

A Mission Well Done...



2014

**Bureau of Naval Personnel Millington
Navy Personnel Command**

FY14 Annual Report

BUPERS Millington/Navy Personnel Command



Why We Are Here

Aligned to strategic visions of the Chief of Naval Operations (CNO) and Chief of Naval Personnel (CNP), our mission is clear: Manning the Fleet with ready Sailors and supporting their ability to serve from beginning to end. Our ultimate objective in manning the Fleet 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.

Who We Serve

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 must continually assess and improve the effectiveness of our own internal organization. Our mission imperatives are captured in three strategic Focus Areas.

Mission First...Sailors Always

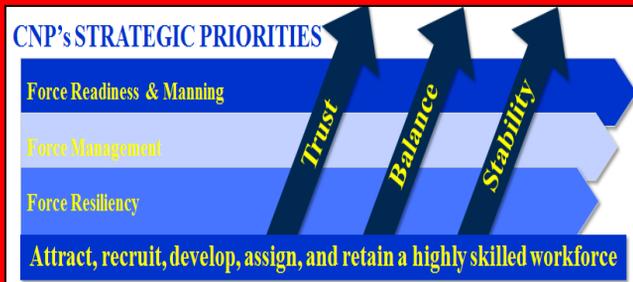


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Strategic Guidance: CNO/CNP/DCNP



Focus Area One: Effective Fleet Manning

CNO Priority Alignment: Warfighting First
 CNP Priority Alignment: Enterprise Alignment

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

GOALS

1. Build Healthy Communities
2. Improve Sailor Distribution
3. Reduce Re-Supply Inefficiencies

2020 DESIRED EFFECT

- Sustainable Inventories
- Optimized Assignments
- Assured Supply Delivery

Focus Area Two: Quality HR Services Delivery

CNO Priority Alignment: Be Ready
 CNP Priority Alignment: Force Management, Quality of Support, Enabling Technologies

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

GOALS

1. Responsive HR Delivery
2. Consistent, Accurate, Accessible HR Info
3. Efficient HR Processes

2020 DESIRED EFFECT

- Tiered Service Delivery
- Integrated HR Info Environment
- HR Process Automation

Focus Area Three: Effective BPM/NPC Performance

CNO Priority Alignment: Be Ready
 CNP Priority Alignment: Quality of Support

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

GOALS

1. Improve Org Capability
2. Develop Our Workforce
3. Be better Communications

2020 DESIRED EFFECT

- Performance Driven Culture
- Mission Aligned Skills
- Engaged Workforce and Leadership

Executing the Vision

Teammates,

I would like to take this opportunity to acknowledge our accomplishments in FY14 and say “*Job Well Done!*” to the BUPERS Millington/Navy Personnel Command (BPM/NPC) Team. Our *FY14 Annual Report* provides an opportunity to see how each department contributes to our mission and aligns with our Command’s Strategic Vision through its three Focus Areas. As we are always striving toward continued improvement, we use this report as a platform to highlight our many successes and mark our progress in executing toward the goals of the BPM/NPC 2020 Vision.



RDML David F. Steindl

**Deputy Chief of Bureau of Personnel
Commander, Navy Personnel Command**

Our 2020 Vision, in which all of our transformational initiatives are anchored, is in line with the higher-level guidance of Navy’s Top Leadership: CNO’s *Tenets of Warfighting First, Operate Forward, and Be Ready*, and CNP’s Strategic Priorities of *Force Readiness & Manning, Force Management and Force Resiliency*.

As a team, you made substantial gains during FY14 in attaining my 3 top priorities:

- Man the Fleet
- Execute fair and transparent Selection Boards
- Improve Customer Service

Our successes are made possible by the contributions of each department, working together and focusing on our mission. Take time to applaud those you recognize in this report. We are an organization full of diverse talent. Together we create a team that is proactive, responsive and acts with integrity. I could not be prouder of our accomplishments this past year!

Thanks for all you do!

A handwritten signature in black ink that reads "David F. Steindl".

RDML David F. Steindl

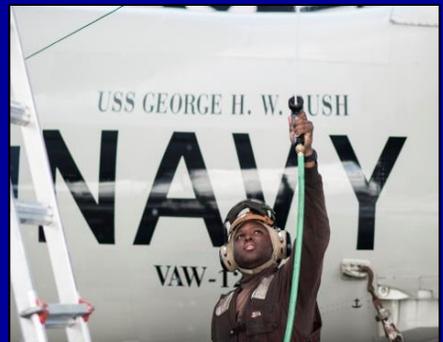


Focus Area One

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 resupply of Sailors to the Fleet through the Navy's manning supply chain.



Effective Fleet Manning



Effective Fleet Manning

Our customer, the Fleet, needs. . .

Ready Sailors, properly trained, in the right place, at the right time, ready to deploy. To that end, we are committed to these goals:

Goal One (FA1.1)

Build Healthy Communities leading to Sustainable Inventories

We must improve our analysis and management of communities, and integrate a continuum of service. We must also improve our policy guidance, recommendations, and implementation.

Goal Two (FA1.2)

Improve Sailor Distribution leading to Optimized Assignments

We must analyze distributable inventory and optimally distribute what is available as well as provide distribution policy recommendations.

Goal Three (FA1.3)

Reduce Resupply Inefficiencies leading to Assured Supply Delivery

We must develop integrated production planning and predictive metrics in addition to implementing flexible and responsive delivery execution.

Focus Area One

Focus Area One Spotlight

Streamlining the Navy Enlisted Supply Chain

Spotlight Summary

The Business Improvement Team (BIT) establishes Cross Functional Teams (CFTs), Barrier Removal Teams (BRTs), and Sub-Process Review Teams to address supply chain issues on an “as necessary” basis.

CFT 2 was established to allow internal collaboration among Manpower, Personnel, Training, and Education (MPTE) stakeholders in their efforts to optimize Sailor flow through initial accession pipelines with improvements to data, technologies, governance and project management related to the Navy Enlisted Supply Chain (NESC).



CFT 2 Barrier Removal Team. (Seated L to R) Shawn Davis, Mo Cahill, Mike Scott (Standing L to R) Rich McGurr, Mike Cleveland

Organizational Challenge

In its most basic form, the NESC’s Street-to-Fleet (STF) training process entails the planning and execution needed to process a Sailor from initial recruitment, though recruit training, initial skills training, advanced technical training, and distribution for delivery to the Fleet. Stove-piped efforts across the MPTE enterprise and other stakeholders, including Navy Resource Sponsors and service representatives from U.S Marine Corps, U.S. Army, U.S. Air Force, and U.S. Coast Guard, have historically resulted in critical manning shortfalls in the Fleet.

Methodology/Process

CFT-2 is chaired by RDML Whitesell, with participation from NETC, BUPERS-3, PMO, PERS-4, PERS-2, NAVMAC, OPNAV, Resource Sponsors and USFFC. CFT-2 systematically investigates Rating and Navy Enlisted Classification (NEC) level inefficiencies through the use of Rating Working Groups which convene specifically for each of the 78 initial accession ratings. Systemic issues that span multiple ratings or NECs are addressed by Barrier Removal Teams (BRT). Currently, CFT-2 BRTs are investigating and correcting process issues in Standardized Student Processing, NEC and Catalog of Navy Training Courses (CANTRAC) misalignments, and standardizing length of enlistment based on required training.

Impact/Results

All 78 ratings have had at least one deep dive analysis of the accession pipeline and associated accession NEC training paths. Continuous process improvements have been made to both the processes and metrics used for analysis. During the last four years over 258 actions were identified and resolved by BRTs and CFTs. These actions include identifying the problem, providing cross-functional solutions and tracking successful completion of the action. The actions identified thus far cover the gamut from misaligned billets and training to NEC FIT micro-friction. CFT-2 briefs a different rating at each BIT meeting as well as the Weekly Drumbeat.



**Build
Healthy
Communities**



**Improve
Sailor
Distribution**



**Reduce
Resupply
Inefficiencies**



Effective Fleet Manning

Focus Area One

Top Accomplishments

- Completed standup of rating working groups for all ratings
- Completed mapping and validation of accession training paths in each rating from “Street to Fleet”
- Documented standard process for establishing minimum cycle time (MCT) and entitled cycle time (ECT) for training paths in each rating
- Developed NEC Blue Line metric to identify training production capability relative to manning demand signals
- Initiated review of overseas screening process and implemented changes to reduce time to complete screening and reduce billet gaps resulting from unanticipated screening failures
- Completed Critical Design Review for Billet Based Distribution Phase 1B
- Developed Career Guide for “Pathway to Success” for Officers in the Naval Nuclear Power Program
- Achieved FIT/FILL manning goals
- Spearheaded expansion of women officers serving in submarines
- Reinstated the Aviation Command Bonus
- Executed over 500 Fleet Engagement events providing face to face interaction between Fleet Sailors and detailers/community managers
- Orchestrated detailing and placement requirements for three carrier homeport shifts
- Implemented process improvements for the officer formal nomination process
- Implemented the Permanent Change of Station Roundup Project to align financial oversight of PCS orders
- Conducted the first Full Time Support (FTS) Command Screen Board and FTS/Selected Reservists Aviation Major and Aviation Commander Command Screen Boards
- Overhauled the Attaché nomination and assignment process
- Enhanced Career Waypoints (CWAY) approval process to provide automatic approval feedback to Fleet Career Counselors
- Reinstated the Enlisted Early Transition Program
- Made improvements to the Student Input Plan to determine and validate training requirements for all training paths



Focus Area Two

To deliver the best Human Resource (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.



Quality HR Service Delivery



Quality Human Resource Service Delivery

Our Customer, the Sailor, needs. . .

Responsive Human Resource (HR) services that are timely, accessible and accurate, better supporting their careers. To that end, we are committed to these goals:

Goal One (FA2.1)

Responsive HR Service Delivery leading to Tiered Service Delivery

We must have aligned resources and defined responsibilities, an improved Sailor interaction model, and integrated service delivery indicators.

Goal Two (FA2.2)

Consistent/Accurate HR Information leading to an Integrated HR Information Environment

We need an enterprise data management program, an authoritative source of information, and improved data entry quality and validation.

Goal Three (FA2.3)

Efficient HR Processes leading to HR Process Automation

We must have the ability to allocate and apportion resources, align processes to HR activities, and develop process standardization as well as leverage Business Process Reengineering.

Focus Area Two

Focus Area Two Spotlight

Record of Emergency Data and Dependency Application

Spotlight Summary

Record of Emergency Data and Dependency Application (RED & DA) is a Navy Standard Integrated Personnel System (NSIPS) self-service application allowing Active and Reserve members to enter or update emergency data and report dependency changes with a digital signature. Workflow within NSIPS sends the information to the member's supporting Personnel Support Detachment (PSD) or Personnel Office for review, approval and direct submission to the Service Member's Official Military Personnel File (OMPF).



RED & DA Team (Back L to R) LT Van Stewart, John Courtney, Doug Burgess, Corey Nichols, Doyle Beckwith, Dave Hard (Front L to R) Eric Brown, Sharlene Williams, Conesa King, Doug Moody, Keith Grover

Organizational Challenge

In an effort to bring the Navy into compliance with governing Department of Defense (DoD) and Department of Navy (DON) policies, the Navy developed, implemented and continues to refine the electronic Forms Workflow and Digital Signature (eFWDS) solution within the personnel modernization business line. Information processing for RED & DA served as one of the first projects to incorporate an eFWDS solution that included enhanced protection of Personally Identifiable Information (PII) by separating the processing of RED and DA data where possible.

Methodology/Process

The Programs/Systems Branch (PERS-222) worked closely with Navy Casualty Subject Matter Experts from various organizations including PMW-240 SPAWAR Atlantic, PERS-13, PERS-313 and PERS-54, and led the functional oversight of the project which covered critical implementation evaluation of usability and suitability of functionality.

Impact/Results

Implementation of a self-service RED & DA application reduces the cost of doing business, improves the process in which RED & DA information is gathered, stored, tracked and disseminated, and eliminates PII violations that resulted from co-processing of RED and DA information. To ensure product readiness for the Fleet, the BUPERS-075 / Business Transformation Division (BTD) managed and facilitated two distinct Application Functional Testing phases with the support of field testers from PSD Memphis, PERS-222, PERS-40 and PERS-4013. In the process of testing and validating the functional requirements, 133 application defects were identified and resolved. As a result of exceptional teamwork displayed between PERS-222 and BUPERS-075, full functionality was delivered in support of an Alpha Assessment in August 2014 with PSD Memphis and 25 supporting commands.



**Responsive HR
Service
Delivery**



**Consistent/
Accurate HR
Information**



**Efficient
HR Service
Processes**



Quality HR Service Delivery

Focus Area Two

Top Accomplishments

- Primary Next-of-Kin (PNoK) identification and verification for USS OKLAHOMA (BB-37) completed
- Identified “entitled” process times for legacy business processes
- Identified candidate processes to move into the tiered service model, and set up pilot projects
- Standardized the Navy Casualty process of Bedside Travel
- Identified the data elements for the Golden Record and approved the total number of business terms
- Deployed Permanent Change of Station Roundup order writing capability in NSIPS
- Deployed Enhanced Drill Management in Navy Standard Integrated Personnel System (NSIPS)
- Instituted Long Term Care Specialist for Navy Casualty case management
- PERS-2 completed its first year in operations as Navy’s Pay & Personnel Management Department
- Expanded implementation of eLeave Afloat to 95% of Shore Commands and 90% of Sea Commands
- Completed an inventory and prioritization of key business processes
- Developed a mobile *Command Pass Coordinator* reference guide
- Expanded awareness and use of Pay and Personnel Standard Operating Procedures (SOPs)
- 31,078 Officers identified as eligible and then screened in support of pay grade 0-3 to 0-8 active and reserve selection boards
- 41,583 Enlisted identified as eligible and then screened in support of E-7 to E-9 active and reserve selection boards
- Established electronic submission of the Individual Ready Reserve Annual Virtual Screening form (NAVPERS 1080/3(11/2013))
- The Career Transition Office reduced internal processing time for transition AC to RC/RC to AC packages from 30 to 7 days
- Completed initial field test of Record of Emergency Data & Dependency Application (RED & DA)
- Deployed Hazardous Duty Pay Tempo to the Fleet, with the first payments made in December 2014



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.



Effective BPM/NPC Performance



Effective BPM/NPC Performance

BPM/NPC needs. . .

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

Goal One (FA3.1)

Improve Organization Capability leading to a Performance-Driven Culture

We must finalize Organization Charts and Mission-Function-Tasks, identify management controls and key performance indicators (KPI), and create a culture of continuous process improvement.

Goal Two (FA3.2)

Develop Our Workforce leading to Mission Aligned Skills

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 Three (FA3.3)

Be Better Communicators leading to an Engaged Workforce and Leadership

We must have cascading communications, established workforce feedback, and an ingrained change management.

Focus Area Three

Focus Area Three Spotlight

Reconstitution of Planning Board for Training

Spotlight Summary

As part of the 2012 Strategic Planning Exercise, an initiative was proposed by the Executive Leadership Team (ELT) to determine if critical command business needs were fully identified; workforce skills requirement adequately defined; and training requirements/courses identified/aligned to support business and performance needs as defined by the current operational environment. The future state intent is training aligned to business needs supporting the mission where business needs/ supporting critical skills are identified; workforce skills are identified and gap analysis complete and training delivery form and content are aligned to support business and workforce needs and requirements.

A new opportunity identified during the ELT Assessment and approved by DCNP/CNPC was to re-establish the relevancy and vigor of the BPM/NPC Planning Board for Training (PBFT).



PBFT Members: (Front L to R) Diane Lofink, CAPT John Daughtey, Lauren Rummel (Middle L to R) Kelly Cano, Pam Warnken, Dr. Mike Higgs, CDR Mike Payne (Back L to R) Mike Saylor, Greg Moody, Bernie Dunn, LCDR Chris Seeley

Organizational Challenge

In 2012, the BPM/NPC ELT conducted a Strategic Planning Exercise to explore the benefits of eighteen transformational business proposals. One proposal was to determine "What does the Command really want training to be?" This led to "What are the 'true' business needs that require training support and what tools will be used to identify those 'true business needs'?" The answer to these questions led to the exploration of training delivery form, content, methodology, and delivery sources. In order to address this strategic change to our operating environment and deliver even more responsive and efficient services, the PBFT was reconstituted as an executive leadership forum. The Planning Board for Training ADMINMAN 1500-0100 was approved on 17 Apr 14 establishing the roles and responsibilities of the command PBFT in support of workforce development goals of BPM/NPC. The PBFT is comprised of the BPM/NPC Deputies with the ADCNP/DCNPC serving as Chairperson. As an advisory board, the PBFT provides expertise and advice to ensure the BPM/NPC training program is aligned to business needs based on critical skills identified.

Methodology/Process

A survey of the BPM/NPC department heads was conducted to identify code top five business requirements; what is important (SOPs/Desk Guides, work flow/critical skills capture) and how well current training delivery methods have worked. Additionally, the Functional Lines of Business provide subject matter experts to advise on specialty training requirements (e.g. Information Technology, Financial, Ethics, etc.). One of the first actions for the PBFT was to identify and adopt established competency models for supervisors and for the predominant skill areas required of the BPM/NPC workforce for the command's function/tasks.

Impact/Results

In FY14, the BUPERS-05 Training Division was restructured and business processes are transforming in phases to ensure training is both targeted toward business needs and delivered in an efficient and effective manner. For example, annual EEO Training, Prevention of Sexual and Non-Sexual Harassment, and No FEAR Act courses were transformed from classroom to computer-based training courses. Now, completion of training is captured in the permanent record, enabling audit and accountability for required training.



**Improve
Organization
Capability**



**Develop
Our
Workforce**



**Be
Better
Communicators**



Effective BPM/NPC Performance

Focus Area Three

Top Accomplishments

- Assured the compliance of BSO 22's Command Climate Assessments and Enhanced Commander Accountability reports to the Immediate Superior in Command (ISIC)
- Developed a new Access database to track Inspector General workload and establish metrics/trends
- Consolidated RDT&E network into SPAWAR Millington Data Center in support of Defense Consolidation Application Optimization (DCAO) information security consolidation objectives
- Developed a *Guide to Civilian Hiring* that clarifies staffing processes
- "Fit in '14" Health Fair held at the Joe Dugger Fitness Center attracted over 100 participants
- American Correctional Association accreditation of the Navy Consolidated Briggs (NAVCONBRIGs)
- Attained 292 certified Correctional Professionals within Navy Corrections using both American Correctional Association and American Jail Association guidelines
- Navy Pay & Personnel Support Center (NPPSC) Comptroller functions consolidated into NPC Comptroller Office (PERS-52)
- Assisted/coordinated transition of Navy Music program from NPC to BSO 11 starting in FY15
- Increased reporting compliance in the Enterprise Safety Applications Management System (ESAMS) management information system from 8% to 50%
- PERS-54 successfully completed Technical Refresh of 147 Blackberries and 1149 NMCI seats.
- BUPERS-05 assumed management of Pay/Personnel Administrative Support System (PASS) payroll increasing the command's payroll by \$76M
- Updated the supervisor-to-employee hierarchy for all civilian personnel in the Defense Civilian Personnel Data System
- Assumed responsibility for supply requisitions for Navy PSDs and CSDs worldwide, processing approximately 1100 requisitions worth \$1.33M
- PERS-54 accomplished a technical refresh on Selection Board work station, upgraded Selection Board infrastructure including new fiber optics and installed projectors in the Selection Board rooms
- Developed BPM/NPC Legislative Short Card ensuring timely targeted tasking to subject matter experts regarding high visibility, short-fused legislative tasks
- BPM/NPC completed 22 Continuous Process Improvement (CPI) events (a 60% increase in activity over FY13) with combined labor-hour and budget savings of \$6.57M
- BUPERS-05 streamlined the organization by eliminating 4 of 7 unit identification codes



Awards and Recognition



Guiding Principle Awards

★ *Do the Right Thing* ★ *Support Sailors* ★ *Add Value*

Ms. Cynthia Carpenter	BUPERS-05	PS2 Gary Smetana	PERS-451
Ms. Deborah Williamson	BUPERS-0511	YN2 Kaneisha Johnson	PERS-451
Mr. Milton Stubbs	BUPERS-317	Mr. Vincent Balla	PERS-454
Ms. Linda Jardine	BUPERS-6	YN1 Raquel Vega-Caldwell	PERS-454
Ms. Shannon Goodwin	CWT-SATO Travel	HM1 Gilbert Mangona	PERS-454
Mr. William Lingle	NPPSC 23	Ms. Kathy Lowe	PERS-454
Ms. Carol Griffith	NPPSC 23	Mr. Glenn Stubbs	PERS-455B
SGT Phillip Brockamp	PERS-00D	YNC Christy Farris	PERS-461
Mr. Thomas Dooley	PERS-00D	CAPT Brian Wenger	PERS-5
CS1 Matthew Julian	PERS-00S	LCDR Patrick Callan	PERS-521
Mr. Wayne Ross	PERS-21	Mr. Johnny Cunningham	PERS-522
Ms. Tina Lopez	PERS-221	Ms. Susan Hyback	PERS-532
Ms. Lorraine Johnson	PERS-311	Ms. Clara Rogers	PERS-533
Mr. John Frantz	PERS-32	Ms. Sally Tuggle	PERS-533
Mr. Kent Rowe	PERS-4013	Ms. Annette Abano	PERS-533
Mr. Johnny Pedersen	PERS-4013	LS2 Josecarlo Marcelo	PERS-533
CMCS Robert Crespin	PERS-4013	LS2 Kim Tucker	PERS-533
Mr. Walter Mathis Jr.	PERS-42	Mr. James Garner	PERS-533
LCDR Rodney Moss	PERS-434	Ms. Trisha Dooley	PERS-534
RP1 Edward DeBaun	PERS-4414	Ms. Sheryl Donahoo	PERS-543
HM1 Eric Gregory	PERS-4415	Ms. Shylinda Graystreet	PERS-543
HM2 Adam Broussard	PERS-4415	LT Shane Wright	PERS-80
CDR Howard Bryant	PERS-45B	Ms. Cheryl Blossom	PERS-912
MA1 Clarence Judd	PERS-451	PS2 Daneisha Stroughn	PERS-93

Supporting Our Navy Mission By Upholding Our Values

Sailor & Civilian Awards

Sailors of the Year

Sailor of the Year	IS1(IDW/SW/AW) Johnetta Heckard
Junior Sailor of the Year	PS2 Jenny Camillucci
Blue Jacket of the Year	YNSN Walter Walford

Sailors of the Quarter

Sailor of the Quarter First Quarter	YN1 Kelli Bradshaw
Sailor of the Quarter Second Quarter	HT1 Joseph Hamm
Sailor of the Quarter Third Quarter	BM1 Wayne Hosmer
Sailor of the Quarter Fourth Quarter	MA1 Clarence Judd
Junior Sailor First Quarter	PS2 Daneisha Stroughn
Junior Sailor Second Quarter	YN2 Helana Ross
Junior Sailor Third Quarter	BM2 Roderick Lee
Junior Sailor Fourth Quarter	MA2 Jessica Gatewood-Smith
Blue Jacket First Quarter	HM3 Jordon Costabile
Blue Jacket Second Quarter	MU3 Keyondra Ruth
Blue Jacket Third Quarter	YN3 Carol Cruz
Blue Jacket Fourth Quarter	HM3 Stephanie Swogger

Civilians of the Year

Senior Civilian of the Year	Todd W. Anderson
Mid-Grade Civilian of the Year	Veronica R. Melton
Junior Civilian of the Year	Jane E. Bush

Civilians of the Quarter

Senior Civilian First Quarter	Leathia R. Ward
Senior Civilian Second Quarter	Todd W. Anderson
Senior Civilian Third Quarter	Tonja R. Taylor
Senior Civilian Fourth Quarter	Sally J. Tuggle
Mid-Grade Civilian First Quarter	Frank A. Martelli
Mid-Grade Civilian Second Quarter	Veronica R. Melton
Mid-Grade Civilian Third Quarter	Donald P. Marshall
Mid-Grade Civilian Fourth Quarter	Annette L. Abano
Junior Civilian First Quarter	Jane E. Bush
Junior Civilian Second Quarter	Ronald T. Rogowski
Junior Civilian Third Quarter	Bryie Ann Burton
Junior Civilian Fourth Quarter	Christopher M. McLean

Congratulations!

Navy Personnel Command 2014 Captain's Cup Champions



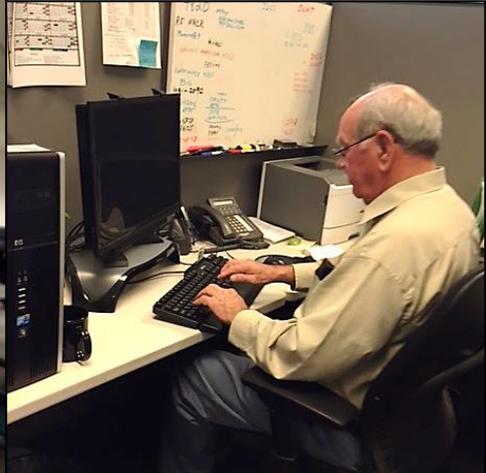
Navy Personnel Command Wins 2014 Captain's Cup Award

The Captain's Cup program is a year-long, annual command competition in which command teams accumulate points, based on their participation in Intramural Sports programs. The guiding principles of the program are; participant safety, command involvement, encouraging camaraderie among coworkers, engaging in safe and sportsmanlike participation in sporting events and tournaments, maintaining and improving participant fitness, and providing effective outlets for participants to engage in healthy competition.

Command teams must be comprised of individuals attached to the same department, code, unit, and command and all players must adhere to the Intramural Sports participation eligibility policies in order to receive points for their command. The scoring system is based on several factors including: number of teams entered, sportsmanship, player conduct, program performance, playoff eligibility, playoff performance and final league and tournament standings.

The Captain's Cup program is the marquee event of the Intramural Sports calendar. It encompasses nearly every aspect of the sports program and is an achievement that each and every command aboard NSA Mid-South strives to win each year. Increased participation in the Intramural Sports program will help improve sailor wellness and readiness and ensure that the Captain's Cup program grows and flourishes for years to come.





Our Command



Our Command

As our organization evolves we are striving to improve our products and services continuously for the Sailor and the Fleet. Our nine core services and 16 enabling functions are 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.

The BPM/NPC team is proud of the unique array of HR services we provide the Fleet, our Sailors and their families. Each mission component enables us to meet our Mission of *Manning the Fleet with Ready Sailors supporting their ability to serve from beginning to end.*



BPM/NPC By The Numbers

Annual Production Supporting the Mission

153/2,544/82,128

Selection Boards Facilitated/ Participants/Eligibles

14,686,114

www.npc.navy.mil web visits

1.88 million

Reserve Personnel Records Administered

7,077/56,448

Total Reserve Man days (ADT/ADSW)/Hours

3,745

Personnel Reclassifications

2,319,550

NAVADMINS/ALNAVs Downloaded

219/655

Administrative Separations of Officers/Enlisted

601,835

Evaluation and Fitness Reports Processed

310,598/206,967

CSC Transactions/Phone Calls Answered

2,475

Individual Augmentation Orders Written

14.6 million

AC/RC/Veteran Personnel Records Maintained

7,506

Mobilization Orders Written

24,202

OMPF Error Corrections

80,553

PCS Orders Written and Released

\$5.7M/\$136M/\$5M

Enlisted Bonus/ SRB Paid/ SRB Recouped

167,713

IT System Patches for Security

3,950

TV5 Taskers Processed

\$274 million

Total Program of Record Oversight

131 of 138 ships

eLeave capable

13,398

Enlisted and Officer Promotions

299

Career Development Boards

8,603/5,320

Enlisted and Officer Requests/Retirements

4,380

Congressional Letter Responses

75,000

Reserve Officer Status/IRR Letters

1,223

Affiliations with Selected Reserves

550,000

Quotas Managed for Schoolhouses

117,944/1,130

CWAY Re-enlistment Applications/HYT processed

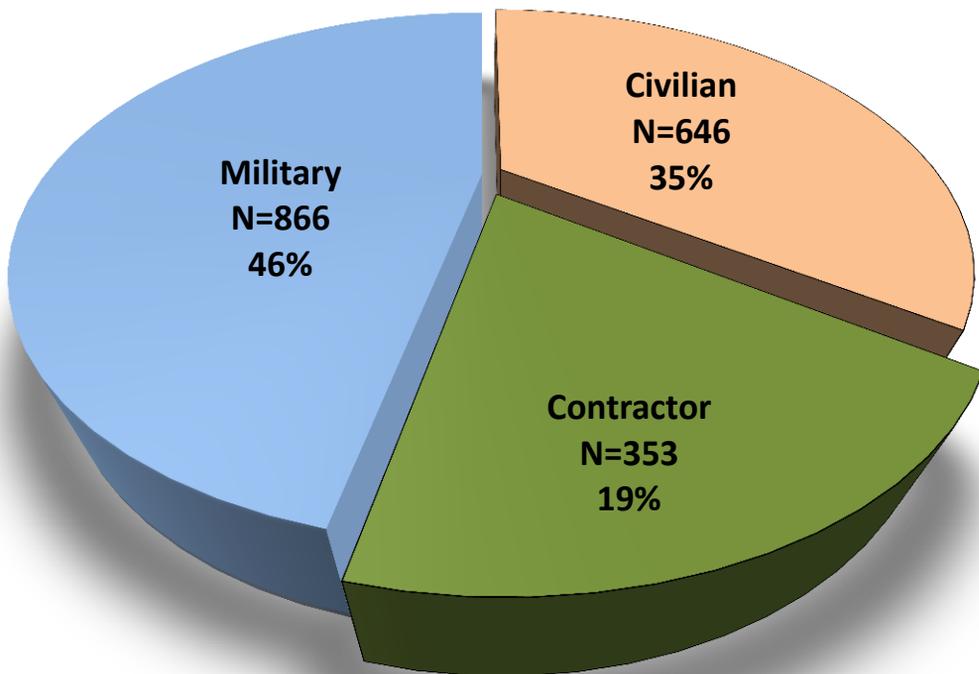
33,800

Enlisted Supply Chain Accessions

Our People

More than 1,800 military, civilians and contractors work to provide services to Sailors and their families, spread across 17 major departments under either the Echelon II BUPERS Millington or Echelon III Navy Personnel Command. The table below reflects the distribution of civilian, contractor, and military personnel across our organization.

Workforce Composition



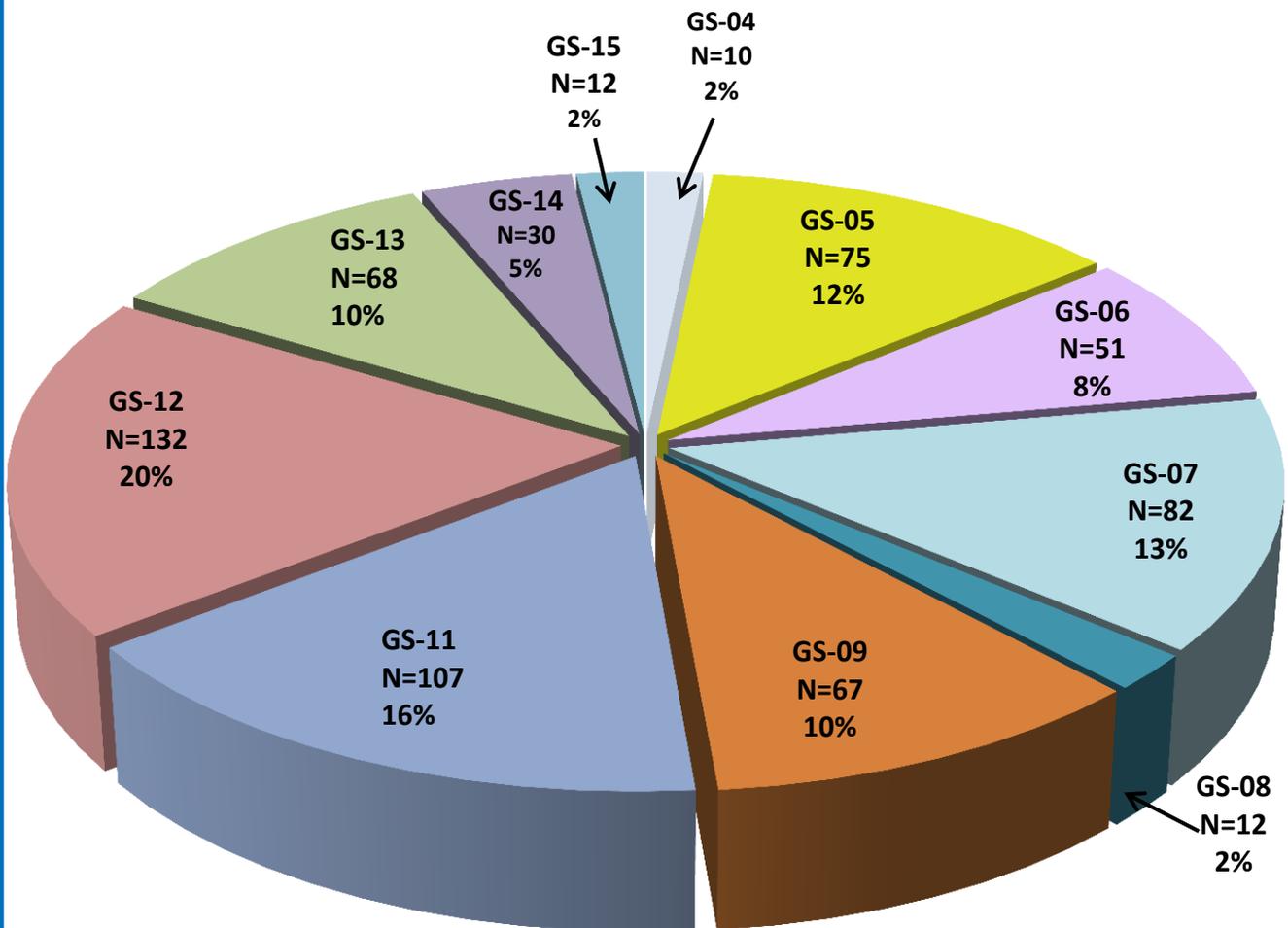
Total = 1865

Source: TWMS, Oct 2014

Civilian Workforce Demographics

Civilian personnel are critical to the success of BUPERS Millington/Navy Personnel Command. They bring continuity and a wealth of expertise and knowledge to the business of providing superior service to the Fleet and to the Sailor. Additionally, our civilian HR professionals ensure that our civilian workforce is properly managed, serviced, trained, and ready to perform the command's mission.

Civilian Workforce By Grade



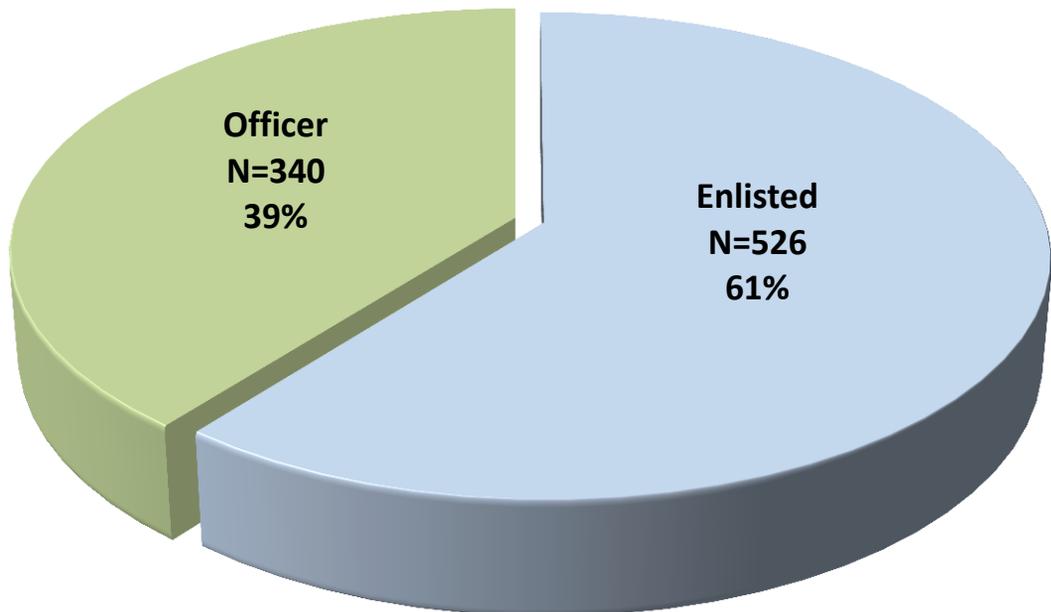
Total = 646

Source: TWMS, Oct 2014

Military Workforce Demographics

The quality of our military personnel and the wealth of operational knowledge they bring to the business are crucial to providing the right Sailor at the right time, to the right place, at the right cost.

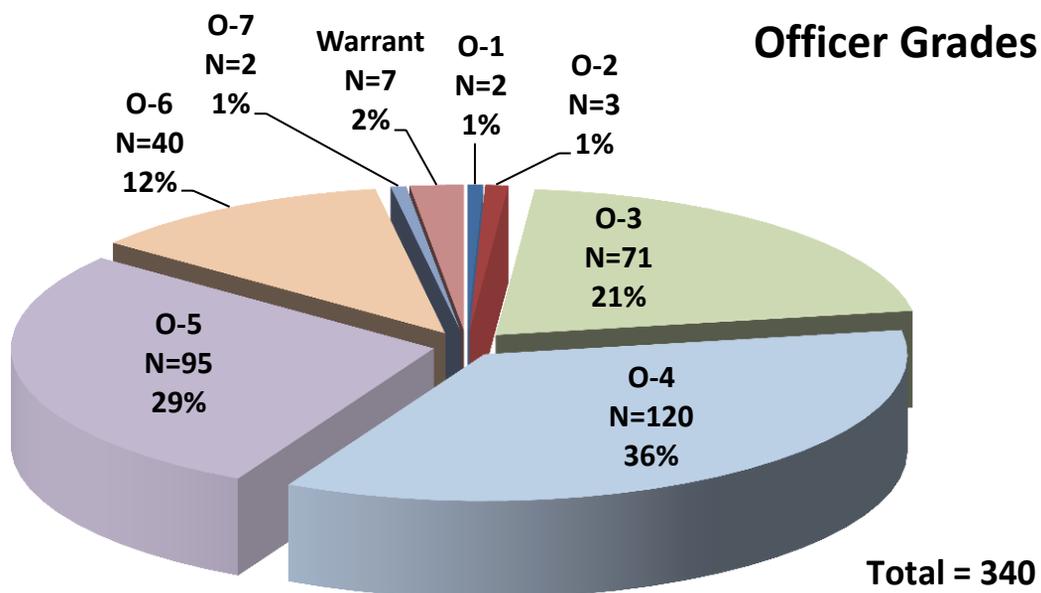
Military Workforce by Type



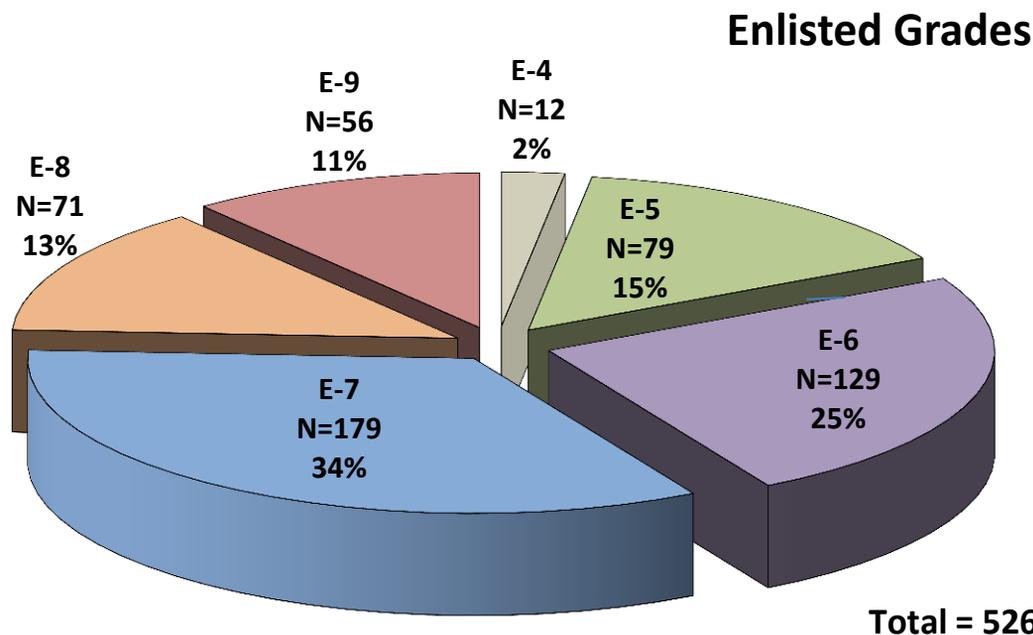
Total = 866

Source: TWMS, Oct 2014

Military Workforce Demographics (cont)



Source: TWMS, Oct 2014



Source: TWMS, Oct 2014

BPM/NPC Departments

Our Organizations Supporting the Mission

BUPERS/PERS-00	Deputy Chief of Naval Personnel Commander, Navy Personnel Command
BUPERS/PERS-00D	Office of Corrections and Programs
BUPERS-00IG	Office of Inspector General
BUPERS/PERS-00R	Operational Support Officer
BUPERS-05	Total Force Human Resources Office
BUPERS-07	Information Management
BUPERS-08	Business Transformation
BUPERS-1	Navy Personnel Research Studies and Technology (NPRST)
BUPERS-3	Military Community Management
BUPERS-6	Production Management Office (PMO)
PERS-1	Customer Relations Management
PERS-2	Pay and Personnel Management
PERS-3	Personnel Information Management
PERS-4	Career Management
PERS-5	Business Operations
PERS-8	Career Progression
PERS-9	Reserve Personnel Management

Our Departments



BUPERS/PERS-00

Deputy Chief of Naval Personnel
Commander, Navy Personnel
Command

RDML David Steindl

Deputy Chief of Naval Personnel/
Commander, Navy Personnel
Command

Ms. Diane Lofink

Assistant Deputy Chief of Naval
Personnel/Deputy Commander,
Navy Personnel Command

What we do ...

Provide command and control for
BPM/NPC operations including
executive and administrative support

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)*
MIL	48	\$5.2
CIV	19	\$0.9
CTR	4	
OPS		\$0.2
Total	71	\$6.3

*Includes MIL / CIV payroll from BUPERS-08 and all resources from BUPERS-00R and BUPERS/PERS-00D

Core Tasks

- DCNP/CNPC Staff & Command Support
- Force Master Chief/Senior Enlisted Advisor
- CO/XO of Enlisted Personnel
- Command Career Counselor
- Public Affairs
- Legal Counsel
- Legislative/Congressional Matters
- Corrections and Programs
- Reserve Operational Support
- Strategic Planning
- Business Transformation
- Secretariat
- Awards and Recognition
- Command Climate Specialist

Function

Exercises authority and direction to establish policy/procedures and execute BPM/NPC Command and Control in order to man the Fleet with ready Sailors, supporting their ability to serve from beginning to end. Plans, directs, coordinates, and controls BPM/NPC continuity of operations and logistical support through a control system of personnel, resources, communications, facilities, and information management/information technology. Provides BPM/NPC command-wide support for executive administration of the command; correspondence process control; offender management; coordination of congressional and legislative matters; legal services; strategic planning; business management; organization and departmental operations and administration; and senior military personnel support, advisors, and career counselors.

Top Accomplishments Supporting Focus Area 3

- "Fit in 14" Health Fair success with more than 100 participants
- 5th Consecutive Retention Excellence Award
- 4M Facebook views of messages, +186% Increase
- CNPC Legislative Affairs Short Card for Enterprise Communications
- BPM/NPC Internal Code Communications Plans Developed
- Command TV5 tasker BCA to improve workflow timeliness
- Standardized Process for Command EO Program Assessment
- Command Operations Report - Standardized Process/Format

Production Spotlights

<p>Force Master Chief/Senior Enlisted Advisor</p> <ul style="list-style-type: none"> • 37 FORCE Weekly Updates • 8 Fleet Engagements • 34 CPO Inductees • 3 Speaking Engagements-Veterans Day; Navy College Graduation Commencement; Gay, Lesbian, Bisexual & Transgender • Coordinated Participation in Millington Veterans Day Parade 	<p>Strategic Planning</p> <ul style="list-style-type: none"> • Two Executive Leadership offsites yielding 52 Business Initiative Action Items with 42 closed • Two Council of Deputies offsites <p>Command Career Counselor</p> <ul style="list-style-type: none"> • 299 Career Development Boards <p>Secretariat</p> <ul style="list-style-type: none"> • 4,107 TV5 Taskers Processed
<p>Public Affairs</p> <p>Strategic Communications</p> <ul style="list-style-type: none"> • 1.9M NAVADMINS • 331 ALNAVS Downloaded • 13.7M Web Visits • 4 Virtual Town Halls • 2 All Hands <p>Equal Opportunity Advisor</p> <ul style="list-style-type: none"> ▪ 8,200 Personnel Completed Defense Equal Opportunity Command Climate Survey ▪ 273 of 281 (97%) BUPERS BSO22 Participation in Command Climate Assessment Process ▪ 48% of EO/EEO/OE (Organizational Effectiveness) # categories exceeded Navy's average 	<p>Awards and Recognition</p> <ul style="list-style-type: none"> • 304 Military Awards Presented • 48 Guiding Principles Awards <p>Legislative/Congressional Matters</p> <ul style="list-style-type: none"> • 4,380 Congressional Letter Responses • 62 Unified Legislation & Budgeting (ULB) Proposals • 138 National Defense Authorization Act (NDAA) Proposals

Spotlight Summary

Social media continues to be a key platform for Sailor communication as Navy Personnel Command (NPC) announces new programs, processes and career-enhancing opportunities for Sailors.

Development of new products for release via social media platforms has enabled NPC Public Affairs to increase viewership by nearly 185% through a balance of targeted social media promotion and use of newer communications channels such as video-based messaging. This has improved NPC’s transparency.



MC3 Marshall edits video for release to NPC social media platforms

Organizational Challenge

Informing Sailors of critical changes and updates to personnel programs is vital to spurring hands-on involvement in a fulfilling Naval experience, whether for one term or for a career. NPC is challenged to provide timely information and how-to instructions for successfully navigating various systems, programs and opportunities as personnel initiatives grow in number and complexity. A primary complaint of our constituencies has been the number of disparate personnel-related web locations and IT applications, with confusion over how Sailors can best take part in such processes. The prime focus for NPC Public Affairs is now to provide simple directions to Sailors on how to best use these systems.

Methodology/Process

NPC Public Affairs is uniquely positioned to interact across the BPM/NPC staff in developing products for the express purpose of connecting Sailors to career-enhancing actions, such as detailing, advancement/promotion, special programs and emergent career opportunities. These internal relationships inform and expedite Sailor-facing communications through use of social media and video products, which have in turn increased the transparency of the command. The BPM/NPC wide staff interaction lets Sailors receive instruction, guidance and insights from those who actually formulate and execute personnel policy.

Impact/Results

During the last year, NPC Public Affairs has increased its social media viewership by nearly 185% through targeted promotion of topics and by use of new channels such as video-based messaging. One video initiative, *On the Minds of the Detailers* allowed assignment specialists to speak directly to their constituencies in various ratings about special programs, hard-to-fill assignments, billet requirements and barriers to that next perfect job. In 2014, NPC Public Affairs produced more than 30 videos and averaged over 13,000 views per video. This instills confidence in the transparency of Detailers and in NPC’s interactions with Sailors. It has also improved the overall satisfaction of NPC’s primary customer base – U.S. Navy members.

BUPERS/PERS-00D

Office of Corrections and Programs

Mr. William E. Peck

Director

Mr. Timothy E. Purcell

Deputy

What we do ...

Manage Navy offender management and Transient Personnel Unit programs

Resource Summary

as of 14 Oct 2014

All personnel and financial data for BUPERS/PERS-00D are included with BUPERS/PERS-00

Core Tasks

- Detention
- Restriction
- Correctional Custody
- Confinement, Shore and Afloat
- Mandatory Appellate Leave
- Deserter Processing
- Command/Public Safety
- Policy & Inspections
- Transient Personnel Units

Function

Provide administrative, programmatic, policy, and oversight over naval offender management programs (detention, restriction, correctional custody, confinement (shore and afloat), mandatory appellate leave, and deserter processing), and policy and oversight over Transient Personnel Units (TPU) as directed by the Deputy Chief of Naval Operations (N1)/Chief of Naval Personnel, and Commander, Navy Personnel Command.

Top Accomplishments Supporting Focus Area 3

- Accreditation of all post-trial briggs with the American Correctional Association (ACA)
- Staff professionalism: 241 certified correctional professionals serving within the Navy corrections system
- 12% reduction in active deserter population

Production Spotlights

Detention <ul style="list-style-type: none"> • 7 active detention facilities (DETFAC) 	Restriction <ul style="list-style-type: none"> • 1 active regional restricted barracks
Command/Public Safety <ul style="list-style-type: none"> • Victim/witness assistance • Victims/witnesses electing notifications: 2,241 • Prisoner status changes: 1,278 • Notification letters: 2,751 • DNA collection/submissions from qualified military offenders: 694 • Sex offender processing/notifications: 148 	Confinement, Shore and Afloat <ul style="list-style-type: none"> • 2 active pre-trial confinement facilities • 4 active post-trial confinement facilities • 20 active afloat briggs • FY14 metrics <ul style="list-style-type: none"> - Confinements: 854 - Releases: 845 - Transfers: 45
Policy <ul style="list-style-type: none"> • Expert policy and guidance • 2 SECNAVINSTs • 5 OPNAVINSTs • 15 BUPERSINSTs • 34 MILPERSMAN articles 	Deserter Processing <ul style="list-style-type: none"> • Deserter Information Point (24/7) <ul style="list-style-type: none"> - Declarations: 123 - Returns: 163 - Return rate: 133%
Mandatory Appellate Leave <ul style="list-style-type: none"> • Active Navy and Marine Corps Appellate Leave Activity (NAMALA) <ul style="list-style-type: none"> - Joins: 67 - Discharges: 92 	Transient Personnel Units <ul style="list-style-type: none"> • 8 active transient personnel units/ departments (TPU/ TPD)

Spotlight Summary

The American Correctional Association (ACA), founded in 1870, sets the benchmark for performance-based standards in the international corrections community. Achieving facility accreditation by the ACA is a demanding effort that requires a comprehensive audit involving assessments that cover administration and management, physical plant, institutional operations and services, and prisoner programs. The audit also assesses issues and concerns that may affect the quality of life at a facility such as staff training, adequacy of medical services, sanitation, use of segregation and detention, incidents of violence, crowding, offender activity levels, and provisions of basic services that may impact the life, safety and health of prisoners, as well as staff.

Through the standards and accreditation process, facilities continuously review agency and facility policy and procedures and make necessary improvements when deficiencies are recognized. Performance-based standards provide data that are used in the day-to-day management of the facility, thus reducing the occurrence of significant events.



Organizational Challenge

A FY14 goal of the BUPERS/PERS-00D was to achieve the initial ACA accreditation of the Naval Consolidated Brig (NAVCONBRIG) Miramar Detachment (DET) Pearl Harbor, HI, and the NAVCONBRIG Chesapeake, VA. ACA accreditation of these two Navy shore brigs realizes a long-standing goal of accreditation of all post-trial brigs.

Methodology/Process

ACA standards are divided into two categories: mandatory and non-mandatory standards. To be accredited, facilities must meet the requirements for all applicable mandatory standards and 90% of applicable non-mandatory standards. The challenge was daunting. Following ACA Core Jail Standards, the NAVCONBRIG Miramar DET Pearl Harbor faced 43 mandatory and 92 non-mandatory standards; NAVCONBRIG Chesapeake faced 58 mandatory standards and 433 non-mandatory standards to comply with Adult Correctional Institutional standards.

Organizational Impact

On 21 May 2014, NAVCONBRIG Chesapeake completed its initial ACA accreditation with a 100% compliance score. NAVCONBRIG Chesapeake met all applicable mandatory and non-mandatory standards (433). NAVCONBRIG Miramar DET Pearl Harbor completed its initial ACA accreditation on 28 May 2014 with a 98.9% compliance score. NAVCONBRIG Miramar DET Pearl Harbor met all applicable mandatory standards and missed only 1 of the non-mandatory standards. Formal conferral of the award for each facility took place during the ACA Winter Conference, Long Beach, CA, during January 2015.

ACA accreditation represents the "best of the best" in the corrections field. Staff, as well as offenders, benefit from increased accountability, attention to physical plant issues, and security procedures. Whether a facility or program, the accreditation process ensures a clear assessment of strengths and weaknesses. Correctional staff members have a better understanding of policies and procedures which contributes to improved working conditions for staff. ACA and the accreditation process provide confinement facilities with a roadmap to maintain the highest possible standards in the care and custody of prisoners. Accreditation also lets the community know that Navy Corrections is not only accountable to ACA to uphold its standards, but also is accountable to staff, prisoners and the community as a whole. Being an ACA-accredited agency helps Navy Corrections raise the bar on the quality of operations.

BUPERS-00IG

Office of Inspector General

Ms. Sandy Taylor

Inspector General

Ms. Kim Sund

Deputy Inspector General

What we do ...

Mitigate fraud, waste, and abuse.
Ensure proper business management oversight for mission activities under the purview of the Chief of Naval Personnel

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	0	-
CIV	10	\$0.4
CTR	0	
OPS		\$0
Total	10	\$0.4

Core Tasks

- Command Inspection Program
- Hotline Program
- Audit Liaison Function
- Managers' Internal Control Program (MICP)
- Risk/Opportunity Assessment

Function

Oversees and administers Inspector General functions and programs aimed at the prevention or detection of fraud, waste, abuse and mismanagement. Serves as the program manager for Command Inspection, Managers' Internal Control and Hotline Programs and as the Audit Liaison for external audits.

Top Accomplishments Supporting Focus Area 3

- Developed an IG inspection guidebook, which contains information to be used by inspectors when performing their assessments
- Brought the IG Survey Operation Center function in-house which allowed development and deployment of surveys completely independent and autonomous from another entity

Production Spotlights

<p>Managers' Internal Control Program (MICP)</p> <ul style="list-style-type: none"> • Monitored validation of internal controls associated with 366 assessable units with 1,425 internal controls reviews reported 	<p>Hotline Program</p> <ul style="list-style-type: none"> • Received and managed more than 300 and closed 278 hotline cases. • Completed 14 Military Whistleblower Reprisal (MWR) Investigations
<p>Audit Liaison Function</p> <ul style="list-style-type: none"> • Coordinated 38 new audits and managed 96 ongoing audits • Tracked corrective action on 29 audit recommendations resulting in closure of 11 audits 	<p>Command Inspection Program</p> <ul style="list-style-type: none"> • Conducted 25 command/activity inspections resulting in more than 200+ recommendations for corrective action • Developed the ability to auto-populate the CNP IG Inspection Reports reducing cycle time for inspection reports by 30%
<p>Risk/Opportunity Assessment</p> <ul style="list-style-type: none"> • Coordinated the OPNAV N1/CNP Annual Risk/Opportunity Assessment resulting in 4 new and 10 prior risks identified and reported 	

Spotlight Summary

The Chief of Naval Personnel (CHNAVPERS) Office of Inspector General (OIG) successfully developed an Access database which contains appropriate fields for all IG functional areas to capture workload and performance. Using the captured information, identified metrics and resulting trends can be identified and tracked. The new OIG database provides the IG with the ability to capture more complete critical metrics and information within core IG functional areas. This greatly improves reporting capabilities allowing the IG to provide more detailed and timely reports to leadership.



(L to R) Sandra Southall, Sheila Pena, Pat Klink and Louise B. Germain

Organizational Challenge

The CHNAVPERS OIG did not have a comprehensive and multifaceted database to capture workload and performance adequately, so viable metrics and trends could be identified and tracked.

Methodology/Process

With input and assistance from the entire IG team, Ms. Sheila Pena, Ms. Pat Klink and Ms. Sandra Southall identified the requirements for a well-developed database that would capture workload and deliver the products needed for the OIG. The office was able to obtain a Reserve Sailor to serve on Active Duty for Special Work (ADSW) for several months who was skilled in Microsoft Access. Ms. Pena, Ms. Klink, Ms. Southall, together with Ms. Louise Germain, worked hand-in-hand with the Reserve sailor in developing an Access database which contains appropriate fields for all IG functional areas (Hotline Program, Inspection Program, Audit Liaison and Follow-Up, Special Studies, Managers’ Internal Control Program, and the Risk/Opportunity Assessment). They ensured adequate fields were incorporated to allow tracking of timeliness and to identify where process improvements and/or internal controls are needed. This database, when completely populated with prior years’ data as well as current year data, will allow the OIG to streamline processes, improve timeliness, produce performance metrics, and track trends.

Impact/Results

The new database provides the IG with the ability to access critical metrics and information within core IG functional areas. Ultimately, the database will directly improve the trending, tracking and streamlining of operational procedures for the office. The ability to better capture metrics and quickly identify trends will greatly improve the reporting capability, allowing the IG to provide more detailed and timely reports to leadership.

BUPERS/PERS-00R

Operational Support Officer

CDR Carol McKenzie

Director

LCDR Christopher Seeley

Deputy

What we do ...

Provide Naval Reserve support across the MPTE Domain

<p>Resource Summary as of 14 Oct 2014</p> <p>All personnel and financial data for BUPERS/PERS-00R are included with BUPERS/PERS-00</p>

Core Tasks

- Administrator of Reserve Funding
- Reserve Advisor

Function

To serve as a Reserve Advisor, improve the effectiveness of the Navy’s Total Force Policy and enhance Active-Reserve integration by facilitating access to Reserve assets and maximizing operational support

Top Accomplishments Supporting Focus Area 2

- Coordinated/funded over 2,100 reserve man days specifically for the reduction of back logs across Navy Personnel Command
- Executed over 99.09% discretionary budget of \$7M in providing operational support across the entire MPT&E enterprise
- Coordinated and funded over \$698,000 of operational/logistical support to the Navy War College for execution of the CNO's International SeaPower Symposium 2014
- Coordinated the successful launch of the Navy Reserve Order Writing System (NROWS) build 1.25 across the MPT&E Enterprise
- Coordinated the establishment of the headquarters element for the Bystander Intervention to the Fleet (BI2F) initiative to combat sexual assault in the Navy.

Production Spotlights

<p>Administrator of Reserve Funding</p> <ul style="list-style-type: none"> • Developed and executed annual Operational Support Plan • Managed all RPN discretionary funding to include allocation of funds to subordinate commands and oversight of orders approval process 	<p>Reserve Advisor</p> <ul style="list-style-type: none"> • Provided advice on reserve matters, policies and regulations governing the use of reservists
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Spotlight Summary

In 2014, increases in the volume of packages received and personnel actions required from the Fleet resulted in the creation backlogs across the Command.

Capitalizing on a wealth of both local talent and talent across the Navy Reserve, BUPERS-00R realigned all available reserve support to focus on the reduction of backlogs across the command. Using a combination of traditional drills, short and long term support, BUPERS-00R developed and coordinated a plan that provided consistent reserve support to CNPC's highest priority areas.



(L to R) CDR Carol McKenzie, LCDR Chris Seeley, PSCS John Summers, BMC Dana Brown, PS2 Latoya Roberts, Ms Janice Chambers

Organizational Challenge

Increases in the volume of packages received and personnel actions required from the Fleet, coupled with reduced manning across the organization, resulted in the creation of backlogs.

Methodology/Process

Capitalizing on a wealth of both local talent and talent across the Navy Reserve, BUPERS-00R realigned all available reserve support to focus on the reduction of backlogs. Using a combination of traditional drills, short and long term support, BUPERS-00R developed and coordinated a plan that provided consistent reserve support to CNPC's highest priority areas. The increased capacity provided by the reserve members enabled various organizations to tackle backlogged cases, update databases, review and improve processes, and develop SOPs while processing incoming work on a daily basis.

Impact/Results

At the completion of FY14, the NPC reserve organization contributed over 2,100 man-days of support in the close-out and completion of over 4,000 personnel action packages, significantly improving customer service to the Fleet. Specifically, reserve resources were able to close out over 850 cases for the newly aligned PERS-13 (Navy Casualty), tracked and processed over 2,000 packages for PERS-832 (Enlisted Favorable and Unfavorable Separations) as well as tracked and processed hundreds of veterans' requests for the issuing or reissuing of DD-214 forms for PERS-3. Additionally, reserve support enabled PERS-833 (Post Selection Board Matters) to maintain a newly-mandated database that tracks Navy personnel involved in sexual assault cases.

BUPERS-05

Total Force Human Resource (HR) Office

Ms. Jennifer Blevins

Director

Ms. Kelly Cano

Deputy

What we do ...

Support Total Force Human Resources and Manpower needs for the Bureau of Naval Personnel (Budget Submitting Office 22)

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	3	\$0.2
CIV	39	\$1.8
CTR	0	
OPS		\$0.1
Total	42	\$2.1

Core Tasks

- Equal Employment Opportunity
- Civilian Human Resources
- Training Administration
- Manpower & Military Support
- Labor & Employee Relations
- Training Administration
- Manpower & Organizational Management

Function

Advises and assists Deputy Chief of Naval Personnel on all matters relating to Total Force Human Resources (HR) program/policy development, implementation, assessment, and evaluation for BUPERS headquarters and field activities.

Top Accomplishments supporting Focus Area 3

- Consolidated BPM/NPC Unit Identification Codes (UIC)
- Assumed Management of PASS Payroll
- Updated the Command's Position Hierarchy
- Developed the *Guide to Civilian Hiring*
- Revamped Training Needs Assessment (TNA)
- Developed the Alternative Dispute Resolution (ADR) Program

Production Spotlights

<p>Human Capital Planning</p> <ul style="list-style-type: none"> • Coordinated 15 mediations through the ADR Program resolving and/or closing 11 cases • Reviewed 9 Reasonable Accommodation (RA) requests and coordinated resolutions for 6 cases • Took over management of DON Civilian Employee Assistance Program (CEAP) for BUPERS in May 2014 including development of marketing materials and monitoring of program metrics
<p>Labor & Employee Relations</p> <ul style="list-style-type: none"> • Developed and implemented a Labor/Employee Relations in-brief attended by all incoming Personnel Support Detachments (PSD) Officers-in-Charge • Processed a total of 41 disciplinary actions, 5 grievances and 1 Merit System Protection Board (MSPB) appeal
<p>Training Administration</p> <ul style="list-style-type: none"> • Managed the sunset of the training department on 30 September 2014 • Completed 223 different training courses and offered over 4,632 seats in training to BPM/NPC employees • Certified 19 employees in the Administrative Professional Certificate Program; 14 employees in the Mentor Certificate Program, and 16 employees in the Program and Management Analysis Certificate Program
<p>Equal Opportunity Services</p> <ul style="list-style-type: none"> • Identified all Special Emphasis Program Managers for the first time in 5 years • Created EEO & Sexual Harassment Awareness Training for BUPERS employees • Developed and conducted Diversity and Conflict Resolution training for Supervisors • Hosted Barrier Analysis training for key stakeholders
<p>Civilian Human Resources</p> <ul style="list-style-type: none"> • Managed the realignment of almost 1200 employees from CNIC to BUPERS on 4 November 2014 • Successfully piloted the Management Identification of Candidates (MIC) hiring method • Processed Requests for Personnel Action (RPAs) including classification, recruitment, pay and separation actions • Administered more than 4000 performance and time-off awards for approximately 2800 GS and IPMS employees • Converted all GS-0500 series positions to appropriate GS-0503 or GS-0501 series per DON guidance
<p>Manpower & Military Support Services</p> <ul style="list-style-type: none"> • Drafted BPM/NPC Standard Organization & Regulations Manual (SORM), which had not been updated in almost 20 years • Updated all BPM/NPC Activity Manpower Documents (AMD) and Organization Charts and posted to SharePoint for easy access. • Executed realignment of Navy Music Program and all field activities to BSO 11 • Processed over 200 military transfer/retirement/separation packages
<p>Workforce Programs</p> <ul style="list-style-type: none"> • Assumed management/oversight of entire PASS network payroll in May 2014 increasing payroll by \$76M • Took over responsibility of the Workers and Unemployment Compensation Programs for BPM/NPC and subordinate commands • Processed a total of 38 Workers Compensation claims and 58 Unemployment Compensation claims

Spotlight Summary

The Department of Navy’s (DON) policy is to use Alternative Dispute Resolution (ADR) “to the maximum extent practicable” in an effort to resolve workplace conflict. BUPERS-05 created an ADR Program that was recognized in 2014 by DON for its best practices in marketing ADR techniques and for the successful resolution of workplace conflicts through mediation. This program is offered to all commands serviced by BUPERS-05, Total Force Human Resources Office, and is an alternative method for employees to resolve workplace disputes outside of the formal grievance, complaints or litigation processes.



(L to R) BJ Price, Michelle Howard, Wanda Meredith and Kacee Franklin
(Not shown) Susan Riddle-Alger and Pam Gowdy

Organizational Challenge

As a result of Human Resources Service Delivery Model implementation, BUPERS-05 was charged with creating an ADR Program that would promote and coordinate effective dispute resolution sessions that meet DON’s approved standards. This included not only identifying a program coordinator, but also identifying training program mediators, developing program marketing and training materials, and providing services to BUPERS and its subordinate commands/detachments. The overall challenge was to create a program that would encourage the resolution of workplace conflict through informal means, such as mediation, and to reduce the number of formal employee grievances and complaints.

Methodology/Process

BUPERS-05 established an ADR Team consisting of five DON-certified mediators and one Convener. Over the past year, the team has focused primarily on policy development, training and marketing the program. The team created a BUPERS ADR marketing brochure, which was recognized as a best practice model for the DON’s ADR Program. The team drafted an ADR Policy Memo, and designed ADR training presentations available via Total Workforce Management System (TWMS) for command-wide access. An ADR email address and phone number were also established to provide managers and employees alike with a quick and easy way to request mediation services.

Impact/Results

BUPERS-05 was presented with an award at the 2014 DON ADR Conference in Norfolk, VA which recognized the team for its effective Conflict Management and Mediation Systems. BUPERS-05 coordinated 15 mediations this past year and managed to resolve and/or close 11 of those cases.

BUPERS-07

Information Management

Mr. Stephen Hubbard

Director

Ms. Lauren Rummel

Deputy

What we do ...

Support the BUPERS Millington/Navy Personnel Command business lines with information management and Information Technology (IT) system oversight

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	9	\$1.2
CIV	36	\$1.6
CTR	82	
OPS		\$4.7
Total	127	\$7.5

Core Tasks

- Command Information Officer (BUPERS-Ech II)
- Project Management Support
- Privacy Program
- Capital Planning and NMCI
- Information Assurance
- Information Resources Management

Function

Support BUPERS Millington Business Line owners to provide secure, reliable, next generation information technologies and business capabilities to enable Navy mission accomplishment.

Top Accomplishments Supporting

Focus Areas 1, 2 and 3

- FA1 - Developed Distribution IT Roadmap
- FA2 - Developed Enterprise-Wide Data Management Program
- FA2 - Coordinated Data Validation for Billet Based Distribution and other PERS Modernization efforts
- FA3 - Successfully completed the upgrade of all BUPERS NMCI seats from Windows XP to Windows 7 Operating System
- FA3 - Transitioned 26,000 seats and services from Continuation of Services Contract CoSC to Next Generation Contract
- FA3 - Completed SSN Reduction in coordination with DON CIO
- FA3 - Developed first ever BUPERS Privacy Contract Language
- FA3 - Conducted PII Protection and Identity Theft Prevention Week
- FA3 - Obtained 100% Federal Information System Management Act Compliance

Production Spotlights

<p>Information Resources Management</p> <ul style="list-style-type: none"> • Processed 441 IT procurement requests totaling \$60.37M dollars • Maintained compliance oversight of the BUPERS IT Portfolio consisting of 568 applications, 52 applications in Integrated Solutions Framework review, 110 databases, 3 networks, 266 servers 276 devices and 24 defense business systems • Completed 22 Defense Business Systems (DBS) annual review audits • Completed 130 data compliance reviews • Processed 3,491 business terms and approved 2,279 of submitted terms in support of 26 modernization and MPTE strategic goals 	<p>Information Assurance</p> <ul style="list-style-type: none"> • Implemented 17 Communication Tasking Orders (CTOs) • 98% Compliance on the annual Information Assurance Awareness/Cyber Awareness Challenge (CAC) for BUPERS and subordinate commands • Processed 230 Information Assurance Vulnerability Alerts (IAVAs) • Achieved 87% Cyber Security Workforce (CSWF) certification/re-certification for BUPERS CSWF, exceeding the DON requirement to maintain 80% compliance
<p>Privacy Program</p> <ul style="list-style-type: none"> • 112 Privacy Assessments completed • 65 Members across BUPERS Millington/NPC/NRC 	<p>Capital Planning & NMCI</p> <ul style="list-style-type: none"> • Managed IT Systems/IT Portfolio – 24 systems totaling expenditures of \$74.5M

Spotlight Summary

During FY14, the Enterprise Information Management (EIM) team continued to mature the data management program. Data Standardization and work in the MPTE Metadata Hub expanded their operations. The Data Transfer and Compliance program continued this year with the review of more requests for data, furthering the control of accessing and the release of Military HR data to include PII. EIM members were heavily involved in a number of data and IT Cross Functional Teams this year. More MPTE organizations recognize the importance of the work done in EIM and began or expanded their use of EIM services. During 4th quarter FY14, the EIM team laid out the expanded services and programs that would be deployed during FY15, to include standing up our full-time Data Quality Program.



EIM Team (Back L to R) Tom Marshall, Rebecca Robbins, Wayne Hilburn, Sam Shamblyn, Sean Carroll, Ronald Crawford, Curtis Roby, Joe Gibson, (Front L to R) Mary Buchschacher, Michelle King, Colby Ritter, Nicholas Chandler, Melissa Buchschacher, James Murray, Kendall Phillips, Robert Cross, Scott Pavelec

Organizational Challenge

MPTE identified a need to develop an enterprise-wide program for handling our military personnel Human Resources data. The Manpower, Personnel, Training, and Education Domain (MPTE) lacked a data management framework to address data management activities to include data governance, data architecture management, data development, data security management, data warehousing and business intelligence management, metadata management, and data quality management. Establishing an Enterprise Data Management Program addressed the challenge of disparate data processes being utilized across MPTE and standardized processes across the domain.

Methodology/Process

Following industry best practices and framework established by the Data Management Association (DAMA), the EIM team's data management activities during FY14 included the standardization of MPTE business terms, identification of authoritative data sources, and data transfer and compliance reviews. The team worked on the development of the metadata hub, data profiling, mapping of MPTE business terms to the Human Resource Data Model. The EIM team provided support to Pers/Pay Modernization project efforts, reviewing Functional Requirements Documents and developing projects for data requirements, producing periodic metrics on various data activities for leadership, ad hoc data analysis and research of MPTE reports. The team works in close coordination with other Navy and DoD working groups on data issues.

Impact/Results

As a result of the team's hard work, they were able to develop over 70 Standard Operating Procedures (SOPs) and data governance documents for data management procedures using the metadata repository, data standardization process, and data transfer programs. The team analyzed and recommended methodology to synchronize data gathering timing, eliminating inconsistency in data for the Fleet Manning brief. The EIM team developed, rationalized and instituted MPTE business terms and metadata relationships and created data domain values in support of the Authoritative Data Environment (ADE). They disestablished Officer Data Card, reduced data redundancy; established the Sailor's "Golden Record" supporting several development and modernization projects. Finally, the team entered 3500 business terms into the Metadata Hub and over 2200 terms approved by EIM Board. The team processed 115 Data Transfer Request projects throughout the MPTE lines of business.

BUPERS-08

Business Transformation

Mr. Bob Duley

Director

What we do ...

Provide Business Process Analysis of pay and personnel lines of business supporting transformation

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	1	*
CIV	1	*
CTR	53	
OPS		*
Total	55	*

* MIL/CIV pay for BUPERS-08 included under BUPERS/PERS-00

Core Tasks

- Business Process Management
- Requirements Management
- Operations Management
- Test, Evaluation & Implementation
- Project Management

Function

The BUPERS Business Transformation Office (BBTO) conducts comprehensive Business Process Reengineering (BPR) supporting the modernization and development of the Navy's core Human Resource Management functions and activities defined within the DoD Hire To Retire End To End Lifecycle. The goal is to align organizations, people, processes, policies, systems and data with business strategies in order to achieve integration, improve customer service and reduce operational costs.

Top Accomplishments Supporting Focus Area 3

- Completed Application Functional Testing for Enhanced Drill Management, Record of Emergency Data / Dependent Application and Permanent Change of Station, Roundup
- Developed and delivered Functional Requirements Documents for Promotion Preparation and Selection Boards; Overseas Contingency Operations Support Assignment/Global Support Assignment; Commissioning Applications; and Accession Transition
- Completed BPR for Promotion Preparation and Selection Boards; Overseas Contingency Operations Support Assignment/ Global Support Assignment; Commissioning Applications; Accession Transition; and Command Advancement

Production Spotlights

<p>Business Process Management</p> <ul style="list-style-type: none"> • Conducted Business Process Reengineering in support of multiple ongoing projects including Personnel and Pay Modernization, Billet-Based Distribution, PERSTEMPO and Daily Location of Deployed Personnel <p>Operations Management</p> <ul style="list-style-type: none"> • As assigned by N1B, developed standards for BPR, Requirements Development, Quality Assurance and Application Functional Testing for the Navy's Manpower, Personnel, Training and Education (MPT&E) enterprise 	<p>Test, Evaluation & Implementation</p> <ul style="list-style-type: none"> • Developed in-depth functional test documentation and conducted Application Functional Testing for multiple projects including Billet Based Distribution (BBD), Career Management System-Interactive Detailing (CMS-ID), Permanent Change of Station, Roundup (PCSR), Enhanced Drill Management (EDM) and Record of Emergency Data / Dependency Application (RED/DA)
<p>Requirements Management</p> <ul style="list-style-type: none"> • Developed and maintained functional requirements in support of a range of projects including the Personnel and Pay Modernization, Billet Based Distribution (BBD), PERSTEMPO, Retirements and Separations Conference Room Pilot, Enhanced Drill Management (EDM), Permanent Change of Station, Roundup (PCSR) and Record of Emergency Data / Dependency Application (RED/DA) 	
<p>Project Management</p> <ul style="list-style-type: none"> • BUPERS-08 maintains an integrated master schedule (IMS) containing all tasks necessary to support the events, accomplishments and reporting criteria to meet BUPERS requirements. Monthly reports detailing work accomplished, resources utilized and future activities are produced directly from the IMS files for delivery to leadership. BUPERS-08 uses standard processes defined in SOPs and CONOPS. The BUPERS-08 CONOPS, the Business Process and Data Analysis SOP, the Requirements Management Plan, the Requirements Management SOP, the Business Process Evaluation CONOPS, and the Functional Testing, Evaluation and Implementation CONOPS provide detailed guidance for the development of all BUPERS-08 work products. 	

Spotlight Summary

The Business Process Reengineering (BPR) efforts of BUPERS-08 have been instrumental in improving personnel management business processes. Within Permanent Change of Station Roundup (PCSR), BUPERS-08 reengineered and standardized the order writing process. This allowed N10 to obligate funds faster which allowed us to pay Sailors faster.



The BUPERS-08 Business Process Reengineering Team

Organizational Challenge

BPM/NPC is in the midst of a multi-year initiative to streamline our business processes. This Business Process Reengineering (BPR) effort is led by BUPERS-08 and is core to our strategic Focus Area 2, *Quality HR Service Delivery*. Our BPR initiative also aligns with the CNP's strategic priority, *Force Readiness and Manning*, ensuring the Fleet has the resources it needs. Our BPR efforts seek to streamline our processes reducing errors, decreasing costs and improving quality of service.

Methodology/Process

BUPERS-08 is responsible for conducting BPR across BPM/NPC. The BUPERS Business Transformation Office documents, analyzes, improves and aligns policies, processes, systems and data integral to business operations. This approach to BPR is logical for assessing process weaknesses, identifying capability gaps and conducting a Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities assessment. The BUPERS-08 methodology provides a full range of services including process reengineering, “to-be” process requirements determination, test case development and application functional testing management.

Impact/Result

The NPC Career Management Department (PERS-4) and the Manpower, Personnel, Training, and Education (MPTE) Resource Management Division (OPNAV N10) identified an issue where multiple types of orders are manually prepared in the field without common templates and often have incorrect accounting data or data that is not reported to N10. This incorrect or missing accounting data adversely impacts the Navy’s ability to accurately account for obligated funds and provide timely payments to Service Members and their families. N10 requested assistance from BUPERS-08 to reengineer the process and develop requirements for an efficient and accurate solution. The BUPERS-08 team worked closely with Subject Matter Experts from over 20 organizations – including N10, NPPSC, PERS-8, PERS-9, and multiple PSDs – to reengineer the business process and capture over 1,200 functional requirements. The resulting solution provides functionality to the servicing PSDs within the Navy Standard Integrated Personnel System (NSIPS) to create and route seven standardized Permanent Change of Station (PCS) order requests. These order requests are then submitted to NPC where order writing systems apply accounting data and the orders are generated for distribution. Accounting data is automatically applied to each order and fed to the Defense Finance and Accounting Service and OPNAV N10 to manage budgeted funds for each type of order. For orders where the accounting data is generated by N10, the new functionality allows N10 users to input the appropriate data prior to the orders’ release. To ensure product readiness for the Fleet, the BUPERS Business Transition Office (BBTO) managed and facilitated the Application Functional Testing with the support of field testers from PSD Afloat Atlantic and free play testers from Permanent Change of Station Variance Component (PCSV), NPPSC, and PSDs across the globe. In the process, over 360 defects were identified and resolved. As a result of this work, full functionality was delivered to the Fleet in June 2014 with the release of NSIPS version 1.3.19. During the first five years following the deployment, the total cost savings and cost avoidance is estimated to exceed \$11 million.

BUPERS-1

Navy Personnel Research, Studies & Technology (NPRST)

Mr. David Cashbaugh

Director

CDR Michael Payne

Deputy

What we do ...

Improve Human Resources (HR) processes and the life of every Sailor and Marine, from initial service application through retirement by solving HR problems through the unique blending of deep functional knowledge with scientific and technical expertise

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	5	\$0.9
CIV	36	\$1.9
CTR	0	
OPS		\$.01
Total	41	\$2.9

Core Tasks

- Educational and Psychological Assessment and Validation
- Enlisted and Officer Selection and Classification
- Manpower Distribution and Personnel Assignment
- Policy planning and Impact Analysis
- Forecasting, Modeling, and Simulation
- Decision Support System Development
- Survey Development, Administration and Analysis
- Organizational Assessment and Evaluation

Function

NPRST develops and validates new technologies, methods, and business processes to improve the readiness, performance, retention, and quality of life of Sailors and Marines. We provide the tools, data, methods, and forecasts necessary to anticipate and manage change, and we provide the means to understand what Sailors and Marines think and feel, how policies and practices affect them, while predicting changes in satisfaction and continuation behavior.

Top Accomplishments Supporting Focus Area 2

- Integrated results from Navy Computer Adaptive Personality Scales (NCAPS) survey instrument with relevant cognitive data to match personnel to jobs thereby increasing job satisfaction and performance with SEAL operatives, Marine Corps Intelligence Analysts and Marine Corps Air Traffic Controllers
- Using capabilities as a DON-certified Research Development Test and Evaluation (RDTE) network, NPRST leadership reduced overall operating costs and increased efficiencies through network virtualization efforts while substantially improving the network’s long-term lifecycle management thereby increasing NPRST’s ability to perform research at reduced costs and with increased network security
- Collaborating with Navy Advancement Center, Naval Postgraduate School and the Center for Naval Analyses, NPRST successfully demonstrated that proposed changes to the calculation of the Final Multiple Score (FMS) algorithm (which supports the semi-annual enlisted promotion process) would severely disadvantage the rates of advancement for certain population groups within the Navy

Production Spotlights

<p>Organizational Assessment</p> <ul style="list-style-type: none"> • Via the Survey and Quick Polls process, assessments were conducted for Navy Service member and Navy Spouse Family Readiness, Navy JAG community exit survey and the PSD transition from CNIC to NPC 	<p>Selection and Classification</p> <ul style="list-style-type: none"> • Executed collaborative assessment of Navy Advancement Center algorithm for Final Multiple Scores in conjunction with Naval Postgraduate School and Center for Naval Analyses
<p>Force Management</p> <ul style="list-style-type: none"> • Provided the Integrated Manpower and Personnel Agent-Based Computer Tool – Active Component (IMPACT AC) community management tool sponsored by Office of Naval Research for use by Military Community Managers to provide manpower modeling and forecasting capabilities to assist in predicting future force structure 	<p>Research Information Systems</p> <ul style="list-style-type: none"> • Advanced software re-engineering efforts on Navy Corrections System Management Information System (CORMIS) to improve functionality and reduce errors. Also completed physical relocation of NPRST R&D excepted network to support OPNAV N2N6 data center consolidation initiatives

Spotlight Summary

Ms. Janet Held led a team of 10 experts in the fields of psychometrics, test development, test validation, and training/performance measurement in the publication of two manuals entitled: *Introductory Guide for Conducting The Armed Services Vocational Aptitude Battery (ASVAB) Validation/Standards Studies in the U.S. Navy* and *Technical Guidance for Conducting ASVAB Validation/Standards Studies in the U.S. Navy*; providing for the first time ever, a comprehensive set of manuals which fulfill the need for the Military Services to bring uniformity and best practices into conducting their ASVAB validation/standards studies.



(L to R) Dr. Bill Farmer, Ms. Janet Held, LCDR David Kopf, Dr. Divya Vargheese, and Dr. Louis Miller

Organizational Challenge

The ASVAB is a multiple aptitude/ability test battery used by all U.S. Military Services as their primary enlisted personnel selection and occupational classification instrument. The Defense Manpower Data Center, Personnel Testing Division (DMDC-PTD) has the responsibility of developing and maintaining the ASVAB while the Military Services, as the users of the battery, are responsible for validation of the ASVAB and the development of their occupational classification composites and cutscores. In 2006, the Human Resources Research Organization, Inc. developed a framework to address a DMDC goal of having a unified approach that could be followed by all of the Services for conducting ASVAB validation research. The unified framework provided a context for thinking about the ASVAB and other test validation research and an overview of factors that may influence the Services' capacity to interpret and apply the results of validation studies. Further discussions of the framework and the actual execution revealed that only the Navy was prepared to provide the necessary guidance because they were the only service to support an ongoing program dedicated to validating and setting ASVAB standards, as well as having the resources to research and apply best practices.

Methodology/Process

Over the last several years, Ms. Janet Held led a team of 10 experts in the fields of psychometrics, test development, test validation, and training/performance measurement in the publication of two significant manuals. The *Introductory Guide for Conducting ASVAB Validation/Standards Studies in the U.S. Navy* is intended to provide general guidance on conducting ASVAB validation/standards studies and will be most useful for sponsors, policy makers, and leadership from the recruiting, training, and the enlisted communities, all of whom benefit from effective ASVAB standards. The *Technical Guidance for Conducting ASVAB Validation/Standards Studies in the U.S. Navy* is intended to provide the researcher who conducts ASVAB validation/standards studies with the "how to do it" information, which includes discussions about difficult technical issues, clarity on the issues and resolutions and recommendations for future research where needed. The importance of this accomplishment for the armed services cannot be overstated in that this is the first time ever a comprehensive manual of this type has been published which will fulfill the need for the military services to bring uniformity and best practices into conducting their ASVAB validation/standards studies.

Impact/Results

Ms. Held's work in the field of Selections and Classification has ensured that only the best and brightest applicants are selected for service in the armed forces. Her work has influenced the careers of hundreds of thousands of applicants as classification decisions were made based on her research and work ensuring military applicants' skills and abilities were not only identified and measured, but matched to occupational career fields to provide them the best opportunities for successful military careers.

BUPERS-3

Military Community Management

CAPT Baron Reinhold

Director

Mr. Mike Otten

Deputy

What we do ...

Manage Sailor communities across the Fleet providing strategic level planning and forecasting for both the Enlisted and Officer Corps

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	68	\$1.0
CIV	27	\$1.2
CTR	2	
OPS		\$0.2
Total	97	\$2.4

Core Tasks

- Provide Community Sustainability/Hire to Retire Management
- Manage Professional Apprentice Career Track (PACT) Sailors & Désignation quotas
- Develop Promotion/Advancement Quota Plans
- Officer Force Management
- Analyze and develop Enlisted and Officer Accession Plans
- Program Manager for Career Navigator - Career Waypoint Re-enlistment
- Fleet Engagement Travel
- Deploy Career Viewpoint Surveys and Studies

Function

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 and enlisted corps of proper size, experience, skill and diversity.

Top Accomplishments Supporting Focus Area 1

- Provided Policy Updates to the Fleet via Fleet Engagement Visits
- Increased Active Duty Inventory levels aligning to programmed End Strength Controls
- Enhanced Career Waypoint (CWAY) Approval Process providing Auto Approval feedback to the Fleet Career Counselors
- Analytic Branch improved forecasting capability of community inventories

Production Spotlights

Community/Sustainability Management <ul style="list-style-type: none"> • Processed 5,824 Fleet Reserve Requests 	Career Navigator-Professional Apprentice Career Tract (PACT) <ul style="list-style-type: none"> • Processed 11,382 Career Navigator-PACT Applications
Promotion/Advancement Plans <ul style="list-style-type: none"> • Developed 38 Active Component / 27 Reserve Component Promotion Plans 	Community Billet Base Coordination <ul style="list-style-type: none"> • Staffed/Reviewed 2,958 Billet Change Requests
Officer Force Management <ul style="list-style-type: none"> • Conducted 12 Probationary Officer Continuation and Redesignation Boards achieving 100% of redesignation and separation quotas 	Accession Planning <ul style="list-style-type: none"> • Generated Accession plans for more than 124 Enlisted Active Duty/FTS/SELRES enlisted communities and more than 76 Active Duty/FTS/SELRES officer communities
Career Navigator – Career Waypoint (CWAY) Re-enlistment <ul style="list-style-type: none"> • Processed 163,065 CWAY Re-enlistment applications 	Special and Incentive Pay planning <ul style="list-style-type: none"> • Established special and incentive pay plans for both officer and enlisted corps designed to ensure that required retention benchmarks needed to sustain community health are met

Spotlight Summary

Enlisted Early Transition Program (EETP) has been used intermittently as a voluntary All Navy Force Management tool from FY09-13 to reduce enlisted end strength. In the second half of FY-14, the BUPERS-3 Community Management Team sought and received approval to reinstate EETP with several important modifications. EETP in its new format is now a permanent quota based program that targets specific Year Groups (YG), paygrades and Navy Enlisted Classification (NEC) codes (when applicable) within over-manned ratings.



The BUPERS-3 Community Management Team

Organizational Challenge

In FY14, authorized force shaping levers alone were inadequate to reduce over-manning in some ratings while concurrently maintaining acceptable promotion rates, career progression, and community health. EETP was reinstated as a voluntary Force Management tool allowing Sailors to depart active duty up to 24 months prior to their End of Active Obligated Service (EAOS). EETP quotas are made available to target manning overages in specific year groups. This enables non-career minded Sailors who are outside of their Career Waypoint negotiation window an opportunity to voluntarily separate, giving greater opportunity for those Sailors who desire to “Stay Navy.” Quota availability is regularly updated and visible to the Fleet via the EETP webpage on the Navy Personnel Command (NPC) website.

Methodology/Process

BUPERS-32’s strategic vision was to reinstate EETP as a permanent voluntary force shaping lever to be governed by policy rather than recurring NAVADMINs. The result was a highly visible, easily accessible, quota-based program that is hosted on the NPC website. CNP approved BUPERS-3’s EETP proposal and in May 2014, EETP, in its new format, was brought online. BUPERS-32 serves as the EETP Program Manager on behalf of N13. N132 maintains policy oversight and approves each revision to quota updates. Unlike past early transition programs, now Sailors approved for EETP will have their Estimated Date of Loss to Navy (EDLN) adjusted to reflect the approved date of separation and reason code changed to voluntary (VOL) to signal their pending loss from current inventory. Additionally, EETP losses are now factored into Enlisted Community Manager planning to support advancements and end-strength analysis. Sailors who meet EETP requirements must submit an application package via an encrypted email to the EETP Program Manager. The package must include a command approved NAVPERS 1306/7 indicating their requested date of separation along with a signed NAVPERS 1070/613 acknowledging the program guidelines. All of the required forms and instructions are available on the EETP Web Page. The goal of the BUPERS-32 Program Manager is to process EETP requests within 10 working days of package receipt.

Impact/Results

BUPERS-32 Community Managers maintain a pulse on every enlisted rate, pay grade, year group and Navy Enlisted Classification (NEC) code and make quota change recommendations to maintain mission requirements and better align inventory to authorizations. The efforts of the entire Community Management team have had a direct, positive, and immediate impact on Fleet Manning. In the six months since EETP’s implementation, 339 applications were approved and 95 personnel separated from the Navy. EETP is an important lever that Community Managers rely on to maintain the health of all communities.

BUPERS-6

Production Management Office (PMO)

Mr. Raleigh Durham

Director

CDR Leon Higgins

Deputy

What we do ...

Support the Navy's "Street to Fleet" planning through Enlisted Accession supply chain management principles

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	11	\$1.4
CIV	16	\$.7
CTR	20	
OPS		\$4.6
Total	47	\$6.7

Core Tasks

- Enterprise Metrics
- Accession Planning
- Integrated Production Planning
- Supply Chain Training and Communications
- Quota Management
- Reclassification

Function

Serving as the subject matter expert for supply chain business processes, the PMO collaborates with organizations across the Manpower, Personnel, Training and Education (MPTE) Domain to identify barriers and inefficiencies in the Navy Enlisted Accession Supply Chain and recommend solutions to more effectively deliver Sailors to meet Navy workforce needs.

Top Accomplishments Supporting Focus Area 1

- Implemented Supply Chain Flow Indicator
- All Rating Working Groups Stood Up and Active
- Improved Quarterly Demand Planning outcomes based on increased harmonization of long term need (Navy community health) with short term need (fleet manning) and Naval Education Training Command (NETC) training capacity
- "A" School Entitlement completed for 97 Programs
- The Navy Enlisted Supply Chain (NESC) Primer was created to decrease the time required of new members to the MPTE domain understand the "why" and "what" of how the Navy was transforming the manning construct. As military members come into the MPTE domain, there is considerable time spent getting members integrated into how the manning process works. The NESC Primer helps new members understand the organization (PMO) and the roles of members in the NESC
- Expanded Rating Working Groups to include additional Enterprises and Learning Centers. Fifty-eight total active Rating Working Groups supporting Warfare, Under Sea, Information Dominance, and Naval Expeditionary Enterprises stood up and active

Production Spotlights

<p>Enterprise Metrics</p> <ul style="list-style-type: none"> • Produced and conducted analysis on 926 Accession Training Paths in accordance with BIT Objective #1 - "Street to Fleet time executed to within 10% of Entitlement". • Developed Scatter Plot Metric as Corporate Enterprise Metric to track MPTE efforts to achieve Rating Community Health and Fleet Fit/Fill. • Developed a <i>NEC Blue Line Metric</i> to provide a rolling NEC production goal to meet Operational Fleet Response Plan requirements in a three-phased approach. 	<p>Accession Planning</p> <ul style="list-style-type: none"> • Developed recruit rate phasing and training schedule for 35,321 accessions to include multiple phasing profiles and rating loads for leadership to review
<p>Integrated Production Planning</p> <ul style="list-style-type: none"> • Developed schedule to expand from 37 to 60 ratings 	<p>Reclassification</p> <ul style="list-style-type: none"> • 3,573 Sailors were reclassified to other needed ratings to fit Fleet needs

Spotlight Summary

PMO is the process owner for Student Input Plan (SIP) Development and is responsible for ensuring stakeholder awareness of Plans of Action and Milestones (POA&M), processes, and guidance to the United States Navy and Other Service representatives to plan, validate, and develop an OPNAV approved Student Input Plan for Accession and Non-Accession Navy delivered courses over the next three to seven years.



(L to R) Rich McGurr, Shawn Davis, Andy Millar, John Barclay

Organizational Challenge

The current Student Input Plan (SIP) Development process does not include all participants necessary for a full plan to be developed. The major challenge is identifying those areas that are not being represented by the appropriate planner, resource sponsor and/or training agent. This results in a number of training requirements not being planned for or validated during the SIP Development Planning season.

Methodology/Process

The Navy's SIP development consists of three primary processes. The three processes are training requirement determination and validation, feasibility studies or similar capacity determination, and Student Input Plan Development. The SIP Development process in whole is a collaborative effort across the MPTE enterprise, but also includes other service representatives from U.S Marine Corps, U.S. Army, U.S. Air Force, and U.S. Coast Guard. This effort allows identification of training requirements to meet out-year demands and proper allocation of resources in the out-years.

Impact/Results

Continuous process improvements have been made to the SIP Development process since FY12. Each year PMO coordinates a Pre-Planning conference to provide stakeholders with the POA&M for the upcoming SIP development season and restates roles and responsibilities of all stakeholders. PMO has identified training requirements and points of contact for all organizations that participate in the SIP process. This has also revealed training needs that lacked the identification of the required planner. Identifying the planner and associated resource sponsor has created greater alignment and lines of communication between community managers, resource sponsors, Type Commands, detailers, and PMO, while forecasting a more accurate approved SIP training requirement for the out-years to ensure Fleet readiness and safety.

PERS-1

Customer Relations Management

Mr. Fred Chambers

Director

Mr. Gregory Moody

Deputy

What we do ...

Provide timely and accurate information with compassion and courtesy that earns the trust of the Navy family

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	19	\$1.8
CIV	25	\$1.5
CTR	44	
OPS		\$0.2
Total	88	\$3.5

Core Tasks

- Navy Locator
- Selection Board Packages
- Record Information
- Customer Service Requests
- Casualty Response
- Personnel Accountability
- Crisis Action Organization

Function

Improves customer satisfaction via a centralized contact center and customer assistance directory for personnel issues from the Fleet, family members, Reservists, and Retirees; manages and supports urgent/emergent worldwide events through the Crisis Action Organization; ensures quality, compassionate casualty assistance is provided to Navy families when a Sailor is seriously ill or injured, duty status unknown, missing, becomes a Prisoner of War or dies.

Top Accomplishments Supporting Focus Area 2

- Implemented Long Term Care Specialist capability
- Defense Casualty Information Processing System (DCIPS) implemented with Casualty Operations and Missing in Action
- Improved Dependent/Bedside Travel operations by dedicating contracted support to process travel requests and liquidate claims in a timely and accurate manner
- Primary next-of-kin identification and verification for USS OKLAHOMA
- Mortuary Affairs consolidated three contracts to streamline dignified transfer of remains
- Crisis Action Organization participated in two Personnel Accountability exercises and two real world catastrophic events achieving 100%, 99.4%, 98.9% and 96.3% accountability respectively.

Production Spotlights

Navy Locator <ul style="list-style-type: none"> • 9,498 Navy Locator transactions 	Customer Service Requests <ul style="list-style-type: none"> • 3,360 System Authorization Requests
Record Information <ul style="list-style-type: none"> • Managed more than 72,000 documents 	Selection Board Packages <ul style="list-style-type: none"> • 40, 756 letters to the board processed
Customer Service Requests <ul style="list-style-type: none"> • First Call Resolution rate: 62.2% • Customer Satisfaction: 73% 	Record Information <ul style="list-style-type: none"> • 2,318 Employment Verifications
Casualty Response <ul style="list-style-type: none"> • Deceased Cases: 158 with estimated benefits paid of \$80M • Ill/injured bedside cases: 202 • Traumatic Servicemember's Group Life Insurance claims: 446 with benefits paid of \$11.65M • Family Servicemember's Group Life Insurance claims: 419 with benefits paid of \$14.3M • Attended 8 POW/MIA Family Member Updates supporting 162 Navy family members 	Customer Service Requests <ul style="list-style-type: none"> • 206,841 phone calls • 623 voice mails • 110 faxes • 10,497 e-mails • 275 Facebook messages

Spotlight Summary

Losing a Sailor is a tragedy that affects many—families, the Sailor’s Command and Shipmates. The National Defense Authorization Act of 2010 mandated the formation of a Long-Term Assistance Program within each of the Service Casualty Offices. Using the expertise available within the team, the Navy Casualty Team (PERS-13) took the necessary steps to implement the program with outstanding results.



Navy’s Casualty Response Team

Organizational Challenge

The loss of a Sailor is a tragedy for families, the Sailor's command, and our Shipmates. The Navy Casualty Team (PERS-13) are experts in meeting the needs of all affected parties. While the immediate needs of the families are typically addressed through the various benefits and entitlements, the longer-term needs are less well-defined. To address the after care needs of the surviving family members, Navy Casualty (PERS -13) formed the Navy's Long Term Care Assistance program. Within the program, two Navy DoD Civilians work full-time to support Survivors through all phases of their experience.

Methodology/Process

Leadership identified the need for Long Term Assistance and developed the Long Term Assistance program, which was established in FY14. The main goal of the program is to provide Long Term Assistance to Survivors after all of the initial monetary benefits are processed. Survivors are assigned a case manager who is able to address questions regarding future benefits and miscellaneous questions that Survivors may have when a family member dies while on active duty.

Impact/Results

As part of the mission, Navy Casualty Office's Long Term Care providers attend survivor-focused events nationwide providing assistance to respond to Survivors’ questions and concerns with regard to benefits and resources available. Specifically, the team attended the Tragedy Assistance Program for Survivors (TAPS) Suicide Survivor Seminar in St. Petersburg FL. During this event, we reached over 100 Navy Survivors answering questions regarding benefits, placing an emphasis on available resources offered through our office, and most importantly, reconnected the Survivor with their Navy family. There are approximately 200 Active Duty deaths per year and almost all of them will require long-term care until all available benefits and services are rendered.

PERS-2

Pay & Personnel Management

Mrs. Ann Stewart

Director

Mr. Jim Mc Donner

Departing (D) Deputy

Mr. Ronald Savino

Interim (I) Deputy

Mr. Mike Saylor

Relieving (R) Deputy

What we do ...

Serve as the pay and personnel advisor to the CNP providing policy and management oversight

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	8	\$0.9
CIV	15	\$0.8
CTR	4	
OPS		\$11.9
Total	27	\$13.6

Core Tasks

- Pay and Personnel Management
- Program of Record (POR) Transfer/Transition from CNIC to NPC
- Personnel Service Delivery Transformation (PSDT)
- Pay and Personnel Management Modernization
- PASS Program of Record Management

Function

Serve as Pay and Personnel and Passenger Transportation advisor to the Chief of Naval Personnel (CNP). Provide pay and personnel policies and management for execution by personnel service organizations. Ensures reliable, responsive and timely service delivery in support of all Sailors.

Top Accomplishments Supporting Focus Area 2

- Established PERS-2 as Pay and Personnel Management Organization
- Successfully transitioned 2376 employees from 67 PSD/CSDs worldwide
- Expanded implementation of eLeave Afloat
- Served as Knowledge Integrators for authoritative Pay and Personnel information
- Developed Personnel Support Professional Workforce
- Cultivated Expanded Centralized Transaction Processing

Production Spotlights

<p>Pay & Personnel Management</p> <ul style="list-style-type: none"> • Published 35 PERS/Pay Information Bulletins (PPIB) to field level execution activities providing policy interpretation, important information and execution guidance • Maintained 97% timeliness of pay impacting transactions <p>Personnel Service Delivery Transformation (PSDT)</p> <ul style="list-style-type: none"> • Convened seven Personnel Functional Review Boards voting on seven Requests for Information Services (RIS) • Tracked and updated 32 RISs 	<p>Pay/Personnel Administrative Support System (PASS) Program of Record (POR) Transfer/Transition</p> <ul style="list-style-type: none"> • Actively managed the Plan of Action and Milestones to transfer the PASS Program of Record from CNIC to NPC • Disestablished BUPERS-26 and established PERS-2 as the Pay/Pers Management Organization for Chief of Naval Personnel as the single process owner • Completed handoff on 1 October 2013
<p>Pay and Personnel Modernization Support</p> <ul style="list-style-type: none"> • Processed more than 2.1M Electronic Leave transactions since inception with 99.7% timeliness • Continued implementation of Electronic Leave Afloat (eLeave) with 85 of 143 ships (65%) eLeave capable and 31 of 85 (36%) live with eLeave 	

Spotlight Summary

PERS-2 with the support of PERS-45 monitored the deployment of Permanent Change of Station Round-up (PCS-R) orders in 2014. This deployment addresses a problem N10 identified in accounting for and controlling money that was being obligated outside of N1 control. These orders included: enlisted separations, Fleet Reserve assignments and retirements, unit moves and unit decommissioning which represented about 90% of the orders not written by NPC order writing systems. PCS-R was approved for funding and an automated solution was developed so these types of orders could be written in the Navy Standard Integrated Personnel System (NSIPS).



(L to R) LT Pettis Sims, Mr. Ron Savino, Mr. Michael Wardlaw

Organizational Challenge

The new order writing capability was released in increments, giving the developers and subject matter experts the chance to correct implementation problems before deploying the solution Navy wide. PCS-R went "live" with the application as a part of the June 2014 NSIPS release. A NAVADMIN was released in October 2014 directing all Navy to stop using Standard Transfer Orders (STO). There was a spike in compliance after October 2014 and numerous working groups were formed to establish procedures for order writing that did not utilize STO. As the NPC team worked through the problems with all stakeholders, procedures were established to handle each exception that formerly utilized STOs. As planned, NSIPS PCS-R provided improved visibility of the amount of money obligated for these order types.

Methodology/Process

Another benefit of this initiative was a business process improvement for personnel supporting N10 at PCSVC in Cleveland, Ohio. This project has virtually eliminated the process of manually entering in accounting information from STOs into central accounting systems in order to track obligations. That information is now available in NSIPS reports. Poor compliance with the guidance to send a copy of the STO to the E-mail box in N10 resulted in the Financial Analyst being unable to account for how many orders had been written or how much money had been obligated –an untenable situation for those who are legally liable for controlling government expenditures. N10 now has full visibility of funds obligation and can be sure that N1 is only paying for the right kinds of orders.

Impact/Results

Through the end of December 2014, the value of the orders that have been written in NSIPS is already over \$50M. When we have a full year's worth of NSIPS order writing, the amount of money now under control could be as much as \$1B. This was the estimated annual value of orders written outside of N1 control, a compelling factor in the business case that supported investment in this important project.

PERS-3

Personnel Information Management

Mr. Jim Tanner

Director

Mr. Brian Wenger

Deputy

What we do ...

Manage the personnel data of Sailors for their careers and their families

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	8	\$0.7
CIV	94	\$5.5
CTR	104	
OPS		\$12.8
Total	206	\$19.0

Core Tasks

- Official Military Personnel File Management
- DEERS/RAPIDS Management
- GI Bill Program Management
- Navy Performance Evaluation Management
- Navy Personnel Electronic Record/Data Quality Maintenance
- Electronic Military Personnel Records Program Management
- Navy Selection Board Executive Service Management
- PERSTEMPO
- Navy Ex-Servicemember's Unemployment Compensation Management
- Board for Correction of Naval Records (BCNR)

Function

Provides personnel information that supports the management of the Fleet and the personal/professional needs of Sailors and their families. Personnel information must be accessible, accurate and reliable. Service delivery of personnel information must be superior...built by understanding constituent needs and maintained through a culture of trust.

Top Accomplishments Supporting Focus Area 2

- Transferred medals packaging function from St. Louis office to Millington which increased efficiency. Packaged 25,740 cases, 3 times the average for the same period last year
- Assisted the Center for Naval Analysis (CNA) by preparing spreadsheets for 53 States and Territories with over 30,000 data entries for CNA's report for the Assistant Secretary of the Navy (Manpower & Reserve Affairs) in support of the President's Veterans Opportunity to Work (VOW) to Hire Heroes Act
- Processed 7,454 transactions establishing early TRICARE eligibility for Reserve Component members and their families
- Re-energized Personnel Tempo of Operations (PERSTEMPO) tracking days for all Navy Personnel, increasing PERSTEMPO UIC reporting compliance from 15.9% to 94.3%

Production Spotlights

Official Military Personnel File (OMPF) Management <ul style="list-style-type: none"> • 5.1M documents ingested into the OMPF; 28,718 CDs mailed; 21,393 medals requests processed; 105,140 awards validated; 24,202 errors corrected. 	Navy Ex-Servicemember's Unemployment Compensation Management <ul style="list-style-type: none"> • Processed 28,173 notices of veterans claims for unemployment benefits (UCX) from 53 states and territories
NPC BCNR Liaison <ul style="list-style-type: none"> • Processed and monitored 954 BCNR Approved Findings and 949 Requests for Advisory Opinions 	Electronic Military Personnel Records Program Management <ul style="list-style-type: none"> • 1.688M electronic records maintained
Navy Personnel Electronic Record/Data Quality Maintenance <ul style="list-style-type: none"> • Processed 201,189 error corrections in corporate legacy systems 	Navy Performance Evaluations <ul style="list-style-type: none"> • Processed 627,350 evaluations and fitness reports
Navy Selection Board Executive Service Management <ul style="list-style-type: none"> • Coordinated 153 selection boards involving in 2544 board members and recorders and 82,128 eligible candidates. 	PERSTEMPO <ul style="list-style-type: none"> • PERSTEMPO Help Desk Actions: Contacts made for Expired Events: 3,360; Expired Events closed: 73,920; Remedy Tickets generated to assist PERSTEMPO Customers: 8,074

Spotlight Summary

Veterans requesting replacement medals and awards have waited up to three years for medals to arrive. With options for improved response timeliness limited by paper records held at National Personnel Records Center (NPRC) St. Louis and the logistics of managing an offsite office, PERS-3 with the support of BUPERS-05 and PERS-5 moved the medals and awards research function from St. Louis to the NPRC in September 2014, easing logistics and reducing backlogs.



(L to R) Mr. Paul Wilder and Dr. Kathy Wardlaw

Organizational Challenge

Veterans' medals and awards case processing backlogs have existed since 2000. The situation was exacerbated by decreased staffing over the years which resulted in our veterans waiting between one and three years to receive their replacement medals. An inability to increase resources and the logistics of managing an off-site office constrained by the paper records storage location at NPRC St. Louis limited options to reduce the backlog and enable the efficient processing of replacement medals requests within a reasonable timeframe. The NDAA FY-14 requires that veterans' requests for replacement medals be processed within one year—simply unachievable without major changes in business practice. Reducing veteran wait times, getting our employees out from under staggering backlogs, and meeting NDAA FY-14 mandates were the challenges.

Methodology/Process

After reaching a high of almost 26,000 cases in 2012 and successfully contracting with NPRC to reduce some of the backlog on two separate occasions, we explored transferring the work to NPRC permanently. Budget cuts resulted in a decrease in staffing from 17 to 12 personnel. Reaching a backlog of almost 26K cases (almost 3 years of waiting) practically guaranteed that unless the backlog was completely eliminated and staffing increased by five, the backlog would continue growing at a rate of 300 to 500 a month. The current staff capability was approximately 1,200 cases per month, well below the estimated average receipts of 1,559 (based on CY13 estimates). A new business model was imperative.

Impact/Results

The biggest advantage of the work transfer to NPRC is the ability to provide quicker service to our veterans. The wait time for replacement medals will be reduced from years to just a few months. Waiting almost three years for replacement medals is not acceptable by anyone's standard. The transfer increased efficiencies from the NPRC perspective as well, as they often could only partially fulfill a veteran's request, and had to refer the request for medals replacement to NPC for separate processing. For example, if a veteran requested a copy of his Official Military Personnel File (OMPF) and replacement medals, NPRC could fulfill the request for the OMPF but had to refer the request for medals replacement to NPC for action. With the new alignment of work to a single service provider, it is anticipated that NPRC will be able to respond to requests in one to two months, a significant improvement in service delivery.

PERS-4

Career Management

RDML John Alexander

Departing (D) Director

RDML Kenny Whitesell

Relieving (R) Director

Mr. Bernard Dunn

Deputy

What we do ...

Manage the Navy's Sailor assignment and placement across the Fleet

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	544	\$68.0
CIV	114	\$6.6
CTR	6	
OPS		\$13.8
Total	664	\$88.4

Core Functions

- Generate and Release Orders
- Placement
- Assignments
- Special Program Management
- Resource Management
- Career Management
- Conduct Administrative Boards
- IT Management
- Manning Control Authority

Function

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. Maintains and manages an inventory of personnel having currently required special skills and capabilities. Defines and formulates Information Technology information requirements necessary to maintain, control, and support the computer assisted enlisted and officer distribution management systems. Coordinates with Fleet commanders, various NPC offices, and outside agencies concerning plans and programs dealing with personnel management and distribution practices.

Top Accomplishments Supporting Focus Areas 1 and 2

- FA1 - Initiated review of overseas screening process and implemented changes to reduce time to complete screening and reduce billet gaps resulting from unanticipated screening failures
- FA1 - Achieved FIT/FILL manning goals
- FA1 - Reinstated the Aviation Command Bonus
- FA1 - Orchestrated detailing and placement requirements for three carrier homeport shifts
- FA2 - Completed Critical Design Review for Billet Based Distribution (BBD) Phase 1B
- FA2 - Executed over 500 Fleet Engagement events providing face-to-face interaction between Fleet sailors and detailers/community managers
- FA2 - Implemented process improvements for the officer formal nomination process
- FA2 - Implemented the Permanent Change of Station Roundup Project to align financial oversight of PCS orders

Production Spotlights

<p>Detailing</p> <ul style="list-style-type: none"> • Detailer to Sailor Ratios: Enlisted 1:1 ,292 Officer 1:489
<p>Generate and Release Orders</p> <ul style="list-style-type: none"> • 2,475 Individual Augmentation (IA) orders written and released • 80,553 Permanent Change of Station (PCS) orders written and released • 7,506 Mobilization orders written and released

Spotlight Summary

Questions and concerns raised by Commanding Officers during overseas visits by CNO and CNP throughout FY14 highlighted the need to review Navy’s Remote/Overseas Screening programs and policies. PERS-4 led an Overseas Screening Process Working Group 13 - 16 May 14 with representation from ASN (M&RA), DODEA, USFF, PACFLT, BUMED, C7F, NPC, and CTF-73. Lean Six Sigma (LSS) process improvement professionals facilitated the working group and the effort produced proposals for immediate corrective action. Pers-4 coordinated implementation of process changes designed to reduce the amount of time between identification of a Sailor for overseas assignment and completion of overseas screening.



(L to R) YNCM Will Cool, MA1 Clarence Judd, PS1 Daneisha Stroughn, YN2 Kaneisha Johnson, LT John Allen, SHC Alex Magbag

Organizational Challenge

The existing overseas screening process for Sailors and dependents began when they received their orders. Discovery of Sailors deemed unsuitable for overseas duty typically occurred just before their intended transfer date leaving little time to find another suitable candidate. The compressed time to identify another Sailor and complete screening frequently led to a gap in an overseas billet. The challenge was further complicated by security concerns with BUPERS Online (BOL) which disabled the Overseas Application, the primary tool for tracking overseas screening, and required manual tracking of overseas screenings from 1 September 2013 – 30 August 2014.

The Methodology/Process

The working group recommended generation of a Letter of Intent (LOI) for Sailors proposed to overseas duty to trigger the overseas screening requirement. PERS-4 realigned resources in August 2014 and charged PERS-45 with coordinating implementation and monitoring the process. LOIs are now sent to the Sailor and their current command when detailers propose overseas orders. Instituting the LOI as the trigger to start overseas screening rather than receipt of orders “jump starts” the screening by about 90 days (the nominal time for orders to be released after proposal) for most assignments – with the expectation Sailors will complete overseas screening before NPC releases orders.

The new process allows Sailors 30 days from the LOI date to complete their screening and 60 days for their family members. If screening is not complete (lingering medical assessment, lack of compliance), detailers reassign the Sailor to a priority requisition meeting the needs of the Navy. This timing “tripwire” increases accountability for both the Sailor and the detaching command to ensure rapid completion of screening and adds recovery time for detailers to identify a suitable replacement if the Sailor or family is unable to screen for overseas duty. PERS-45 monitors the process via the restored BOL Overseas Application.

Impact/Results

NAVADMIN 203/14, released in September 2014, signaled the launch of the new process. To date, PERS-45 has sent over 7500 LOIs. Early indications are promising that the process will provide the needed additional time to fill overseas slots when gaps are created due to failure to screen.

The first full month of implementation yielded a 76.4% screening completion rate, with an average completion time of 28 days. The average time to complete screening under the previous process was 77 days. Projections are that the average time will be about 44 days when all of the screenings are complete – a 43% improvement. In total, an additional four months between completion of screening and the intended transfer date is gained. As the new process matures, however, the time to screen is expected to decrease.

PERS-5

Business Operations

CAPT Brian Wenger

Departing (D) Director

CDR Brad Emerson

Relieving (R) Director

Dr. Michael Higgs

Deputy

What we do ...

Provide financial, logistics, IT development, and security support to the BPM/NPC command

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	8	\$0.8
CIV	91	\$5.3
CTR	87	
OPS		\$5.1
Total	186	\$11.2

Core Tasks

- Financial Management
- Command Logistics Support
- Information Technology
- Business Analysis
- Security Administration
- Safety
- Continuous Process Improvement

Function

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

Top Accomplishments Supporting Focus Area 3

- Established a comprehensive Managers Internal Control Program (MICP) SharePoint site which provides one stop shopping for detailed training exhibits, internal control tests and risk assessment audits
- Realigned all Personnel Support Detachment logistical support billets & functions to PERS-53 with uninterrupted customer support
- Excelled in 18-month Procurement Performance Management Assessment Program inspection
- Transferred Financial Management billets and functions for \$130M PASS Program with uninterrupted customer support

Production Spotlights

<p>Business Analysis</p> <ul style="list-style-type: none"> • Completed 22 projects with 5-year Savings (budget & labor-hour savings combined) of \$6.1M • Developed and implemented a new MICP ADMINMAN instruction. Provided continuous training for all MICP Coordinators • Completed more than 40 MICP Assessable Unit audits with 20 in the new detailed two-form format • Developed and managed over 50 Departmental performance metrics and Key Performance Indicators (KPIs) used to evaluate business effectiveness and make decisions for performance improvement 	<p>Financial Management</p> <ul style="list-style-type: none"> • Reviewed and analyzed 20,693 Temporary Duty Under Instruction (TDI) orders and reconciled 5,946 for a savings of ~\$13M • Reviewed and released 190,913 sets of PCS orders • Issued funding documents totaling \$363M over four appropriations including 67 programs of record
<p>Information Technology NMCI</p> <ul style="list-style-type: none"> • Mitigated 377 Information Assurance Vulnerabilities (IAVs) driving 733,900 IT system patches • Achieved 100% IAV compliance • Processed 6,224 Move, Add, Change (MAC) Requests, 69 Continuity of Service Contracts (CoSC) orders and 215 CoSC task order modifications 	<p>Command Logistics Support</p> <ul style="list-style-type: none"> • 2,347 supply and equipment requisitions for purchased and stocked items totaling \$2.4M for BUPERS/NPC, PSDs and CSDs both CONUS and OCONUS, PMO, and OCMs/ECMs • 77 service contracts totaling \$993K • 31 Mortuary contracts totaling \$187K

Spotlight Summary

In August 2013, a cyber-event forced Navy Personnel Command to accomplish multiple short-fused application and network security actions. Responding to these new security requirements, so stringent most NPC applications were shut down, PERS-54 embarked on a campaign of remediation to scour the myriad applications to detect and correct critical information assurance vulnerabilities. To minimize the time required to remediate applications and to maximize efficient use of the small technical development team, a repeatable process was created incorporating new scanning tools, Information Assurance reviews and application testing, resulting in a reliable, rigorous production line for delivering highly functional security-compliant applications.



PERS-54 Cyber Security Team

Organizational Challenge

In the summer of 2013 a series of cyber-attacks on Navy networks set off alarms in the Navy’s Fleet Cyber Command (FLTCYBERCOM), which responded with a wave of short-fused, high visibility, application and network security actions. These new security requirements were so stringent that most of the NPC applications were shut down. This denied NPC and the Fleet access to numerous tools needed to conduct the daily business of managing the Navy’s human resources and denied Sailors access to vital career information. Pers-54 immediately embarked on a campaign of remediation to scour the myriad applications to detect and correct critical information assurance vulnerabilities in order to restore these key applications. It became apparent almost immediately that the organization, sized to develop and sustain a limited number of applications in an orderly fashion, was not well-suited to a crisis-driven requirement to rapidly and securely build, test, and deploy applications while simultaneously executing frequent network reconfigurations and Information Assurance posture changes. Meeting this challenge required accelerated adaptation to a new, highly dynamic environment and drastic changes in business processes.

Methodology/Process

Succeeding in the new environment meant major adjustments in the areas of manning, processes, and tool sets. PERS-5 quickly realigned internal leadership personnel and responsibilities, sought and received additional Selected Reserve personnel support, sought and received additional technical leadership augmentation from BUPERS and quickly increased the technical contract staff in the Information Assurance office. But this augmentation only became a force-multiplier when combined with the greatly expanded work week. During the period from August through December 2013, work days were generally extended by four hours and every weekend was a working weekend with assignments and objectives set in advance. This period also included numerous watchstanding and reporting requirements as FLTCYBERCOM issued multiple Communication Tasking Orders (CTO) to address network weaknesses. Work was accomplished over weekends to minimize impact on normal mission accomplishment. However, increasing the workforce alone would not provide all that was needed; new tools were also needed to facilitate meeting the new secure coding requirements. PERS-54 expeditiously researched, tested and procured a suite of software tools to enable the rapid delivery of security-compliant code and to execute extensive penetration testing of the finished product, assuring maximum security.

Impact/Results

The team, using the processes they developed, met the challenge of executing successful security remediation for both internally and externally developed applications. Skillful management of the division’s capabilities and all available time produced the maximum throughput, and overcame the negative impact of multiple mandated shutdowns and password resets associated with the Operation Rolling Tide security campaign. The net result is that PERS-54 has greatly improved the overall Information Assurance/Security posture of the Navy Personnel Command. As a direct result of these efforts, twenty-two applications, including PRIMS, ADMITS, ITEMPO, Flag FITREP, OMPF-My Record, Overseas Screening System, and Flag Matters Data System were restored to full operation, returning critical capabilities to those serving and leading in the Fleet.

PERS-8

Career Progression

CAPT Christopher Halton

Departing (D) Director

CAPT Henry Roux

Relieving (R) Director

Mr. Richard Mason

Deputy

What we do ...

Manage the career progression of Sailors via promotions, separations, transfers, and retirements

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	51	\$6.7
CIV	64	\$3.7
CTR	0	
OPS		\$0.3
Total	115	\$10.7

Core Tasks

- Officer/Enlisted Retirements
- Promotion/Advancement/ Appointments
- Enlisted Special Pay
- Medical Advisement for Career Progression
- Detachment for Cause/Separations
- Statutory/Administrative Board Membership

Function

Administers and implements laws and policies regarding active duty and reserve officer promotions, senior enlisted advancement boards, officer appointments, officer frocking requests, officer/enlisted retirements, officer resignations, enlisted Fleet Reserve transfers, officer in-service procurement and officer inter-service transfers. Administers and monitors all elements of the Secretary of the Navy programs, which normally apply to an individual's career progression in the Navy. Sponsor statutory boards for promotion of officers, and sponsor administrative boards for advancement of senior enlisted personnel. Advises and assists Chief of Naval Operations in formulation of policies related to the performance of naval personnel and to Navy military discipline. Provide guidance in administration of personnel security programs, naval personnel performance functions, disciplinary matters and post selection board screening.

Top Accomplishments Supporting Focus Area 2

- 31,078 Officers eligible and screened in support of pay grade 0-3 to 0-8 active and reserve selection boards
- 41,583 Enlisted eligible and screened in support of E-7 to E-9 active and reserve selection boards
- Improved Officer & Enlisted Case processing
- 52% Reduction in Selection Board membership changes from FY12 to FY14

Production Spotlights

Officer/Enlisted (O/E) Retirements <ul style="list-style-type: none"> • 8,603 Retirements Processed (O/E) 	Promotion/Advancement/ Appointments <ul style="list-style-type: none"> • 18,398 Promotions (O/E)
Medical Advisement for Career Progression <ul style="list-style-type: none"> • 3,209 Physical Evaluation Board Notices of Decision 	Detachment for Cause/Separations <ul style="list-style-type: none"> • 195 Detached for Cause (O/E) • 219 Administrative separations (O) • 655 Administrative Separations (E)
Enlisted Special Pay <ul style="list-style-type: none"> • \$5.7M in Enlistment Bonuses • \$136M in Selective Reenlistment Bonuses (SRB) • \$5M in SRBs Recouped 	Statutory/Administrative Board Membership <ul style="list-style-type: none"> • 3,763 Board Member nominations/applications processed (O/E)

Spotlight Summary

A team of NPC Career Progression Department personnel successfully collaborated to create and implement a new process validating the compliance with Navy Physical Readiness standards associated with officer promotions and enlisted advancements. The implementation of this new process required the approval of Chief of Naval Personnel. The effort demonstrated the ability of Navy Personnel Command to effect positive change and innovate in the delivery of effective and efficient Human Resource service to the Fleet, directly supporting our commitment to strategic Focus Area 2.



(Front L to R) Mr. Jerry Gorham, Mr. Les Ballard, YNC JaRon Wall, YN1 Carolyn Hester, Mr. Theodore Brown (Back L to R) LT Robert Yawn, LCDR Andrew Menocal, CAPT (Sel) Jason Webb, PSCM Robbie Smith, LT Donald Hester

Organizational Challenge

Prior to FY14 PERS-8 was able to complete the screening requirement for Sailors' compliance with physical fitness standards for more than 30,000 officer and enlisted personnel selected for annual promotion, advancement, or leadership positions using a batch search capability within the Physical Readiness Information Management System (PRIMS) software. In FY14, PRIMS software was upgraded and the capability to complete a batch search was lost. This change forced PERS-8 to conduct manual screenings in PRIMS for these personnel.

Methodology/Process

Within the original PRIMS scrub process, PERS-8 was required to delay the promotion of officers and withhold the advancement of enlisted personnel who had failed their most recent Physical Fitness Assessment (PFA) or whose PRIMS data were missing. Missing PRIMS data rendered impossible the ability for PERS-8 to determine if the officer or enlisted service member was currently within physical fitness standards. Since PERS-8 was using PRIMS to determine physical fitness qualifications, NPC was unable to determine if a Sailor had passed the PFA and PRIMS had not been updated correctly, or if the Sailor had passed a mock PFA since a failure. Once a Sailor was determined to not meet physical fitness standards using the process in place, the member's promotion or advancement was delayed formally by PERS-8 until accurate data regarding the Sailor's physical fitness qualifications could be obtained.

Impact/Results

Working with the N1 Chain of Command, PERS-8 developed an alternative process to determine the physical fitness qualification of personnel. PERS-8 would no longer verify PRIMS, however Commanding Officers would now have the responsibility to notify Navy Personnel Command, PERS-8, and direct that an officer's promotion or an enlisted service member's advancement be delayed. Commanding Officers have the most up-to-date PFA information for their service members. By implementing this process, PERS-8 has eliminated the possibility of delaying or withholding the promotion or advancement of a Sailor who is within standards. This action will result in NOT delaying the promotion or advancement of over 200 Sailors annually, meaning that hundreds of Navy families will see their military Service member promoted and paid for their new rank on time. This process change will have a side benefit of saving over 4,000 man hours annually for NPC. These thousands of hours saved are being used to provide better customer service, and serves as another example of our command's commitment to innovate and deliver the best possible quality HR services to Sailors.

PERS-9

Reserve Personnel Management

CAPT Sean Fagan

Director

CAPT Elisabeth Stephens

Departing (D) Deputy

CAPT John Daughety

Relieving (R) Deputy

What we do ...

Interpret, develop & execute Navy policies for all Navy Reserve personnel

Resource Summary as of 14 Oct 2014		
	Personnel	\$ (m)
MIL	84	\$8.6
CIV	59	\$3.4
CTR	0	
OPS		\$0.4
Total	143	\$12.4

Core Tasks

- Personnel Administration for Navy Reservists
- Individual Ready Reserve (IRR) Administration
- Functional Manager of the Inactive Manpower & Personnel Management Information System (IMAPMIS)
- Medical Benefits Issuing Authority (BIA) for Navy Reserve Personnel
- Career Transition Services
- Reserve Recall Support

Function

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

Top Accomplishments Supporting Focus Area 2

- Established electronic delivery and receipt of the Individual Ready Reserve Annual Virtual Screening form (NAVPERS 1080/3 (11/2013))
- The Career Transition Office reduced the internal processing of transition packages from 30 to 7 days
- Improved Medical Readiness Review, Medical Hold and Line of Duty processing
- Updated and transitioned twenty three chapters of BUPERSINST 1001.39F Administrative Procedures For Navy Reserve Personnel into MILPERSMAN articles, which will greatly enhance customer service and facilitate maintaining accuracy of these policies

Production Spotlights

<p>Personnel Administration for Navy Reservists</p> <ul style="list-style-type: none"> • Maintained over 1,150,000 reserve personnel records • Completed 248,554 Officer/Enlisted Administrative Personnel Actions • Processed 2,299 retirement without pay applications • Processed 1,299 retirement with pay applications • Processed 11,287 30-year Fleet Reserve retirements 	<p>Medical Benefits Issuing Authority for Navy Reserve Personnel</p> <ul style="list-style-type: none"> • Processed 2,650 Medical Retention Review/Physical Risk Classification packages • Processed 706 Medical Hold/Line of Duty Incapacitation Benefit requests
<p>Reserve Recall Support</p> <ul style="list-style-type: none"> • Processed over 859 definite and indefinite recall applications resulting in 206 Navy Reservists recall to temporary and permanent Fleet support assignments 	<p>Functional Manager of the Inactive Manpower & Personnel Management Information System</p> <ul style="list-style-type: none"> • Performed over 190,000 data cleansing/data integrity actions in support of Navy Reservists' pay and personnel records
<p>Career Transition Services</p> <ul style="list-style-type: none"> • Affiliated 410 Enlisted with the Selected Reserve directly from Active Duty • Affiliated 843 Officers with the Selected Reserve directly from Active Duty 	<p>IRR Administration</p> <ul style="list-style-type: none"> • Issued over 61,417 Officer Status/IRR Letters

Spotlight Summary

The Line of Duty, Medical Hold and Medical Retention Review Division (PERS-95) is responsible for the management and disposition of incapacitation benefits for members of the Navy Reserve who incur or aggravate an injury, illness or disease during a period active or inactive duty. PERS-95 also manages the assignment of Physical Risk Classification codes to officer and enlisted personnel with conditions that could potentially preclude mobilization.



(L to R) HMC Michael Hardiman, PS1 Craig Smith, Ms. Shentria Harris, HMCS James Weser, CAPT Kathleen McGowan, HM2 Marcus Smith, HMCS Jared Harmon-Moore, CAPT Jeri O’Neill, Mr. Joe Moore, YN3 Carole Cruz, YNC Marquell Vance, HM2 Joe Trevino, (Not shown) Ms. Sami Bolton, HM1 Michelle Sutton

Organizational Challenge

The Line of Duty, Medical Hold and Medical Retention Review Division (PERS-95) is responsible for the management and disposition of incapacitation benefits for members of the Navy Reserve who incur or aggravate an injury, illness or disease during a period active or inactive duty. PERS-95 also manages the assignment of Physical Risk Classification codes to officer and enlisted personnel with conditions that could potentially preclude mobilization.

Methodology/Process

As the Medical Hold (MedHold), Line of Duty (LOD) and Medical Retention Review (MRR) programs directly impact force readiness and operational support sustainment, the team conducted a detailed review of current program status, forthcoming environmental changes and associated issues. Identified areas for improvement fell into three categories: (1) clarity and currency of program guidance, (2) communication and engagement and (3) streamlining of internal processes. To address clarity and concurrency of program guidance, PERS-95 conducted a major overhaul of governing Department of Defense and Secretary of the Navy instructions pertaining to incapacitation benefits for Reserve personnel under the MedHold and LOD programs.

Collaborating with the U.S. Marine Corps and Assistant Secretary of the Navy counterparts, the team captured best practices and improved alignment of processes and policy. They established an internal LOD process for sexual assault restricted reporting to ensure that benefits for victims were provided while maintaining confidentiality. Further, they also developed a MedHold decision matrix to assist stakeholders in the transition of Sailors who were injured while serving on various types of orders into MedHold for care per applicable references. The team aggressively sought out and participated in multiple fleet engagements and training initiatives, conducted site visits with constituents, established regular meetings with stakeholders to discuss challenges, formulated collaborative responses, improved communication and delivered program training. They also updated their website, reviewed program desktop guides and standard operating procedures, led the effort to clarify program requirements and to overhaul processes for adjudicating Health Professions Scholarship Program students with medical conditions. Finally, PERS-95 focused significant effort on enhancing internal processes. Faced with decreased manpower and significant turnover, they streamlined internal routing of approval processes resulting in a more timely delivery of benefits to Sailors. They also leveraged Total Records and Information Management (TRIM) functionality to develop workflows for internal routing actions, established meaningful measures, tightened the tracking process of open LODs to ensure accurate resolution, reduced LOD Evaluation extensions, increased the number of personnel in the Integrated Disability Evaluation System and developed an automated means for generating Medical Readiness Review messages resulting in more timely notification of Sailors as to the disposition of their cases.

Impact/Results

On average, PERS-95 manages approximately 400 LOD cases, 6,000 MRR cases and 125 MedHold patients each year. Their efforts are part of a long-term plan to systematically improve benefits delivery and case management for Reservists injured on active or inactive duty.

BUPERS Millington/Navy Personnel Command



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