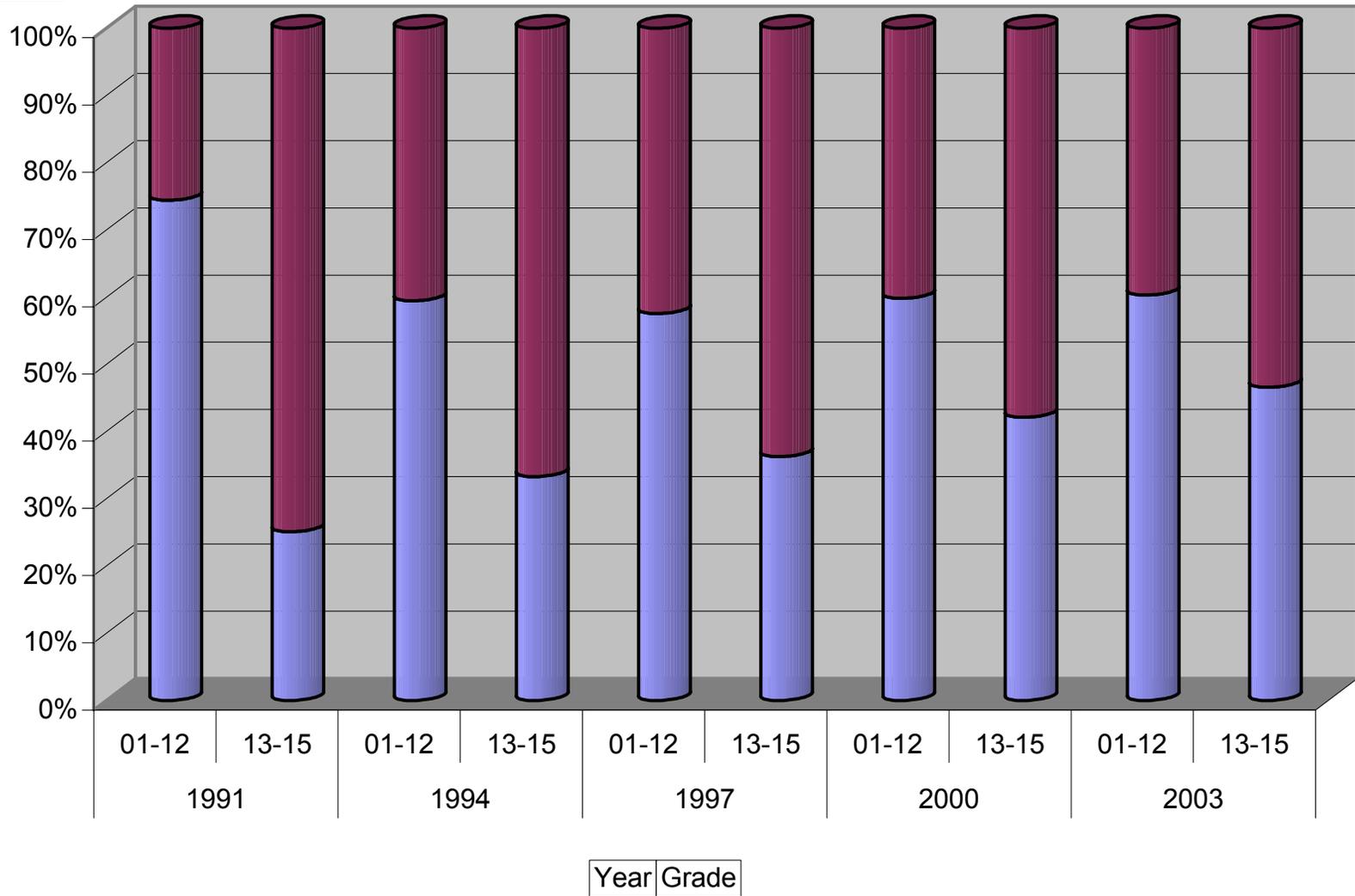
Sum of Employees



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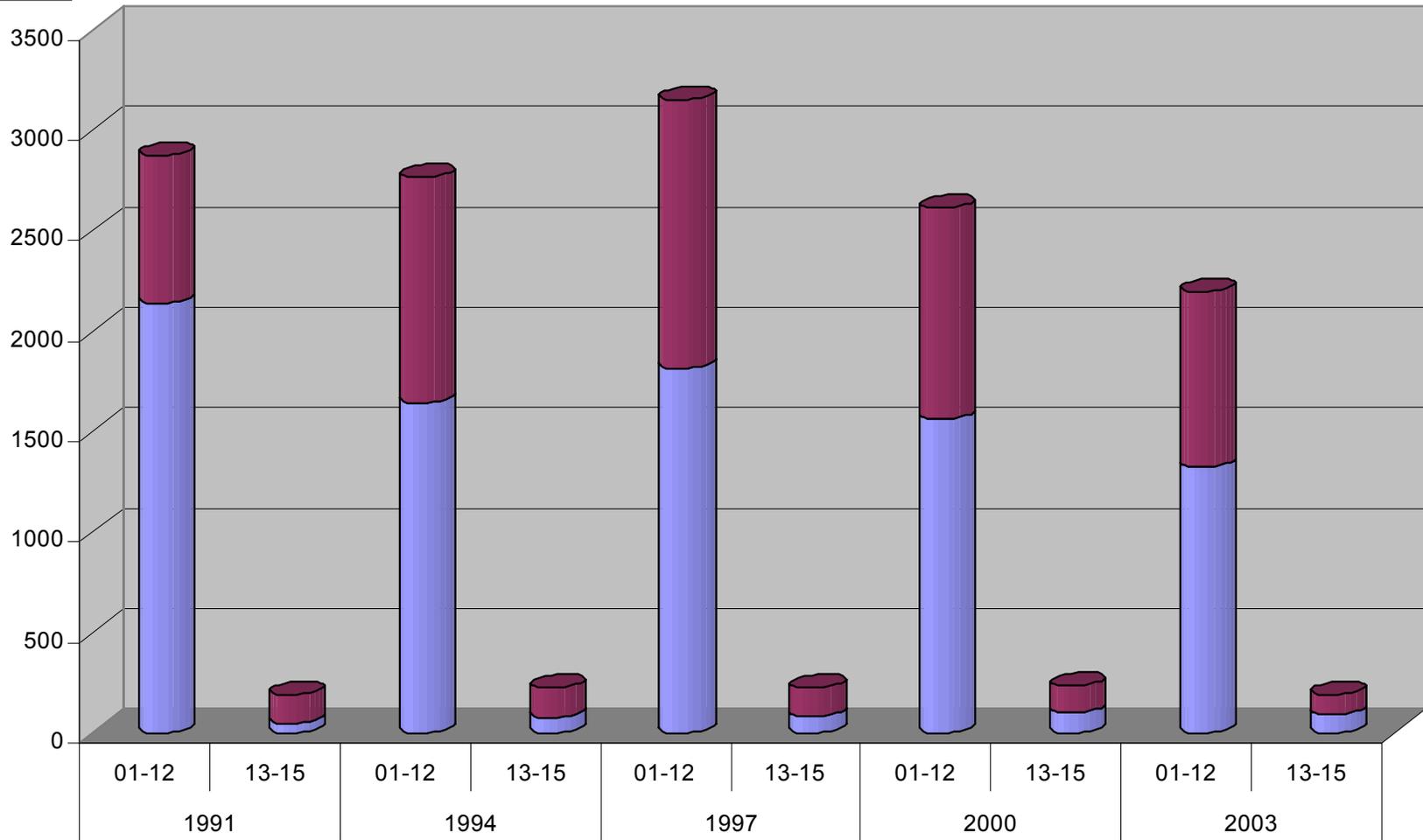
Community | Community Support

Employees



Community Community Support

Employees

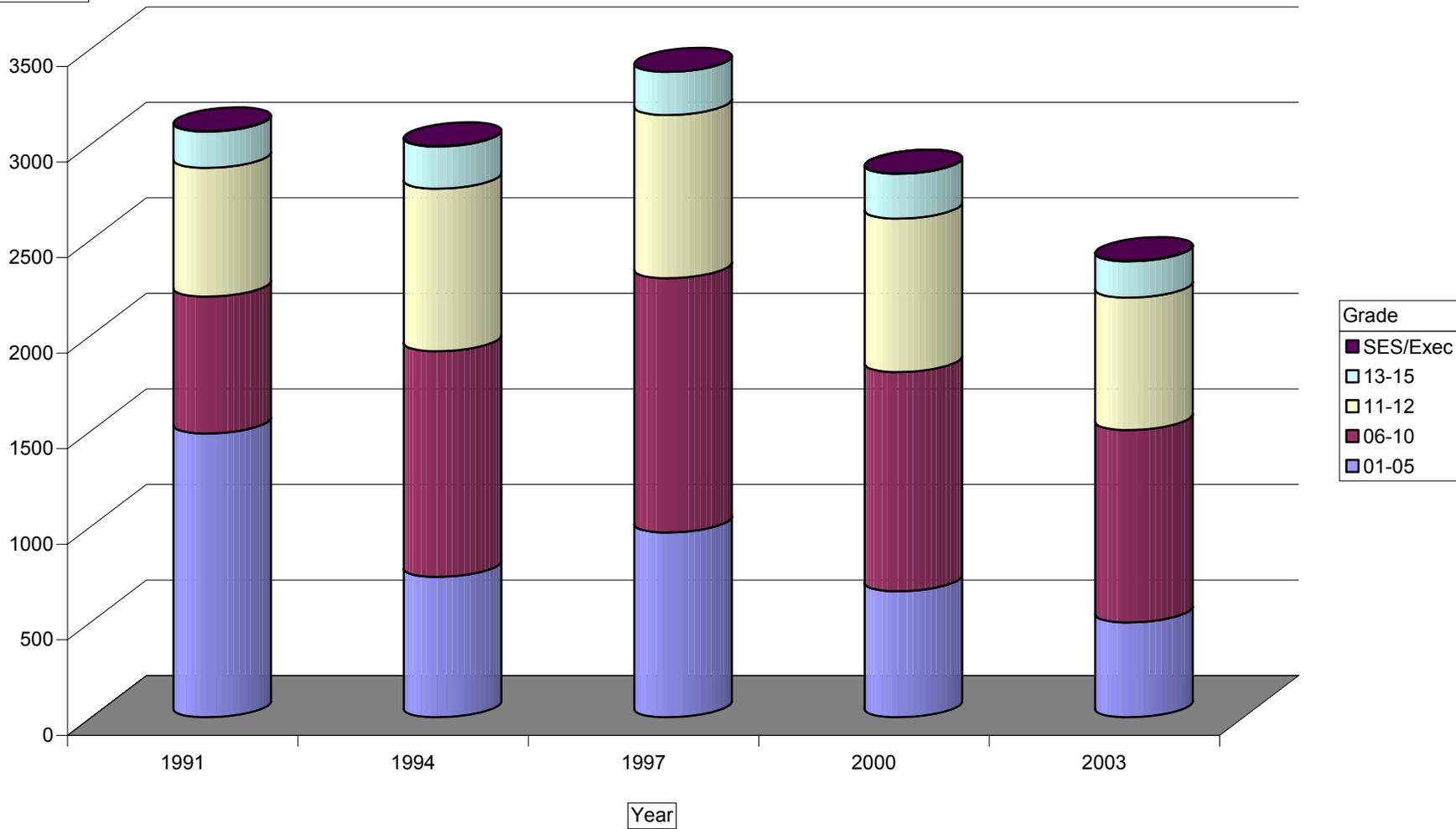


Gender
Male
Female

Year Grade

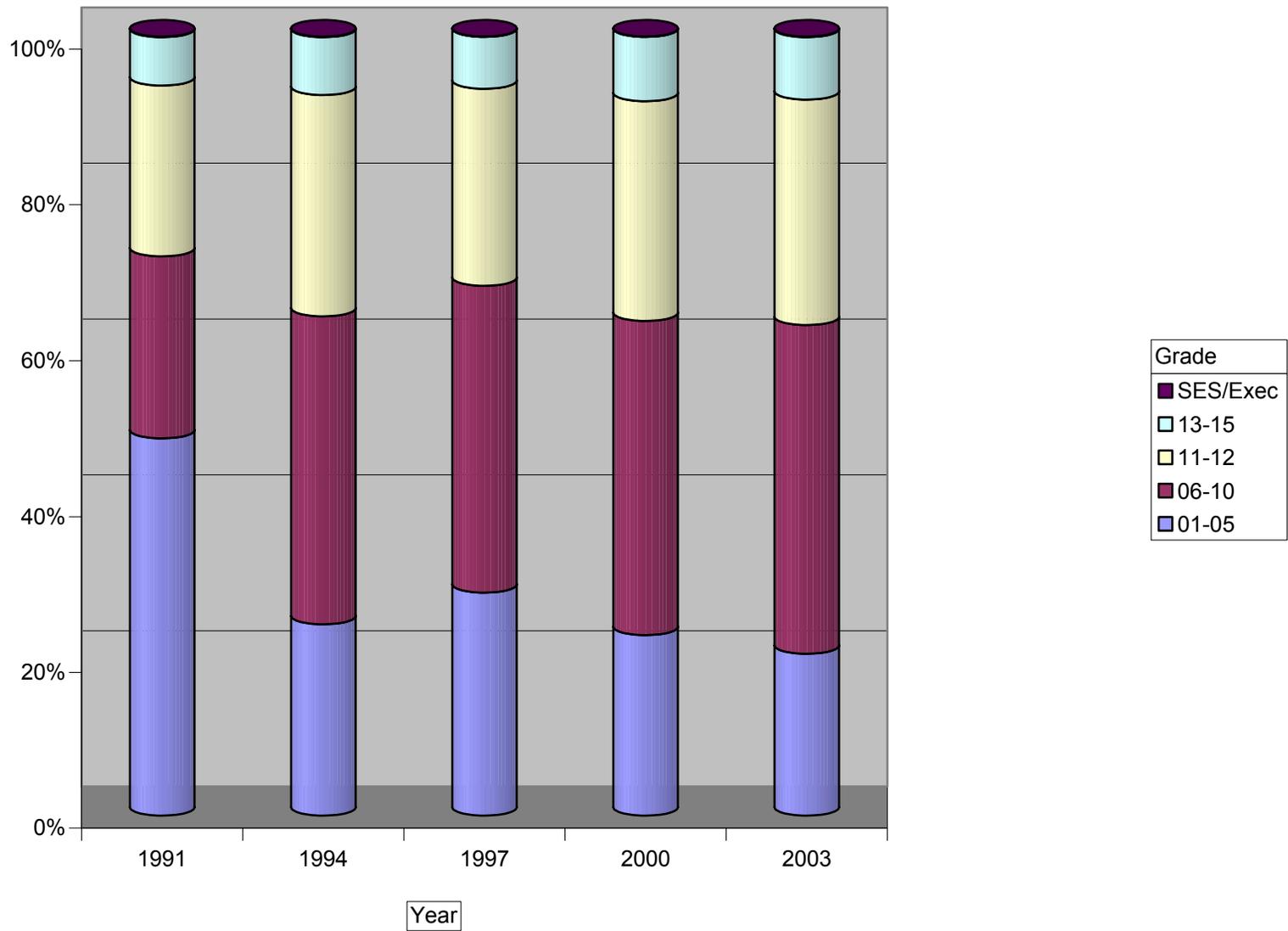
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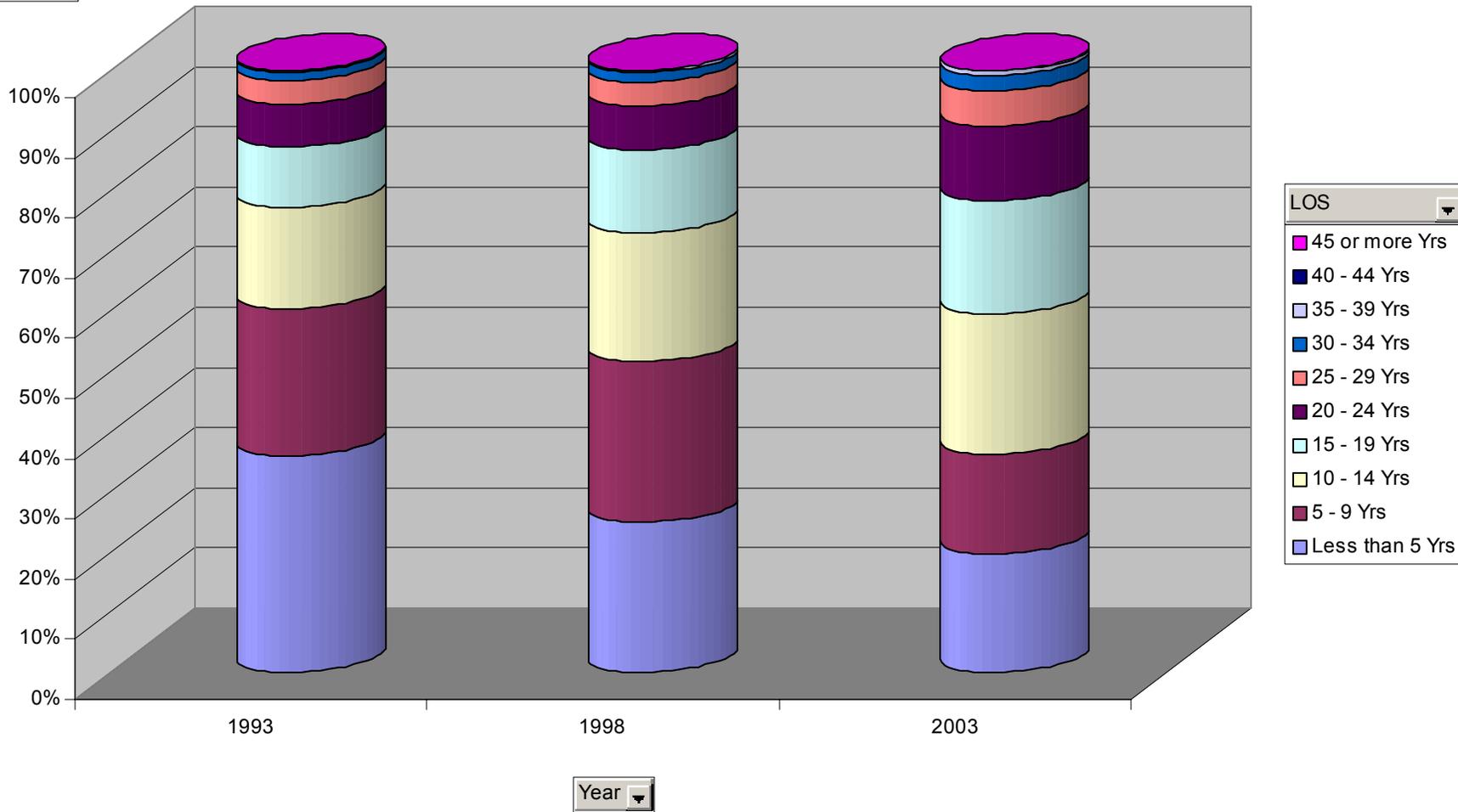
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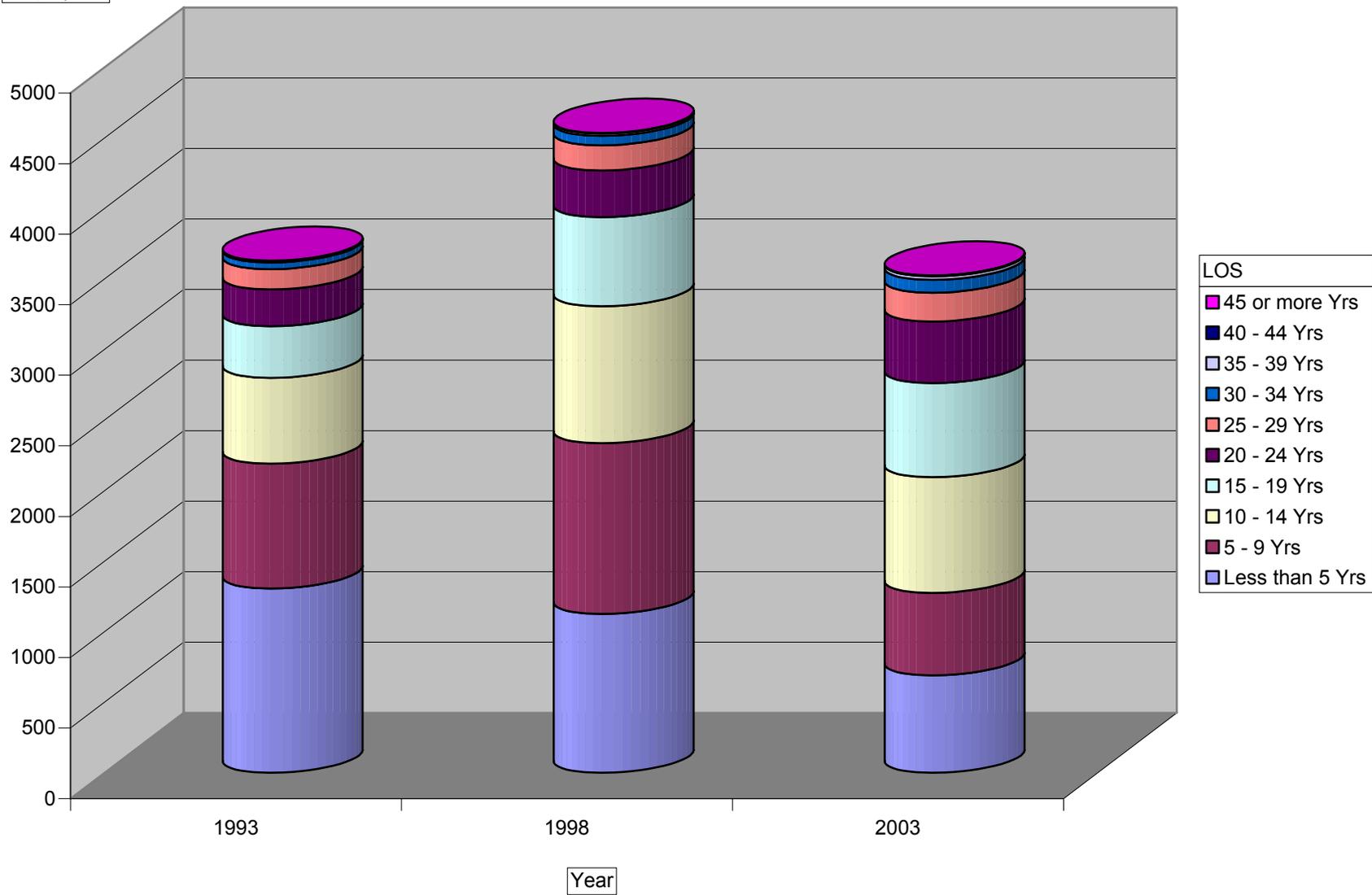
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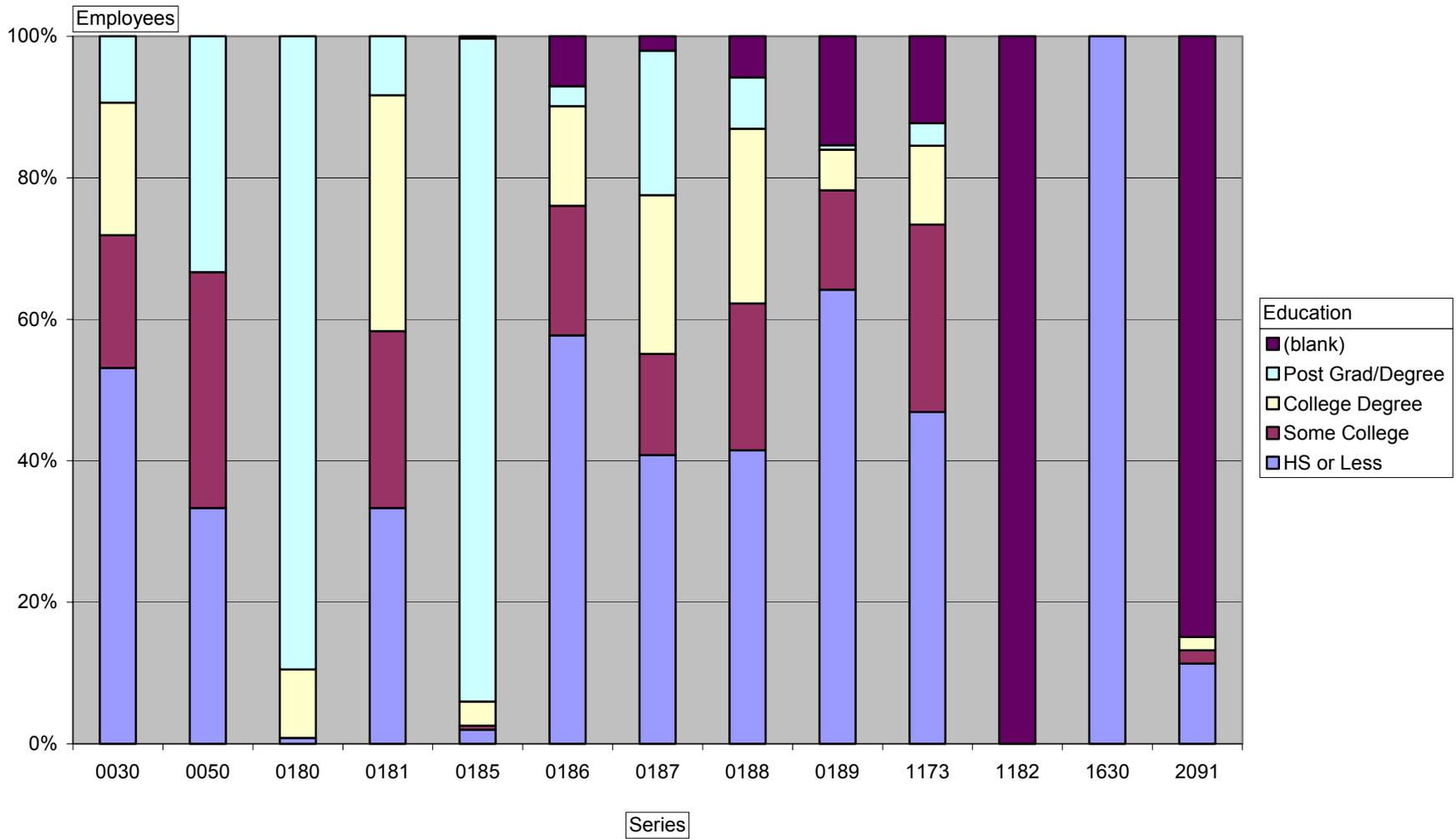


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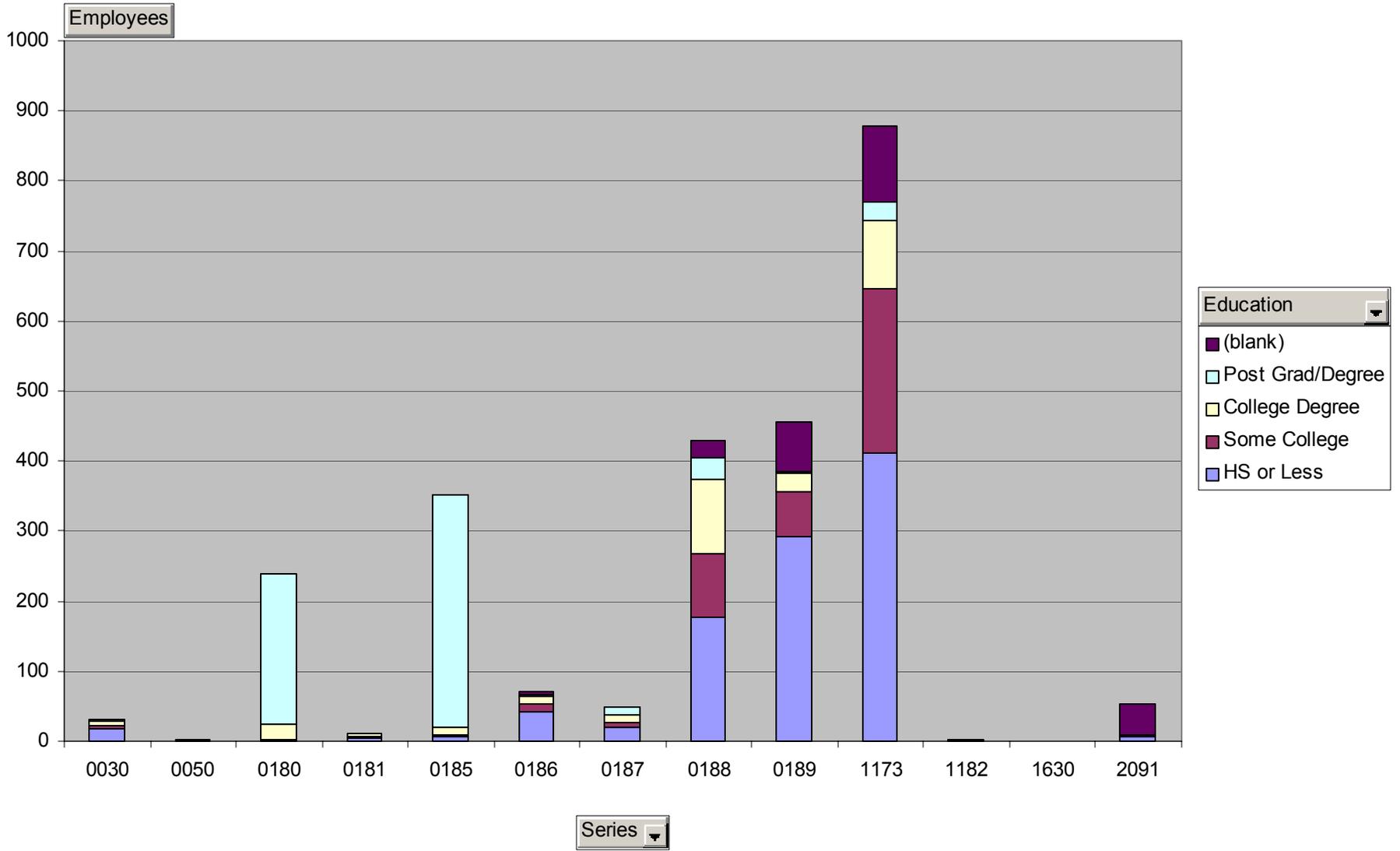
Employees



1Category Include Community Community Support CommunitySubset (All)



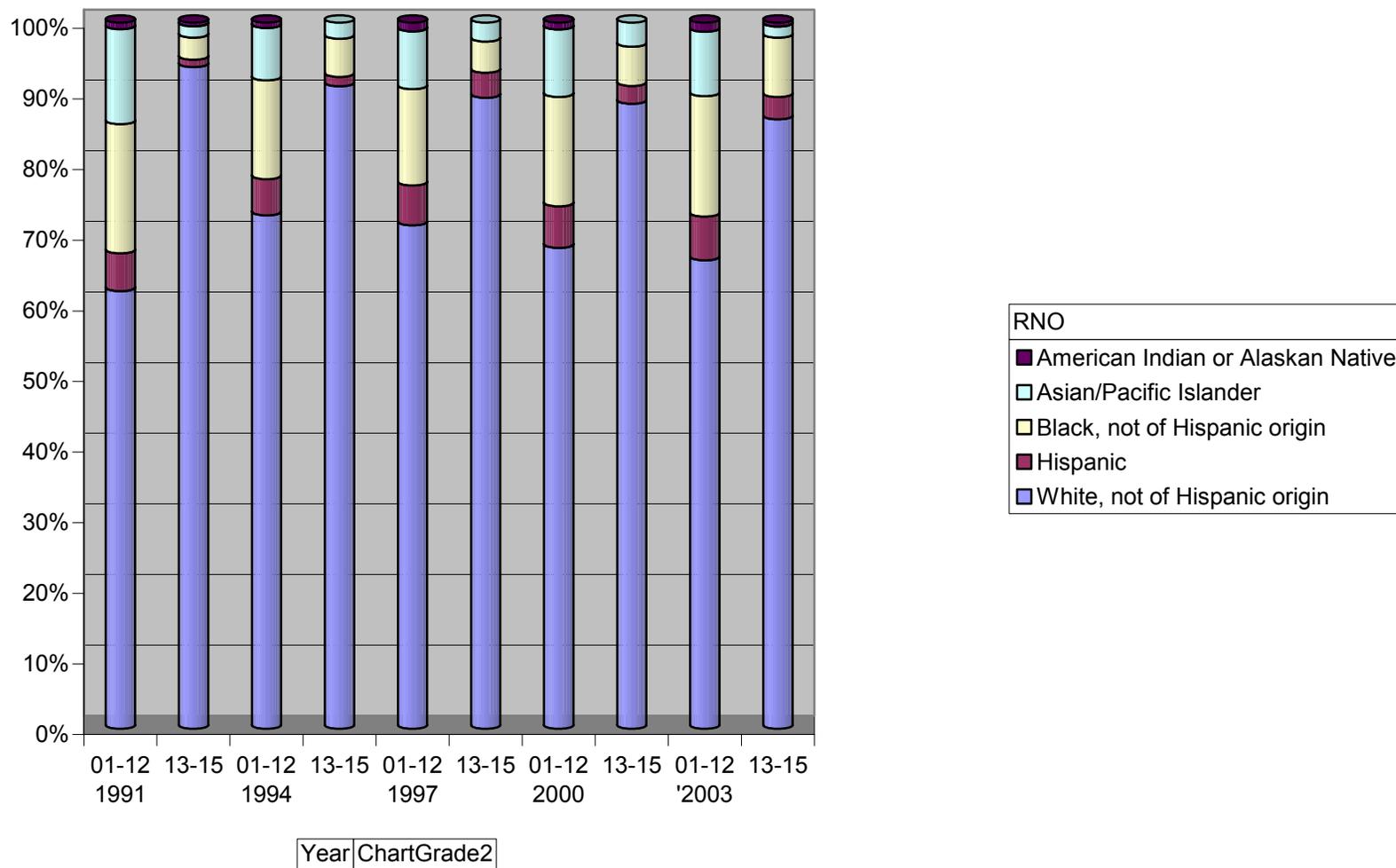
N11Category Include Community Community Support CommunitySubset (All)



Community | Community Support

DoN RNO Composition 1991-2003

Employees



Community | Community Support

DoN RNO Composition 1991-2003

