

# Navy Human Resources Community



## FY16 Action Plan December 2015

A handwritten signature in black ink, appearing to read "K. McCabe".

Katherine McCabe  
Rear Admiral, U.S. Navy  
HR Community Advisor

A handwritten signature in black ink, appearing to read "Ann Burkhardt".

Ann Burkhardt  
Rear Admiral, U.S. Navy  
HR Community Leader

# Navy Human Resources Community FY16 Action Plan

## Document Purpose

The Action Plan is the operational document for the Navy Human Resources Community Strategic Plan. The purpose of the Action Plan is to identify specific areas of effort in support of the objectives identified in the Strategic Plan. The Action Plan is a living document and will be adjusted throughout the year as changing requirements dictate.

## Document Organization

The Action Plan is organized according to the Strategic Plan imperatives and objectives. The action items are identified, along with the cognizant Board of Directors (BoD). The goals and deliverables for each action item are also outlined.

## Actions

### Strategic Imperative 1: Lead

Strategic Objective 1.1.: Integrate HR considerations early in development of Navy and Joint initiatives.

#### Actions

Action item 2.1.2. HR Year in Review will reflect HR Community Members' integration across the MPT&E in support of Strategic Objective 1.1.

No other FY16 BoD project under this objective.

Strategic Objective 1.2.: Leverage R&D, modeling, and analysis.

#### Actions

1.2.1. Modeling Catalog: Increase awareness of analytical models in development or production that influence MPTE decisions.  
(Requirements BoD – in maintenance mode)

Goal(s):

- Increase awareness and expand use of available MPTE analytic tools.

Deliverable(s):

- Update published catalog of MPTE-related models as needed.
- Maintain current index of relevant MPTE models.
- Expand awareness and thus use of the catalog (drafting Beacon).

Strategic Objective 1.3.: Employ Navy HR network to enhance customer support.

Actions

1.3.1. Provide guidance and recommendations for social media use strategy and enhance primary on line resources to improve value to HR Total Force. (Requirements BoD - continuing)

Goal(s):

- Streamline current use of social media to focus Total Force, reduce confusion and increase efficiency in information flow.

Deliverable(s):

- Analyze current social media strategy (complete).
- Develop plans to improve use of social media.
- Make improvements to HR Community Portal for the benefit of Total Force. Possibly organize by CCA, what an officer would need by job category. Advertise and index to make existing resources more readily available.
- Publish guidance for best use of HR Community social media and web-based resources.

1.3.2. Produce webinars to fulfill the development needs of the HRO community not met by formal courses. (Development BoD – continuing in sustainment mode)

Goal(s):

- Maintain the quality and currency of our community expertise.
- Provide a readily available library of training materials.

Deliverable(s):

- Partner with HRCOE to continue to develop and deliver periodic live webinars.
- Record them to be posted to a learning library.

1.3.3. Execute HR community branding initiative. (Recruiting BoD - continuing)

Goal(s):

- Achieve better cohesion internal to HR community.
- Enhance and communicate value of HR community both internally and externally.

Deliverable(s):

- In FY15 created poster, generated quarterly social media posts, generated TNR article about community and developed new accession feedback questions to be administered to HRIC students.
- In FY16 will:
  - Update HR Community Pamphlet (trifold)
  - Continue quarterly social media posts
  - Look for additional media opportunities

## **Strategic Imperative 2: Respond**

Strategic Objective 2.1.: Deliver HR capabilities that support Navy and Joint execution.

### Actions

#### 2.1.1. Investigate Split Tour Assignment Options (Management BoD – continuing)

Goal(s):

- Identify sequenced assignments which may improve development of HR officers for subsequent use at senior leadership ranks. Consider development opportunities across MPTE domain with OPNAV assignments considered as integral to any proposal. First round was focused on AC billets. If team conducts a second round in FY16, it would seek to continue identification of HR billets that provide basic, intermediate and advanced experience in subspecialty areas to use in mentoring and professional development.

Deliverable(s):

- The first set of proposed SST assignments was approved by flag leadership in FY15.
- Beacon article detailing the FY15 project to be published second quarter FY16.
- A mid-year FY16 project add may occur if there appears to be adequate opportunity and interest following the Beacon.

#### 2.1.2. Develop resources to educate HR workforce on the federal civilian hiring process, particularly special hiring authorities. (Requirements BoD - new)

Goal(s):

- Educate the community on how to use available hiring authorities to support Wounded Warrior employment initiatives.

Deliverable(s):

- Beacon on Veteran Hiring Authorities.
- More detailed training (references, webinar,...).
- Strategic communications plan.

2.1.3 HR Community Year in Review (Management BoD - continuing)

Goal(s):

- Capture community's CY16 involvement and accomplishments in delivery of HR expertise to define, recruit, develop, assign and retain a highly skilled workforce for the Navy and Joint force missions.

Deliverable(s):

- Complete FY15 Year in Review.
- Conduct initial data call.
- Draft outline.
- Refine outline and conduct subsequent data call.
- Submit final HR Community Year in Review publication.

Strategic Objective 2.2.: Assess effectiveness of HR service delivery to the Fleet.

Actions

None (however EB will monitor NAVMAC assessment of PASS to determine any opportunity for HR Community to contribute to this assessment of HR service delivery to the Fleet)

Strategic Objective 2.3.: Champion efficiencies in service delivery.

Actions

2.3.1. NRD Command Structure Reorganization. (Recruiting BoD - continuing)

Goal(s):

- Improve process and increase effectiveness in achieving CNP goals.
- Improve opportunity for leadership billets at LCDR/LT levels for 12XX officers.

Deliverable(s):

- Research to compare the current R-OPS/A-OPS department head structure against the former EPO/OPO model to optimize for mission attainment.

## Strategic Imperative 3: Evolve

Strategic Objective 3.1.: Refine and align HR competencies to maximize value for the Navy.

### Actions

#### 3.1.1. HR Billet Description File. (Management BoD – new, started mid FY15)

##### Goal(s):

- Improved information available to support discussions between mentors and protégés related to career development and assignment opportunities
- Improved billet information to support milestone billet list update and any future efforts to adjust billet inventory to improve alignment to HR core competencies and/or support officer development

##### Deliverable(s):

- Provide billet descriptions for all HR billets, to include milestone algorithm scope of responsibility data elements
- Post completed billet description file to HR Portal

#### 3.1.2. Milestone Billet List Update. Complete regularly occurring, comprehensive four year update to milestone billet list. (Management BoD - new)

##### Goal(s):

- Provide updated community milestone list that reflects number of billets required for officer development through promotion gates as well as listing expected to provide reasonable stability for four years

##### Deliverable(s):

- Complete billet description file
- Brief milestone algorithm and preliminary results
- Route updated milestone billet list

#### 3.1.3. Active Component HR billet review. (Management BoD – continuing/modifying project was under Requirements BoD)

##### Goal(s):

- Enhanced HR workforce structure. Examine opportunities to refine the billet base to improve alignment to community's core competencies with consideration for officer development. Will include, but not be limited to looking for greater fleet facing opportunities

##### Deliverable(s):

- Complete AC billet description file (3.1.1)
- Brief milestone algorithm and preliminary AC results (3.1.2)
- Identify billets that represent potential excess in CCAs or otherwise evaluated as presenting less developmental value
- Identify non HR billets that present developmental value and align well to balanced billet base
- Pursue BSO actions to realign billets

3.1.4. Develop HRCOE courses test bank. (Development BoD – continuing)

Goal(s):

- Improve training through assessment of learning.
- Deliver better prepared officers.

Deliverable(s):

- Partner with HRCOE to develop test question bank for our HR formal courses (completed initial build in FY15).
- Partner with HRCOE to develop capstone case study/scenario materials for enhancing and evaluating learning in HRAC.

3.1.5. HR Officer Job Description and Certification Review. (Development BoD - new)

Goal(s):

- Develop a defined job description and assess HR certifications for relevancy and applicability. Certifications to review include SHRM, HRCI, those listed in HR-Related Professional Certifications guide, those HR related certifications currently assigned AQDs and any others deemed HR related and worthy of consideration. Define an HR identity for the Navy, and will provide updated guidance on HR certification value

Deliverable(s):

- Complete HR Officer job description
- Validation determination, particularly for new SHRM certificates
- Update to HR-Related Professional Certifications handbook
- Submission paperwork for any additional certifications deemed appropriate for AQD

Strategic Objective 3.2.: Leverage opportunities to integrate the HR community.

Actions

3.2.1. Advance HR Reserve integration. (Recruiting BoD - continuing)

Goal(s):

- Develop and implement a strategic communications/training plan to better distribute important community information and training to HR Reserve members.

Deliverable(s):

- Sustain quarterly live webinars scheduled for drill weekend delivery for SELRES (available to all HR officers) to provide greater availability of valuable information during drill time. Partner with HRCOE and CNRFC.
- Develop strategic plan to enhance communication and connectivity while responding to survey feedback, could include a virtual townhall forum with senior HR leadership.

Strategic Objective 3.3.: Foster and develop an optimized HR community workforce.

Actions

3.3.1. Mentoring/onboarding improvement. (Recruiting BoD – continuing)

Goal(s):

- Continue to improve the HR community’s Mentoring and Onboarding Programs to better meet the needs of HR officers and community by ensuring that regions have tools and program understanding required to accomplish these critical functions. Increase cross-talk around mentoring throughout community.

Deliverable(s):

- Create mentoring folder on HR Community Portal, possibly discussion forum as well. Use to share tools, observations, best practices throughout the community.
- Create a “look here first” folder on the portal to bring together the best starter set of resources for our newest HR officers to enhance the onboarding process.

3.3.2. HR Leadership Training Development. (Development BoD – new, but based on recommendation from last year’s Leadership Training Analysis)

Goal(s):

- Provide a core HR leadership philosophy and development process for community. Fill identified need for leadership development opportunities. Enhance appreciation for Navy and HR Community core values and attributes.

Deliverable(s):

- Continue to review and stay connected to Navy-wide leadership development efforts.
- Liaise with HR LDCC representative.

- Create leadership development lessons to be conducted live, via interactive on-line discussion forum. These will fill the gap currently existing between entry level and senior level leadership development and complement any training available from other sources (like NLEC).

### 3.3.3 HR Professional Development Training Course (Development BoD – continuing)

#### Goal(s):

- Upon completion of this training event attendees will have:
  - Improved understanding of CNO/CNP/HR Community strategic vision and priorities.
  - Insight into Navy MPT&E hot topics, latest updates in policies and processes in support of MPT&E related strategy.
  - Knowledge and tools they need to contribute individually and collectively to ongoing improvements to the Navy's MPT&E domain processes.
- The connections, relationships and information they gain from this course will allow each attendee to be an even more valuable contributor to their command, the HR community and the personnel readiness of the Navy.
- Build cohesion and professional expertise across all HR designators.

#### Deliverable(s):

- Conduct second annual two day professional development refresher training for all HR Officers across paygrades and designators (3-4 March 2016, NAVSEA, Navy Yard, Washington, DC).
- Provide some recertification credit opportunity for those officers who are currently professionally certified.