



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-4000

JAN 26 1999

FORCE MANAGEMENT
POLICY

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE ARMY
(MILITARY PERSONNEL MANAGEMENT & EQUAL
OPPORTUNITY POLICY)
PRINCIPAL DEPUTY ASSISTANT SECRETARY OF THE NAVY
(MANPOWER & RESERVE AFFAIRS)
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE (FORCE
MANAGEMENT & PERSONNEL)

SUBJECT: DoD Joint Morale, Welfare and Recreation Libraries Strategic Plan

I am pleased to forward to you the DoD Joint Morale, Welfare and Recreation (MWR) Libraries Strategic Plan. The plan, which was developed by the DoD Joint Library Forum, provides the strategic direction for the Department's MWR libraries. The goals and objectives of the plan are designed to ensure that our libraries continue to meet the future needs of the military community, and provides the foundation for the direction of our libraries into the next millennium.

Should you have any questions concerning this memorandum, my office point of contact is Mr. James M. Ellis who may be reached at (703) 614-3260.

Gail H. McGinn

Acting Deputy Assistant Secretary of Defense
(Personnel Support, Families and Education)

Attachment:
As stated



Mission Statement

To support mission readiness, education and training, and enhance quality of life by providing access to information and related programs and services through state-of-the-art technology, professional expertise, functional facilities and equipment, and customer-driven collections for commanders and the military community.

DoD Joint MWR Libraries Strategic Plan

Goal (1) – Improve the planning, budgeting and resource processes for libraries.

- 1-1 The Office of the Secretary of Defense will work with the Military Services to develop a systematic approach to identify library resource needs and ensure correct levels of funding.
- 1-2 The Military Services will maintain comprehensive and forward looking requirements.
- 1-3 The Military Services will develop and defend budget strategies to obtain resources.
- 1-4 The Military Services will pursue opportunities for economies and efficiencies through joint efforts.

Goal (2) – Train and maintain a quality professional workforce.

- 2-1 The Military Services will develop and implement library staff skill and technology development training programs and continuing education opportunities to ensure knowledge and understanding of duties, and to ensure customer needs are met for all library services.
- 2-2 The Military Services will provide professional development to include career broadening opportunities for librarians.

Goal (3) – Obtain and use state-of-the-art technology and equipment to support the library.

- 3-1 The Military Services will plan and budget for new technologies, upgrades and migration.
- 3-2 The Military Services will institutionalize the use of technology to meet documented customer demand for information and services.

Goal (4) – Provide functional facilities.

- 4-1 The Military Services, assisted by the Office of the Secretary of Defense, will jointly develop strategies for facility upgrades/renovations/construction projects to improve and enhance library services.
- 4-2 The Military Services will maintain facilities and infrastructure to meet information needs and customer requirements.

Goal (5) – Provide comprehensive, customer-driven collections, programs and services consistent with DoD MWR library standards and goals.

- 5-1 The Office of the Secretary of Defense will publish MWR Library policy.
- 5-2 The Military Services and the Office of the Secretary of Defense will jointly develop, publish and implement Defense-wide standards for library programs.
- 5-3 The Military Services will develop and implement strategies to maintain focus on collections, programs, and services to support recruiting, retention, productivity, sense of community, quality of life, and war-fighting.

Goal (6) – Foster partnerships with local, regional, and national programs and professional organizations, groups and activities to maximize use of resources.

- 6-1 The Military Services will identify partners and specific benefits gained from developing each partnership.
- 6-2 The Military Services will establish formal and informal agreements with appropriate partners, consistent with applicable laws and regulations.
- 6-3 The Military Services will periodically evaluate the effectiveness of the partnerships.

Goal (7) – Develop an aggressive advocacy and marketing program.

- 7-1 The Military Services will jointly determine marketing goals and develop a joint strategy.
- 7-2 The Military Services will develop Service-specific strategy and implement the strategy for advocacy and marketing library services, and the value they add to the military community.
- 7-3 The Military Services will maintain customer service information, develop strategies to respond to changes in customer demands, and implement the strategies.