

*A Mission Well Done ...*



2013

**Bureau of Naval Personnel - Millington**

**Navy Personnel Command**

**FY13 Annual Report**

*Table Of  
Contents*



Mission & Strategy

7

Our Focus Areas

8



Awards

26



Our Command

28



Our Departments

35

**Mission First**



**Sailors Always**



# *Fulfilling the Vision*

Teammates,

Greetings! As we continue to execute our Strategic Plan into 2014, I invite each of you to take a few moments and reflect on what we, the BUPERS Millington/Navy Personnel Command (BPM/NPC) team, accomplished in 2013. This report highlights many of our successes, along with describing each of our departments and our progress in our three Strategic focus areas. Our 2020 Vision and our focus areas have proven to be clear, on target with higher level guidance, and enduring.

Our mission: Manning the Fleet with ready Sailors – supporting their ability to serve from beginning to end – directly supports the CNO’s and CNP’s Strategic Priorities. The command’s mission expanded in 2014 with the addition of three functions: Pay and Personnel Management (includes 66 Personnel Support Detachments); Navy Casualty Affairs; and realignment of Civilian Human Resources Services for BUPERS/NPC personnel from CNIC to BUPERS. We were well poised to take on this new work based on our vision, strategy and professional workforce.

This year, increased cyber threats, the need for data accuracy and protecting Personally Identifiable Information reinforced the vital importance of secure information technology systems. We continue to improve our Information Technology practices, systems and data management to support our mission.

Our Fiscal Year 2013 Annual Report provides an opportunity to share how each department contributes to Mission accomplishment. Our successes are made possible by the contributions of each department, working together and focused on our mission. Take time to congratulate those you recognize in this report. We are an organization full of talented and dedicated people; military, civilian, and contractors. Together we create a team that has great resolve. We will continue to succeed as we face the challenges in front of us with determination and innovation.

Thanks for all you do and Well Done! Keep Charging!



RADM Cindy Covell



**RADM Cynthia Covell**

Deputy Chief of Navy Personnel  
Commander Navy Personnel Command

# Strategic Guidance



## Warfighting First

- Build future manpower profile
- Train to operational proficiency
- Develop current and future leaders

## Operate Forward

- Deliver “FIT” and balance to the Fleet
- Anticipate Combatant Commander priorities

## Be Ready

- Attract, recruit, and retain a high-quality force
- Care for Sailors and their families

## CNP's STRATEGIC PRIORITIES

Force Readiness & Manning

Force Management

Force Resiliency

Trust

Balance

Stability

Attract, recruit, develop, assign, and retain a highly skilled workforce

# *Our Mission*

## **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 evaluate and improve the effectiveness of our own internal organization. Our mission imperatives are captured in three strategic Focus Areas.

# *Our Strategy*

## **BPM/NPC Focus Area #1**

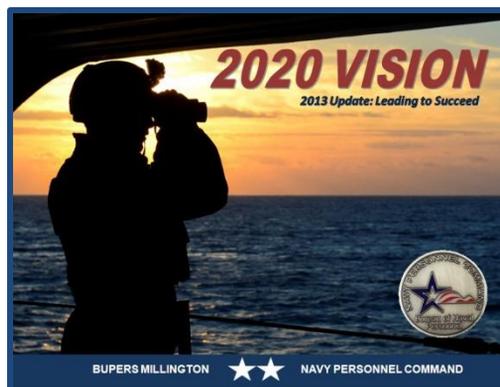
Effective Fleet Manning – We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

## **BPM/NPC Focus Area #2**

Quality Human Resources (HR) Service Delivery – We will deliver effective and efficient HR Services supporting Sailors and their Families for life.

## **BPM/NPC Focus Area #3**

Effective BPM/NPC Performance – We will have an effective performance-oriented organization that is engaged, productive, and strategically aligned.



## ***BPM/NPC 2020 Vision (2013 Update)***

<http://www.public.navy.mil/bupers-npc/organization/npc/spio/Pages/2020Vision.aspx>

# *Focus Area One*

## *Effective Fleet Manning*



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 personnel supply chain



# *Focus Area One*

## *Effective Fleet Manning*

### **Our Customer Needs ...**

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

### **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 Re-supply Inefficiencies leading to Assured Supply Delivery**

We must develop the Integrated Production Planning and Predictive Metrics in addition to implementing flexible and responsive delivery execution.

### **Our Focus Area 1 Objective ...**

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

# *Focus Area One Spotlight*

## *Inventory Management...Improving Fit and Fill*

Fleet manning is a critical piece of the BUPERS-Millington/Navy Personnel Command (BPM/NPC) mission. As part of the BPM/NPC efforts to improve the efficiency and effectiveness of manning processes; BUPERS-3, PERS-4, and BUPERS-00C2 work in conjunction with one another here while also coordinating efforts with external organizations that impact Fleet manning. The work of this core team at BPM/NPC has consistently made improvements to the Navy manning process.

### **The Challenge**

BUPERS-3, PERS-4, and BUPERS-00C2, the Production Management Office (PMO) continue to focus on the effective employment of policy, process improvement, and inventory management to improve both Fit and Fill in the Fleet. In particular, this partnership built upon enterprise metrics developed last year to measure street to fleet performance to better understand the linkage between enterprise inventory management decisions and Fleet manning.

### **Our Plan of Action**

One of the first steps was to make sure the Navy was taking full advantage of policy initiatives to target distribution efforts on Fleet manning. These initiatives included CPO to Sea, Sea Duty Incentive Pay, and Voluntary Early Return to Sea Duty. Additionally, the changes made in the enlisted job advertisements and application process began to have a positive effect on Fleet manning. These efforts combined were enabling BPM/NPC to gain a more accurate assessment of the maximum contribution to Fleet manning the distribution system could make.

The core BPM/NPC team (BUPERS-3, PERS-4, and PMO) worked closely with OPNAV N1 Staff and Fleet manpower personnel to create an accurate picture of the planned and achieved inventory as it related to funded billets. Enhancements to the Career Waypoint Reenlistment program improved the timeliness of reenlistment approval notices for Sailors and provided greater latitude in reassignment decisions. The Reserve Component to Active Component Continuum of Service initiative offered reserve Sailors enlistment opportunities to fill active component requirements

### **The Results**

Focusing on enlisted manning, the core team developed a comprehensive picture of Fleet manning relating plans and decisions to results. The team was able to provide data which quickly revealed to Senior Leadership how well cumulative decisions relative to personnel inventory resourcing and billet funding were aligned. As a result, leadership clearly understood the mismatch between end strength and billets and that inventory deficiencies were having a negative impact on the ability to adequately man the Fleet. Leadership initiated a series of actions to increase the recruitment and training of new Sailors. By year's end overall aggregate inventory was more closely aligned to the enlisted programmed authorizations (EPA) and, even with some new Sailors still in training pipelines, at sea Fit and Fill increased by 4% during FY13.



Left to Right: Mo Cahill, Mike Scott, and Kevin Christie



**Improve  
Sailor  
Distribution**



**Build  
Healthy  
Communities**



**Reduce  
Re-supply  
Inefficiencies**



## *Effective Fleet Manning*

# *FA1 Top Accomplishments*

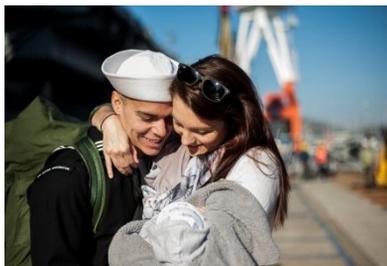
- Improved at sea Fill and Fit by 4%
- Developed a consolidated enterprise wide view of inventory
- Increased Active Duty Inventory levels to better align with programmed end strength and funded billets
- Enhanced the Career Waypoint Reenlistment Program
- Developed a decision support tool to better assess 4 year and 6 year enlistment determinations
- Refined production line street to fleet process maps improving understanding of total time to train and opportunities for efficiency gains
- Implemented plan to make more efficient use of Fire Control personnel in training backlogs
- Completed Entitlement Standard Operating Procedures
- Developed Navy Enlisted Supply Chain 101 Training
- Published first ever Navy Enlisted Supply Chain Primer
- Expanded Rating Working Groups
- Implemented Supply Chain Flow Indicator
- Implemented Phase 1A of Billet Based Distribution
- Established the Deployability Assessment Office Branch (PERS-454)
- Led the Enlisted Community Management Team for Enlisted Women in Submarines Task Force
- Supported the P3 transition to P8 and EA-6B to EA-18G
- Implemented sourcing strategy for Commander, Joint Chiefs of Staff Afghanistan Pakistan (AFPAK) Hands program
- Completed the Limited Directed Detailing program
- Perform to Serve (PTS) Quota Management Tool (QMT)
- Post-Enlisted Retention Board (ERB) fleet engagements
- Began Accessions/A-School Detailing pilot

# *Focus Area Two*

## *Quality HR Service Delivery*



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



# *Focus Area Two*

## *Quality HR Service Delivery*

### **Our Customer Needs ...**

Sailors need responsive HR services that are timely, accessible, and accurate, better supporting their careers.

### **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.

### **Our Focus Area 2 Objective ...**

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

# Focus Area Two Spotlight

## Quality HR Service Delivery

Feedback from Sailors and commands over the last several years has indicated that there are too many web sites and data bases for Sailors to deal with to accomplish their basic personnel support needs. In 2013, the CNO launched an initiative to identify innovative ways to Reduce Administrative Distractions (RAD). He set up a web site to solicit direct feedback from Sailors about what frustrated them the most in getting administrative and HR work done. Many of their suggestions aligned with projects that N1 and NPC had in work already, and work completed in FY13 puts us in position to make real improvements in service delivery in FY14 and into the future.

### Our Challenge

In our current personnel service delivery structure, military HR services are provided by a large array of non-integrated systems and processes. Sailors face a complex body of policies, programs, resources, systems and service providers that create inefficiencies in service support, inaccuracies in basic personnel data, and confusion and frustration by the people we are trying to serve. We need to simplify the personnel support landscape for Sailors by providing them with easy to use tools and information to help them achieve their career goals in the Navy.

### Our Team

Bringing together all the different organizations and people who have equity and responsibility for providing personnel services has been instrumental in the successes we have achieved in FY13. Key players are the functional subject matter experts who have developed requirements and completed testing of new capability, the functional and technical project managers who have worked tirelessly to deliver improved capabilities for Sailors, the civilian HR support personnel who orchestrated the consolidation of personnel service professionals under NPC, and the personnel and pay professionals who have updated training materials and user aids for existing capabilities that have been underutilized.

### Our Results

We moved the leadership and management of military personnel and pay field support offices – PSDs – from Commander Navy Installations Command (CNIC) to NPC, which aligns these functions squarely in the N1 domain. This change expands NPC's support mission around the world, serving Sailors wherever they serve. We revitalized and created new, interactive standard operating procedures for personnel and pay processes and made them available to all users. We've expanded the deployment of electronic leave, consolidated field level pay transactions in NSIPS, completed development and testing of enhanced drill management, and started the deployment of automating field level PCS order writing. In FY14, we'll be introducing additional self service functions in NSIPS, and continue to reduce the complexity of our military personnel and pay services.



Left to Right: Michael Wardlaw, PSCS Lisa Jensen-Tullis, Amber Westbrook and Bill Andersen



**Responsive  
HR Service  
Delivery**



**Consistent/  
Accurate HR  
Information**



**Efficient HR  
Service  
Processes**



## *Quality HR Service Delivery*

# *FA2 Top Accomplishments*

- Conducted Business Process Reengineering in support of a range of projects including Integrated Pay and Personnel System – Navy (IPPS-N), Billet Based Distribution (BBD), Personnel Tempo of Operations (PERSTEMPO), Enhanced Drill Management (EDM), Permanent Change of Station Roundup (PCSR) and Record of Emergency Data/Dependency Application (RED/DA)
- Advanced implementation of Navy Computer Adaptive Personality Scales (NCAPS)
- Increased efficiency of Research Development Test and Evaluation (RDTE) excepted network
- Assessment of the Navy Advancement Center Final Multiple Score (FMS)
- Continued implementation of eLeave afloat
- Knowledge Integrators for Authoritative Personnel and Pay Information
- Developing Personnel Support Professional Workforce
- Cultivation of Expanded Centralized Transaction Processing
- Established Pers-2 as Pay and Personnel Management Organization
- Transferred medals packaging function from St. Louis office to Millington
- Supported the President’s Veterans Opportunity to Work (VOW) to Hire Heroes Act
- Increased PERSTEMPO UIC reporting compliance from 15.9% to 94.3%
- Completed a successful pilot to process electronic letters to the selection boards
- Realigned Navy Casualty Assistance Programs from OPNAV to Navy Personnel Command
- Reduced the critical backlog of the Casualty Central Billing Account by 40%
- Processed 24,519 Enlisted separations (Favorable and Unfavorable)
- Processed 1,217 Officer resignations
- Implemented a customer service index (CSI)
- Reduced time for processing Enlisted Administrative Separation packages for higher level review by 50%
- Reduced processing time for inter-service transfer requests by 30%
- Reduced processing time for Individual Ready Reserve discharge letters from 45 days to approximately 5 business days

# *Focus Area Three*

## *Effective BPM/NPC Performance*



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



# *Focus Area Three*

## *Effective BPM/NPC Performance*

### **Our Customer 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.

### **Our Focus Area 3 Objective ...**

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

# *Focus Area Three Spotlight*

## *Civilian Human Resource Delivery*

A single Human Resource Office (HRO) aligned under BUPERS-05 was implemented in order to provide for the most efficient and consistent organizational structure and staffing capability while providing a streamlined, standardized approach to HR Service Delivery.



The BUPERS-05 Team

### **The Challenge**

In 2011, the Department of Navy Office of Civilian Human Resources (OCHR) conducted a functional assessment to analyze its current human resources service delivery model. The assessment concluded the existing HR model was hindered by non-value added processes, unclear lines of authority, duplicative/overlapping roles and responsibilities, commands' inability to recruit professional HR specialists, and ill-defined service delivery levels. With decreasing HR resources, OCHR concluded a more streamlined, standardized approach to HR Service Delivery was needed. A HR re-engineering program was launched to implement significant changes recommended by the assessment.

### **Our Program**

In collaboration with Echelon II commands, a working group was assembled to generate the best course of action to deliver HR Service transformation. The desired outcomes for this undertaking included: improved mission effectiveness through the integration of Human Resources Office (HRO) core services under the responsibility of the BUPERS' Echelon II Commander; establishment of an agile, efficient/effective HR organization to prioritize and address strategic BUPERS HR issues; establishment of clear lines of accountability, authority and consistent service delivery levels for all BUPERS customers; strengthening of the HR community through the alignment of all core work under the Civilian General Schedule (GS) 0200 series and the establishment of training/certification career tracks. To achieve these goals, BUPERS-05 identified substantive HR functions with associated workload and labor costs through operational audits of work being performed by subordinate commands. This effort was used to propose best alignment options for future service delivery.

### **Outcome**

At BUPERS, a single HRO aligned under BUPERS-05 was implemented in order to provide for the most efficient and consistent organizational structure and staffing capability. BUPERS-05 staff were provided with career-track training in preparation for conversion to the GS 0200 series and the execution of substantive HR work for the organization. The newly designed BUPERS-05 Total Force Human Resources Office continues to evaluate its HR functions to ensure clear lines of accountability, shared understanding of roles and responsibilities, and shared policies and procedures that support BUPERS global presence.



Improve  
Organization  
Capability



Develop  
Our  
Workforce



Be  
Better  
Communicators



# *Effective BPM/NPC Performance*

## *FA3 Top Accomplishments*

- Published the 2020 Vision 2013 Update: Leading to Succeed
- Enhanced Strategic Communication initiatives
- FORCE Weekly Updates to the Fleet
- Command History Report – Streamlined Template
- Business Process Reengineering: TV5 Tasker Process Review
- Civilian Fitness Challenge
- Civilian Workforce Appreciation Day
- 1992 – 2013: Continuous accreditation of naval consolidated briggs by the American Correctional Association (ACA)
- Staff professionalism: 210 certified correctional professionals
- 20% reduction in active deserter population
- Relocation of Navy Absentee Collection and Information Center (NACIC)
- Completed and closed 254 hotline cases
- Coordinated 70+ audits
- Coordinated Naval Inspector General Command Inspection of NPC/BUPERS
- Successfully transitioned to the new DON HR Service Delivery model
- Successfully executed the transition of the PASS Program
- Developed a BUPERS Alternate Dispute Resolution (ADR) program
- Achieved full Federal Information Security Management Act (FISMA) Certification and Accreditation for 7 BUPERS systems
- Achieved Public Key Enforcement (PKE) for Secure Internet Protocol Router Network (SIPRNET)
- Merged Pers-4417 and Pers-4G to form Pers-46
- Began zero based review of personnel resources, business practices and standard operating procedures
- Established the command's requirements review board (RRB)
- Improved efficiency of Temporary Duty Under Instruction (TDI) reconciliation process
- Successfully transferred 2478 PASS program NMCI users from CNIC to BUPERS

# Guiding Principle Awards

*Supporting Our Navy Mission By Upholding Our Values*

LT Matt Larkin	BUPERS-00C2	HMC R.J. Galgana	PERS-4013
Sue Paxton	BUPERS-00C2	LSC Sheryl Gutierrez	PERS-4013
Maureen Cahill	BUPERS-00C2	OSC Marshall Lloyd	PERS-4013
Kevin Christie	BUPERS-00C2	LSC Sonteral Martin	PERS-4013
YN2 Amber Rhodes	BUPERS-00C2	YNCS Joseph Melton	PERS-4013
Bill Andersen	BUPERS-07	AD2 Billy Markham	PERS-404
Dave Luechauer	BUPERS-07	SHC Marqueszrick Abuan	PERS-405
Christopher Sgouros	BUPERS-07	YNC Ryan Burkhart	PERS-405
LT Meagan Vessels	BUPERS-074	MAC Evette McDowald	PERS-405
PSC Monica Scandrett	BUPERS-32	MA1 Rahn Honablue	PERS-405
AO1 Chase Tallent	N36 CYBER SPACE	MAC Evette McDowald	PERS-405
MU2 Douglas Hoskisson	Navy Band Mid-South	MAC Thomas Sparks	PERS-405
ITCS Quincy Mayes	NPRST	CTMCS Marcus Trotter	PERS-408
Mr. Tracey Tillman	OPNAV N170	ENC Robert Zantow	PERS-409
EMC Gayland Kirk	PERS-00D	MA1 Clarence Judd	PERS-409
MA1 Orië Maniece	PERS-00D	Beth Garrett	PERS-4412
Otis Hafford	PERS-00L	Robin White	PERS-4412
YN1 Rebekah Gundrum	PERS-1	HM3 Raul Rodriguez	PERS-4415
Bobby Glass	PERS-312	HMC Dave Blazek	PERS-4G
Michalle Adkison	PERS-312B	CTN1 Jack K. Harvey	PERS-4G
Monica Garnett	PERS-312B	OS1 Kelvin Talley	PERS-4G1
IT1 Aubrey Lucas	PERS-312B	PSC Ryan Smith	PERS-4G2
Vicki Nosser	PERS-312B	PS1 Christina King	PERS-4G3
Carisa Porter	PERS-312B	PS1 Andrew Mouse	PERS-51
MA3 Ashley Smith	PERS-312B	BU1 Thomas Allen	PERS-53
Angela White	PERS-312B	Mary Willis	PERS-532
Tony Williams	PERS-312B	Theresa Law	PERS-534
ABF2 Bobby Reed	PERS-312B	Daniel Boucher	PERS-534
LS2 Christina Bojorquez	PERS-312B	Trisha Dooley	PERS-534H
Tony Williams	PERS-312B	Annette Arrington	PERS-54
David Johnson	PERS-312B	Matilda Hampton	PERS-54
Lorraine Johnson	PERS-32	Sheryl Dohahoo	PERS-543
Bonita Archie	PERS-32	YNC Nathaniel Trice	PERS-82
MM1 Phillip Goettsch	PERS-4	NC1 Eric Rivera	PERS-9
MAC Markeeta Hardin	PERS-4	YNC Brandon Anderson	PERS-9
OS1 Ralph Cacchiotti	PERS-40	Cecelia Williams	PERS-912
ETC Jason Williams	PERS-40	Joyce Dalcour	PERS-912
EOCS Joseph Hampton	PERS-401	Cynthia Moore	PERS-912
YNCS Augustine Cooper	PERS-4010	Clarence Carver	PERS-912
AM2 Patrick Todd	PERS-4012	HM2 Terrell Chandler	PERS-95
ATC Tracy Lyon	PERS-4012	YN1 Chanel Suarez	N1BX
AWR1 Scott Hatch	PERS-4013	Gwen Piano	PSD Pearl Harbor

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

# *Sailor and Civilian Awards*

## *Sailors of the Year*

Sailor of the Year	<b>HM1 Joshua L. McCullough</b>
Junior Sailor of the Year	<b>HM2 Byron J. Field</b>
Blue Jacket of the Year	<b>MU3 Jacob Smith</b>

## *Sailors of the Quarter*

Sailor of the Quarter First Quarter	<b>CTI1 David Jennings</b>
Sailor of the Quarter Second Quarter	<b>HM1 Joshua McCullough</b>
Sailor of the Quarter Third Quarter	<b>AT1 Curt Metzger</b>
Sailor of the Quarter Fourth Quarter	<b>HM1 John Huckleberry II</b>
Junior Sailor First Quarter	<b>BM2 Wayne Hosmer</b>
Junior Sailor Second Quarter	<b>QM2 Anthony Blarek</b>
Junior Sailor Third Quarter	<b>YN2 Jonathan Timm</b>
Junior Sailor Fourth Quarter	<b>HM2 Byron Fjeld</b>
Blue Jacket First Quarter	<b>MU3 Maxwell Garcia-Gonzalez</b>
Blue Jacket Second Quarter	<b>LS3 Keshanna Wright</b>
Blue Jacket Third Quarter	<b>MU3 Jake Bilarczyk</b>
Blue Jacket Fourth Quarter	<b>MU3 Julius Coker</b>

## *Civilians of the Year*

Senior Civilian of the Year	<b>Randy A. Miller</b>
Mid-Grade Civilian of the Year	<b>Martin L. Dierx</b>
Junior Civilian of the Year	<b>Claudia M. Ballard</b>

## *Civilians of the Quarter*

Senior Civilian First Quarter	<b>Wayne P. Hockensmith</b>
Senior Civilian Second Quarter	<b>Joseph W. Gibson</b>
Senior Civilian Third Quarter	<b>Glenn M. Stubbs</b>
Senior Civilian Fourth Quarter	<b>Randy A. Miller</b>
Mid-Grade Civilian First Quarter	<b>Matthew F. Smiley</b>
Mid-Grade Civilian Second Quarter	<b>Robbie F. Bledsoe</b>
Mid-Grade Civilian Third Quarter	<b>Jalinda L. Slaton</b>
Mid-Grade Civilian Fourth Quarter	<b>Martin L. Dierx</b>
Junior Civilian First Quarter	<b>Claudia M. Ballard</b>
Junior Civilian Second Quarter	<b>Vandale A. Killebrew</b>
Junior Civilian Third Quarter	<b>Lisa A. Atkins</b>
Junior Civilian Fourth Quarter	<b>Marylynn J. Gabbard</b>

# Our Command

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 9 core services and 11 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 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 supporting their ability to serve from beginning to end.*



*Annual Production Supporting the Mission*  
***BPM/NPC By The Numbers***

**158**

Selection Boards Facilitated

**1.75 million**

Reserve Personnel Records Administered

**3,724**

Personnel Reclassifications

**169**

Administrative Separations of Officers

**213,924**

Phone Calls Answered by the CSC

**14.6 million**

AC/RC/RT Maintained Personnel Records

**146,226**

OMPF Error Corrections

**\$108 million**

Selective Reenlistment Bonuses Paid

**4,095**

TV5 Taskers Processed

**85 of 143 ships**

e-Leave capable

**971**

Career Development Boards

**4,632**

Congressional Letter Responses

**1,341**

Affiliations with Selected Reserves

**163,065**

CWay Re-enlistment Applications processed

**2.7 million**

www.npc.navy.mil web views

**9,044**

Total Reserve Man days (ADT/ADSW)

**1.9 million**

NAVADMINs/ALNAVs Downloaded

**627,350**

Evaluation and Fitness Reports Processed

**5,189**

Individual Augmentation Orders Written

**8,073**

Mobilization Orders Written

**197,892**

PCS Orders Written and Released

**68,315**

IT System Patches for Security

**\$274 million**

Total Program of Record Oversight

**17,906**

Enlisted and Officer Promotions

**9,303**

Enlisted and Officer Retirements

**66,000**

Reserve Officer Status/IRR Letters

**240,000**

Quotas Managed for Schoolhouses

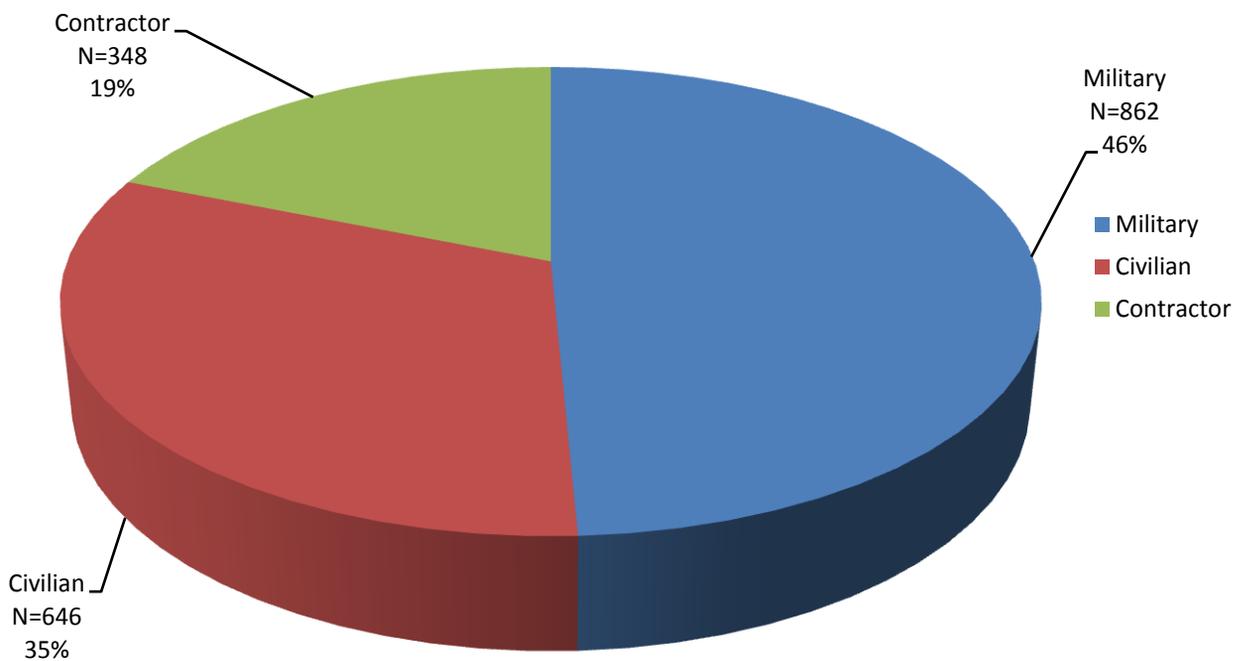
**43,331**

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

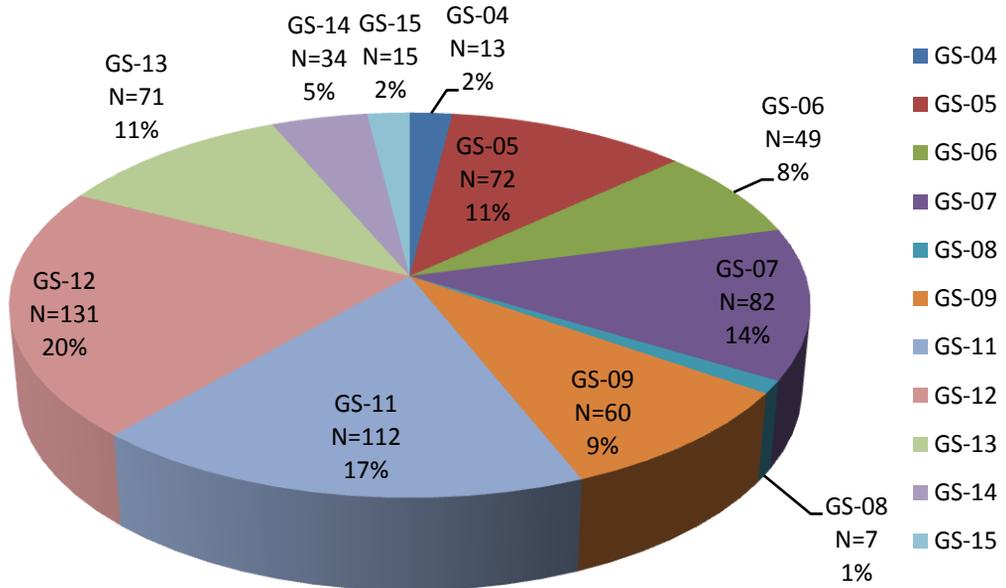


Source: TWMS, Sept 2013

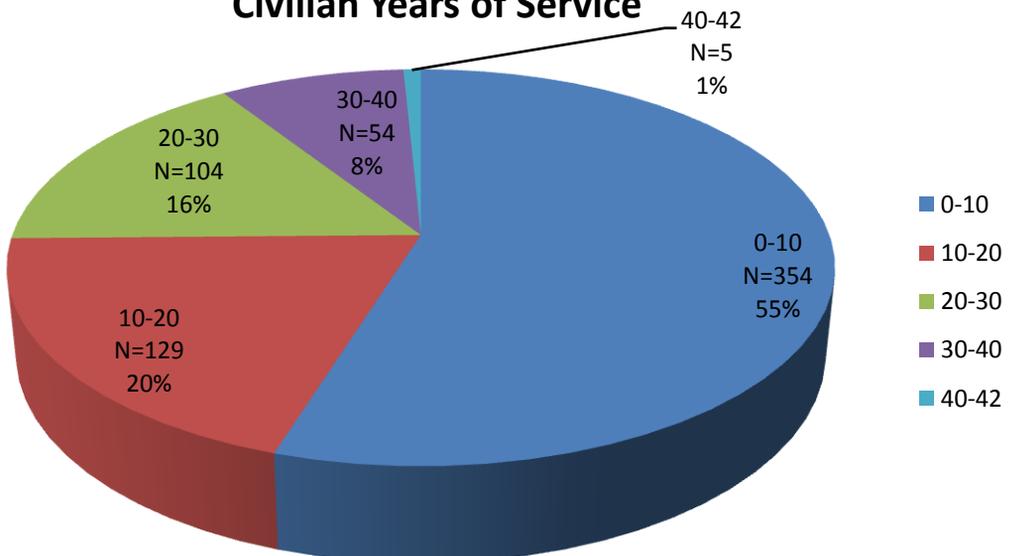
# Civilian Workforce

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 Paygrade



## Civilian Years of Service

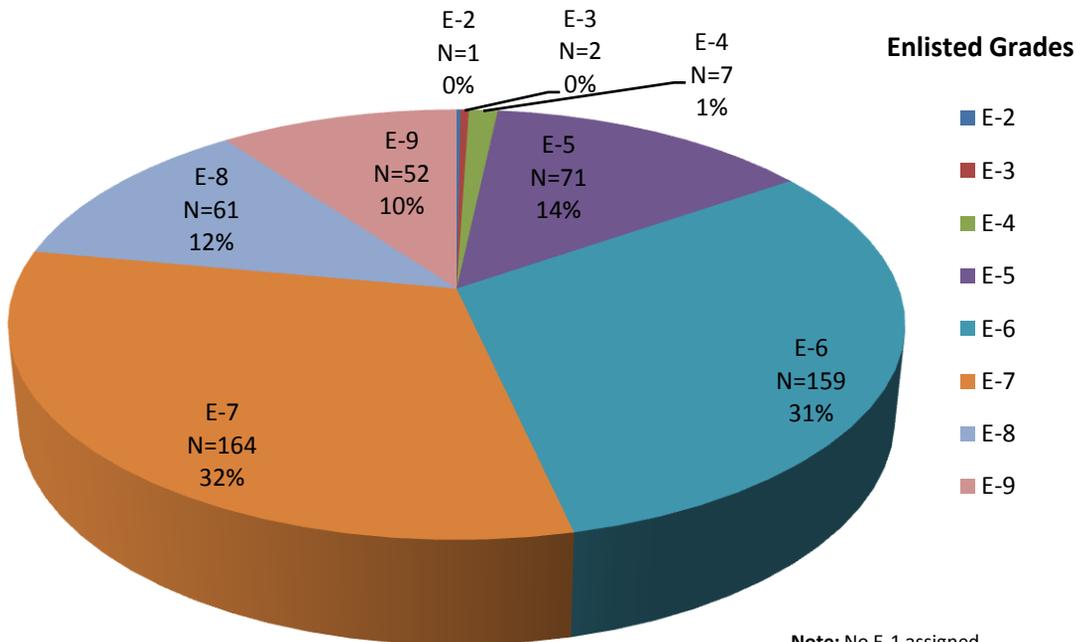
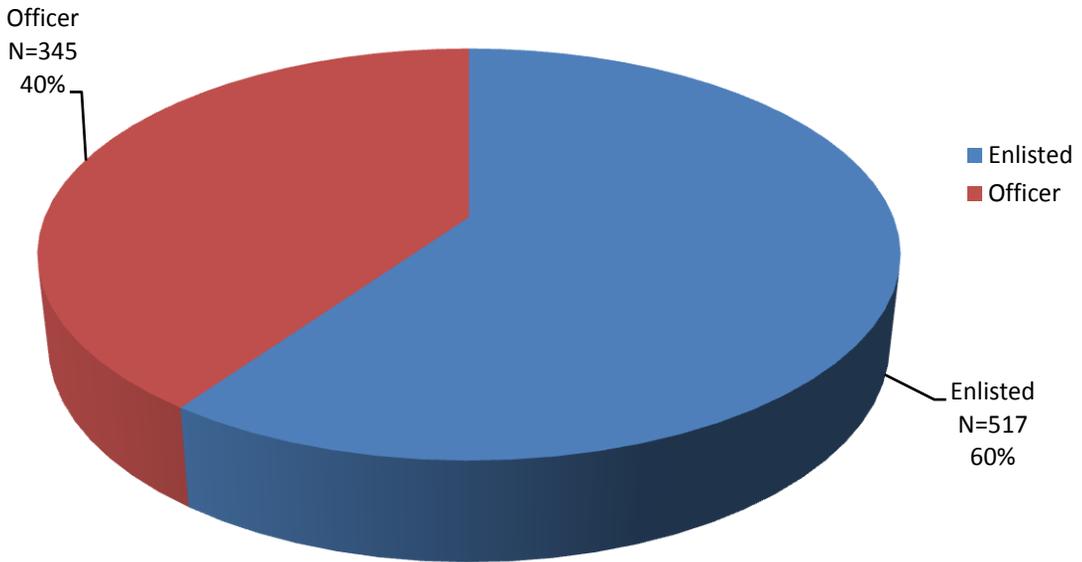


Source: HRLink, Sept 2013

# Military Workforce Demographics

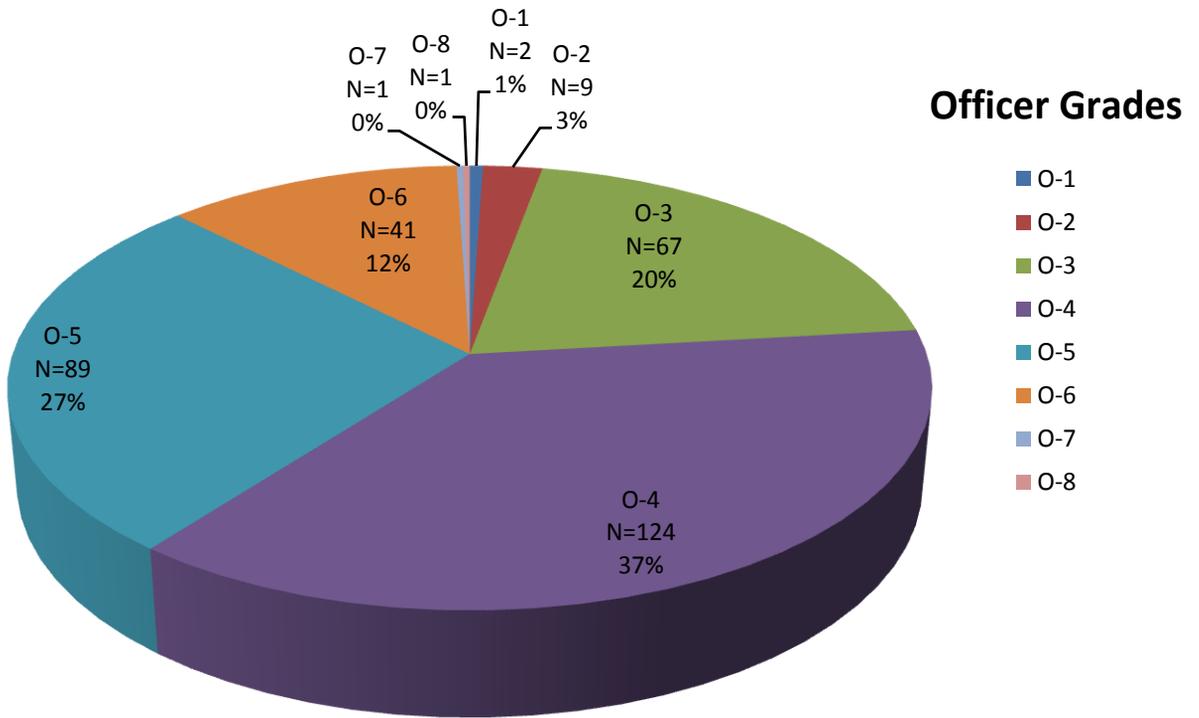
The quality of our military personnel and the wealth of operational knowledge they bring to the business is crucial to providing the right Sailor at the right time, to the right place, at the right cost.

## Military Workforce by Type

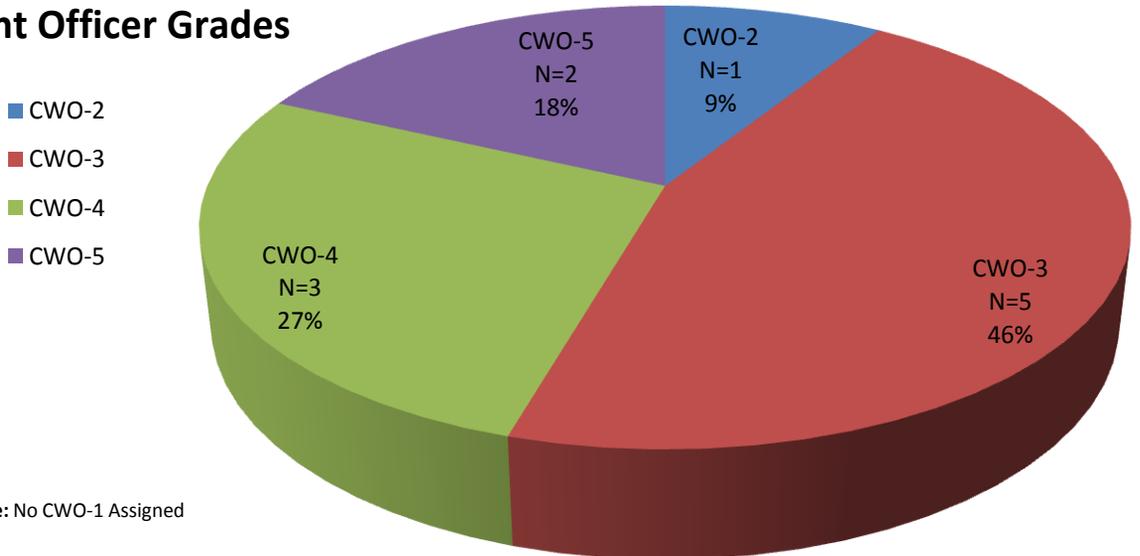


Source: SLDCADA, Sept 2013

# Military Workforce Demographics (cont)



## Warrant Officer Grades



Source: SLDCADA, Sept 2013



# *BPM/NPC Departments*

## *Our Organizations Supporting the Mission*

- **BUPERS/PERS-00** Deputy Chief of Personnel/Commander, Navy Personnel Command
- **BUPERS/PERS-00D** Office of Corrections and Programs
- **BUPERS-00C2** Production Management Office (PMO)
- **BUPERS-00IG** BUPERS Office of Inspector General
- **BUPERS-00R** Operational Support Office
- **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
- **PERS-1** Customer Relations Management
- **PERS-3** Personnel Information Management
- **PERS-4** Career Management
- **PERS-5** Business Operations
- **PERS-8** Career Progression
- **PERS-9** Reserve Personnel Management
- **BUPERS-26/PERS-2** Pay and Personnel Management

## BUPERS/PERS-00

Deputy Chief of Naval Personnel  
Commander, Navy Personnel  
Command

## RADM Cynthia Covell

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 ...

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

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)*
MIL	37	\$5.6
CIV	18	\$2.3
CTR	5	
OPS		\$0.5
<b>Total</b>	<b>60</b>	<b>\$8.4</b>

\*Includes MIL and 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
- Inspector General
- Command Career Counselor
- Equal Opportunity Advisor
- Public Affairs
- Legal Counsel
- Legislative/Congressional Matters
- Corrections and Programs
- Reserve Operational Support
- Strategic Planning
- Business Transformation
- Secretariat
- Awards and Recognition

## 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

- FA3 Publication of 2020 Vision 2013 Update: Leading to Succeed
- FA3 Strategic Communication Enhancements
- FA3 FORCE Weekly Updates to the Fleet
- FA3 Command History Report – Streamlined Template
- FA3 Business Process Reengineering: TV5 Tasker Process Review
- FA3 Civilian Fitness Challenge
- FA3 Civilian Workforce Appreciation Day

## Production Spotlights

<b>Force Master Chief/Senior Enlisted Advisor</b> •51 FORCE Weekly Updates •3 Fleet Engagements •37 CPO Inductees	<b>Strategic Planning</b> •Two Executive Leadership Offsites yielding 45 Business Initiative Action Items •Two Council of Deputies Offsites
<b>Command Career Counselor</b> 971 Career Development Boards	<b>Secretariat</b> 4,095 TV5 Taskers Processed
<b>Equal Opportunity Advisor</b> •973 DEOMI Surveys Completed •89.5% of EO/EEO/OE (Organizational Effectiveness) categories exceeded Navy's average	<b>Awards and Recognition</b> •227 Military Awards Presented •86 Guiding Principle Awards Presented
<b>Strategic Communications</b> •1.9M NAVADMINS/ALNAVs downloaded •2.7M Web Views/6M Web Visits •5 Virtual Town Halls •2 All Hands Town Halls	<b>Legislative/Congressional Matters</b> •4,632 Congressional Letter Responses •72 Unified Legislation & Budgeting (ULB) Proposals •62 National Defense Authorization Act (NDAA) Proposals

## Spotlight Summary

The BPM/NPC Position Management Review Board (PMRB) is an effective forum for operational leadership to proactively manage the command's manpower assets in a transparent and judicious manner, with accountability to the executive leadership and the Commander.



PMRB (from left)-Back Row: Kelly Cano, Mike Otten, Bernie Dunn, Rich Mason, LCDR Seeley. Front Row: Jim McDonner, Diane Lofink, Lauren Rummel, Mike Higgs

## The Challenge

The command's workforce relies on the full range of manpower resources: civilian and military (including reserve assets performing Active Duty Special Work and Active Duty for Training) and contractors. Managers at all levels in the organization are accountable to be directly involved in the Position Management Program (PMP) process by maintaining an effective and efficient structure of assigned positions and validating the accuracy of position descriptions. Given the limited resources that are available for staffing, leaders have a vested interest in ensuring that manpower authorizations are judiciously distributed throughout the command and effectively managed in order for BPM/NPC to accomplish its mission.

## Our Solution

BPM/NPC's Position Management Program (PMP) policy, objectives, responsibilities and governance for managing manpower requirements and assets were updated and strengthened with the issuance of ADMINMAN 12200-010 in January 2013. The Position Management Review Board (PMRB), chaired by the Deputy Commander, and comprised of the deputies of all BPM/NPC departments (with the exception of BUPERS-00IG and BUPERS-05) is charged with overseeing the Position Management Program. The Director, Total Force Human Resource Office (BUPERS-05) is designated as Position Management Officer and coordinates all issues brought before the board. The PMRB acts as the final position management review authority, making recommendations to the Deputy Chief of Naval Personnel/Commander Navy Personnel Command regarding the establishment of new positions, proposed reorganizations, and the prioritization of hiring requests and reserve manpower requirements. The Board also monitors the execution of the budget for civilian positions, including the use of overtime, and oversees compliance with the performance management and awards programs.

## Project Impact

The BPM/NPC PMRB involves command leadership in the management of the command's manpower requirements and hiring actions. Applying standard metrics and a repeatable approach, this collective body continually seeks to maintain the proper balance of mission needs, operational efficiency, and effective manpower utilization when allocating resources.

# 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

\*All financial data for BUPERS/PERS-00D is included with BUPERS/PERS-00

### Core Tasks

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

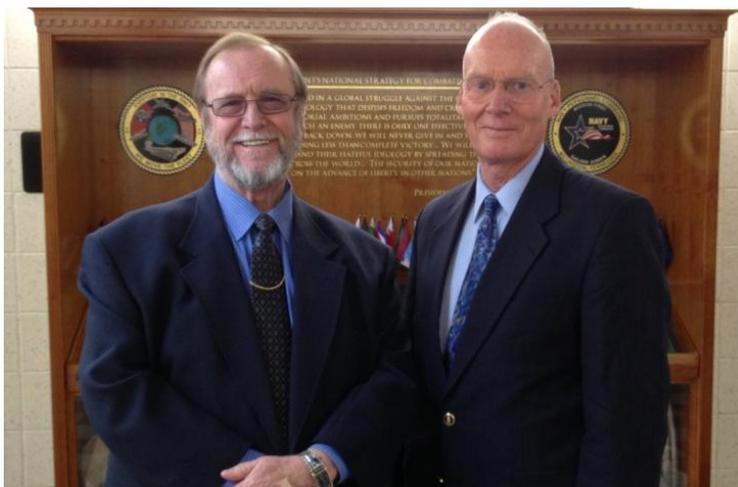
- FA3** 1992 – 2013: Continuous accreditation of naval consolidated briggs by the American Correctional Association (ACA)
- FA3** Staff professionalism: 210 certified correctional professionals
- FA3** 20% reduction in active deserter population
- FA3** Relocation of Navy Absentee Collection and Information Center (NACIC) to Millington, TN

## Production Spotlights

<b>Detention</b> 6 active detention facilities (DETFAC)	<b>Restriction</b> 1 active regional restricted barracks (RRB)
<b>Command/Public Safety</b> <ul style="list-style-type: none"> <li>• Victim/witness assistance             <ul style="list-style-type: none"> <li>• Victims/witnesses electing notifications: 2,333</li> <li>• Prisoner status changes: 1,712</li> <li>• Notification letters: 3,227</li> </ul> </li> <li>• DNA collection/submissions from qualified military offenders: 636</li> <li>• Sex offender processing and notifications: 148</li> </ul>	<b>Confinement, Shore and Afloat</b> <ul style="list-style-type: none"> <li>• 2 active pre-trial confinement facilities</li> <li>• 4 active post-trial confinement facilities</li> <li>• 19 active afloat briggs</li> <li>• FY13 metrics             <ul style="list-style-type: none"> <li>• Confinements: 1,015</li> <li>• Releases: 911</li> <li>• Transfers: 101</li> </ul> </li> </ul>
<b>Policy</b> Proponent <ul style="list-style-type: none"> <li>• 2 SECNAVINSTs</li> <li>• 5 OPNAVINSTs</li> <li>• 12 BUPERSINSTs</li> <li>• 34 MILPERSMAN articles</li> </ul>	<b>Deserter Processing</b> Active Navy deserter information point (DIP) <ul style="list-style-type: none"> <li>• Joins: 178</li> <li>• Returned to military control: 204</li> </ul>
<b>Mandatory Appellate Leave</b> Active Navy and Marine Corps Appellate Leave Activity (NAMALA) <ul style="list-style-type: none"> <li>• Joins: 311</li> <li>• Discharges: 345</li> </ul>	<b>Transient Personnel Units</b> 8 active transient personnel units/departments (TPU/ TPD)

## Spotlight Summary

Workforce performance and professionalism within the shore Navy corrections community is measured by continuous accreditation of the Naval Consolidated Brig with the American Correctional Association (ACA), and significant and growing numbers of correctional staff certified as correctional professionals.



William E. Peck and Timothy E. Purcell of PERS-00D

## Organizational Challenge

- Accreditation of Correctional Facilities
- Certified Correctional Professionals

## Importance of the Certification Process

Since 1992, Naval Consolidated Brig Miramar, CA and Charleston, SC have maintained continuous accreditation with the ACA. Most notable are the internationally unprecedented compliance scores of 100% (Miramar, 6; Charleston, 8).

A large and growing number (210, as of 30 Sep 13) of correctional staff assigned to the shore corrections community, from rank-and-file to commanding officer and at the headquarters level, have embraced the opportunity to be certified as corrections professionals by the leading organizations in the corrections industry, the American Correctional Association (ACA) and the American Jail Association (AJA). Just as medicine, law, and other professions have benchmarks for their members, so too does corrections. The ACA and AJA certification programs offer participants a chance to be officially recognized as correctional professionals along many categories to include corrections: officer, manager, supervisor, executive, and standards auditor. Through these programs, participating staff learn even more about correctional best practices, ethics, philosophies, and daily strategies they may employ in their real work lives at their work sites. The certification programs are based on learning and applying relevant skills based on the experiences of some of the nation's leading corrections experts. Professional training and certification matter not only to the individual who wants to grow in his or her career, but are crucial to the industry in a society that demands accountability. With correctional certification programs and other career development opportunities, Navy corrections is leading the way and leaving a legacy in the positive change of offender management.

## Organizational Impact

Effective management of non-distributable inventory (prisoners, deserters, appellants, transients) requires a performance-oriented community that is engaged, productive, and strategically aligned. Supporting correctional workforce development with mission related skills serve to create a culture of continuous alignment to industry standards while promoting individual recognition and a performance-driven culture, a Focus Area Three desired effect for 2020.

# BUPERS-00C2

Production Management Office (PMO)

## Mr. Raleigh Durham

Director

## CDR Leon Higgins

Deputy

### What we do ...

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

#### Resource Summary

as of 30 Sep 2013

	Personnel	\$ (m)
MIL	11	\$.8
CIV	13	\$1.3
CTR	22	
OPS		\$3.8
<b>Total</b>	<b>46</b>	<b>\$5.9</b>

### 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 Production Management Office collaborates with organizations across the Manpower, Personnel, Training and Education (MPTE) Domain to identify barriers and inefficiencies in the Navy Enlisted Accession Supply Chain, specifically how we train and distribute our newest Sailors from boot camp to their first fleet assignment, perform analysis based upon industry standards for supply chain management, and recommend solutions to more effectively deliver Sailors to meet Navy workforce needs.

## Top Accomplishments

- FA1** Delivered A-school Only Training Paths
- FA1** Completed Entitlement Standard Operating Procedures
- FA1** Developed Navy Enlisted Supply Chain 101 Training
- FA1** Published first ever Navy Enlisted Supply Chain Primer
- FA1** Expanded Rating Working Groups
- FA1** Implemented Supply Chain Flow Indicator

## Production Spotlights

<p><b>Enterprise Metrics</b></p> <ul style="list-style-type: none"> <li>•Created all 78 enlisted ratings Supply Chain Flow Indicators</li> <li>•Created 78 Rating Dashboards</li> <li>•Created 921 Accession NEC Process Maps for 654 NECs</li> </ul>	<p><b>Accession Planning</b></p> <p>Developed recruit rate phasing and training schedule for 43,331 Accessions</p>
<p><b>Integrated Production Planning</b></p> <p>Developed schedule to expand from 37 to 60 ratings</p>	<p><b>Reclassification</b></p> <p>3,724 Sailors were reclassified to other needed ratings to fit Fleet needs</p>

## Spotlight Summary

PMO introduced the Integrated Production Plan (IPP) concept based on lessons learned by Naval Aviation Pilot Production Initiative and Naval Aviation Technical Training while being developed to serve all enlisted rates and schools to provide the most efficiency and effectiveness.



PMO's Operations members (from left) Back Row: Mike Cleveland, Jeff Leigh, LCDR Matt Larkin, Kevin Christie, Daniel Bradford. Front Row: David Fihn, Mo Cahill, Sue Paxton, Mike Scott

## Organizational Challenge

The current Navy enlisted planning process did not capture dependencies of lead times, inventories and training in process by training level and was not optimally aligned to deliver the "right sailor at the right place at the right time".

## The Process

Currently, the Navy planning process for Sailors is a three year cycle that incorporates a multitude of factors (Fleet requirements, training capabilities, community health, etc.). The Integrated Production Plan is a culmination of the efforts of the out-year planning with training agents, distribution and fleet customer while informing the resource sponsors of the requirements necessary to integrate Enlisted Community Manager's Need with Fleet requirements. "To put it simply, the IPP is the coordinated effort among the organizations responsible for planning, training, and the Fleet," said Kent Miller, Division Director for PMO Operations. "This effort allows us to more effectively and efficiently use our manning resources."

## Our Results

Steady progress has been made in the IPP process since FY11. Each year the Production Alignment Conferences have become more inclusive and continued to become more accurate in the predictability of Fleet needs. In congruence with Focus Area One, alignment of the learning centers, detailers, community managers, Type Commands, resource sponsors, and PMO have resulted in significant gains in predicting training requirements, optimal scheduling for A and C schools, and assigning the right sailor to the right billet at the right time.

## BUPERS-00IG

Office of Inspector General

### Ms. Sandy Taylor

Inspector General

### Ms. Kim Sund

Deputy Inspector General

### What we do ...

Ensures proper business management oversight for mission activities under the purview of Chief of Naval Personnel

Resource Summary as of 30 Sep 2013		
	Personnel	\$(m)
MIL	0	-
CIV	9	\$1.0
CTR	0	
OPS		\$.70
<b>Total</b>	<b>9</b>	<b>\$1.7</b>

### Core Tasks

- Command Inspection Program
- Hotline Program
- Audit Liaison Function
- Managers' Internal Control Program
- Command Evaluation Program

## Function

Oversees and administers Bureau of Naval Personnel inspection, evaluation, and investigation programs aimed at the prevention or detection of fraud, waste, abuse and mismanagement. Serves as the Command Audit Liaison and the Program Manager for Command Inspection, Managers' Internal Control Program (MICP) and Hotline Program.

## Top Accomplishments

**FA3** Completed and closed 254 hotline cases

**FA3** Coordinated 70+ audits

**FA3** Coordinated Naval Inspector General Command Inspection of BUPERS

## Production Spotlights

<p><b>Command Inspection Program</b> Conducted four Command/Activity inspections and 10 site visits to Personnel Service Detachments resulting in multiple recommendations for improvements</p>	<p><b>Hotline Program</b> Conducted training for Commander, Navy Recruiting Command on Military Whistleblower Reprisals</p>
<p><b>Audit Liaison Function</b> Tracked corrective action on 30 audit recommendations resulting in closure of 8 audits</p>	<p><b>Managers' Internal Control Program (MICP)</b> Monitored validation of internal controls associated with 508 assessable units with 2,345 internal controls reviews reported</p>
<p><b>Command Evaluation Program</b> Coordinated three command evaluations resulting in several findings and recommendations for improvement</p>	<p><b>Managers' Internal Control Program (MICP)</b> Developed and conducted Internal Control training for BUPERS, NRC and NPC</p>

## Spotlight Summary

The BUPERS IG Investigation team successfully conducted the first joint training session on Military Whistleblower Reprisal (MWBR) investigations with their Echelon III counter-parts at CNRC IG, while the DCNO (N1)/BUPERS MIC Coordinator and MIC Program Manager successfully conducted multiple training sessions throughout the BUPERS domain on the establishment and reporting requirements of the MIC program.



Sheila Pena and Pat Klink of BUPERS-00IG

## Organizational Challenge

MWBR investigations must be conducted at the Echelon II IG or higher level. The BUPERS IG office, as the Echelon II IG, recognized the importance of ensuring the Echelon III IG at CNRC was kept apprised of the procedures and critical timelines set by Congress, so they can properly process potential MWBR complaints they may receive. Being able to quickly identify a MWBR complaint and submit it to the proper investigating office is key to meeting those timelines set by governing statute.

The primary purpose of the MIC program is to implement the Federal Managers Financial Integrity Act (FMFIA), including: ensuring controls are established and maintained to protect limited resources from fraud, waste, and mismanagement; minimizing risk through internal recognition and self-reporting of potential control deficiencies; encouraging proactive process management and effective corrective actions; and contributing to the preparation of the annual Statement of Assurance (SOA), an annual report that provides assurance to SECNAV and Congress of effective internal controls.

## Process

The BUPERS IG Lead Investigator developed and presented training to the staff at CNRC IG on the identification and proper handling of MWBR complaints. In addition to being better equipped to identify a MWBR complaint and quickly route to BUPERS IG for processing, the CNRC IG Investigators can also educate Recruiting District chains of command on how to recognize and avoid situations that could lead to a MWBR complaint.

The DCNO (N1)/BUPERS MIC Coordinator developed and presented training sessions, including a practical toolset for use by MIC Coordinators within the BUPERS domain. These training sessions were presented to numerous Echelon II, III and IV commands and activities. The toolset provided is part of the BUPERS MIC Coordinator's efforts to continually strengthen the internal control environment. The training and toolset assists in the facilitation of MIC program reporting and documentation requirements. By establishing this toolset for utilization by all Major Assessable Units within the BUPERS domain, it decreases the amount of variation and increases standardization. This enhances the ability to ensure a robust MIC program utilizing streamlined communication techniques and tools.

## The Results

The BUPERS IG team has focused on in-house training and internal processes in an attempt to align BUPERS business process needs. Through this process the BUPERS IG has successfully developed the IG workforce and shared their expertise and knowledge-enhancing process improvement and performance measures throughout the BUPERS domain.

# BUPERS-00R/ PERS-00R

Operational Support Office

## CDR Carol McKenzie

Director

## LCDR Chris Seeley

Deputy

### What we do ...

Provide Naval Reserve support across the MPTE Domain

\*All financial data for BUPERS-00R is included with BUPERS/PERS-00

### Core Tasks

- Administrator of Reserve Funding
- Reserve Advisor

## Function

To serve as a Reserve Advisor and 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

- FA1** Executing 99.38% of a \$7.9 million dollar budget, BUPERS-00R coordinated and funded over 26,670 man-days of support to the MPTE enterprise
- FA1** Coordinated and funded over 4,170 man days of support to NPC
- FA2** Provided exceptional support as the direct Operational Support Office for NR Defense Institute of International Legal Studies (DIILS) out of NOSC Newport, RI which contributed to their selection as the 2013 Gilbert Cup recipient for exceptional Reserve support
- FA2** Initiated and coordinated the establishment of the NR Navy Pay and Personnel Support Center (NR NPPSC) Headquarters to serve as a direct liaison between BUPERS-26 (Personnel Services Delivery Transformation Office) and four geographically dispersed Reserve PSD detachments in support of the PSD function shift from Commander Navy Installations Command to NPC
- FA2** Supported the transition of the Navy Casualty function from OPNAV-N135/N17 to NPC by aligning the NR Navy Casualty Reserve unit under PERS-1, improving NPC's capability and capacity in crisis/disaster response
- FA2** Managed and provided administrative actions for over 5,000 reserve billets across twenty one commands in support the MPTE enterprise
- FA2** Executed a \$650,000 budget in Fund Approver role, funding and coordinating 106 sets of orders in support of the FY-14 Reserve Command/Non-Command "APPLY Board" which selects Reserve officers for key leadership assignments

## Production Spotlights

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

Due to the realignment of functions from other Navy enterprises in 2013, NPC saw a two-fold increase in its Reserve footprint. In conjunction with the realignment of the Task Force Navy Casualty mission from OPNAV N135/N17 to NPC in June, BUPERS-00R coordinated the transition of the NR Navy Casualty Reserve unit and its 34 billets to NPC. Concurrently, in anticipation of the Personnel Support Detachment (PSD) function shift from Commander Navy Installations Command (CNIC) to Navy Personnel Command in October 2013, BUPERS-00R took the lead in planning for the addition of four Reserve PSD detachments to support PERS-26, the Navy Pay and Personnel Support Center. The transition of NR Navy Casualty and the four Reserve PSD detachment brought with it 102 new Reserve billets to NPC, increasing the direct support Reserve footprint to over 200 billets.



(L to R): CDR Carol McKenzie, LCDR Chris Seeley, Janice Chambers, CWO2 Samuel Franklin

### Organizational Challenge

The addition of over 100 new Reserve billets and two new functions necessitated a new Reserve organizational structure to more clearly define, align and facilitate support relationships.

### Our Solution

The alignment of the NR Navy Casualty Reserve under PERS-1 provided a mechanism for coordinating Reserve support for mutually supportive functions in the Crisis Action Organization and well as provide joint training opportunities with less coordination. To better support PERS-2 in the execution of its new function, BUPERS-00R initiated a realignment of its Reserve billets to designate five billets for the establishment of a NR NPPSC Headquarters element. As its own unit, the NR NPPSC headquarters element was created to serve as a direct liaison between BUPERS-26/PERS-2 and its subordinate detachments in the coordination and fill of operational support requirements for PSDs world-wide.

### Results

The establishment of the Navy Reserve (NR) Navy Pay and Personnel Support Center (NPPSC) Headquarters Element resulted in a seamless transition of the administrative requirements for four geographically dispersed Reserve detachments to NPC as well as provided trained, experienced Reserve skill sets to BUPERS-26 in support of the PASS transition. The alignment of the NR Navy Casualty unit under PERS-1 provided NPC improved capacity for crisis / disaster response with mutually supportive functions under one organization.

# BUPERS-05

Total Force Human Resource 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 30 Sept 2013		
	Personnel	\$ (m)
MIL	4	\$3.5
CIV	38	\$2.7
CTR	0	
OPS		\$7
<b>Total</b>	<b>42</b>	<b>\$13.2</b>

## Core Tasks

- Human Resources
- Workforce Programs
- Equal Employment Opportunity (EEO) Services
- Labor & Employee Relations (LER) Services
- Manpower & Military Support Services
- Human Capital Planning
- Workforce Development & Training

## Function

Advise and assist 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

FA3

Successfully transitioned to the new DON HR Service Delivery model with the realignment of personnel from BUPERS subordinate commands and CNIC HRO to the BUPERS Total Force HR Office.

FA3

Successfully executed the transition of the PASS Program, to include more than 300 military and 2300 civilians, from Commander Navy Installation Command (CNIC) to the Bureau of Naval Personnel (BUPERS)

FA3

Developed a BUPERS Alternate Dispute Resolution (ADR) program, to include Standard Operating Procedures, training for managers, and a brochure that promotes the benefits and use of the program

## Production Spotlights

<p><b>Human Resources</b></p> <ul style="list-style-type: none"> <li>• Completed realignments for BUPERS-05, Pers-1, Pers-2, Pers-3 and Pers-5</li> <li>• Acquired servicing responsibility for the employees assigned to the PASS program, to include NPPSC Headquarters, the PSDs and CSDs</li> </ul>	<p><b>Workforce Programs</b></p> <ul style="list-style-type: none"> <li>• Prepared and delivered 1700 furlough letters for the Administrative and Emergency Furloughs</li> <li>• Processed retroactive pay and returned employees to pre-furlough work schedules</li> </ul>
<p><b>Equal Opportunity Services</b></p> <p>Successfully recruited and selected five Special Emphasis Program Manager (SEPM) positions, including the Federal Women's, Hispanic Employment, and the Persons with Disabilities Programs</p>	<p><b>Labor &amp; Employee Relations</b></p> <ul style="list-style-type: none"> <li>• Developed and launched a civilian personnel investigation program with new Investigating Officer's Guide</li> <li>• Represented the Department of Navy in more than 20 unprecedented Administrative Furlough MSPB appeals</li> </ul>
<p><b>Manpower &amp; Military Support Services</b></p> <ul style="list-style-type: none"> <li>• Raised DCPDS/TFMMS reconciliation rate for BUPERS/NPC from 73.4% to a consistent 97.5%, which is well above the Navy average of 54.2%</li> <li>• Maintained 100% PERSTEMPO compliance throughout the year</li> </ul>	<p><b>Human Capital Planning</b></p> <p>Established an Alternative Dispute Resolution (ADR) Program, to include Standard Operating Procedures, a marketing brochure and training for supervisors and employees</p>
<p><b>Workforce Development &amp; Training</b></p> <p>Completed 245 classes in FY13 and offered 4,803 seats in training to BPM/NPC employees. The employee development programs graduated 16 employees in the Administrative Professional Certificate Program, 37 employees in the Leadership Development Program, 28 employees in the Mentor Certificate Program, and 11 employees in the Certificate of Accomplishment in Program and Management Analysis</p>	

## Spotlight Summary

BUPERS-05 successfully implemented the Department of Navy (DON) HR Service Delivery model, which offers a new approach to the provision of HR services across the DON. This represents a significant milestone for BUPERS and the HR community. BUPERS/NPC now has a more streamlined, transparent, and customer-focused approach for providing HR services throughout the command.

### Overview

In October 2011, the Under Secretary of the Navy approved a plan that changes the way HR services are delivered across the enterprise. This unprecedented approach to HR moved all Human Resources Offices (HROs) to the Major Commands and ensured direct lines of accountability through standardized processes, policies, tools, systems and training governed by the Assistant Secretary of the Navy (Manpower & Reserve Affairs) – ASN (M&RA).

### Approach

An orderly and transparent process for the transition and implementation of HR service delivery was utilized. Working groups consisting of representatives from each major Command were formed to provide recommendations on the new service delivery structure. The DON developed an enterprise-wide placement plan that included business rules that were used to realign HR professionals across the enterprise. Fast Track training was provided to Command HR Professionals to ensure they were equipped with the right competencies prior to realignment to their new HR Offices. Full execution of the new approach occurred in April 2013, with the creation of the BUPERS Human Resources Office.

### Command Impact

This new structure and approach to HR service delivery is more streamlined, allows for enhanced customer focus, and provides greater emphasis on Command needs and mission requirements. Since implementation, several new programs and services have been developed and implemented by the BUPERS HRO, including: Alternative Dispute Resolution (ADR); Reasonable Accommodation (RA); Office of Workmen's Compensation Programs (OWCP); Civilian Employee Assistance Program (CEAP); and Unemployment Compensation Program Administration.



**Back Row (L to R): Dale Hunt, Bertha Quinn, Rosalin Johnson, Audrey Bowling, Margaret Robinson. Front Row (L to R): Bervis Robinson, Felicia Moore, Julie McKenna**

# BUPERS-07

Information Management

**Mr. Stephen Hubbard**

Director

**Ms. Lauren Rummel**

Deputy

## What we do ...

Supports the business lines with information management and IT system oversight

Resource Summary as of 30 Sept 2013		
	Personnel	\$ (m)
MIL	7	\$1.3
CIV	31	\$2.9
CTR	26	
OPS		\$1.7
<b>Total</b>	<b>64</b>	<b>\$5.9</b>

## Core Tasks

- Capital Planning and NMCI
- IT Investment Management
- Information Assurance
- Project Management Support
- Business Intelligence, Innovation, and Technology
- Information Resources Management

## Function

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

## Top Accomplishments

**FA3** Achieved full Federal Information Security Management Act (FISMA) Certification and Accreditation for 7 BUPERS systems

**FA3** Achieved Public Key Enforcement (PKE) for Secure Internet Protocol Router Network (SIPRNET)

## Production Spotlights

<p><b>Capital Planning &amp; NMCI</b></p> <p>Upgraded 88.4% of all BUPERS NMCI seats from WIN-XP to WIN-7 operating system</p>	<p><b>Information Assurance</b></p> <ul style="list-style-type: none"> <li>•Implemented Public Key Enforcement (PKE) for secure internet protocol router network (SIPRNET)</li> <li>•Achieved 91.7% Federal Information Systems Management Act (FISMA) compliance status for individual Authority To Operated(ATO)/Interim Authority To Operate(IATO), Annual Security Review (ASR), Annual Contingency testing (CT) and Privacy Impact Assessment (PIA), ensuring appropriate compliance and certification of IT assets</li> </ul>
<p><b>Information Resources Management</b></p> <ul style="list-style-type: none"> <li>•Processed 246 IT procurement requests totaling \$99.31M dollars. IT procurements include purchases of software, hardware, IT support services, and telecommunications services</li> <li>•Maintained compliance oversight of the BUPERS IT Portfolio consisting of 613 applications, 50 applications in Integrated Solution Framework review, 109 databases, 3 networks, 266 servers 276 devices and 27 defense business systems</li> <li>•Completed 27 annual review audits for 27 BUPERS defense business systems</li> <li>•Processed 115 data compliance reviews in support of MPTE enterprise information management data security controls</li> </ul>	<p><b>Project Management Support</b></p> <ul style="list-style-type: none"> <li>•Led implementation of automated processes for Daily Reporting of Deployed Personnel (DLDP) to Defense Manpower Data Center (DMDC), in order for Navy to comply with DoD Instruction 6490.3, Deployment Health</li> <li>•Successfully completed the migration of the 211 Intranet sites into the new iNAVY SharePoint 2010 environment</li> </ul>

## Spotlight Summary

BUPERS-Millington/Navy Personnel Command is responsible for handling a plethora of Personally Identifiable Information (PII) in the daily processing of Navy uniformed personnel transactions. It is the responsibility of every personnel professional to protect the personal information of the Sailors we serve. This responsibility is not taken lightly and is a catalyst that drives the bond of trust between the fleet and the Bureau. Protecting the Sailor's personal information is paramount to the mission of the Bureau of Naval Personnel.

## Organizational Challenge

Effective 1 January 2013, the Commander Navy Personnel Command transferred responsibility for elements of the privacy program from NPC to the BUPERS Information Management Office (IMO). The BUPERS Command Information Officer (CIO) established a full-time privacy office lead dedicated to the protection of Sailors' personnel information. The lead established a network of privacy advocates from each code known as the "Privacy Cadre" to assist in the execution of the program. The primary goal of the Privacy Cadre is to raise awareness, educate, and to prevent the unlawful compromise of personally identifiable information. The team is led by the BUPERS PII Coordinator, Ms. Kathy Eisenhour, who continues to be instrumental in the success of this program.

## Methodology/Process

Over time the Privacy Cadre evolved from a few non-connected individuals to a body of more than 40 members across BPM/NPC that work as a coordinated team. They were further educated on PII awareness and privacy policy. A key element of the plan to develop a cadre was the commercial certification as a Certified Privacy Professional awarded by the International Association of Privacy Professionals (IAPP). The purpose of the commercial certification was twofold; first to educate and adopt commercial best practices for use within BUPERS; and secondly to motivate and spur participation by personnel from the different codes by offering the opportunity to add this commercial certification to their resume.

## Impact/Results

Volunteers were enlisted throughout BPM/NPC. In 2013 the number of members grew from 5 to more than 40. Each member is trained on privacy policy, how to protect PII, and methods to prevent breaches and are designated as a member of the Privacy Cadre. They educate their workforce about the importance of protecting PII, conduct mandatory semi-annual spot checks, and report breaches to the BUPERS/NPC PII Coordinator. Awareness within BUPERS has risen significantly since the establishment of the Privacy Cadre and as a direct result, BUPERS/NPC has expanded the breadth of privacy knowledge and awareness over and above what has ever been seen before. BUPERS set the bar for Navy by developing the first ever network of privacy professionals within a command who are trained and responsible for preventing and responding to all privacy issues.



**Front Row (L to R): Johnny Pedersen, Milton Stubbs, Sean Hamilton, Kathy Eisenhour, Gary Smart, Tonja Taylor, Mary Buchschacher, Linda Jardine, MUC Greg Bonistalli; Second Row (L to R): Jim Price, Del Turner, Andre Henderson, Cortez Ward, Tina Lopez, Vince Vuketich, Dale Hunt, Greg Taylor**

# BUPERS-08

Business Transformation

## Mr. Bob Duley

Director

### What we do ...

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

Resource Summary as of 30 Sept 2013		
	Personnel	\$ (m)
MIL	1	See Note 1
CIV	1	See Note 1
CTR	70	
OPS		\$.08
<b>Total</b>	<b>72</b>	<b>\$.29</b>

Note 1: CIV & MIL pay for BUPERS-08 included under 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 (H2R) End To End (E2E) 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

**FA2** Conducted Business Process Reengineering in support of a range of projects including Integrated Personnel and Pay System – Navy (IPPS-NIPPS-N, Billet Based Distribution (BBD), Personnel Tempo of Operations (PERSTEMPO), Enhanced Drill Management (EDM), Permanent Change of Station Roundup (PCSR), Record of Emergency Data/Dependency Application (RED/DA), and Career Management System-Interactive Detailing (CMS-ID)

**FA2** Gathered, documented and maintaining 22,957 functional requirements

**FA2** Conducted functional test and acceptance operations in support of several ongoing BUPERS projects

## Production Spotlights

<p><b>Business Process/Requirements Management</b></p> <p>Conducted BPR/developed and maintained functional requirements in support of IPPS-N, BBD, PERSTEMPO, EDM, PCSR, and RED/DA</p>	<p><b>Test, Evaluation &amp; Implementation</b></p> <p>Developed in-depth functional test documentation and conducted Application Functional Testing for BBD, CMS-ID, PCSR, EDM, RED/DA</p>
<p><b>Operations Management</b></p> <p>Working with BUPERS-07, developed a detailed migration plan that realigns the functions, tasks and activities of the BBTO to the BUPERS CIO in FY-14. The effort produced a detailed POAM to support the realignment, the required documentation for the SORM and a schedule of BPR work planned across the FYDP</p>	<p><b>Project Management</b></p> <p>Utilized the Integrated Master Schedule (IMS) to track:</p> <ul style="list-style-type: none"> <li>• Interrelated tasks and activities</li> <li>• Accomplishments and reporting criteria</li> <li>• Monthly reports detailing work accomplished</li> <li>• Resources utilized current and planned activities</li> </ul> <p>Developed and Utilized Standard Operating Procedures (SOPs) for all BUPERS-08 processes</p>

## Spotlight Summary

The Business Process Reengineering efforts of BUPERS-08 have been instrumental in changing the personnel management business process, allowing us to better serve the Sailors and their families.

### Organizational Challenge

BPM/NPC is in 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 of Force Readiness and Manning, ensuring the Fleet has improved resources it needs. BPR seeks to streamline processes, reduce errors, costs, and improving quality of service.

### Methodology/Process

The BUPERS Business Transformation Office (BBTO) is responsible for conducting BPR across BPM/NPC. The BBTO documents, analyzes, improves, and aligns policies, processes, systems and data integral to business operations. The BBTO approach to BPR is logical for assessing process weaknesses, identifying capability gaps, and conducting a DOTMLPF (Doctrine, Organization, Training, Material, Leadership and Education, Personnel and Facilities) assessment. The purpose of a BPR event is to outline the way we should do business more efficiently given further investments.

### The Separations BPR Project

The Separations BPR was conducted during multiple workshops facilitated by BBTO working with subject matter experts from PERS-4, PERS-8, PERS-9, BUPERS-26 and the PERS-00 staff. The goal of the Separations BPR was to develop fully integrated policies, processes, organizations, systems and data to support the processing of separations requests for Officer and Enlisted members. The BPR identified potential efficiencies in activity costs and activity time. Based on those efficiencies, it became clear that a materiel technology solution would optimize speed of service delivery, reduce activity time and cost and improve reliability. In the process, BBTO documented 9,108 functional requirements for the automation of the reengineered separations processes. The results of this BPR effort were submitted to DoD for certification of funds for the development and, after review, the DoD reported to the the Navy that this BPR package was "Near Perfect" and requested permission to use the documentation as an example for the rest of the DoD to follow.



**The BUPERS-08 Business Process Reengineering Team**

# BUPERS-1

Navy Personnel Research, Studies & Technology (NPRST)

## Mr. David Cashbaugh

Director

## CAPT Paul Simpson

Deputy

### What we do ...

Plans, develops, and executes CNP's personnel research and development strategy

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	6	\$1
CIV	43	\$4.7
CTR	0	
OPS		\$.9
<b>Total</b>	<b>49</b>	<b>\$6.6</b>

### Core Tasks

- Organizational Assessment
- Selection & Classification
- Force Management
- Optimization
- Modeling & Simulation
- Surveys and Quick polls
- Armed Services Vocational Aptitude Battery (ASVAB) Validation
- Research Information Systems

## Function

The Navy's people-focused research and development organization, dedicated to shaping the Navy's human resources vision while providing the research and useful products to solve or mitigate Navy's personnel-related challenges to the Navy.

## Top Accomplishments

- FA2** Advanced implementation of Navy Computer Adaptive Personality Scales (NCAPS)
- FA2** Continues to be sought after to assess effectiveness of myriad Navy programs
- FA2** Increased efficiency of Research Development Test and Evaluation (RDTE) excepted network
- FA2** Assessment of the Navy Advancement Center Final Multiple Score (FMS)

## Production Spotlights

<p><b>Organizational Assessment</b> 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 BPM/NPC</p>	<p><b>Selection and Classification</b> Executed collaborative assessment of Navy Advancement Center algorithm for Final Multiple Scores in conjunction with Naval Postgraduate School and Center for Naval Analyses</p>
<p><b>Force Management</b> Continued working group support of IMPACT-AC community management tool sponsored by Office of Naval Research for BUPERS-3 use</p>	<p><b>ASVAB Validation</b> Continued analysis of Navy cyber technical ratings to ensure cognitive skills requirements assessed via ASVAB meets current mission requirements</p>
<p><b>Research Information Systems</b> 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&amp;D excepted network to support OPNAV N2N6 data center consolidation initiatives</p>	

## Spotlight Summary

The NPRST Department of Organizational Assessment (BUPERS-14) consists of personnel research psychologists (Social, Industrial/Organizational, and Educational) and support personnel devoted to 50 years of organizational assessment research in the Navy and Marine Corps. The team develops and executes Navy-wide Surveys and Quick Polls to inform senior leaders and program managers on what Sailors and Marines think and feel, how policies and practices affect them, and what possible effects the programs and policies may have on overall satisfaction and continuation behavior.



**Front row (seated): Ms Zannette Uriell, Mr Geoff Patrissi, Dr Rosemary Schultz, Ph.D. Back row: Dr. Kimberly Whittam, Ph.D., Mr James Simien, Ms Andrea Doyle, Mr Michael Bates**

## Overview

Navy Personnel Research Studies and Technology (NPRST/BUPERS-1) is a reimbursable research and development (R&D) organization focused on solving MPTE challenges. Research areas include operations research, industrial-organizational (I/O) psychology, cognitive psychology and economics. The staff applies scientific knowledge and rigorous research protocols to properly frame MPTE challenges and develop valid analytical solutions and recommendations. Results are presented to project sponsors so informed policy-making and program decisions can be made.

## Methodology/Process

Navy typically obtains attitude and opinion data on personnel-related issues through large scale surveys. While the results are very informative, the traditional survey can be time-consuming. A large scale Navy survey can require 6 months to 1 year to define the core issues, develop and deploy the survey instrument, collect and analyze the results and ultimately deliver the critical information. This lengthy approach meets timelines for many recurring projects that develop long-term trends across the Department of Navy.

Frequently, many emergent decisions require a shorter project cycle to pulse the Fleet and obtain valid, reliable information to aid decision-making. The purpose of the Navy Quick Polls is to conduct quick, scientifically sound web-based polls of Navy personnel, typically in 30 days or less. These polls provide Navy leadership with reliable, credible, and representative data, with margins of error of  $\pm 5$  percent or less. Navy Quick Polls usually address "hot-button" issues of interest to Navy leadership.

## The Results

NPRST Surveys and Quick Polls support many Navy and Marine Corps decision-makers. The OPNAV N17 staff sponsors the recurring Navy Service member and Navy Spouse Personal and Family Readiness surveys to shape program effectiveness. Additionally, the Marine Corps Systems Command used the analytical services to conduct a deep-dive on organizational culture. Navy Personnel Command is currently executing an assessment of program changes to the Exceptional Family Member Program. Finally, NPRST supports other DoD offices. The Defense Equal Opportunity Management Institute incorporated the NPRST Operational Stress Control survey questions into their command assessment tool.

## BUPERS-3

Military Community Management

### CAPT Baron Reinhold

Director

### Mr. Mike Otten

Deputy

### What we do ...

Manages Sailor communities across the Fleet providing strategic level planning and forecasting

#### Resource Summary

as of 30 Sep 2013

	Personnel	\$ (m)
MIL	71	\$11.4
CIV	26	\$2.4
CTR	2	
OPS		\$7.4
<b>Total</b>	<b>99</b>	<b>\$21.2</b>

### Core Tasks

- Community/Sustainability Management
- Career Navigator-Professional Apprentice Career Tract (PACT)
- Promotion/Advancement Plans
- Community Billet Base Coordination
- Officer Force Management
- Accession Planning
- Career Navigator – Career Waypoint Re-enlistment
- Special and Incentive Pay planning

## 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

- FA1** Perform to Serve Program (PTS)
- FA1** PTS Quota Management Tool (QMT)
- FA1** Post-Enlisted Retention Board (ERB) fleet engagements
- FA1** Achieving Officer Force management goals in part by Probationary Officer Continuation & Re-designation boards
- FA1** Analytic division improved effectiveness & efficiency

## Production Spotlights

<b>Community/Sustainability Management</b> Processed 5,824 Fleet Reserve Requests	<b>Career Navigator-Professional Apprentice Career Tract (PACT)</b> Processed 11,382 Career Navigator-PACT Applications
<b>Promotion/Advancement Plans</b> Developed 38 AC / 27 RC Promotion Plans	<b>Community Billet Base Coordination</b> Staffed/Reviewed 2,958 Billet Change Requests
<b>Officer Force Management</b> Conducted 12 Probationary Officer Continuation and Redesignation Boards achieving 100% redesignation and separation quotas	<b>Accession Planning</b> Generated Accession plans for more than 124 Enlisted Active Duty/FTS/SELRES enlisted communities and more than 76 Active Duty/FTS/SELRES officer communities
<b>Career Navigator – Career Waypoint (CWAYS) Re-enlistment</b> Processed 163,065 CWAY Re-enlistment applications	<b>Special and Incentive Pay planning</b> Established Special and Incentive Pay plans for both Officer and enlisted corps to meet retention benchmarks to sustain community health

## Spotlight Summary

Over the course of nearly a decade, the Department of Defense has continued to downsize the Navy's active duty force with the goal of creating a smaller but more agile force that still retains effective war fighting capabilities. The BUPERS-3 Community Management Team immediately shifted course to ensure the Navy was successful in achieving End Strength goals within the fiscal year.

## Overview

In FY-13, for the first time in over nine years, force management actions were required to shift course from reducing inventory, to increasing retention and increasing active component inventory. BPM/NPC's community management support is vital to achieving the Navy's manpower requirements goals and was a key component of our strategic Focus Area 1 objective of Effective Fleet Manning.

## Action Plan

Many of the governing manpower plans required review and revision to support the objective of increasing inventories in an effort to meet the Navy's end strength goals. Of paramount importance, an increase to the enlisted recruiting accession mission was required which led to increasing the active component inventory, again to meet end strength goals. Captain Bruce Deshotel and Mr. Mike Dawson led the enlisted community management team in analyzing the impacts to the individual rating where accessions increases were allocated. This detailed analysis was needed first, to ensure that the accessions increases were achieved without negatively impacting Sailor's career opportunities and secondly to ensure alignment with the future year's requirements. Additionally, the Career Navigator/Career Waypoint (CNAV-CWAY) reenlistment program was enhanced and aligned to the revised force structure targets, as changes occurred within individual ratings. These actions immediately resulted in an increase of inventory throughout the year. CDR Robert Dryman and Mr. Earl Salter, program managers for the CNAV-CWAY re-enlistment program, coordinated and implemented the required changes to enhance re-enlistment goals and opportunity within the Career Waypoint system. Finally, the continuum of service efforts, which focused on reserve component Sailors who obtained the required skillsets needed in the active component, further increased the enlisted inventory. The initiative implemented by the BUPERS-3 Team, Reserve Component (RC) to Active Component (AC), known as RC to AC, resulted in achieving the stated objective of increasing enlisted inventories within the fiscal year.

## Impact/Results

BUPERS-3 Community Managers have nimbly adapted to shifts in Programmed End Strength and continuous shifts in Sailor retention behavior. The efforts of the entire Community Management team had a positive direct impact on increasing inventory to meet FY-13 end strength requirements.



The BUPERS-3 Community Management team

# 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 30 Sep 2013		
	Personnel	\$ (m)
MIL	8	\$1
CIV	25	\$2.3
CTR	34	
OPS		\$3.6
<b>Total</b>	<b>67</b>	<b>\$6.9</b>

### Core Tasks

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

## Function

Improve customer satisfaction via a centralized contact center and customer assistance directory for personnel issues from the fleet, family members, Reservists, and Retirees; manage and support urgent/emergent worldwide events through the Crisis Action Organization; ensure 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

FA2

The Customer Service Center completed a successful pilot to process electronic letters to the selection boards

FA2

Realigned Navy Casualty Assistance Programs from OPNAV to Navy Personnel Command

FA2

Reduced the critical backlog of the Casualty Central Billing Account by 40% which prevents the account from possible closure

## Production Spotlights

<b>Navy Locator</b> 12,274 Navy Locator transactions	<b>Customer Service Requests</b> 3,360 System Authorization Requests
<b>Record Information</b> Managed more than 62,000 documents	<b>Selection Board Packages</b> 41,017 letters to the board processed
<b>Customer Service Requests</b> First Call Resolution rate: 55.6% Customer Satisfaction: 73%	<b>Record Information</b> 1,107 Employment Verifications
<b>Casualty Response</b> <ul style="list-style-type: none"> <li>•Deceased Cases: 177 with estimated benefits paid of \$90.2M</li> <li>•Ill/injured bedside cases: 246</li> <li>•Traumatic Servicemember's Group Life Insurance claims: 572 with benefits paid of \$11.7M</li> <li>•Family Servicemember's Group Life Insurance claims: 364 with benefits paid of \$13.7M</li> <li>•Attended 6 POW/MIA Family Member Updates supporting 110 Navy family members</li> </ul>	<b>Customer Service Requests</b> <ul style="list-style-type: none"> <li>•213,924 phone calls</li> <li>•539 voice mails</li> <li>•1,171 faxes</li> <li>•8,799 e-mails</li> <li>•350 Facebook messages</li> </ul>

## Spotlight Summary

Following the re-organization of OPNAV N135 to OPNAV N17 - the new 21st Century Sailor Office – Navy Personnel Command sought to find a suitable organizational fit for Navy Casualty Affairs, previously N135C. PERS-1, which already performed the function of the Emergency Coordination Center and NPC's "1-800 U ASK NPC" Customer Service Center, was identified as the logical fit.

## Organizational Challenge

The PERS-1 team embraced the new missions and personnel of the Navy Casualty Office, newly designated as PERS-13. Navy Casualty's primary mission is the timely and compassionate care of Next of Kin family members in the event a Sailor becomes significantly injured, ill or dies. This care includes notification, certification of benefits, family member travel, and follow on long term care, liaison, and issue resolution. Navy Casualty also manages the Navy's Mortuary Affairs program, which ensures Sailor remains are properly handled in a dignified manner to their final resting place; that funeral and memorial logistics and expenses are handled on behalf of the family; and management the Navy's Burial at Sea Program. The Navy's execution branch of the DOD's POW/MIA recovery and identification mission is also part of Navy Casualty, and specialists are actively engaged in programs to recover remains from missing Sailors, to work genealogy and subsequent family DNA reference samples for remains identification, and to act as family liaison on behalf of the U.S. Government in support of the mission, which is to "Never Forget".

## Methodology/Process

Steady communication, proper planning and leadership, and motivated execution of a thorough transition plan ensured Navy Casualty was completely integrated with its new team on timeline. While efforts continue to leverage PERS-1 strengths with PERS-13's dynamic, high visibility and valuable mission, results have already confirmed that this alignment was the right move. As PERS-1's Director, Fred Chambers, put it, "This alignment is not just about re-drawing an 'org' chart; it's about providing a holistic solution".

## Results

Instant collaboration between the new Customer Service Center, Crisis Action Team, and Casualty Assistance Team significantly increased an already robust data bank for our Navy's Customer Service Center, as Sailors and families now get faster answers to their casualty entitlement questions.

In the event a disaster strikes with multiple casualties, the team of seasoned professional case managers will easily compliment NPC's already quality Emergency Coordination Center (ECC) structure. Working together the team will be extremely proficient in determining casualties, identifying affected families, and ensuring those Sailors and families get the assistance they need as quickly as possible.



**PERS-1 Customer Service Center team**

# PERS-3

Personnel Information Management

## Mr. Jim Tanner

Director

## Mr. Dwight Stanton

Deputy

### What we do ...

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

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	6	\$0.4
CIV	100	\$7.1
CTR	102	
OPS		\$20.1
<b>Total</b>	<b>208</b>	<b>\$27.6</b>

### 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
- NPC BCNR Liaison
- Navy Ex-Servicemember's Unemployment Compensation Management
- Board of Corrections of Naval Records (BCNR)

## Function

Provide 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

- FA2** 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
- FA2** 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
- FA2** Processed 7,454 transactions establishing early TRICARE eligibility for Reserve Component members and their families
- FA2** 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

<b>OMPF Management</b> Ingested 4,789,920 images into the Official Military Personnel File (OMPF)	<b>OMPF Management</b> Researched and responded to 1,114 Congressional inquiries
<b>OMPF Management</b> 528 Naval Discharge Review Board corrections	<b>OMPF Management</b> 146,226 technical corrections in the Official Military Personnel File
<b>Unemployment Compensation</b> Processed 31,125 notices of veterans claims for unemployment benefits (UCX) from 53 States and Territories	<b>Navy Performance Evaluations</b> Processed 627,350 evaluations and fitness reports
<b>Data Quality Maintenance</b> Processed 329,106 error corrections in corporate legacy systems	<b>Selection Board Support</b> Facilitated 158 Statutory, Administrative, Promotion and Selection boards
<b>OMPF Management</b> Processed 19,757 requests for medals and awards from active duty, veterans and next of kin, providing 176,463 medals/apprutenances	

## Spotlight Summary

PERSTEMPO is the tracking of nights spent away from home in support of operational commitments by 330,000+ Navy personnel. PERSTEMPO reporting was signed into law through the FY00 National Defense Authorization Act (NDAA). This mandate directed each service to track PERSTEMPO days for its force. Keeping up with this accurately can be a daunting task. PERS-3 has been assigned this task and in typical Navy fashion has “hit the deck running” to accomplish it.

## The Challenge

PERSTEMPO supports Navy management of stress on the force as requested by the CNO; Commander, U.S. Fleet Forces Command (N1); and, the Commander, U.S. Pacific Fleet (N1). Additionally, collecting deployment information allows the Military Health System to identify populations at risk for occupational and environmental exposures that may need medical follow-up. Improving timeliness of treatment will have a positive effect on readiness and long-term wounded warrior care.

The monetary incentive, High Deployment Allowance (HDA), was waived by OSD October 2001, but the requirement to track PERSTEMPO days remained. The tracking of PERSTEMPO is the right thing to do for sailors, but accomplishing it has been a challenge. In FY-13 alone, PERSTEMPO reporting compliance for units across the Navy increased from 15.9% to 94.3% with over 98% of all Navy personnel being accounted for. That encompassed some 9.2 million man days reported that were spent away from home in FY-13.

## Our Solution

PERS-3 continues work on key areas to improve communication and understanding of what PERSTEMPO can do for the fleet. Future improvements are:

- Continuing education of COs/OICs in the value of PERSTEMPO
- Addition of PERSTEMPO counter on a member's Leave and Earning Statement
- Semi-automated, robust PERSTEMPO data analytics capability at the SSN level for use by Navy leadership
- Additional functionality to the PERSTEMPO system to include negative reporting and Reporting Compliance Scorecards
- Formation of a PERSTEMPO Working Group which, in conjunction with BUPERS-08, developed a comprehensive Functional Requirements Document for a better PERSTEMPO system.

## Project Impact

Why is all this important? Simply put, it is a crucial component to taking care of Sailors and compensating them appropriately for their time away from home. When the payment of HDA is authorized, it could entitle additional monetary compensation for those individuals who exceed the 190 days consecutive pay threshold limit. The future of Health of the Force is tied closely to PERSTEMPO. Knowing which operational forces, communities, ratings, designators and pay grades are stressed due to high operational commitments can only help in future total force management, retention and quality of service.



The PERS-3 PERSTEMPO Team

## PERS-4

Career Management

### RDML John Alexander

Director

### Mr. Bernard Dunn

Deputy

### What we do ...

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

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	587	\$71.2
CIV	120	\$8.5
CTR	6	
OPS		\$179.4
<b>Total</b>	<b>713</b>	<b>\$259.1</b>

### Core Functions

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

## 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

- FA1** Implemented Phase 1A of Billet Based Distribution, providing initial capability to match sailors to billets
- FA1** Established the Deployability Assessment Office Branch PERS-454
- FA1** Leader for Enlisted Community Management Team for Enlisted Women in Submarines Task Force
- FA1** Support for P3 transition to P8 and EA-6B to EA-18G
- FA1** Implemented sourcing strategy for Commander, Joint Chiefs of Staff Afghanistan Pakistan (AFPAK) Hands program
- FA3** Began Accessions/A-School Detailing pilot
- FA3** Merged PERS-4417 (Full Time Support Personnel Distribution) and PERS-4G (augmentation for Navy emergent manpower requirements) to form PERS-46
- FA1** Completed the Limited Directed Detailing program
- FA3** Began zero based review of personnel resources, business practices and standard operating procedures (Distribution Guidance Memorandums, Military Personnel Manual Articles)

## Production Spotlights

<b>Detailing</b> Detailer to Sailor Ratios: Enlisted (1:1504) & Officer (1:551)	<b>Generate and Release Orders</b> 86,115 PCS Orders written and released
<b>Generate and Release Orders</b> 5,189 Individual Augmentation Orders written and released	<b>Generate and Release Orders</b> 8,073 Mobilization Orders written and released

## Spotlight Summary

BPM/NPC's primary mission is to support Fleet manning and PERS-4 is key driver to the distribution of our Sailors worldwide. The primary goal of the Exceptional Family Member Program (EFMP) is to ensure Service members are assigned only to those geographic areas where the medical (physical, mental, developmental) or educational needs of the Exceptional Family Members can be met.



Front (L to R): Charles Matthews, Armelon Beck, HMCS (FMF) Archie Urbano. Back (L to R): CDR Dave Mater, Ricka Socha

## Overview

Prior to FY 2010, EFMP was a personnel function. The 2010 NDAA Section 563 required Military Services to develop family support programs for families with special needs; provide non-clinical case support; develop and oversee individualized Service Plans; provide recordkeeping, reporting, and monitoring of available resources and individualized service support plans including central or regional databases. In December 2011, the Vice Chief of Naval Operations directed consolidation of Program Management Office responsibilities under the cognizance of Commander, Navy Personnel Command. In 2013, PERS-4 underwent an extensive review of EFMP family support and distribution of EFMP Case Liaisons looking for better ways to meet Fleet and family needs of those enrolled in EFMP. Several new policy and program changes were established as a result.

## Our Methodology

The challenges the Navy has with family support of EFM's are complex, requiring a multi-faceted approach. Identification and enrollment occurs within the Military Treatment Facilities (MTFs); assignment and manpower distribution occurs at the Navy Personnel Command; and, family support is provided within the Installation Fleet and Family Support Centers. A series of program changes were made in 2013 in a series of four new initiatives in addition to enhancements to the EFMP module within the Navy Family Accountability and Assessment System (NFAAS). They focused on improving the enrollment process, family support, and training.

## Initiative Highlights

Three major efforts were implemented to support this project. NFAAS Phase II EFM enhancements continued in 2013 for Full-Time Support (FTS) enrollment, allowing current Navy family members to update EFM status/enrollment, allowing family members to view case details, metrics/reporting, and giving Navy commands the ability to view enrollment status of sailors assigned to their command. Delivery of Phase II enhancements planned for Q3 FY-2014. In 2013, implemented auto generation of admin EFM notifications (enroll, expired, received, etc.) and a NAVADMIN in November 2013 directed at commands and sailors addressing EFM re-enrollment delinquencies. In 2011, 32 EFMP Case Liaisons were added to Fleet and Family Service Centers (FFSC) to provide family support and non-clinical case management. In 2013, a review was undertaken to decide the best place to locate the Case Liaisons. A review was done to see if moving the Liaisons to the MTFs would allow one-stop shopping option. The results of the review were presented to the Navy Professional Alliance (NPA) and the decision made to keep the liaisons within the FFSC and expand non-clinical service to the major MTFs in San Diego, Bremerton, and Pensacola. Expansion is dependent on POM 15 approval for additional EFMP Case Liaisons. The third and final major effort focused on communication and training. Monthly training was initiated in 2013 through webinars on various topics to MTF and FFSC personnel. Special events were initiated throughout the Regions for Navy EFM families and Command Point of Contact (POC) training was developed so Command EFMP POC's for better deck plate support to the sailors and their family members with special needs.

# PERS-5

Business Operations

## CAPT Brian Wenger

Director

## Mr. Michael Higgs

Deputy

### What we do ...

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

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	10	\$1.3
CIV	92	\$8.2
CTR	81	
OPS		\$8
<b>Total</b>	<b>183</b>	<b>\$17.5</b>

### Core Tasks

- Financial Management
- Command Logistics Support
- Information Technology
- Business Analysis
- Training Administration
- 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

- FA3** As a result of a successful contract court, established the command's requirements review board (RRB) for reviewing and approving major labor contracts
- FA3** Improved efficiency of Temporary Duty Under Instruction (TDI) reconciliation process
- FA3** Successfully transferred 2478 PASS program NMCI users from CNIC to BUPERS management control in support of the functional program transfer
- FA3** Completed two high-profile financial audits that resulted in significant improvements in operating procedures

## Production Spotlights

<p><b>Business Analysis</b></p> <ul style="list-style-type: none"> <li>•Completed 13 Lean Six projects capturing a savings of \$4.8M</li> <li>•Significantly expanded and improved the command Managers Internal Control program (MICP)</li> <li>•Completed 10 MICP "tests" under the new program</li> <li>•Trained all command MICP coordinators</li> <li>•Developed a command MICP Administrative Manual Article</li> </ul>	<p><b>Information Technology Development and Information Assurance:</b></p> <p>Confirmed the security remediation efforts on more than 215,000 lines of source code for BUPERS Online applications. Secured BOL and the Selection Board environment by applying 68,315 patches, allowing NPC to safeguard the sensitive personal information of our Sailors and provide the fleet with highly qualified future leaders</p>
<p><b>Information Technology NMCI:</b></p> <ul style="list-style-type: none"> <li>• Completed 4,578 Move, Add, Change requests</li> <li>• Executed 48 NMCI Continuity of Service Contract (CoSC) task orders for 23 BPM/NPC units and 128 CoSC task order modifications for a total expenditure of \$5.3M</li> </ul>	<p><b>Command Logistics Support</b></p> <ul style="list-style-type: none"> <li>•Processed 2,165 supply requisitions (\$720K)</li> <li>•Managed 25 service contracts (\$462K) and 32 mortuary contracts (\$131K)</li> <li>•Processed 91 transactions totaling \$220k for NPC Medals and Awards program that moved to NPC from St. Louis</li> </ul>
<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>•Reconciled 15,144 sets of orders to free up \$9.31M in Temporary Duty Under Instruction funds</li> <li>•Reviewed and released 197,892 sets of PCS orders</li> <li>•Issued funding documents totaling \$274M over 4 appropriations for 74 programs of record</li> </ul>	

## Spotlight Summary

The Continuous Process improvement/Lean Six Sigma (LSS) Program has been an integral part of Strategic Focus Area Three, Effective BPM/NPC Performance. In FY12, PERS-5 re-established the Continuous Process improvement/Lean Six Sigma (LSS) Program and in FY13 this program yielded cost reductions and quality of service improvements in many BPM/NPC operations.



**Front (L to R):** CAPT Brian Wenger, CDR Tom Sliski, Hazel Jones, Victor Roselli, Randy Brou, Steve Veach, CDR Bart Fabacher, LCDR Christopher Benjamin, Vanessa Sweet. **Back (L to R):** Roy Thompson, OS1 Jose Hernandez, LCDR LaShandra Beard, Josh Deakins, AVCM James Dickinson, Vincent Balla, FC1 Richard Neuer, LCDR Jeremy McLaughlin

## Lean Six Sigma Deployment at BPM/NPC

When the LSS program was re-established, the learning of quality improvement practices and statistical methods were not restricted to any one job description, department, or business function. In fact, employees across all job functions and backgrounds were trained in Lean Six Sigma (LSS). This new deployment of the LSS program would serve as a major element in the strategy to reduce the amount of human effort required per unit of output. To accomplish this, the organization was faced with the challenge to quickly develop a cadre of skilled LSS practitioners within the full-time workforce. Two years into the new program deployment, PERS-5 has coordinated the formal training of approximately 30 Green Belts! The number of LSS trained personnel is significantly higher when also considering those employees who have received Champion and Yellow Belt training.

## Lean Six Sigma Projects

In FY-13, there were 36 LSS events initiated at BPM/NPC, completing 13 of them. There were also a number of "just-do-it" projects conducted by the civilian and military workforce as well. Just-do-it projects are process improvement projects that do not require the full range of LSS methodology to establish the improvements. They do, however, improve processes and promote employee empowerment to affect change. Today, BPM/NPC has more than 35 "belted" projects underway with more kicking off every month. Some of the notable LSS projects conducted by the process-improvement teams in FY 13 included: the reorganization process, NPC Internal Contracting, Enlisted Canvasser Recruiter (ECANREC) Reserve Recall, the Medical Hold (MEDHOLD) process, active to reserve component transition, training needs assessment process and civilian labor controls.

## The results of the LSS Deployment

As a result of the new LSS program, improvement projects have resulted in approximately \$4.9 million dollars in savings. These improvement projects have also increased work productivity above and beyond the organizations previous "As-Is" capacity. Another benefit of the LSS program has been the increased engagement of our workforce. Our employees have been instrumental in identifying and solving problems that have helped to transform the organization. However, the true benefit resulting from our FY13 LSS efforts has been provided to the BPM/NPC customers in the form of better services, better delivery of these services and even better quality of the same.

## PERS-8

Career Progression

### CAPT Chris Halton

Director

### Mr. Richard Mason

Deputy

### What we do ...

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

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	53	\$6.7
CIV	65	\$4
CTR	0	
OPS		\$0.3
<b>Total</b>	<b>118</b>	<b>\$11</b>

### Core Tasks

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

## Function

Administer and implement 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. Administer and monitor all elements of the SECNAV 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. Advise and assist OPNAV 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

- FA2** 30,608 Officers eligible and screened in support of pay grade O-3 to O-8 active and reserve selection boards
- FA2** 39,523 Enlisted eligible and screened in support of E-7 to E-9 active and reserve selection boards
- FA2** 24,519 Enlisted separations processed (Favorable and Unfavorable)
- FA2** 1,217 Officer resignations processed
- FA2** Implemented a customer service index (CSI) to establish a benchmark of HR service quality in the execution of officer and enlisted promotion selection boards

## Production Spotlights

<b>Officer/Enlisted Retirements</b> 9,303 Retirements Processed (O/E)	<b>Promotion/Advancement/ Appointments</b> 17,906 Promotions (O/E)
<b>Enlisted Administrative Boards</b> •8,384 Continuation Board eligibles •16,768 Continuation Board reviews	<b>Detachment for Cause/Separations</b> •208 Detached for Cause (O/E) •169 Administrative separations (O)
<b>Medical Advisement for Career Progression</b> 4,042 Physical Evaluation Board Notices of Decision	<b>Enlisted Special Pay</b> •\$6.8M in Enlistment Bonuses •\$108M in Selective Reenlistment Bonuses (SRB) •\$5M in SRBs Recouped
<b>Statutory/Administrative Board Membership</b> 4,040 Board Member nominations/applications processed (O/E)	

## Spotlight Summary

A team comprised of the NPC Career Progression Department and OPNAV N17 successfully collaborated to create and implement a new expedited transfer process for victims of sexual assault. The team also developed a database and process for tracking of sexual assault transfer demographics via automated report generation. This effort demonstrated the ability and dedication of BPM/NPC to work in cross-functional teams to resolve important issues, and illustrated our commitment to strategic Focus Area 2, Quality HR Service Delivery.



From Left to Right: LN1 April Mercer, Theodore Brown, Jerry Gorham, CDR Jason Webb

## The Challenge

On 16 Dec 2011, the Secretary of Defense issued Directive-Type Memorandum 11-063 for the expedited transfer of military service members who file unrestricted reports of sexual assault. Since January 2012, the United States Navy has executed 241 sexual assault expedited transfers. As fleet awareness of this program has increased the number of transfers has increased. Currently, we are averaging 15 sexual assault expedited transfers per month. NDAA 2013 directed the inclusion of greater detail in case synopses portions of military sexual assault reports, provided guidance for prescribed procedures for application of permanent change of station for victims of sexual assault or related offenses, and required the keeping of metrics associated with sexual assault. Both the increasing number of expedited transfers and new requirements of NDAA 2013 were encumbered by a manual expedited transfer tracking process that has been in place since Jan 2012.

## Our Solution

Until recently, expedited transfers were included with safety transfers under MPM 1300-1200, which created confusion in the Fleet as to which type of transfer a Sailor should request. The guidance for safety transfers has now been moved to a separate article, MPM 1300-1250, to clarify policy. Additionally, both 1300-1200 and 1300-1250 were drafted to clarify requirements, and templates included for commands to use in requesting a transfer. To comply with the requirements of NDAA 2013 a restricted access database has been developed to track expedited transfers. This database will enable the extraction of reports to meet the requirements of NDAA 2013 while permitting the generation of metrics by which expedited transfer program effectiveness can be measured.

## The Results

Working with N17, PERS-8 completed the drafting of MPM articles to clarify processes associated with both expedited and safety transfers. This collaboration also produced a database that in the future will allow timely responses to tasking for sexual assault data, and enable the tracking of trends at various levels within the Navy. The combined efforts of this team will ensure victims of sexual assault receive maximum support during a time of need and stands as another example of our command's commitment to deliver the best possible quality HR services to Sailors.

# PERS-9

Reserve Personnel Management

## CAPT Sean Fagan

Director

## CAPT Elisabeth Stephens

Deputy

### What we do ...

Interprets, develops & executes Navy policies for all Navy Reserve personnel

Resource Summary as of 30 Sep 2013		
	Personnel	\$ (m)
MIL	56	\$9.5
CIV	59	\$3.5
CTR	0	
OPS		\$1.7
<b>Total</b>	<b>115</b>	<b>\$14.7</b>

### Core Tasks

- Personnel Administration for Navy Reservists
- Individual Ready Reserve (IRR) Administration
- Functional Manager of the Inactive Manpower & Personnel Management Information System
- Medical Benefits Issuing Authority 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

- FA2** 50 percent reduction in processing Enlisted Administrative Separation packages for higher level review
- FA2** 30 percent reduction in processing time for inter-service transfer requests
- FA2** Established email encryption capability for departmental accounts resulting in streamlined communications, more efficient processing, and compliance with PII guidance
- FA2** Reduced processing time for Individual Ready Reserve (IRR) discharge letters from 45 days to approximately 5 business days

## Production Spotlights

<p><b>Personnel Administration for Navy Reservists</b></p> <ul style="list-style-type: none"> <li>• Maintained more than 1,700,500 reserve personnel records</li> <li>• Completed 44,372 Officer/Enlisted Administrative Personnel Actions</li> <li>• Processed 2,668 retirement without pay applications and 2,954 retirement with pay applications</li> <li>• Processed 11,050 30-year Fleet Reserve retirements</li> </ul>	<p><b>Medical Benefits Issuing Authority for Navy Reserve Personnel</b></p> <ul style="list-style-type: none"> <li>• Processed 2,460 Medical Retention Review/Physical Risk Classification packages</li> <li>• Processed 1,739 Medical Hold/Line of Duty Incapacitation Benefit requests</li> </ul>
<p><b>Reserve Recall Support</b></p> <p>Processed more than 850 definite and indefinite recall applications resulting in 583 Navy Reservists recall to temporary and permanent Fleet support assignments</p>	<p><b>Functional Manager of the Inactive Manpower &amp; Personnel Management Information System</b></p> <p>Performed more than 130,000 data cleansing/data integrity actions in support of Navy Reservists' pay and personnel records</p>
<p><b>Career Transition Services</b></p> <p>Affiliated 616 Enlisted and 725 Officers with the Selected Reserve directly from Active Duty</p>	<p><b>IRR Administration</b></p> <p>Issued more than 66,000 Officer Status/IRR Letters</p>

## Spotlight Summary

The Reserve Recall Division (PERS-92) continued work in support of the Navy's Continuum of Service effort. PERS-92 facilitated the recall of 583 Reserve Component officer and enlisted personnel in support of Active Component requirements. The recalls targeted Sailors with valued experience and qualifications and provided them with diverse career opportunities while also filling Active Component requirements.



**From Left to Right: LCDR Ken White, NCC Jason Varble,, Johnny Ervin, PSC Audrey Dixon, RP1 Michaela Saffawuya, PS1 Kevin Boston, PS1 Jackeline Rawls**

## The Challenge

PERS-92 worked closely with community managers, detailers, Chief of Navy Personnel staff Operational Support Officers and supported commands to identify recall requirements and provide trained Sailors to fill the requirements.

## Our Solution

During FY13, when the Active Component (AC) identified significant Fleet manning gaps, insufficient inventory with the required skill sets, and community health concerns essential to meet Navy missions, PERS-92 executed definite and indefinite recalls for Sailors in the Reserve Component (RC). Supporting the Fleet Manning Strategic Focus Area in the integration of the Continuum of Service, PERS-92 processed nearly 900 applications and transitioned or extended 583 officer and enlisted personnel to meet emergent and long term Navy needs. Temporary, or definite, recall support consisted of close coordination with Navy Recruiting Command, to recall 56 Reserve officers and 69 Reserve enlisted to Canvasser Recruiter (CANREC) positions across the country at 26 Navy Recruiting Districts. Additionally, 64 officers and 116 enlisted personnel were continued beyond their initial two-year recall to help achieve the FY13 recruiting goals. What began as an increase of 20 enlisted Sailors to serve as Recruit Division Commanders at Recruit Training Command Great Lakes, ultimately resulted in an additional 89 Sailors with specific skill sets recalled for one year within 14 of Naval Education and Training Command's (NETC) subordinate training commands resulting in minimized awaiting instruction time and getting the Sailors to the fleet. PERS-9 advertised 248 opportunities, processed 161 applications within defined standards, gained efficiencies, improved processes, and indirectly improved fleet manning. Historically, very limited indefinite, or permanent, recall opportunities existed. In FY13, officer indefinite recalls remained relatively constant with 25 officers transitioning into 8 designators. Enlisted community health concerns resulted in exponential growth in enlisted opportunities. Reallocating internal resources, PERS-9 advertised more than 1,400 opportunities in 28 ratings and 74 rates and processed 151 applications, resulting in the selection and recall of 62 enlisted Sailors.

## Results

PERS-9 continues to be a strategic partner in the Navy continuum of service effort. As a result, the future Navy mission is better supported by the right mix of skills and experiences assigned worldwide while providing career options for Navy Reserve Sailors who desire to return to Active Duty to serve their nation.

# BUPERS-26/ PERS-2

Pay & Personnel Management

## CAPT Hank Vitali

Departing (D) Director

## Ms. Ann Stewart

Relieving (R) Director

## CDR Cliff Christy

Departing (D) Deputy

## Mr. Jim McDonner

Relieving (R) Deputy

### What we do ...

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

Resource Summary as of 30 Sept 2013		
	Personnel	\$ (m)
MIL	5	\$1
CIV	6	\$1.2
CTR	0	
OPS		\$1.8
<b>Total</b>	<b>11</b>	<b>\$4</b>

### Core Tasks

- Pay and Personnel Management
- Pay/Personnel Administrative Support System (PASS) Program of Record (POR) Transfer/Transition
- Personnel Service Delivery Transformation (PSDT)
- Pay and Personnel Modernization Support

## Function

Pay and Personnel and Passenger Transportation advisor to the Chief of Naval Personnel. 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

- FA2** Continued implementation of eLeave afloat
- FA2** Knowledge Integrators for Authoritative Personnel and Pay Information
- FA2** Developing Personnel Support Professional Workforce
- FA2** Cultivation of Expanded Centralized Transaction Processing
- FA2** Established PERS-2 as Pay and Personnel Management Organization

## Production Spotlights

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

# BUPERS Millington/Navy Personnel Command



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