

2. Best Practices: Describe best practices initiative within your organization that promote development of your mobile, agile workforce. An in-depth analysis with supporting metrics is required.

3. Workforce Development: Describe the objectives of your workforce development program. Which elements does your organization use (see below examples)? Describe your approach to meet your objectives and results achieved for appropriated elements selected.

- a. Internships
- b. Job Rotation
- c. Career Counseling
- d. In-house Training Programs
- e. Mentoring
- f. Job Shadowing
- g. First-line Supervisor Development
- h. Leadership Development
- i. Executive Coaching
- j. Succession Planning
- k. Government – Industry Exchange Programs
- l. e-learning
- m. Knowledge Sharing/Community of Practice
- n. Telework
- o. Tuition Reimbursement
- p. Continuous Learning

4. Workforce Development Climate: Describe infrastructure, policy, supervisor and peer support of formal programs described in question 3.

5. Training: Describe the processes, mechanisms, metrics you use to evaluate the effectiveness of training in your organization. Also address:

- a. What is your organization's training budget for FY04?
- b. How much does the training budget represent as a percentage of payroll for FY04?

6. Colleges & Universities: Does your organization have an affiliation or partnership with colleges and universities? Explain.

7. Culture: How are you using your workforce initiative to align internal culture with your external corporate mission?

8. Provide any additional information that might be useful in determining your position in the 2004 Under Secretary of Defense (AT&L) Workforce Development Award.

Enclosures can be provided to support your responses to questions. They are not to be used as a substitute for a written response. Enclosures will not be returned.

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