2020 VISION
2013 Update: Leading to Succeed

BUPERS MILLINGTON
NAVY PERSONNEL COMMAND
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For more information visit:

www.npc.navy.mil
January 23, 2013

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

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

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

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

Looking to our future,

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

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

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

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

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

According to the CNOs *Sailing Directions*, Ready Sailors and Civilians will remain the source of the Navy’s warfighting capability. We remain committed to our mission and our role supporting the Navy.
Our command faces significant new challenges supporting current and future Navy needs.

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

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

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

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

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

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

The BPM/NPC team is proud of the unique array of HR services we provide the Fleet, our Sailors, and their families. Each one of these mission components enables us to meet our mission of *Manning the Fleet with Ready Sailors*.
As a major Navy service provider focused on Fleet manning, we are committed to being aligned with the CNO’s Sailing Directions via his three Tenets and his Guiding Principles.

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

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

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

CNO Guiding Principle #2: People are the Navy’s foundation. We have a professional and moral obligation to uphold a covenant with Sailors, Civilians and their families – to ably lead, equip, train and motivate.
As an integral component of the MPTE domain, we are also committed to aligning to the CNP’s strategic vision via his own three strategic goals and three strategic objectives.

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

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

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

**CNP Objective #3: Sound Organizational Alignment** – We will align our organization to always be focused on the Fleet as our primary customer enhancing services supporting the Fleet across our MPTE lines of business.
Supply Chain Management (BUPERS-00C2)
Supports the CNP’s business strategy by developing, institutionalizing and leading Supply Chain Management functions for enhanced Fleet readiness and MPT&E efficiency.

Military Community Management (BUPERS-3)
Provides a full range of analysis and products to CNP to ensure the proper management of active and reserve officer and enlisted communities, supporting the Navy’s requirement for an active/reserve officer & enlisted corps of proper size, experience, skill and diversity.

Pay and Personnel Management (BUPERS-26)
Serves as the principal Pay and Personnel management advisor to the CNP. Provides pay and personnel policies and management for execution by personnel service organizations. Ensures reliable, responsive and timely service delivery in support of all Sailors.

Career Management (PERS-4)
Implements policies pertaining to officer and enlisted assignments, placement, retention, career enhancement and motivation, and career progression. Coordinates the development of Fleet and shore personnel requisitions to ensure the most efficient use of active duty personnel in support of the Navy billet structure. Formulates information technology requirements necessary to maintain, control, and support the computer assisted enlisted and officer distribution management systems. Coordinates with Fleet commanders, as well as internal and outside agencies concerning personnel management plans and programs.

Personnel Information Management (PERS-3)
Provides superior, accessible, accurate and reliable personnel information and records management supporting management of the Fleet and personal/professional needs of Sailors and their families, built by understanding constituent needs and maintained through a culture of trust.

Career Progression (PERS-8)
Administers and implements statutes, regulations, and policies regarding active duty and reserve officer promotions and appointments, officer/enlisted retirements, Fleet Reserve transfers, and officer in-service procurement. Administers and monitors key elements of an individual’s career progression in the Navy, sponsors administrative boards for advancement of senior enlisted personnel and oversees all statutory officer promotion selection boards. Advises and assists Commander, Navy Personnel Command (CNPC) in formulation of policies related to the performance of naval personnel and to Navy military discipline. Provides guidance in administration of personnel security programs, naval personnel performance functions, disciplinary matters and post selection board screening.

Reserve Personnel Management (PERS-9)
Administers Reserve Personnel policy involving Navy Reservists on inactive duty including the Standby Reserve Active and Inactive personnel, the Individual Ready Reserve, the Selected Reserve, and active duty Full-Time Support personnel in accordance with all statutes and regulations, ensuring maximum readiness in the event of mobilization or recall.
Deputy Chief of Naval Personnel/Commander, Navy Personnel Command (BUPERS-00B/PERS-00)
Exercises Command and Control authority and provides direction for BPM/NPC lines of business. Plans, directs, and coordinates continuity of operations through a control system of personnel, resources, communications, facilities, and information management/technology. Provides command-wide support for organization and business management; correspondence process control; offender management; congressional and legislative matters; legal services; strategic planning; and senior military leadership support; equal employment opportunity advisors; and career counseling.

Office of Corrections and Programs (BUPERS/PERS-00D)
Provides administrative, programmatic, and policy oversight over Naval offender management programs (detention, restriction, correctional custody, confinement, deserter management, and appellate leave).

Customer Relations Management (PERS-1)
Provides customer relations management support for various HR services as the primary customer service resource for Sailors.

Business Operations (PERS-5)
Provides business and technology support for BPM/NPC including human resources, financial management, logistics, security, process improvement, training, and IT development and support.

Equal Opportunity Advisor (BUPERS-00EA)
Serves as CNP/BUPERS’ principal Military Advisor on Equal Opportunity issues and as BUPERS’ trained expert on Equal Opportunity (EO) issues and policies.

Inspector General (BUPERS-00IG)
Oversees and administers BUPERS inspection, evaluation, and investigation programs aimed at the prevention or detection of fraud, waste, abuse and mismanagement. Serves as the program manager for Command Inspection, Managers’ Internal Control, Audit Liaison, and Hotline Investigation Programs.

Operational Support Officer (BUPERS-00R)
Provides oversight of CNP/BUPERS reserve personnel management for the MPTE domain including BPM/NPC.

Command Deputy Equal Employment Opportunity Officer (BUPERS-00U)
Provides Strategic EEO & Diversity Management Program development and direction on behalf of CNP.

Total Force Human Resource Management (BUPERS-05)
Administers BPM/NPC, CNRC, and NAVMAC "Total Force" Human Resource (HR) planning, position management, workforce shaping, program assessment/evaluation, civilian personnel program/policy development and implementation. Conducts studies to design, analyze, and evaluate the efficiency of organizational structures, operating procedures, and position management.

Information Management (BUPERS-07)
Oversees BPM/NPC information technologies and business capabilities to enable BPM/NPC mission accomplishment. Services include IT capital planning, portfolio management, enterprise architecture, data management, information assurance, and project management.

Business Transformation (BUPERS-08)
Serves as program manager, principal architect and technical advisor for all business transformation initiatives within the Pay, Personnel and Career Management business lines. Directly responsible for the planning, management and oversight of work supporting the accomplishment of these initiatives and delivery of desired future pay and personnel business capabilities.

Navy Personnel Research, Studies and Technology (BUPERS-1)
Plans, develops, and executes the BUPERS research and development (R&D) program including Navy-wide personnel surveys, studies and analysis, and technology assessment.
Our Guiding Principles help us chart our true course for the future and the Navy’s core values: honor, courage and commitment. Our aligned core values of customer service, innovation and learning, and personal responsibility demonstrate how we apply these principles:

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

**Guiding Principle #1 – Support Sailors**
We exist to support the Fleet and all the men and women that make the United States Navy the greatest in the world. Our work is supporting these Sailors and enabling their ability to serve productively every day.

**Aligned Core Value – Customer Service**
We appreciate the sacrifices and challenges our Sailors confront every day by personally following through to ensure their needs are addressed.

**Guiding Principle #2 – Add Value**
We are always looking to deliver better services to the Fleet and Sailors. We are constantly looking to improve ourselves ... which supports ready Sailors prepared to support the Navy’s mission.

**Aligned Core Value – Innovation and Learning**
We encourage continual improvement by challenging standing assumptions and identifying new ideas for meeting our constituents’ changing needs. We strive to deliver solutions that produce positive results in a timely manner.

**Guiding Principle #3 – Do the Right Thing**
We are proud of our culture to look out for the Navy by making the hard decisions and leaning forward with the right career support where possible in order to keep the Fleet focused on the mission.

**Aligned Core Value – Personal Responsibility**
We must use good judgment to determine the best course of action, for the best possible result, keeping in mind our collective responsibility to be good stewards of government resources.
Deliver capable, ready, and valued 21st century Sailors

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

Focus Area #1: Effective Fleet Manning
We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

Focus Area #2: Quality HR Service Delivery
We will deliver effective and efficient HR Services supporting Sailors and their Families for life.

Focus Area #3: Effective BPM/NPC Performance
We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.

This update to our vision remains consistent in our desire to deliver Fleet Manning and HR Services to Sailors and their families today and into the future. Our day to day work delivering ready Sailors to the Fleet has not changed but we must continually seek even more effective processes and services for tomorrow’s Navy.
To achieve our Vision, we will target capabilities required to meet the future needs of the Navy

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

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

BPM/NPC Targeted Capability Summary

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

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

Focus Area Two: Quality Human Resource Service Delivery

Focus Area Three: Effective BPM/NPC Performance
Our Strategic Focus Areas: Where We Intend to Improve

Focus Area One: Effective Fleet Manning

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

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

Focus Area Two: Quality HR Service Delivery

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

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

Focus Area Three: Effective BPM/NPC Performance

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

**Our Approach:** We will improve our own performance by creating a culture of learning and continual performance improvement, developing our workforce with the skills needed in the future, and exercising communications across business lines and between leaders and the workforce.
To support Fleet Manning required for the Navy’s mission, we must build healthy inventories of Sailors with the right skills for the long-term mission; assign these Sailors effectively making sure they are ready to deploy for the near-term mission; and assure the efficient re-supply of Sailors to the Fleet for the Navy’s manning supply chain.
The Fleet needs ready Sailors properly trained, in the right place, at the right time, and ready to deploy.

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

Goal 1: Build Healthy Communities
Our communities are managed with a set of tools and processes rarely integrated across reserve and active components or enlisted and officer communities. Analysis of these communities is hampered with the lack of models and tools integrated with current data. As a result, policy recommendations and advisement regarding communities is limited. All of this creates a challenging environment in which to provide a friction-less continuum of service between active and reserve components.

Goal 2: Improve Sailor Distribution
Sailor delivery is a major focus of our organization but has its own challenges due to the complexity of the personnel supply chain. We have limited ability to create ready, trained Sailors rapidly; so planning and visibility of Sailors throughout their career is critical. Personnel planning to grow and manage the required inventory of Sailors will decrease reactionary assignments and allow for an optimized assignment process.

Goal 3: Reduce Re-supply Inefficiencies
The Sailor supply chain planning and execution as a whole is also a challenge. The MPTE enterprise is building an integrated production and execution capability that will manage all ratings and specialties. The improved alignment and integration across the supply chain will improve our effectiveness in community management and distribution.
We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

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

Goal 1 Desired State: Sustainable Inventories
We will provide and manage sustainable community inventories throughout active and reserve components in a collaborative, predictive manner. This sustainable community inventory will be supported by appropriate policies to meet Fleet manning goals.

Goal 2 Desired State: Optimized Assignments
We will optimize the assignment process to effectively provide Fleet manning through targeted assignments to meet Fleet manning goals and Sailor career development at the best value.

Goal 3 Desired State: Assured Supply Delivery
We will have effective integrated planning and oversight of execution of the manpower supply chain that is fully responsive to MPTE policy to meet Fleet manning goals.
To achieve the vision for Focus Area 1, we need a roadmap or long-term plan of action getting us to the three desired effects. Each of our organizational strategic goals aligned under Focus Area 1 have a series of Targeted Capabilities which act as markers along that roadmap. These Targeted Capabilities represent new or improved abilities of BPM/NPC considered critical for each of the goals. Once achieved, these Targeted Capabilities bring us one step closer to our 2020 Vision for Focus Area 1.

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<th>Targeted Capability</th>
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<td>TC (FA1.1.1)</td>
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FOCUS AREA TWO

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

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

**Goal 1: Responsive HR Service Delivery**
Sailors interact with us through a complex combination of Personnel Support Detachments, websites, email, and phone numbers. Currently, we lack a clearly understood and integrated HR service delivery program. As a result, HR services are frequently processed inefficiently when self-service would have been quicker and even preferred by the Sailor. When self-service isn’t the answer, Sailors may not know where to seek help.

**Goal 2: Consistent/Accurate HR Information**
Due to our non-integrated pay and personnel system, there is also a fragmented information environment made up of redundant data sources, unclear ownership and authority, and inconsistent quality. As a result, neither the service providers nor the Sailors have the right information needed to properly meet their pay and personnel needs.

**Goal 3: Efficient HR Processes**
Lastly, current BPM/NPC HR operations are expensive, paper-based, and labor intensive. This adds complexity to our organization and inefficiency in the way we support Sailors and their families. As a result, Sailors often wait too long for help or issues become difficult to resolve while audit readiness of our own processes becomes a challenge.
We will deliver effective and efficient HR Services supporting Sailors and their families for life.

The FA2 Vision for the Future
Focus Area 2 is designed to address our customer needs in HR Services across all three elements of the HR service delivery system. Our desired end state is improved interactions with customers, better data management, and more efficient internal HR service processing.

Goal 1 Desired State: Tiered Service Delivery
We will strive to have a timely and accurate service delivery environment that is more focused on self-service driven by accountability to and feedback from the customer. To reach this, we must have aligned resources and defined responsibilities, an improved Sailor interaction model, and integrated service delivery indicators.

Goal 2 Desired State: Consistent and Accurate HR Information
We will have a consistent, reliable, and accessible environment for authoritative personnel data that supports business processes and all Navy stakeholders. To do this, we will need an enterprise data management program, an authoritative source of information, and improved data entry quality and validation.

Goal 3 Desired State: Efficient HR Processes
We will strive to have cost-efficient HR services that are delivered by standardized, integrated, and measured processes. These will be aligned to activities and supported by adequate resources and authoritative data. To accomplish this, we must have the ability to allocate and apportion resources, align processes to HR activities, and standardize processes as well as leverage Business Process Reengineering.
What is our roadmap to success for Focus Area 2?

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

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<td><strong>TC (FA2.1.2)</strong> Improved Sailor interaction model – Simplifying the way in which Sailors engage with us for HR services</td>
<td><strong>TC (FA2.2.2)</strong> Authoritative source of information – Creating a system which simplifies where data is stored and how it is used</td>
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<td><strong>TC (FA2.1.3)</strong> Integrated service delivery indicators – Enhancing our ability to measure and track service delivery performance</td>
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<td><strong>TC (FA2.3.4)</strong> Leveraged business process reengineering – Analyzing our work and supporting a concerted effort to improve our processes</td>
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Desired Effect
- Tiered Service Delivery
- Consistent/Accurate HR Information
- Efficient HR Processes
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.
To maximize our support for the Fleet and Sailor, we must be the highest performing organization possible

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

Goal 1: Improve Organization Capability
Process improvement is challenging as a result of few targeted performance metrics resulting in a lack of discipline and accountability. We need to better understand our work, measure our performance, and improve critical services to customers.

Goal 2: Develop Our Workforce
The workforce is a dynamic entity whose development is not consistently aligned to business and performance needs. Our people are our real capability at BPM/NPC and we must develop our workforce with the future in mind.

Goal 3: Be Better Communicators
BPM/NPC must continue to improve internal communications, fostering two-way flow of information between the workforce and leadership. Our own performance depends on collaboration across business lines and between leadership and the workforce. We need better processes in place to spread messages, listen to our people, and communicate change as it occurs.

BPM/NPC 2020 Strategic Vision 2013 Update
We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.

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

Goal 1 Desired State: Performance-Driven Culture
BPM/NPC needs an integrated process improvement culture where organizational functions are clearly defined, measured, and re-engineered to meet business goals. To do this, we must finalize Organizational Charts and Mission-Function-Tasks, identify management controls, and develop key performance indicators (KPI).

Goal 2 Desired State: Mission Aligned Skills
We will also have a results-oriented culture where business needs drive skills development aligning workforce capabilities with mission requirements. To accomplish this, we need to capture critical skills in the workforce, reform a training program to align to business needs, provide meaningful performance management and improve rewards and recognition.

Goal 3 Desired State: Be Better Communicators
BPM/NPC needs to have a proactive and standardized culture of communications in step with organizational change fostering trust between workforce and leadership. To get there, we must have cascading communications, established workforce feedback, and an ingrained change management process.
**What is our roadmap to success for Focus Area 3?**

**Focus Area 3 Targeted Capabilities (TC)**

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

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<th>Targeted Capability</th>
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<td><strong>TC (FA3.1.1)</strong> Organizational Charts and Mission-Function-Tasks – Updating our SORM, organizational charts, human capital alignment, and re-organization process</td>
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<td><strong>TC (FA3.2.3)</strong> Performance Management System – Creating a tighter alignment of policies with improved supervisory oversight</td>
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<td><strong>Goal 3 FA3.3</strong> Be Better Communicators</td>
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<td><strong>TC (FA3.3.3)</strong> Change Management – Enhancing our use of strategic communications as a natural part of organizational change</td>
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</table>
Core Services
Our organization’s primary business or mission areas that produce specific outputs and services for the Fleet and Sailors.

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

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

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

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

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

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

Vision
Our statement that describes our organization’s aspirations. This is what we intend to become and achieve in the future.
Mission First  ★★  Sailor Always