

2020 VISION

2013 Update: Leading to Succeed



BUPERS MILLINGTON



NAVY PERSONNEL COMMAND



Table of Contents

Commander's Intent	4
Mission	5
Our Operating Environment	6
Our Strategic Guidance	9
BPM/NPC Core Services	11
BPM/NPC Enabling Functions	12
Our Guiding Principles	14
Our Vision	15
Our Focus Areas	17
Focus Area One	19
Focus Area Two	23
Focus Area Three	27
Glossary	31

Special thanks for the use of reference materials, media resources, and graphic libraries to the US Navy website (www.navy.mil)

The screenshot shows the homepage of the Navy Personnel Command website. At the top, there is a navigation bar with links for Boards, Career Info, Officer, Enlisted, Support & Services, Organization, Reference Library, and a search box. Below the navigation bar, the main content area is divided into several sections. On the left, there are links for Career Management (My Personnel Info, CMS/ID, Career Toolbox, Career Counseling, NSIPS, BUPERS Online, NEAAS, Physical Readiness) and NPC Links (Welcome Aboard, FORM Weekly, MILPERSMAN, Other Links). In the center, there is a large banner for "Volunteer for Recruiting Duty" with a "Read of the Week" section. On the right, there is a "For Your Information" section with a "What is PACT?" section and a "New Messages" section. The website also features social media icons for Facebook, Twitter, and YouTube.

Navy Personnel Command

Boards Career Info Officer Enlisted Support & Services Organization Reference Library Search

Navy Personnel Command

Officer Links Enlisted Links Family/Retiree Intranet Reserve

Career Management
[My Personnel Info](#)
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[Career Counseling](#)
[NSIPS](#)
[BUPERS Online](#)
[NEAAS](#)
[Physical Readiness](#)

NPC Links
[Welcome Aboard](#)
[FORM Weekly](#)
[MILPERSMAN](#)
[Other Links](#)

Read of the Week
Volunteer for Recruiting Duty

For Your Information
What is PACT?
 People Against Changing Tires
 Personnel Accession Commissioning Team
 Professional Apprentice Career Track
 Personnel Accountability Command Training
[Vote](#)

[Privacy Policy](#)

New Messages
[011/13](#) SPIRIT OF HOPE AWARD
[010/13](#) CV12 VICE ADMIRAL ROBERT F. BATCHELDER AWARD NOMINATIONS
[009/13](#) OBSERVANCE OF AFRICAN AMERICAN/BLACK HISTORY MONTH 2013

News You Can Use
[Explore CMS-ID](#)
[The Skinny on Stress Eating](#)
[Plan Ahead to Avoid DUI](#)
[Physical Fitness: Make a Contract with Yourself](#)
[Navy Announces FY-13 Senior Enlisted Continuation Board](#)
[More News...](#)

For more information visit:
www.npc.navy.mil

Commander's Intent

January 23, 2013

As Deputy Chief of Naval Personnel and Commander, Navy Personnel Command, I'm proud to present our updated strategic vision. While the mission of BPM/NPC remains unchanged, our strategic plan has been updated while remaining anchored in the enduring motto: **Mission First, Sailors Always**. As we plot our future course, we are certain to encounter unanticipated challenges but our role supporting the Fleet with ready Sailors will remain constant as the source of the Navy's warfighting capability.

Our mission is at the forefront of the Chief of Naval Operations' (CNO) priorities, and we've used CNO guidance to set our vision. The CNO's tenets: Warfighting First, Operate Forward, and Be Ready, provide the strategic direction for our focus areas. Additionally, CNO's three priorities of *remaining ready*, *building a capable future force*, and *supporting our Sailors, civilians, and their families* guide our strategy and actions.

This document serves as an update to the previous 2008 version of the 2020 Vision; yet, the fundamental elements are unchanged. We are in the business of Manning the Fleet with ready Sailors, and supporting their ability to serve from beginning to end. Our updated strategic focus areas target *manning the fleet*, *quality human resource services*, and *effective internal organizational performance*, reflecting new Navy guidance while remaining firmly engaged in our mission.

The bottom line is that the Navy's mission is critical to our nation, the CNO has reiterated the importance of people to the Navy, and BPM/NPC remains focused on manning the Fleet with ready Sailors. Take pride in our role supporting the Fleet and its Sailors and we will remain successful in the future.

Looking to our future,



RADM Cindy Covell



RADM CYNTHIA COVELL, United States Navy
Deputy Chief of Naval Personnel
Commander, Navy Personnel Command

Our Mission



Our Mission remains constant ... Manning the Fleet with ready Sailors—supporting their ability to serve from beginning to end.

Our Mission remains unchanged. We are on constant course and speed to manning the Fleet and supporting Sailors. As the *engine room of the Navy*, we deliver highly trained Sailors to the Fleet when and where they are most needed. This is a dynamic process, and we will continue to adjust our services to best meet the needs of the Fleet.

Working closely with the operational forces to streamline our Fleet Manning processes, we've calibrated detailing processes to ensure critical billets are filled on time to reach our goal of 90% Fit 60 days before deployment. We're only getting better in our ability to produce the required levels of Fleet personnel readiness.

We continue to support our Sailors' professional needs and quality of life. We enhance their ability to choose rewarding careers with promotion opportunity by properly managing our force. This combination provides Sailors a viable career path that enhances their role in the Navy.

Finally, as we stay Mission focused, we endeavor to provide unrivaled Human Resources solutions through our peerless workforce of military and civilian professionals. Foremost is our commitment to Sailors, their families, and the security needs of our Nation.

According to the CNOs *Sailing Directions*, Ready Sailors and Civilians will remain the source of the Navy's warfighting capability. We remain committed to our mission and our role supporting the Navy.

Our Operating Environment

Our command faces significant new challenges supporting current and future Navy needs.

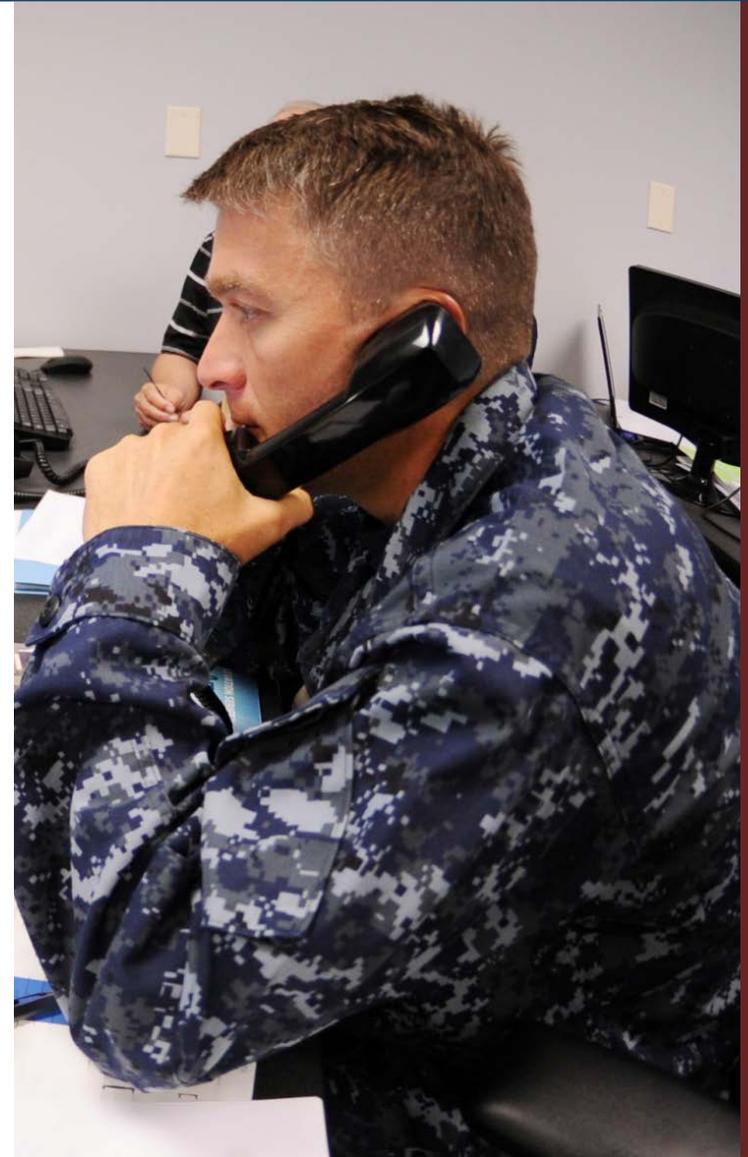
In updating our 2020 Vision, we examined the Navy's current and near future challenges. The demands on the Fleet charged with protecting our national maritime security and the men and women who create our warfighting capability require us to grow and evolve as an organization. Our 2020 Vision is our plan of action to evolve with the Fleet and its Sailors.

The United States Navy will continue to be the preeminent global maritime security force despite budgetary challenges and an evolving mission. To ensure long-term success, we need to become a more proactive partner with the Fleet regarding their manning needs. This will require us to be synchronized with Fleet operational needs matching the right Sailors, with the right skills, to the required location afloat and ashore at all times.

The Navy will always depend on its Sailors as an essential element of warfighting readiness. As the mission of the Navy changes, the men and women in the Navy will be challenged to continue to grow, adapt and support their families. We owe it to them to evolve our own Human Resources (HR) Services to make the Navy a positive place for them to build their careers. Sailors and their families demand more modern HR services and we need to meet that need.

Finally, the federal budget challenges facing our Nation now and in the near future will require us to rethink our own internal organization. As a shore command, we will be challenged to deliver even more responsive services to the Fleet and its Sailors with less resources. We will be challenged to be better stewards of our budget and our resources and must continually ensure we are as effective as possible.

[BPM/NPC 2020 Strategic Vision 2013 Update](#)





Our Services and Functions



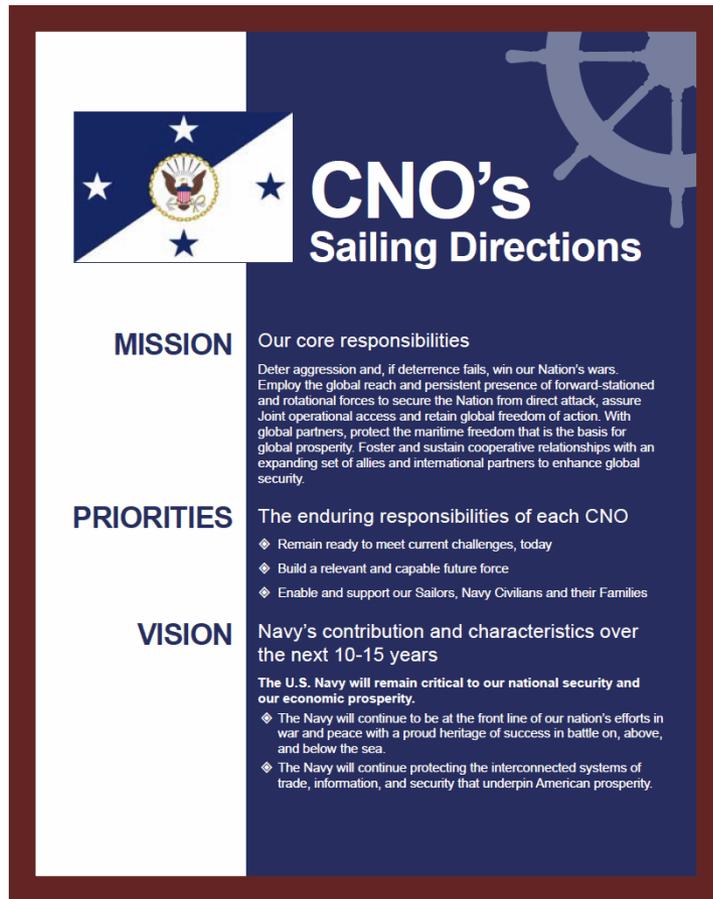
While we evolve as an organization shaped by our vision for the future, we remain focused on the services we provide to the Fleet and its Sailors.

Our core services and enabling functions capture the major segments of the BPM/NPC mission. Spread across multiple business lines, these essential components of our mission represent the spectrum of services we provide the Navy and the internal functions required to keep us effective and responsible. Our seven core services and 14 enabling functions create a combination of effort within our own organization needed to support the mission.

We strive to continually improve our products and services for the Sailor and the Fleet. Our core services and enabling functions are our touchstones for what is important and set the tone for all our strategic priorities.

The BPM/NPC team is proud of the unique array of HR services we provide the Fleet, our Sailors, and their families. Each one of these mission components enables us to meet our mission of *Manning the Fleet with Ready Sailors*.

Our Strategic Guidance: *CNO's Sailing Directions*



The graphic is a dark blue rectangular box with a white diagonal stripe from the top-left to the bottom-right. In the top-left corner, there is a stylized representation of the United States flag with three stars and the Navy's anchor emblem. To the right of this, the text 'CNO's Sailing Directions' is written in large, white, sans-serif font. Below this title, the graphic is divided into three sections: MISSION, PRIORITIES, and VISION, each with a white header and a dark blue body containing text and bullet points.

CNO's Sailing Directions

MISSION Our core responsibilities

Deter aggression and, if deterrence fails, win our Nation's wars. Employ the global reach and persistent presence of forward-stationed and rotational forces to secure the Nation from direct attack, assure joint operational access and retain global freedom of action. With global partners, protect the maritime freedom that is the basis for global prosperity. Foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

PRIORITIES The enduring responsibilities of each CNO

- ◆ Remain ready to meet current challenges, today
- ◆ Build a relevant and capable future force
- ◆ Enable and support our Sailors, Navy Civilians and their Families

VISION Navy's contribution and characteristics over the next 10-15 years

The U.S. Navy will remain critical to our national security and our economic prosperity.

- ◆ The Navy will continue to be at the front line of our nation's efforts in war and peace with a proud heritage of success in battle on, above, and below the sea.
- ◆ The Navy will continue protecting the interconnected systems of trade, information, and security that underpin American prosperity.

As a major Navy service provider focused on Fleet manning, we are committed to being aligned with the CNO's Sailing Directions via his three Tenets and his Guiding Principles.

The CNO's Sailing Directions outlines his strategic vision centered on his three tenets: *Warfighting First, Operate Forward, and Be Ready*. The CNO states that he must remain ready to meet current challenges, build a relevant and capable future force, and enable and support our Sailors and their families.

Additionally, the CNO set forth nine Guiding Principles. BPM/NPC directly supports the first two CNO principles:

CNO Guiding Principle #1: Our primary mission is warfighting. All our efforts to improve capabilities, develop people, and structure our organizations should be grounded in this fundamental responsibility.

CNO Guiding Principle #2: People are the Navy's foundation. We have a professional and moral obligation to uphold a covenant with Sailors, Civilians and their families – to ably lead, equip, train and motivate.

CNP's Strategic Priorities for the MPTE Domain

As an integral component of the MPTE domain, we are also committed to aligning to the CNP's strategic vision via his own three strategic goals and three strategic objectives.

The CNP's Strategic Priorities for the MPTE Domain support the CNO's guidance with his own goals to *stabilize, balance, and distribute the force in order to ensure our Sailors are Assignable, Deployable and Distributable*. To accomplish this, CNP lays out three objectives by which we will align our own strategic vision.

CNP Objective #1: Responsive Force Management – We will focus on the workforce required to meet Fleet needs with better distribution, training, recruiting, and retention.

CNP Objective #2: Effective Personnel Readiness – We will maximize readiness with proper training and education developing ready Sailor careers backed up by the services and resources they and their families need.

CNP Objective #3: Sound Organizational Alignment – We will align our organization to always be focused on the Fleet as our primary customer enhancing services supporting the Fleet across our MPTE lines of business.

N1 / Chief of Naval Personnel Strategic Priorities for the MPTE Domain



Responsive Force Management

Effective Personnel Readiness

Sound Organizational Alignment

*These priorities provide focus and direction to guide our work while remaining consistent with CNO's tenets: **Warfighting First – Operate Forward – Be Ready**. Our focus will be to **Stabilize, Balance and Distribute the force in order to ensure our Sailors are Assignable, Deployable and Distributable**.*

Fleet Manning / Senior Fit at Sea – stabilize, balance and distribute the workforce to meet Fleet needs

Sailor Training – optimize supply chain to meet Fleet requirements

Recruiting – attract and recruit the right number and quality of Sailors

Retention – retain the best workforce to meet Navy's mission

21st Century Sailor – maximize Sailor personal readiness and maintain resiliency to hone the most combat effective force in the history of the Navy

Training / Education – ensure our personnel have the knowledge, skills and abilities to perform throughout their careers while developing and maintaining unsurpassed warfighter skills

Family Support – ensure Sailors and their families have the services and resources they need

Seamless Alignment

- **Fleet** – recognize the Fleet as our primary customer and ensure our decisions and actions support that principle
- **CNIC (PASS, EFM, Safe Harbor)** – ensure a smooth transition with zero impact to services provided
- **Resource Sponsors** – ensure a flawless interface of functions and responsibilities with N2/N6, N4 and N9

MPTE Lines of Business – maintain the readiness and availability to support CNO in all areas of manpower, personnel, training and education matters

31 October 2012

BPM/NPC Core Services

Supply Chain Management (BUPERS-00C2)

Supports the CNP's business strategy by developing, institutionalizing and leading Supply Chain Management functions for enhanced Fleet readiness and MPT&E efficiency.

Military Community Management (BUPERS-3)

Provides a full range of analysis and products to CNP to ensure the proper management of active and reserve officer and enlisted communities, supporting the Navy's requirement for an active/reserve officer & enlisted corps of proper size, experience, skill and diversity.

Pay and Personnel Management (BUPERS-26)

Serves as the principal Pay and Personnel management advisor to the CNP. Provides pay and personnel policies and management for execution by personnel service organizations. Ensures reliable, responsive and timely service delivery in support of all Sailors.

Career Management (PERS-4)

Implements policies pertaining to officer and enlisted assignments, placement, retention, career enhancement and motivation, and career progression. Coordinates the development of Fleet and shore personnel requisitions to ensure the most efficient use of active duty personnel in support of the Navy billet structure. Formulates information technology requirements necessary to maintain, control, and support the computer assisted enlisted and officer distribution management systems. Coordinates with Fleet commanders, as well as internal and outside agencies concerning personnel management plans and programs.

Personnel Information Management (PERS-3)

Provides superior, accessible, accurate and reliable personnel information and records management supporting management of the Fleet and personal/professional needs of Sailors and their families, built by understanding constituent needs and maintained through a culture of trust.

Career Progression (PERS-8)

Administers and implements statutes, regulations, and policies regarding active duty and reserve officer promotions and appointments, officer/enlisted retirements, Fleet Reserve transfers, and officer in-service procurement. Administers and monitors key elements of an individual's career progression in the Navy, sponsors administrative boards for advancement of senior enlisted personnel and oversees all statutory officer promotion selection boards. Advises and assists Commander, Navy Personnel Command (CNPC) in formulation of policies related to the performance of naval personnel and to Navy military discipline. Provides guidance in administration of personnel security programs, naval personnel performance functions, disciplinary matters and post selection board screening.

Reserve Personnel Management (PERS-9)

Administers Reserve Personnel policy involving Navy Reservists on inactive duty including the Standby Reserve Active and Inactive personnel, the Individual Ready Reserve, the Selected Reserve, and active duty Full-Time Support personnel in accordance with all statutes and regulations, ensuring maximum readiness in the event of mobilization or recall.

BPM/NPC Enabling Functions

Deputy Chief of Naval Personnel/Commander, Navy Personnel Command (BUPERS-00B/PERS-00)

Exercises Command and Control authority and provides direction for BPM/NPC lines of business. Plans, directs, and coordinates continuity of operations through a control system of personnel, resources, communications, facilities, and information management/technology. Provides command-wide support for organization and business management; correspondence process control; offender management; congressional and legislative matters; legal services; strategic planning; and senior military leadership support; equal employment opportunity advisors; and career counseling.

Office of Corrections and Programs (BUPERS/PERS-00D)

Provides administrative, programmatic, and policy oversight over Naval offender management programs (detention, restriction, correctional custody, confinement, deserter management, and appellate leave).

Customer Relations Management (PERS-1)

Provides customer relations management support for various HR services as the primary customer service resource for Sailors.

Business Operations (PERS-5)

Provides business and technology support for BPM/NPC including human resources, financial management, logistics, security, process improvement, training, and IT development and support.

Equal Opportunity Advisor (BUPERS-00EA)

Serves as CNP/BUPERS' principal Military Advisor on Equal Opportunity issues and as BUPERS' trained expert on Equal Opportunity (EO) issues and policies.

Inspector General (BUPERS-00IG)

Oversees and administers BUPERS inspection, evaluation, and investigation programs aimed at the prevention or detection of fraud, waste, abuse and mismanagement. Serves as the program manager for Command Inspection, Managers' Internal Control, Audit Liaison, and Hotline Investigation Programs.

Operational Support Officer (BUPERS-00R)

Provides oversight of CNP/BUPERS reserve personnel management for the MPTE domain including BPM/NPC.

Command Deputy Equal Employment Opportunity Officer (BUPERS-00U)

Provides Strategic EEO & Diversity Management Program development and direction on behalf of CNP.

Total Force Human Resource Management (BUPERS-05)

Administers BPM/NPC, CNRC, and NAVMAC "Total Force" Human Resource (HR) planning, position management, workforce shaping, program assessment/evaluation, civilian personnel program/policy development and implementation. Conducts studies to design, analyze, and evaluate the efficiency of organizational structures, operating procedures, and position management.

Information Management (BUPERS-07)

Oversees BPM/NPC information technologies and business capabilities to enable BPM/NPC mission accomplishment. Services include IT capital planning, portfolio management, enterprise architecture, data management, information assurance, and project management.

Business Transformation (BUPERS-08)

Serves as program manager, principal architect and technical advisor for all business transformation initiatives within the Pay, Personnel and Career Management business lines. Directly responsible for the planning, management and oversight of work supporting the accomplishment of these initiatives and delivery of desired future pay and personnel business capabilities.

Navy Personnel Research, Studies and Technology (BUPERS-1)

Plans, develops, and executes the BUPERS research and development (R&D) program including Navy-wide personnel surveys, studies and analysis, and technology assessment.



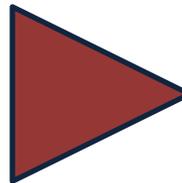
Our Guiding Principles

Our Guiding Principles help us chart our true course for the future and the Navy's core values: honor, courage and commitment. Our aligned core values of customer service, innovation and learning, and personal responsibility demonstrate how we apply these principles:

To fulfill the Navy's mission: "To maintain, train and equip combat-ready Naval forces capable of winning wars, deterring aggression and maintaining freedom of the seas", we must man the Fleet with Ready Sailors. To do this, our organization supports a variety of services for the Fleet and its Sailors. We accomplish this through our Guiding Principles and their aligned Core Values to stay on course, continuously reminding us what is important.

Guiding Principle #1 – Support Sailors

We exist to support the Fleet and all the men and women that make the United States Navy the greatest in the world. Our work is supporting these Sailors and enabling their ability to serve productively every day.

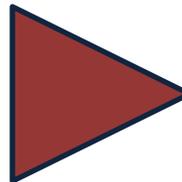


Aligned Core Value – Customer Service

We appreciate the sacrifices and challenges our Sailors confront every day by personally following through to ensure their needs are addressed.

Guiding Principle #2 – Add Value

We are always looking to deliver better services to the Fleet and Sailors. We are constantly looking to improve ourselves ... which supports ready Sailors prepared to support the Navy's mission.

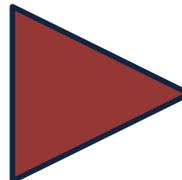


Aligned Core Value – Innovation and Learning

We encourage continual improvement by challenging standing assumptions and identifying new ideas for meeting our constituents' changing needs. We strive to deliver solutions that produce positive results in a timely manner.

Guiding Principle #3 – Do the Right Thing

We are proud of our culture to look out for the Navy by making the hard decisions and leaning forward with the right career support where possible in order to keep the Fleet focused on the mission.



Aligned Core Value – Personal Responsibility

We must use good judgment to determine the best course of action, for the best possible result, keeping in mind our collective responsibility to be good stewards of government resources.

Our Vision for the Future



Deliver capable, ready, and valued 21st century Sailors

Our ultimate objective in supporting Fleet manning is to deliver the right Sailor with the right skills, at the right time and place, and at the best value, to support the Navy's mission. Aligned to strategic visions of the CNO and CNP, our mission is clear supporting the Fleet with ready Sailors. The needs of the Fleet and Sailors and their families challenge our organization to seek better ways to deliver our services. In order to best serve the Fleet and Sailors, we understand that we must address the effectiveness of our own internal organization which leads us to these three strategic Focus Areas.

Focus Area #1: Effective Fleet Manning

We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

Focus Area #2: Quality HR Service Delivery

We will deliver effective and efficient HR Services supporting Sailors and their Families for life.

Focus Area #3: Effective BPM/NPC Performance

We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.

This update to our vision remains consistent in our desire to deliver Fleet Manning and HR Services to Sailors and their families today and into the future. Our day to day work delivering ready Sailors to the Fleet has not changed but we must continually seek even more effective processes and services for tomorrow's Navy.

Our Strategic Plan of Action

To achieve our Vision, we will target capabilities required to meet the future needs of the Navy

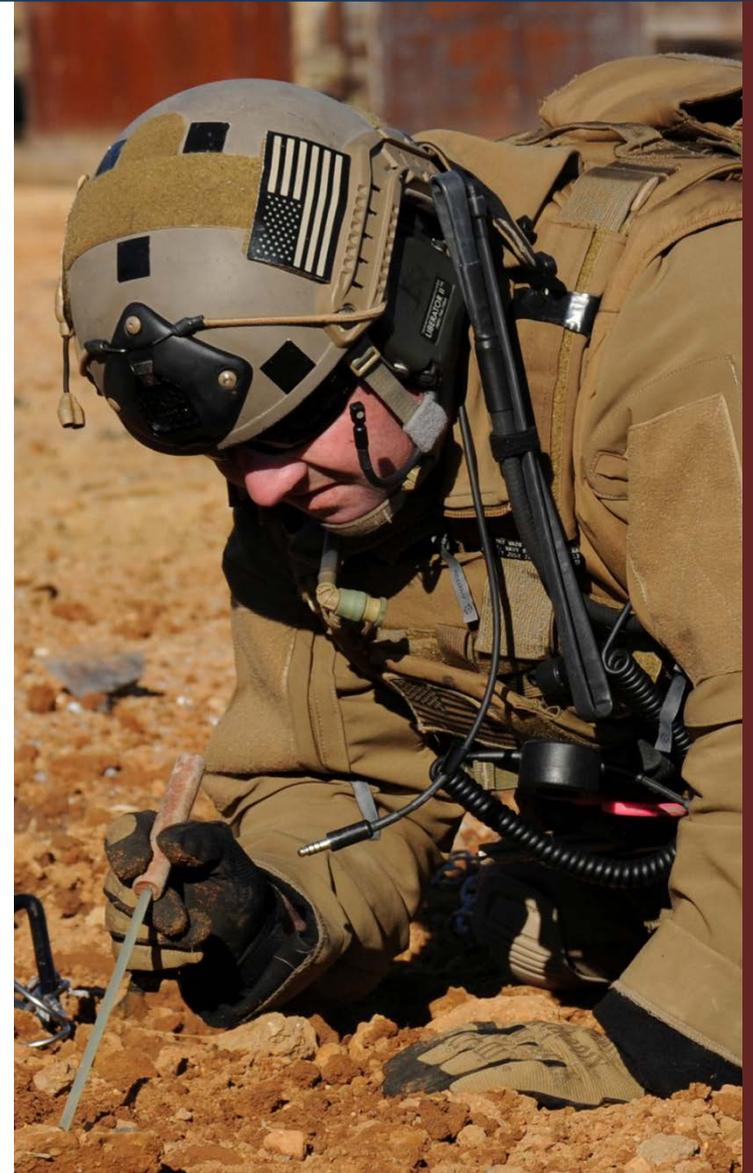
This 2020 Vision is our plan to reach our goals through a series of capabilities we require for the future. Once we gain these capabilities, we will be able to better meet Fleet manning needs. We believe these capabilities will make us a more proactive and strategic partner for the Fleet and to deliver better services to Sailors and their families.

Our three Focus Areas targeting Fleet Manning, HR Service Delivery, and Effective Internal Performance are built on these targeted capabilities. To reach the 2020 Vision we will align our efforts to achieve these capabilities. Our 2020 Vision documents these targeted capabilities.

BPM/NPC Targeted Capability Summary

- Improved performance metrics enabling us to manage our processes
- Better customer partnerships making us more responsive to needs
- Enhanced policy development that proactively supports the Fleet
- Smartly applied automation and technology enhancing our HR services
- Increased data quality and information empowering better decisions
- Improved collaboration between our leaders and the workforce
- Augmented programs that develop the workforce skills we require
- Established culture of learning and process improvement

As we face an uncertain future, this updated 2020 Vision, the three Focus Areas, and their aligned Targeted Capabilities will guide our efforts by setting the tone for our priorities and guiding our investment decisions.



Focus Area One: Effective Fleet Manning

Focus Area Two: Quality Human Resource Service Delivery

Focus Area Three: Effective BPM/NPC Performance

Our Strategic Focus Areas: Where We Intend to Improve



Focus Area One: Effective Fleet Manning

Our Objective: We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

Our Approach: We will improve our capability to support Fleet Manning by developing better analytic models and tools allowing us to manage long-term community health, current distributable inventories of Sailors, and the dynamic flow of the manning supply chain.



Focus Area Two: Quality HR Service Delivery

Our Objective: We will deliver effective and efficient HR Services supporting Sailors and their Families for life.

Our Approach: We will improve our capability to deliver HR services by transforming the ways Sailors access these services, the ways in which we manage HR data in order to increase accuracy, and the way in which we process these service requests becoming more efficient and effective.



Focus Area Three: Effective BPM/NNPC Performance

Our Objective: We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.

Our Approach: We will improve our own performance by creating a culture of learning and continual performance improvement, developing our workforce with the skills needed in the future, and exercising communications across business lines and between leaders and the workforce.

FOCUS AREA ONE

To support Fleet Manning required for the Navy's mission, we must build healthy inventories of Sailors with the right skills for the long-term mission; assign these Sailors effectively making sure they are ready to deploy for the near-term mission; and assure the efficient re-supply of Sailors to the Fleet for the Navy's manning supply chain.

FA1: Effective Fleet Manning Goals

The Fleet needs ready Sailors properly trained, in the right place, at the right time, and ready to deploy.

In our current state, Fleet manning is a complex system involving multiple stakeholders. BPM/NPC is just one major stakeholder in this system so improvements to the fleet manning system will require multiple coordinated efforts carefully planned and aligned covering three areas.

Goal 1: Build Healthy Communities

Our communities are managed with a set of tools and processes rarely integrated across reserve and active components or enlisted and officer communities. Analysis of these communities is hampered with the lack of models and tools integrated with current data. As a result, policy recommendations and advisement regarding communities is limited. All of this creates a challenging environment in which to provide a friction-less continuum of service between active and reserve components.

Goal 2: Improve Sailor Distribution

Sailor delivery is a major focus of our organization but has its own challenges due to the complexity of the personnel supply chain. We have limited ability to create ready, trained Sailors rapidly; so planning and visibility of Sailors throughout their career is critical. Personnel planning to grow and manage the required inventory of Sailors will decrease reactionary assignments and allow for an optimized assignment process.

Goal 3: Reduce Re-supply Inefficiencies

The Sailor supply chain planning and execution as a whole is also a challenge. The MPTe enterprise is building an integrated production and execution capability that will manage all ratings and specialties. The improved alignment and integration across the supply chain will improve our effectiveness in community management and distribution.



FA1: Our Desired State



We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

Focus Area One is targeted to improve our ability to support Fleet manning goals across the manning supply chain. Our desired state is to provide better long-term planning of communities, more effective distribution of Sailors, and integrated oversight of the entire supply chain.

Goal 1 Desired State: Sustainable Inventories

We will provide and manage sustainable community inventories throughout active and reserve components in a collaborative, predictive manner. This sustainable community inventory will be supported by appropriate policies to meet Fleet manning goals.

Goal 2 Desired State: Optimized Assignments

We will optimize the assignment process to effectively provide Fleet manning through targeted assignments to meet Fleet manning goals and Sailor career development at the best value.

Goal 3 Desired State: Assured Supply Delivery

We will have effective integrated planning and oversight of execution of the manpower supply chain that is fully responsive to MPTE policy to meet Fleet manning goals.

What is our roadmap to success for Focus Area 1?

Focus Area 1 Targeted Capabilities (TC)

To achieve the vision for Focus Area 1, we need a roadmap or long-term plan of action getting us to the three desired effects. Each of our organizational strategic goals aligned under Focus Area 1 have a series of Targeted Capabilities which act as markers along that roadmap. These Targeted Capabilities represent new or improved abilities of BPM/NPC considered critical for each of the goals. Once achieved, these Targeted Capabilities bring us one step closer to our 2020 Vision for Focus Area 1.

Goal	Targeted Capability		Desired Effect
Goal 1 FA1.1 Build Healthy Communities	TC (FA1.1.1)	Community Analysis and Management – Improving our ability to do long-term community planning with better models and tools	Sustainable Communities
	TC (FA1.1.2)	Policy Guidance, Recommendations, and Implementation – Enhancing our ability to show implications of today’s policy decisions on long-range community health in the Fleet	
	TC (FA1.1.3)	Continuum of Service Integration – Supporting Fleet needs by improving Active Component to Reserve Component transitions	
Goal 2 FA1.2 Improve Sailor Distribution	TC (FA1.2.1)	Distributable Inventory Analysis – Increasing the scope and analytic ability to look at available inventory ready for placement	Optimized Assignments
	TC (FA1.2.2)	Optimal Distributed Inventory – Improving the efficiency by which we make distribution decisions with costs and timing in mind	
	TC (FA1.2.3)	Distribution Policy Recommendations - Enhancing our ability to make analytically-sound policy decisions regarding Sailor distribution	
Goal 3 FA1.3 Reduce Re-supply Inefficiencies	TC (FA1.3.1)	Integrated Production Planning – Developing an aligned Sailor supply chain set of processes across all MPTE stakeholders supporting the Fleet	Assured Supply Delivery
	TC (FA1.3.2)	Supply Chain Predictive Metrics – Enhancing our ability to monitor and improve the “flow” of Sailors to the Fleet and address issues across the supply chain	
	TC (FA1.3.3)	Flexible and Responsive Execution – Improving our ability to adjust the “flow” of Sailors to the Fleet based on changing Fleet needs	

FOCUS AREA TWO

To deliver the best HR services to Sailors for their careers, we need to build a more responsive service delivery model increasing access for Sailors; improve the accuracy of our information supporting better career and policy decisions; and automate our processes so we can be efficient supporting the Fleet's mission and Sailors' careers.

FA2: Quality HR Service Delivery Goals

Sailors need responsive HR services that are timely, accessible, and accurate for better career support

In our current state, the delivery of the full spectrum of HR services is accomplished by a large system of non-integrated systems and processes. As a result, Sailors face a complex array of policies, programs, resources, systems and service providers creating inefficiencies, inaccuracy, and customer confusion.

Goal 1: Responsive HR Service Delivery

Sailors interact with us through a complex combination of Personnel Support Detachments, websites, email, and phone numbers. Currently, we lack a clearly understood and integrated HR service delivery program. As a result, HR services are frequently processed inefficiently when self-service would have been quicker and even preferred by the Sailor. When self-service isn't the answer, Sailors may not know where to seek help.

Goal 2: Consistent/Accurate HR Information

Due to our non-integrated pay and personnel system, there is also a fragmented information environment made up of redundant data sources, unclear ownership and authority, and inconsistent quality. As a result, neither the service providers nor the Sailors have the right information needed to properly meet their pay and personnel needs.

Goal 3: Efficient HR Processes

Lastly, current BPM/NPC HR operations are expensive, paper-based, and labor intensive. This adds complexity to our organization and inefficiency in the way we support Sailors and their families. As a result, Sailors often wait too long for help or issues become difficult to resolve while audit readiness of our own processes becomes a challenge.



FA2: Our Desired State



We will deliver effective and efficient HR Services supporting Sailors and their families for life.

The FA2 Vision for the Future

Focus Area 2 is designed to address our customer needs in HR Services across all three elements of the HR service delivery system. Our desired end state is improved interactions with customers, better data management, and more efficient internal HR service processing.

Goal 1 Desired State: Tiered Service Delivery

We will strive to have a timely and accurate service delivery environment that is more focused on self-service driven by accountability to and feedback from the customer. To reach this, we must have aligned resources and defined responsibilities, an improved Sailor interaction model, and integrated service delivery indicators.

Goal 2 Desired State: Consistent and Accurate HR Information

We will have a consistent, reliable, and accessible environment for authoritative personnel data that supports business processes and all Navy stakeholders. To do this, we will need an enterprise data management program, an authoritative source of information, and improved data entry quality and validation.

Goal 3 Desired State: Efficient HR Processes

We will strive to have cost-efficient HR services that are delivered by standardized, integrated, and measured processes. These will be aligned to activities and supported by adequate resources and authoritative data. To accomplish this, we must have the ability to allocate and apportion resources, align processes to HR activities, and standardize processes as well as leverage Business Process Reengineering.

What is our roadmap to success for Focus Area 2?

Focus Area 2 Targeted Capabilities (TC)

To achieve the vision for Focus Area 2, we need a roadmap or long-term plan of action getting us to the three desired effects. Each of our organizational strategic goals aligned under Focus Area 2 have a series of Targeted Capabilities which act as markers along that roadmap. These Targeted Capabilities represent new or improved abilities of BPM/NPC considered critical for each of the goals. Once achieved, these Targeted Capabilities bring us one step closer to our 2020 Vision for Focus Area 2.

Goal	Targeted Capability		Desired Effect
Goal 1 FA2.1 Responsive HR Service Delivery	TC (FA2.1.1)	Aligned resources and defined responsibilities – Clarifying the HR service delivery system by roles and responsibilities	Tiered Service Delivery
	TC (FA2.1.2)	Improved Sailor interaction model – Simplifying the way in which Sailors engage with us for HR services	
	TC (FA2.1.3)	Integrated service delivery indicators – Enhancing our ability to measure and track service delivery performance	
Goal 2 FA2.2 Consistent/Accurate HR Information	TC (FA2.2.1)	Enterprise data management program – Development of an enterprise-wide program for handling our HR data	Consistent/Accurate HR Information
	TC (FA2.2.2)	Authoritative source of information – Creating a system which simplifies where data is stored and how it is used	
	TC (FA2.2.3)	Improved data entry quality and validation – Improving our data entry processes increasing accuracy for Sailors' records	
Goal 3 FA2.3 Efficient HR Processes	TC (FA2.3.1)	Aligned processes to HR activities – Increasing our ability to map processes across all of our HR service delivery organizations	Efficient HR Processes
	TC (FA2.3.2)	Process standardization – Developing a series of standards for the work we do, reducing variability	
	TC (FA2.3.3)	Ability to locate and apportion resources – Enhancing our ability to measure performance, establish benchmarks, and align resources	
	TC (FA2.3.4)	Leveraged business process reengineering – Analyzing our work and supporting a concerted effort to improve our processes	

FOCUS AREA THREE

To be the best we can be at supporting the Fleet and our Sailors, each of us must know and clearly understand our customers, our business, and our jobs; know how success is measured; continue to improve our processes; and actively communicate and collaborate.

FA3: Effective BPM/NPC Performance Goals

To maximize our support for the Fleet and Sailor, we must be the highest performing organization possible

Currently, BPM/NPC is a complex organization with an assortment of functions and supporting processes. Given current federal fiscal constraints and an expanding Navy mission globally, shore commands like BPM/NPC will need to improve effectiveness internally to support our Fleet's warfighting capability. We will look to performance management, workforce development, and strategic communications to enable that transformation of our own internal organization.

Goal 1: Improve Organization Capability

Process improvement is challenging as a result of few targeted performance metrics resulting in a lack of discipline and accountability. We need to better understand our work, measure our performance, and improve critical services to customers.

Goal 2: Develop Our Workforce

The workforce is a dynamic entity whose development is not consistently aligned to business and performance needs. Our people are our real capability at BPM/NPC and we must develop our workforce with the future in mind.

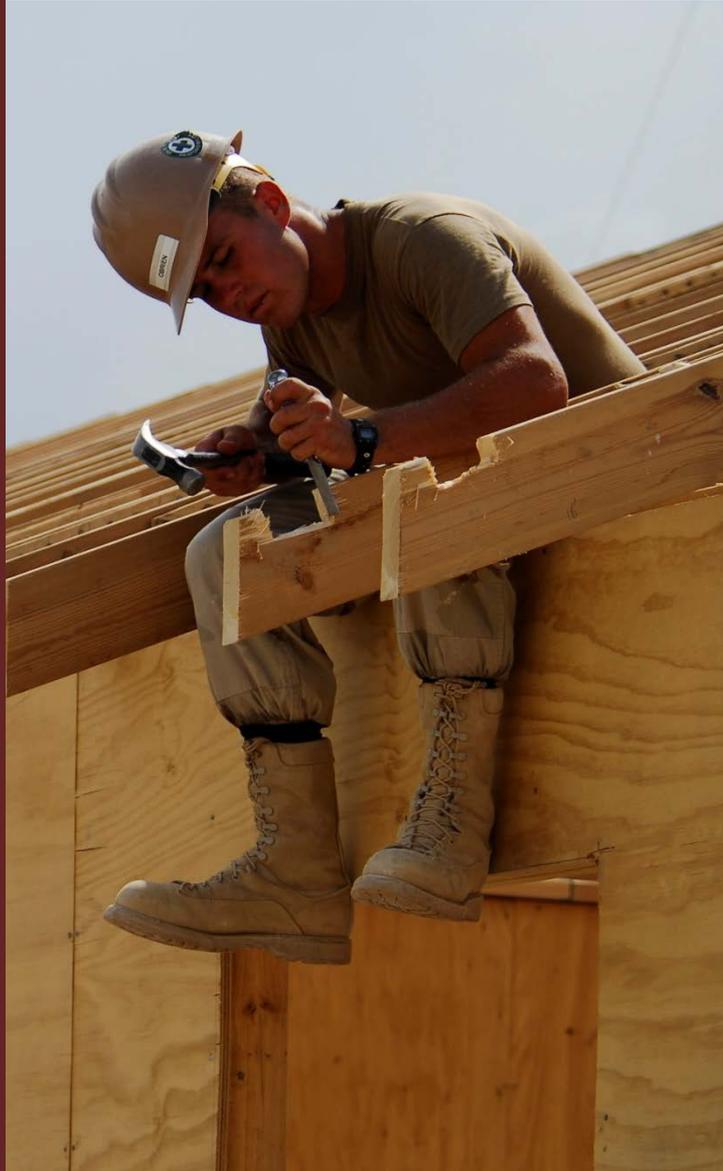
Goal 3: Be Better Communicators

BPM/NPC must continue to improve internal communications, fostering two-way flow of information between the workforce and leadership. Our own performance depends on collaboration across business lines and between leadership and the workforce. We need better processes in place to spread messages, listen to our people, and communicate change as it occurs.

BPM/NPC 2020 Strategic Vision 2013 Update



FA3: Our Desired State



We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.

Focus Area 3 is our vision for our own internal organization addressing three key elements of BPM/NPC. To be the highest performing organization possible, we need to develop capabilities regarding performance improvement, align workforce skills to business needs, and communicate with stakeholders and the workforce better.

Goal 1 Desired State: Performance-Driven Culture

BPM/NPC needs an integrated process improvement culture where organizational functions are clearly defined, measured, and re-engineered to meet business goals. To do this, we must finalize Organizational Charts and Mission-Function-Tasks, identify management controls, and develop key performance indicators (KPI).

Goal 2 Desired State: Mission Aligned Skills

We will also have a results-oriented culture where business needs drive skills development aligning workforce capabilities with mission requirements. To accomplish this, we need to capture critical skills in the workforce, reform a training program to align to business needs, provide meaningful performance management and improve rewards and recognition.

Goal 3 Desired State: Be Better Communicators

BPM/NPC needs to have a proactive and standardized culture of communications in step with organizational change fostering trust between workforce and leadership. To get there, we must have cascading communications, established workforce feedback, and an ingrained change management process.

What is our roadmap to success for Focus Area 3?

Focus Area 3 Targeted Capabilities (TC)

To achieve the vision for Focus Area 3, we need a roadmap or long-term plan of action getting us to the three desired effects. Each of our organizational strategic goals aligned under Focus Area 3 have a series of Targeted Capabilities which act as markers along that roadmap. These Targeted Capabilities represent new or improved abilities of BPM/NPC considered critical for each of the goals. Once achieved, these Targeted Capabilities bring us one step closer to our 2020 Vision for Focus Area 3.

Goal	Targeted Capability		Desired Effect
Goal 1 FA3.1 Improve Organization Capability	TC (FA3.1.1)	Organizational Charts and Mission-Function-Tasks – Updating our SORM, organizational charts, human capital alignment, and re-organization process	Performance-Driven Culture
	TC (FA3.1.2)	Departmental Key Performance Indicators – Establishing a command-wide approach to performance measures supporting an improved MIC program	
	TC (FA3.1.3)	Continuous Process Improvement (CPI) Culture – Developing a CPI program with leadership support, aligned training, and tracking tools	
Goal 2 FA3.2 Develop Our Workforce	TC (FA3.2.1)	Critical Skills Capture – Improving our workforce competency models and development program along with identifying critical skills gaps	Mission Aligned Skills
	TC (FA3.2.2)	Business Needs Aligned Training Program – Enhancing our workforce learning and development program aligning it to business needs	
	TC (FA3.2.3)	Performance Management System – Creating a tighter alignment of policies with improved supervisory oversight	
	TC (FA3.2.4)	Rewards and Recognition Program – Improving the standardization of the program and increasing the visibility and use by management	
Goal 3 FA3.3 Be Better Communicators	TC (FA3.3.1)	Cascading Communications – Developing a better program to transmit messages down through the workforce from leadership	Engaged Workforce & Leadership
	TC (FA3.3.2)	Workforce Feedback – Increasing our ability to elicit input from the workforce while making a commitment to act on those needs	
	TC (FA3.3.3)	Change Management – Enhancing our use of strategic communications as a natural part of organizational change	

Glossary

Core Services

Our organization's primary business or mission areas that produce specific outputs and services for the Fleet and Sailors.

Desired Effects

The description of an intended end state we will achieve once we successfully complete a focus areas and their aligned goals.

Enabling Functions

Services performed within our organization that provide necessary support to the core services.

Focus Areas

One of the three broadly defined organizational strategic objectives we have identified, each comprised of a set of goals. Each addresses a core component of our organization we need to evolve to reach the vision.

Guiding Principles

A common set of beliefs that define the culture of our organization. These beliefs provide an unwavering framework for decisions we make as we move towards our vision.

Mission

The primary purpose and reason for our organization's existence. Our mission is the consistent reason for our day-to-day work.

Targeted Capabilities

An organizational ability or capacity we have identified as required to reach our strategic vision for the future. They act as milestones marking progress along our strategic roadmap for each of our focus areas.

Vision

Our statement that describes our organization's aspirations. This is what we intend to become and achieve in the future.

Mission First ★★ Sailor Always



BUPERS MILLINGTON



NAVY PERSONNEL COMMAND