

Navy Human Resources Community



Strategic Plan 2013-2017

October 2012

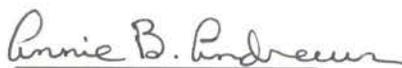
MESSAGE FROM THE HR COMMUNITY LEADERSHIP



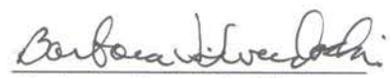
CNO, in his Sailing Directions, emphasizes that we have a professional and moral obligation to our people to “ably lead, equip, train and motivate.” Our mission – our core responsibility – remains to “Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy.” We have made great progress during the past two years in developing and executing HR solutions to meet our mission and that of the Navy. We have proven our value and are the recognized experts when it comes to delivering a mission-ready Navy workforce. We have gained a seat at the strategy table, and must never stop looking forward. We must continue to hone our strategic thinking, expand our education and expertise in our chosen field, and stay abreast of changes in our Nation and our military in order to remain relevant and effective leaders.

Our Human Resources Community Strategic Plan 2010-2015 was created to be a dynamic, evolving document. After two years of execution, we reviewed and revised our plan to ensure that our initiatives remain relevant. This plan lays out strategic imperatives and objectives to equip our community with the requisite knowledge and skills to execute CNO’s enduring priorities to (1) Remain ready to meet current challenges, today; (2) Build a relevant and capable future force; and (3) Take care of our Sailors, Navy civilians and their families.

As we look to the future, the HR Community will expand efforts to enhance HR expertise through qualifications, bolster our information sharing capabilities, and strengthen the HR advantage to the Fleet, all tenets which are outlined in this plan. Each of us must represent the HR community within the Navy and DoD, and engage throughout the Fleet to apply our skills where they are needed the most. Use this plan as a framework to leverage your expertise, be innovative, and be responsive. Your willingness to learn, collaborate, and communicate will enrich not only yourself, but our community and our Navy.


Annie Andrews
Rear Admiral, U.S. Navy


Cynthia Covell
Rear Admiral, U.S. Navy
HR Community Leader


Barbara Sweredoski
Rear Admiral, U.S. Navy

I. Introduction – Our Challenge and Strategic Alignment

CNO's Sailing Directions outlined the strategic challenges the U.S. Navy faces in the next 10-15 years, and provided a vision, tenets, and principles to guide our Navy as we chart a course to remain ready to meet our mission and these challenges.

"...We will continue to experience a dynamic security environment and fiscal challenges."

"...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."

"...We will harness the teamwork, talent, and imagination of our diverse force to be ready to fight and responsibly employ our resources."

- CNO's Sailing Directions

The Chief of Naval Personnel (CNP) is charged with leading the Manpower, Personnel, Training and Education (MPTE) domain, and the DCNO (MPTE) mission: **"Attract, recruit, develop, assign and retain a highly skilled workforce for the Navy."**



HR Officers provide manpower analysis ashore and underway, wherever the need is.

The HR community will continue to be pivotal in accomplishing CNO's directions and the MPTE mission. Our mission – our core responsibilities – remains to **"Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy."**

Our HR community strategic imperatives are firmly grounded in supporting CNO Tenets – **"Warfighting First, Be Ready, Operate Forward"** – and tightly aligned to support CNP's strategic focus to stabilize, balance, and distribute the force to ensure our Sailors are assignable, deployable, and distributable.

**CNP
Strategic Priorities for MPTE**

- **Responsive Force Management**
- **Effective Personnel Readiness**
- **Sound Organizational Alignment**

**HR Community
Strategic Imperatives**

- **LEAD:** Anticipate our customers' emerging needs and provide innovative solutions.
- **RESPOND:** Meet current Fleet and Sailors' challenges with HR expertise.
- **EVOLVE:** Recognize and adapt HR expertise to the changing environment.

II. HR Officer Community

The Human Resources (HR) Community is focused on utilizing our expertise in manpower, personnel, training, and education to achieve the Community's vision in support of the Department of the Navy's mission accomplishment. To do this, all HR officers must be trained and ready in each facet of the Human Resources body of knowledge.

HR Guiding Principles:

The starting point for developing and executing our plans must be viewed through the lens of our HR Guiding Principles:

- **Leverage** HR expertise to deliver Total Force solutions
- **Integrate** technology, people, and organizational design
- **Be innovative**; anticipate emergent and future requirements
- **Be responsive**; deliver tactical solutions that meet strategic imperatives
- **Learn, collaborate, and communicate** to enrich ourselves, our community, and our Navy

The cornerstone of our ability to meet these imperatives and objectives is ongoing education and professional development. We remain constant in the value we place on our Core Competency Areas as these cut across the primary HR tenets of the CNP's mission, i.e., **attract, recruit, develop, assign, and retain**.



The HR Center of Excellence (HRCOE) Director instructs HR Introductory Course students in Monterey, CA.

Core Competency Areas:

Development: Encompasses the training and education functions of the MPTE Enterprise. CVN Training Officer and NETC-focused; includes school houses, NSTC, RTC, OTC, and N7/J7.

Management: Focuses on personnel management. OPNAV N13, Naval Personnel Command, Fleet/TYCOM N1 and CNRF-focused; includes TPUs, NOSCs, NPC MOB DETs, and PSDs.

Recruiting: Centers on the recruitment of personnel into the AC and RC of the Navy. CNRC-focused; includes NRDs, MEPS, and Recruiting Regions.

Requirements: Traditional manpower work with a more analytical focus (including HSI, FM, and IT). N1/J1, OPNAV N10 and N12-focused; includes NAVMAC and N8.

Over the course of a Navy career, it is expected that an officer will attain proficiency in two or more of the Core Competency Areas, providing maximum benefit to DoN mission accomplishment by possessing a wide range of HR skills.

III. Navy HR Strategic Plan

This Strategic Plan and accompanying Execution Plan will provide the planning, evaluation, and assessment process necessary to achieve the vision and respond to CNO's Sailing Directions and priorities. The model will cascade from Mission down to Action.

Mission and Vision



Strategic Imperatives

(Major focus areas that must be accomplished to carry out our Vision and Mission)



Strategic Objectives

(Things we need to do, and must do well to support our imperatives)



Actions

Mission: "Deliver HR expertise to define, recruit, develop, assign, and retain a highly skilled workforce for the Navy."

Vision: "The recognized leaders in delivering a mission-ready Navy workforce."



An HR officer administers the Oath of Enlistment to recruits at MEPS Minneapolis.

Strategic Imperatives:

1. **LEAD:** Anticipate our customers' emerging needs and provide innovative solutions.

As Human Resources Officers, we must stay abreast of the changing world. As strategic partners, we must constantly monitor our strengths, weaknesses, opportunities, and threats. In doing so, we anticipate our customers' emerging needs. By exploiting our strengths and improving on our weaknesses, we can take advantage of the opportunities and lower the threats.

The community will LEAD in several ways: Integrate HR considerations early in development of Navy and Joint initiatives, leverage R&D, modeling and analysis, and employ Navy HR network to enhance customer support.

2. RESPOND: Meet current Fleet and Sailors' challenges with HR expertise.

HR Officers are increasingly sought out to support key positions and initiatives throughout MPTE, the Fleet, and at Joint activities because of their expertise, responsiveness, and flexibility. Consistent with CNO and CNP strategic guidance, we will harness the talent, teamwork, and innovation of our community to meet current Fleet and Sailors' challenges in manning the Fleet, improve our ability to remain operating forward, and deliver consistent, effective, and efficient HR services.

The community will RESPOND in several ways: Deliver HR capabilities to support Navy and Joint execution, assess effectiveness of HR service delivery to the Fleet, and champion efficiencies in service delivery.

3. EVOLVE: Recognize and adapt HR expertise to the changing environment.

The Navy operates in a very dynamic environment. To meet the needs of the Fleet, the Human Resources Community needs to constantly evolve to ensure delivery of valued HR capabilities. The constant refinement and honing of our HR officers' core competencies skills must be a priority if we are to ensure that we will be able to provide these capabilities in the future. As the Navy's experts in manpower

requirements & analysis, recruiting, personnel management, and training & education/development, we must constantly be attuned to the ever-changing needs of the Fleet and adapt to best meet those needs.

The community will EVOLVE in several ways: Refine and align HR competencies to maximize value for the Navy, leverage opportunities to integrate the HR community, and foster and develop an optimized HR community workforce.



HR Officers find their expertise is critically needed in Joint billets all over the world.

Strategic Objectives:

Strategic Imperative #1 (LEAD)

- 1.1. Integrate HR considerations early in development of Navy and Joint initiatives.
- 1.2. Leverage R&D, modeling, and analysis.
- 1.3. Employ Navy HR network to enhance customer support.

Strategic Imperative #2 (RESPOND)

- 2.1. Deliver HR capabilities to support Navy and Joint execution.
- 2.2. Assess effectiveness of HR service delivery to the Fleet.
- 2.3. Champion efficiencies in service delivery.

Strategic Imperative #3 (EVOLVE)

- 3.1. Refine and align HR competencies to maximize value for the Navy.
- 3.2. Leverage opportunities to integrate the HR community.
- 3.3. Foster and develop an optimized HR community workforce.



Actions:

The actions we initiate as a community are derived from our Strategic Objectives and constitute the HR Community Action Plan. Unlike the Strategic Plan which provides guidance for five years at a time, an Action Plan will be delineated separately each fiscal year.