

A Mission Well Done ...



2012

Bureau of Naval Personnel - Millington

Navy Personnel Command

FY12 Annual Report

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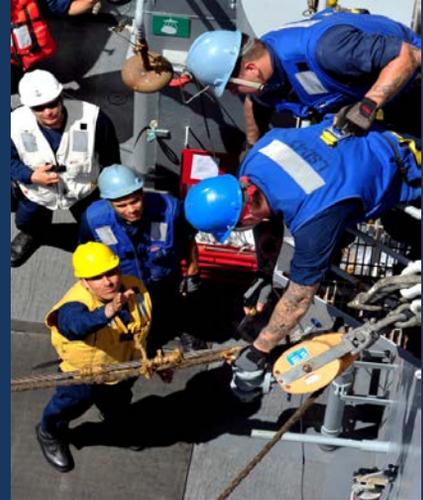
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Mission First



Sailors Always



A Year of Mission Success

Team,

As I reflect on the past year here at the Bureau of Naval Personnel Millington/Navy Personnel Command (BPM/NPC), it is with great pride and admiration for all of our people who work tirelessly everyday supporting the Fleet, Sailors and their families. Without your daily dedication to our mission, we would not have the strong Navy we have today. Our mission: Manning the Fleet with ready Sailors – supporting their ability to serve from beginning to end – is clearly being carried out with competence and compassion everyday. While our work here at BPM/NPC is complex and our services varied, one constant across the board is the dedication our people have for the mission: Mission First ... Sailors Always!

Our Fiscal Year 2012 Annual Report reflects continued dedication to our 2020 Vision across all three of our strategic Focus Areas: Effective Fleet Manning, Quality Human Resource Service Delivery, and Effective BPM/NPC Performance. You will see our day-to-day work across the command aligned to our Focus Areas. Our Focus Areas remind us of what we value, our priorities, and ultimately prepare us to best serve the Navy.

This report is a celebration of the outstanding work we do here for the Navy and its Sailors. From business operations to detailing, community management, and career development, we cover the gamut of Human Resources support. In this report you will find details about both our day-to-day mission accomplishment and highlights of the year's successes.

Take pride in your victories, feel proud of the impact you make, and keep up your great work supporting the Navy, its Sailors and their families.

Thanks for all you do! Bravo Zulu!



RADM Cynthia Covell



RADM Cynthia Covell

Deputy Chief of Navy Personnel
Commander Navy Personnel Command

N1 / Chief of Naval Personnel Strategic Priorities for the MPTE Domain



Responsive Force Management

*These priorities provide focus and direction to guide our work while remaining consistent with CNO's tenets: **Warfighting First – Operate Forward – Be Ready.** Our focus will be to **Stabilize, Balance and Distribute** the force in order to ensure our Sailors are **Assignable, Deployable and Distributable.***

Fleet Manning / Senior Fit at Sea – stabilize, balance and distribute the workforce to meet Fleet needs

Sailor Training – optimize supply chain to meet Fleet requirements

Recruiting – attract and recruit the right number and quality of Sailors

Retention – retain the best workforce to meet Navy's mission

Effective Personnel Readiness

21st Century Sailor – maximize Sailor personal readiness and maintain resiliency to hone the most combat effective force in the history of the Navy

Training / Education – ensure our personnel have the knowledge, skills and abilities to perform throughout their careers while developing and maintaining unsurpassed warfighter skills

Family Support – ensure Sailors and their families have the services and resources they need

Sound Organizational Alignment

Seamless Alignment

- Fleet – recognize the Fleet's decisions and actions
- CNIC (PASS, EFM, Safe) – ensure alignment with zero impact to service
- Resource Sponsors – ensure alignment and responsibilities with N1

MPTE Lines of Business – ensure support CNO in all areas of management and education matters

31 October 2012

(http://www.navy.mil/cnp/CNP_StrategicPriorities.pdf)



CNO's Sailing Directions

MISSION

Our core responsibilities

Deter aggression and, if deterrence fails, win our Nation's wars. Employ the global reach and persistent presence of forward-stationed and rotational forces to secure the Nation from direct attack, assure Joint operational access and retain global freedom of action. With global partners, protect the maritime freedom that is the basis for global prosperity. Foster and sustain cooperative relationships with an expanding set of allies and international partners to enhance global security.

PRIORITIES

The enduring responsibilities of each CNO

- ◆ Remain ready to meet current challenges, today
- ◆ Build a relevant and capable future force
- ◆ Enable and support our Sailors, Navy Civilians and their Families

VISION

Navy's contribution and characteristics over the next 10-15 years

The U.S. Navy will remain critical to our national security and our economic prosperity.

- ◆ The Navy will continue to be at the front line of our nation's efforts in war and peace with a proud heritage of success in battle on, above, and below the sea.
- ◆ The Navy will continue protecting the interconnected systems of trade, information, and security that underpin American prosperity.

(http://www.navy.mil/cno/cno_sailing_direction_final-lowres.pdf)

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

Our Strategy

BPM/NPC Focus Area #1

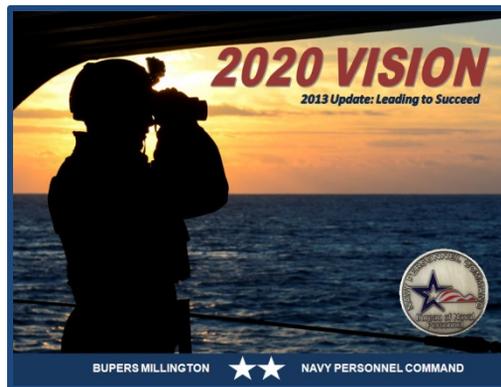
Effective Fleet Manning – We will have an effective and efficient manning process which will provide ready Sailors supporting Fleet manning goals.

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/>

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 Values

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

Focus Area One Spotlight

Enterprise Data Metrics

Mr. Mike Hollister, shown at right providing a briefing on Navy Enlisted Accession Supply Chain (NEASC) metrics to N1B, Mr. Scott Lutterloh, is a member of the BUPERS 3, PERS 4, and Production Management Office team chartered to make Street to Fleet metrics a more transparent process. The work of this team combined with their Production Line teammates at Navy Recruiting Command, Navy Education Training Command, and OPNAV N15 is providing corporate-level visibility to MPTE leadership on Supply Chain Execution.



Mr. Mike Hollister briefs Mr. Scott Lutterloh on Navy Fleet Manning Enterprise data metrics

The Challenge

As part of the continuing Manpower, Personnel, Training and Education (MPTE) Enterprise's efforts to improve how Sailors are recruited, trained and distributed to the Fleet, representatives from BUPERS 3, PERS 4, and the Production Management Office (PMO) have partnered to develop, implement, and maintain metrics using commercial supply chain best practices in support of the Focus Area 1.3 goal of reducing supply chain inefficiencies. Prior to this partnership, MPTE decision-makers could not leverage the benefit of enterprise wide metrics to fully evaluate Focus Area 1 goals.

Our Plan of Action

1. Develop a disciplined and reliable process for Navy Enlisted Accession Supply Chain (NEASC) metrics to be presented to MPTE leadership to manage planning and execution activities to ensure the right sailor, at the right place, at the right time.
2. Establish a process that provides a drill-down capability to the process/organization level.
3. Establish baselines and entitlements for drivers, results, inventory levels and other data as deemed necessary by the MPTE leadership.

The Results

The BUPERS 3, PERS 4, PMO team, with support from OPNAV N15, Navy Recruiting Command (NRC) and Navy Education and Training Command (NETC), developed the *first ever* Corporate level dashboard of the NEASC from **Street to Fleet**. The team also developed Supply Chain Flow Indicators (SCFI) with associated Rating Dashboards and Accession Path Process Map drill downs to provide analytic tools for 87 Production Lines and 792 Accession Paths.

"Our best work has been the development of enterprise metrics to accurately analyze where problems exist; including personnel inventory, distribution, resupply, Street To Fleet analysis and SCFI. The work accomplished has set us on a path to making effective changes before problems can occur."

Rear Adm. (Sel) John Alexander, Focus Area-1 Lead



**Build
Healthy
Communities**



**Improve
Sailor
Distribution**



**Reduce
Re-supply
Inefficiencies**

Effective Fleet Manning *FA1 Top Accomplishments*

- Implemented the Surface Warfare Officers School
- Basic Division Officers Course (BDOC) for all new accessions
- Supported the first women reporting for submarine duty
- Signed Supply Chain Vision and Concept of Operations
- Conducted Supply Chain Strategic Simulation 1-12 (SCSS 1-12)
- Validated Street to Fleet entitlement time for 682 NEC Accession paths
- Managed the Perform to Serve (PTS) Program
- Provided oversight for the PTS Quota Management Tool
- Attained Officer Force Management goals
- Initiated near and long term fleet manning initiatives to improve enlisted at sea manning, Fit (right pay band and rating) and Fill (onboard inventory v. billets authorized)

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 Values ...

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

Focus Area Two Spotlight

PASS Program Transition

A major CNP initiative is the successful transfer of the Navy's Personnel Administrative Support System (PASS) to BPM/NPC. Transferring functional ownership of the PASS program aligns to our Focus Area 2 in delivering timely and accurate Pay and Personnel services to Sailors and their families. A tiger team representing multiple lines of business and services worked together in FY12 to set the stage for this significant program realignment of the PASS Program of Record which involves not only the transfer of the program but also the transformation of how we provide personnel services to the Navy.

Our Challenge

Under Secretary of the Navy Robert Work noted, "the organization and management of Navy Personnel and Pay policy, process and execution is fragmented across multiple entities." Thus Deputy Chief of Naval Operations (DCNO) Manpower, Personnel, Training & Education (MPT&E) (N1) and Commander Navy Installations Command (CNIC) agreed to transfer the entirety of the PASS Program, which resulted in the standup of the PASS transition working group (TWG).

Our Team

The primary management body orchestrating the transfer of the PASS Program is led by BUPERS-26 in partnership with CNIC N14. Additionally, an internally focused BPM/NPC PASS Transition 'Tiger-Team' was established led by BUPERS-26 in partnership with PERS-1 and BUPERS-05. The team was formed to work through daily execution issues and codify internal execution relationships to ensure no degradation in current PASS Program performance or personnel service delivery levels and standards during and after the functional transfer. Members from BUPERS-00IG, 05, 07, 26 and PERS-00P and 5 provided critical support to the working groups.

Our Results

Bringing PASS program management and execution into the MPT&E enterprise aligns policy, process and execution of personnel service delivery to 85% of the Navy. Through the leadership of BUPERS-26, the team's efforts resulted in 1) a Memorandum of Agreement (MOA) between DCNO (MPT&E) (N1) and CNIC signed March 2012, 2) a budget transfer document signed by Budget Submitting Office (BSO) 22 and BSO 52 comptrollers April 2012 effecting the financial transfer of the program resources, and 3) a comprehensive Plan of Action and Milestones outlining the transition plan in FY13 as well as the transformation efforts in FY14 for the PASS program.



Left to Right: Jim Christy, Eddie Dale, Dan Harris, Steve Hubbard, Rhonda Harders, CAPT Hank Vitali, CDR Marcia Melton, LCDR Mark Wadsworth, CDR Christy, Fred Chambers, LCDR Rob Lyon, Tonja Taylor, CWO4 Milton Key, Meera Pejaver, Dawn Scott, Sheila Pena



**Responsive
HR Service
Delivery**



**Consistent/
Accurate HR
Information**



**Responsive
HR Service
Delivery**



Quality HR Service Delivery

FA2 Top Accomplishments

- Processed 18,580 approvals of GI Transfer of Education benefits
- Decreased the medals and awards processing back-log in St. Louis
- Processed 4.1M images to the Official Military Personnel File (OMPF)
- Researched Veteran records to approve three Purple Hearts
- Completed new Career Management System/Interactive Detailing system functionality
- Oversaw the Voluntary Sea Duty Program
- Transitioned the Exceptional Family Member Program
- Screened 31,437 Officers eligible for selection boards
- Screened 41,171 Enlisted eligible for selection boards
- Processed 12,683 Enlisted separations
- Processed 1,675 Officer separations
- Achieved 40 percent reduction in open Line of Duty cases
- Achieved 85 percent reduction in processing time for Medical Benefits Issuance
- Reduced processing time from more than 120 days to less than 90 days for inter-service transfers
- Conducted Post-Enlisted Retention Board fleet engagements
- Implemented Don't Ask, Don't Tell Command Leadership Training
- Crisis Action Organization participated in two Personnel Accountability exercises achieving 100% and 99.6% accountability
- FORCE Weekly Updates to the Fleet
- Closed 182 hotline cases
- First-ever virtual focus groups of Navy leaders on Operational Stress

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 Values ...

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

Focus Area Three Spotlight

Civilian Fitness Challenge

The Civilian Fitness Challenge is a command-wide program in response to the FY12 Federal Executive Association weight loss challenge. A group of BPM/NPC civilians orchestrated a varied and instructive program covering physical fitness, nutrition, and wellness programs supported by leadership and supervisors. The Civilian Fitness Challenge supports the command's ongoing wellness program and highlights our priority to care for the workforce.



Pamela Gowdy, Michael Higgs, Laurie Lee Gschwend, RADM Cynthia Covell, and Diane Lofink hold the first place trophy in honor of BPM/NPC winning the 2012 FEA Civilian Fitness Challenge.

The Challenge

It started as a challenge...a gauntlet thrown down at the May 2012 Federal Executive Association (FEA) Luncheon: "The Federal Agency whose civilian personnel achieve the most weight loss by May 2013 will win!" The challenge was presented to the command at the July 11, 2012 All Hands meeting by the Civilian Fitness Team: Pam Gowdy, Laurie Lee Gschwend, Robin White, and Diane Lofink.

Our Program

The response was amazing, with 65 registrants the first day! As of January 2013, that number has grown to 75 active participants. The BPM/NPC Command Civilian Wellness Program (ADMIN MANUAL ARTICLE 0100-080) authorizes up to 3 working hours per week to participate in wellness activities. Fitness Challenge participants may follow a self-directed regimen or pair up with others. Some offices participate in group physical fitness sessions facilitated by a trained instructor, which serves to motivate and teach the group new routines and methods to stretch, tone, and exercise in a safe and fun environment.

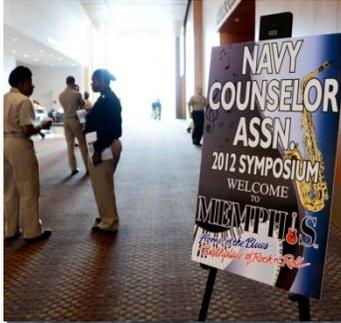
Special Events

A variety of special events were offered in 2012, such as LCDR Jennifer Wallinger's (N-135 Certified Nutritionist) Commissary Tour with tips for smart grocery shopping; a hands-on demonstration on how to adjust and safely use MWR fitness equipment by Mr. Dean Harris (N-135 Fitness Expert); a low-impact workout led by FEA's Fitness Challenge Leader Ms. Tezra Woody; a Healthy Lifestyle Fair featuring a motivational fitness presentation by Deb Howze (NSA Mid-South Morale Welfare and Recreation (MWR)) and lecture on healthy eating by LCDR Wallinger. Fitness Challenge participants may take advantage of a wide variety of special classes and seminars that are offered throughout the year through MWR. To monitor progress, Fitness Challenge participants weigh-in on the last Tuesday of each month, and those results are reported to the FEA contest coordinator.

Outcome

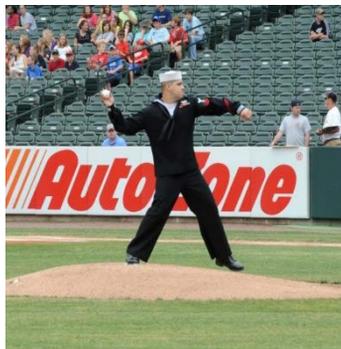
The BPM/NPC participants won first place in the 2012 FEA Civilian Fitness challenge!

Improve Organization Capability



Develop Our Workforce

Be Better Communicators



Effective BPM/NPC Performance *FA3 Top Accomplishments*

- Instituted the Civilian Fitness Challenge
- Supported Sexual Assault Prevention Month
- Implemented the new Virtual Town Hall program cited as Best Case by Navy IG
- Implemented new document routing process via Adobe LiveCycle
- Conducted the Procurement Performance Management Assessment
- Expanded the Continuous Process Improvement/Lean Six Sigma program
- Coordinated 36 new internal audits
- Developed Risk Assessment and Internal Control Test Forms
- Implemented a new Virtual Server Environment
- Implemented the BUPERS Future Civilian HR Service Delivery Model
- Conducted BUPERS third annual Civilian Human Capital assessment
- Instituted a strategy to address the employee viewpoint survey
- Developed the BUPERS To-Be Organization structure for the transfer of the Navy's PASS Program
- Achieved full Certification and Accreditation for 24 BUPERS Federal Information Security Management Act (FISMA) systems
- Reduced IT security incidents from hundreds per week to zero within Navy Personnel Command

Guiding Principle Awards

Supporting Our Navy Mission By Upholding Our Values

PS2 Krista Young	PSD-Millington	Amy Ray	PERS-35
Lance Bollet	CFS-Millington	BJ Callis	PERS-35
RP1 Marsha Moore	NSA-Chapel	LS1 Carol Moore	PERS-35
Dell Turner	BUPERS-073	Stanley Robinson	PERS-35
John Turner	BUPERS-073	Lynda Mckinney	PERS-35
Marvin Burns	BUPERS-073	AZCM Charles Jones	PERS-4
Terry Burgin	BUPERS-073	LSC John Keagy	PERS-4
ITCS Brad Compeaux	BUPERS-073	MAC Markeeta Hardin	PERS-4
CSC Dorothy Hatfield	BUPERS-32	EN1 William Walker	PERS-4
YN2 Ryan Poklemba	PERS-00S	PS1 Shondra Wiggins	PERS-4G
Pam Gowdy	PERS-00B	IT1 Courtney Foster	PERS-4G
Eunice Mullen	PERS-00D	AO1 Antwann North	PERS-4G
Charles Shelton	PERS-00D	PS1 Carlos E. Vasquez	PERS-4G
Karen Dymora	PERS-00D	PS1 Christina King	PERS-4G
Lamar Haynes	PERS-00D	MA1 Clarence Judd	PERS-40
Debbi Bagley	PERS-00D	YNC Ryan Burkhart	PERS-40
Dennis Robinson	PERS-00D	HM2 Jessica Sparkman	PERS-407
Douglas Bell	PERS-1	HM2 Byron Fjeld	PERS-407
Beth Garrett	PERS-311	Emmanuel Guevarra	PERS-407
Ray Nunley	PERS-312A	Christopher Mclean	PERS-4010
Wendy Settle	PERS-312A	PS1 Floyd Hubbard	PERS-4010
Brenda Mobley	PERS-312A	PS1 Tricia Fletcher	PERS-4013
Bobby Glass	PERS-312A	ITC Jamesha Henderson	PERS-4013
Lorraine Frazier	PERS-32	Robin White	PERS-4412
Bonita Archie	PERS-32	Glen Jasper	PERS-451
Debbie Wilson	PERS-35	Lannie Nagy	PERS-451
Mindee Wolven	PERS-35	Joshua Deakins	PERS-455B2
Nancy Langford	PERS-35	Laurie Lee Gschwend	PERS-511
Karen Kumnick	PERS-35	LCDR Mark Wadsworth	PERS-52
James Law	PERS-35	Frank Steele	PERS-52
Michael Jennings	PERS-35	Hazel Jones	PERS-52
Carl Waelde	PERS-35	David Camus	PERS-521
JJ Jimenez	PERS-35	Johnnie Alston	PERS-53
Steve Ranne	PERS-35	Anita Sgouros	PERS-54D2
Tommy Owens	PERS-35	Sheryl Donohoo	PERS-543
Leo Metoyer	PERS-35	CWO5 Larry Cole	PERS-815
Antoine Sharp	PERS-35	Angela McNeil	PERS-82
Edna Shannon	PERS-35	YNC Nathaniel Trice	PERS-82
Lynn Saarinen	PERS-35	PS1 Eloise Chambers	PERS-9
Tonya Marshall	PERS-35	NC1 Eric Rivera	PERS-9
Jay Rublaitus	PERS-35	FC1 Richard Neuer	PERS-9
Max Hodge	PERS-35	NCCM Joseph Mack	PERS-9

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

Sailor and Civilian Awards

Sailors of the Year

Sailor of the Year	YN1 Rebekah Gundrum
Junior Sailor of the Year	MU2 Daniel Crabtree
Blue Jacket of the Year	YN2 Ashley Woodall

Sailors of the Quarter

Sailor of the Quarter First Quarter	BM1 Clyde Adams
Sailor of the Quarter Second Quarter	PS1(AW) Michael Q. Hoffman
Sailor of the Quarter Third Quarter	YN1 Eloise Chambers
Sailor of the Quarter Fourth Quarter	PS1 Lacey Burns
Junior Sailor First Quarter	LS2 Brandon Allen
Junior Sailor Second Quarter	MU2(SW) Daniel J. Crabtree
Junior Sailor Third Quarter	RP2 Valeisa Allen
Junior Sailor Fourth Quarter	MU2 Michael Jenkins
Blue Jacket First Quarter	HM2 Ashley Connor
Blue Jacket Second Quarter	YN3 Ashley G. Woodall
Blue Jacket Fourth Quarter	MU3 Benjamin Fodor

Civilians of the Year

Junior Civilian of the Year	Kim Kirk
Mid-Grade Civilian of the Year	Linda Lowery
Senior Civilian of the Year	David Lanham

Civilians of the Quarter

Junior Civilian Second Quarter	Lisa Goldacker
Junior Civilian Third Quarter	Kim Kirk
Junior Civilian Fourth Quarter	Marisa Beal
Mid-Grade Civilian First Quarter	Mildred Dorsey
Mid-Grade Civilian Second Quarter	Linda Lowery
Mid-Grade Civilian Third Quarter	Vickie Allen
Mid-Grade Civilian Fourth Quarter	Craig Coleman
Senior Civilian First Quarter	Jerry M. Rippy
Senior Civilian Second Quarter	Sheryl Donahoo
Senior Civilian Third Quarter	James Leyden
Senior Civilian Fourth Quarter	David Lanham

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 seven core services and 14 enabling functions create a combination of effort within our own organization needed to support the mission.

We strive to continually improve our products and services for the Sailor and the Fleet. Our core services and enabling functions are 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

139

Selection Boards Facilitated

1.76 million

Reserve Personnel Records Maintained

3,745

Personnel Reclassifications

178

Administrative Separations of Officers

205,865

Phone Calls Answered by the CSC

13.5 million

Maintained Personnel Records

35,210

OMPF Error Corrections

\$95.0 million

Selective Reenlistment Bonuses Paid

3.903

TV5 Taskers Processed

5,723

Commands Adopting e-Leave

1,042

Career Development Boards

2,993

Congressional Letter Responses

1,322

Affiliations with Selected Reserves

289,542

PTS Applications Processed

42.8 million

www.npc.navy.mil web views

52,460

Total Reserve Mandays (ADT/ADSW)

2.9 million

NAVADMINs/ALNAVs Downloaded

612,609

Evaluation and Fitness Reports Processed

7,397

Individual Augmentation Orders Written

4,079

Mobilization Orders Written

86,827

PCS Orders Written and Released

733,900

IT System Patches for Security

\$290 million

Total Program of Record Oversight

16,873

Enlisted and Officer Promotions

13,453

Enlisted and Officer Retirements

60,000

Reserve Officer Status/IRR Letters

240,000

Quotas Managed for Schoolhouses

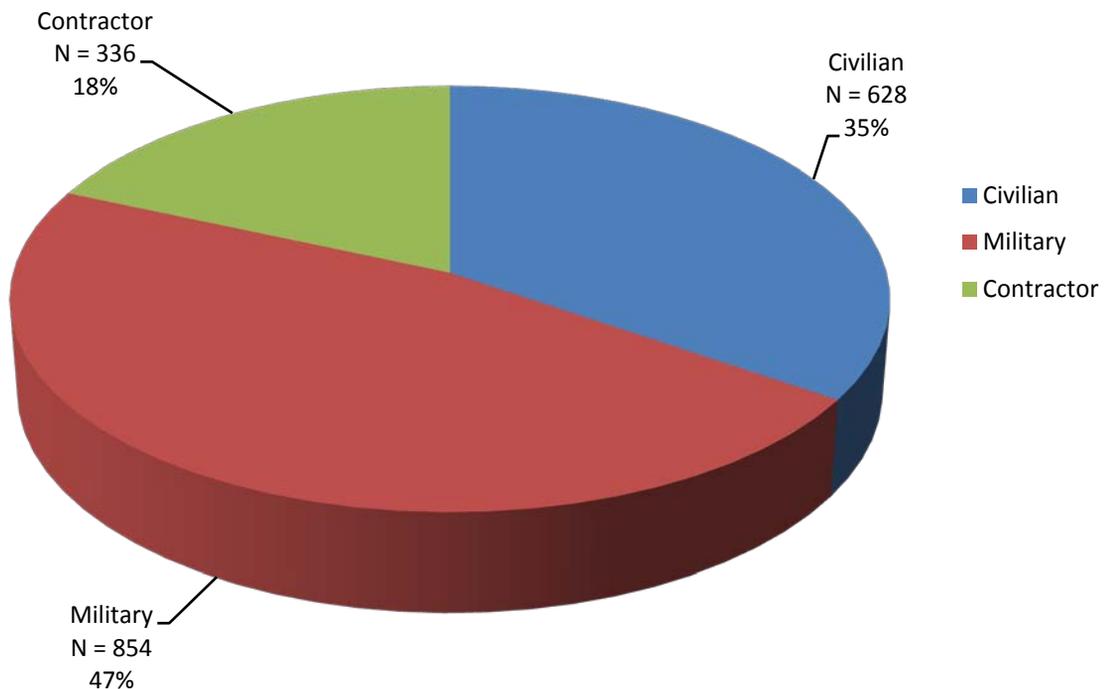
37,124

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 14 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



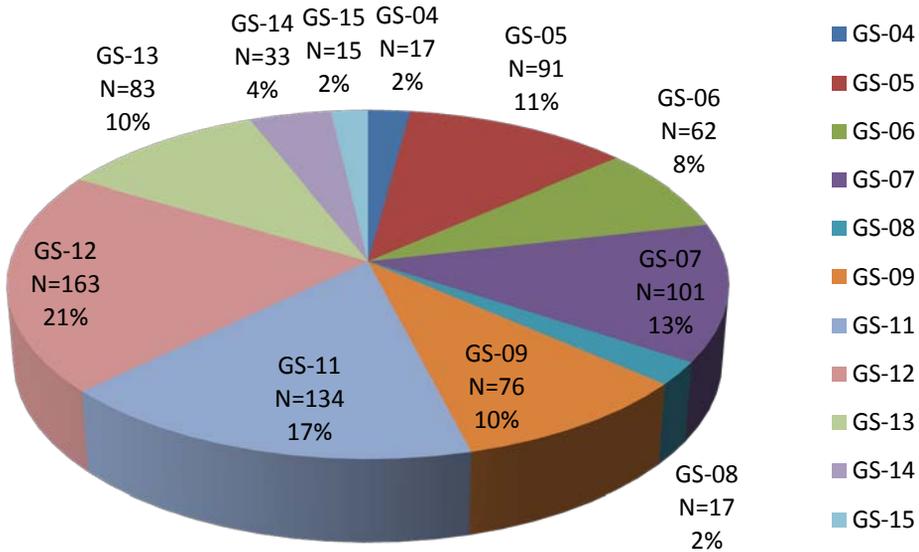
Note: All Military demographics include N-135 headcount

Source: BPM/NPC Total Force Manning Levels as of 1 Oct 2012 (TWMS)

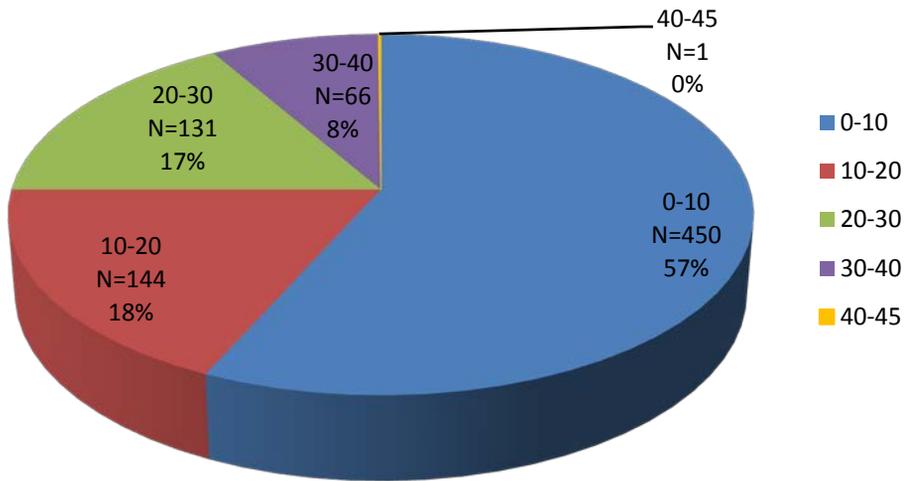
Civilian Workforce

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



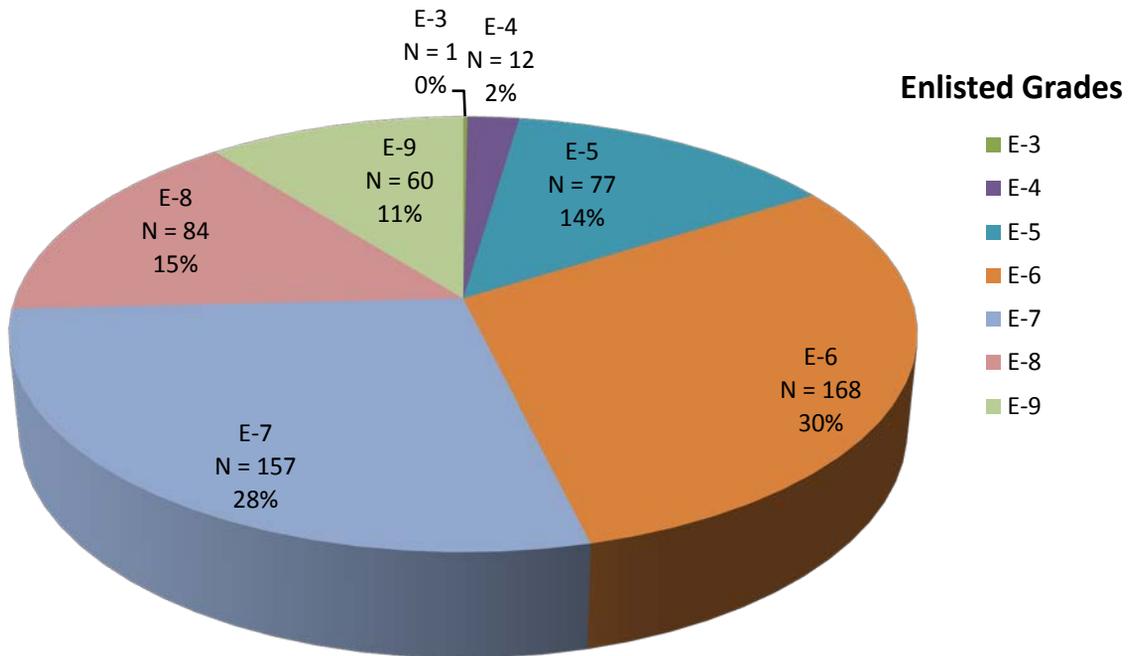
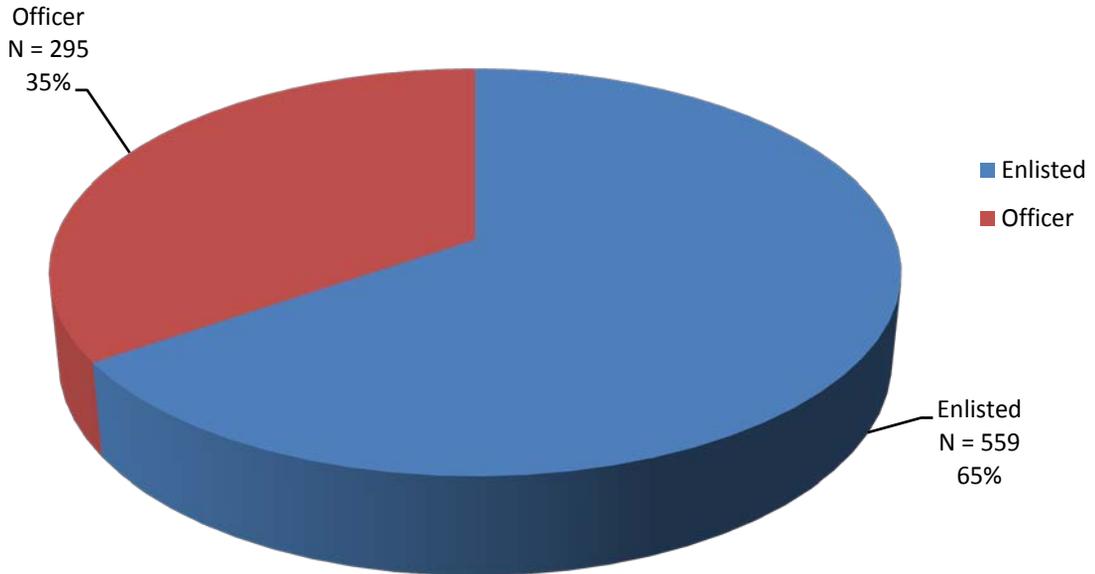
Source: 4th QTR FY12 Human Capital Assessment (HCA), 30 Sept 2012

Note: The Civilian Workforce by Paygrade and Civilian Years of Service breakdown include headcount from N-135 and vacancies

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



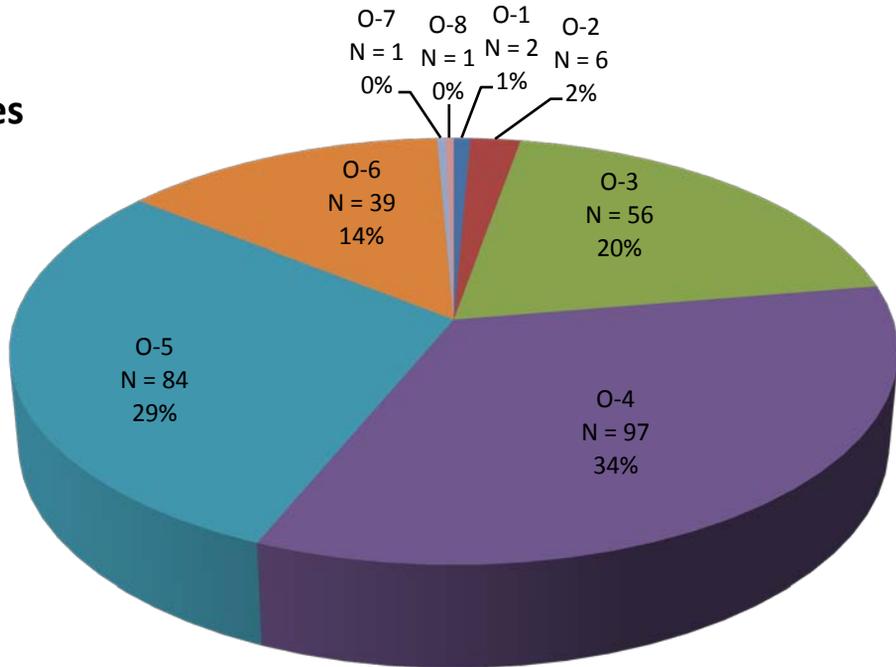
Note: No E-1/E-2 Assigned

Source: TWMS, 11 Oct 2012
BPM/NPC FY12 Annual Report

Military Workforce Demographics (cont)

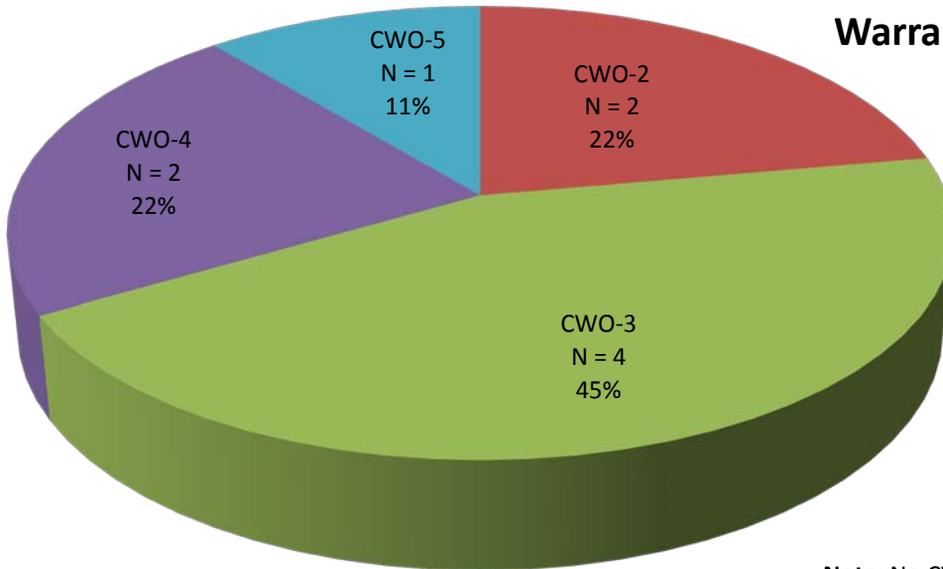
Officer Grades

- O-1 ■ O-2
- O-3 ■ O-4
- O-5 ■ O-6
- O-7 ■ O-8

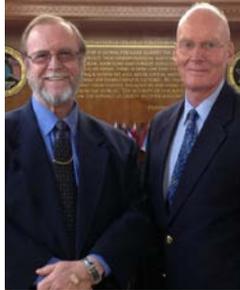


Warrant Officer Grades

- CWO-1
- CWO-2
- CWO-3
- CWO-4
- CWO-5



Note: No CWO-1 Assigned



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
- **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-00IG** Inspector General
- **BUPERS-00C2** Production Management Office (PMO)
- **BUPERS-1** Navy Personnel Research Studies and Technology (NPRST)
- **BUPERS-3** Military Community Management
- **BUPERS-05** Total Force Human Resources Office
- **BUPERS-07** Information Management
- **BUPERS-08** Business Transformation
- **BUPERS-26** 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 2012		
	Personnel	\$ (m)
MIL	28	\$4.2*
CIV	21	\$2.8
CTR	7	
OPS		\$0.5
Total	56	\$7.5

*Includes MIL payroll from BUPERS-08

Core Functions

- DCNP/CNPC Staff & Command Support
- Strategic Planning
- Corrections and Programs
- Equal Employment Opportunity
- Equal Opportunity
- Inspector General
- Reserve Operational Support
- Business Transformation
- Legal Counsel
- Legislative/Congressional Matters
- Public Affairs
- Senior Enlisted Advisor
- Command Career Counselor
- Secretariat

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 Don't Ask, Don't Tell Command Leadership Training Effort
- FA3 Civilian Fitness Challenge
- FA3 Sexual Assault Prevention: Training and Sustaining Focus
- FA3 Strategic Communications Enhancements
- FA3 Virtual Town Halls (cited as Best Practice by Navy IG)
- FA3 FORCE Weekly Updates to the Fleet

Production Spotlights

Career Counseling 1,042 Career Development Boards	Legislative/Congressional Matters 2,993 Congressional Letter Responses
Reserve Operational Support 52,460 Total Mandays (ADT/ADSW)	Strategic Communications 6 Virtual Town Halls/2 All Hands
Secretariat 3,903 TV5 Taskers Processed	Force Master Chief 30 FORCE Weekly Updates/9 Fleet Engagements
Business Transformation 4,489 Functional Requirements Documented for Future Pay/Personnel Systems	Public Affairs (www.npc.navy.mil) 42.8M Web Views/13M Visits/2.8M Downloads/ 83K On-Line Poll Participants
Public Affairs 2.9M NAVADMINS/ALNAVs Downloaded	Business Transformation 4 Functional Requirements Documents Generated/Signed
Guiding Principles Awards 85 Awards Presented	Military Awards 255 Awards Presented

Spotlight Summary

Monthly Virtual Town Halls (VTH) have been improving the lines of communication across BPM/NPC. VTHs allow for more than 2,000 personnel to log-in from computers or conference rooms, hear about Command interest topics that directly affect them, and pose questions or comments to leadership and subject matter experts. This is a major step toward the desired effect of the Focus Area 3 Goal to “Be Better Communicators.”



RADM Covell and presenters CO, NSA CAPT Steve Fimple, Ms. Jennifer Blevins, and FORCM Jon Port field questions during a VTH.

Background

In January 2012, Rear Admiral Cynthia Covell instituted monthly Virtual Town Halls to supplement the quarterly Face-to-Face All Hands. These virtual communication events reach more than 2,000 military, civil service, and contractor personnel at BPM/NPC at the convenience of their workspaces, avoiding lengthy and costly time away from mission tasks. The Virtual Town Hall initiative was a direct result of the command climate study highlighting the workforce’s desire to hear from leadership more often. As a key component of our Focus Area 3 Goal 3 in the 2020 Vision to “Be Better Communicators”, the Virtual Town Halls are a major advance towards an engaged workforce and leadership at BPM/NPC.

What Did We Discuss?

The Virtual Town Halls cover timely and critical topics affecting the BPM/NPC workforce with the three Focus Areas from the 2020 Strategic Vision as our primary “Spotlight Topics”. The At Sea FIT Metric has been established as the primary command success indicator and each VTH highlights current status; why it is important and how our workforce contributes to Fleet Fit. Some other “Spotlight Topics” include the Management and Leadership Skills Development Program (MLDP), supply chain strategic simulations used for Enlisted Supply Chain management, HR Service Delivery optimization, insight and inspiration from our Senior Enlisted Advisor via the “Word from the FORCE”, as well as major distribution policy changes and fleet manning programs such as Limited Directed Detailing, CPO Early Return to Sea, CMS/ID changes, and the Voluntary Sea Duty Program. Chief of Naval Personnel, Vice Adm. Scott Van Buskirk participated as a guest presenter, briefing the CNO strategic tenets.

Benefits to BPM/NPC

As a major initiative for Focus Area 3 in FY12, leveraging technology to enable the real-time sharing of information, the Virtual Town Halls have been effective in increasing two-way communications between leadership and the workforce. The ease of the VTH “chat” function has exponentially increased the interactive conversation between leaders and workforce.

BUPERS/PERS-00D

Office of Corrections and Programs

Mr. Bill Peck

Director

Mr. Tim Purcell

Deputy

What we do ...

Manages Navy offender management programs and Transient Personnel Unit policy and oversight

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

Core Functions

- Detention
- Restriction
- Correctional Custody
- Shore & Afloat Confinement
- Mandatory Appellate Leave
- Deserter Processing
- Command/Public Safety
- Incident Based Reporting
- Policy and Oversight
- Policy Development

Function

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

Top Accomplishments

- FA3** Since 1992, Naval Consolidated Brigs Miramar, CA and Charleston, SC have maintained continuous accreditation with the American Correctional Association (ACA). Notable are the internationally unprecedented compliance scores of 100% (Miramar, 6; Charleston, 7).
- FA2** A June 2012 study by Navy Personnel Research, Studies, and Technology (NPRST) of 17,684 post-trial prisoner releases from Navy confinement facilities (5 years) identified a re-arrest rate of 40% and an associated reconviction rate of 15%. These rates are significantly lower than national comparison rates reported in a 1994 benchmark study by the Bureau of Justice Statistics (67.5% rearrested, 46.9% reconvicted). This illustrates the effectiveness of the Brigs' emphasis on rehabilitation.
- FA1** Reduction of Navy Appellant and Deserter Population. In FY-12, a reduction of 21.4% in the number of naval appellants (140 to 110) and 41% in active deserters (686 to 407) was realized. The reduction in the involuntary appellant leave and deserter population was accomplished through extraordinary effects of the Navy and Marine Corps Appellate Leave Activity (NAMALA) and the Navy Absentee Collection and Information Center (NACIC).

Production Spotlights

Detention Brigs' Confinees Avg On-board: 537	Detention Annual Change of On-board Confinees: FY11: 569 / FY12: 508 (-61, -11 %)
Deserter Processing NACIC Annual Change in Deserter Processing: FY11: 514 / FY12: 364 (-150, -29 %)	Mandatory Appellate Leave NAMALA Annual Change in Appellate Leave Case Processing: FY11: 140 / FY12: 111 (-29, -21 %)

PERS-1

Customer Relations Management

Mr. Fred Chambers

Director

Mr. Gregory Moody

Deputy

What we do ...

Provides the front-line Sailor engagement and support for the command

Resource Summary as of 30 Sep 2012		
	Personnel	\$ (m)
MIL	3	\$0.3
CIV	3	\$0.3
CTR	43	
OPS		\$2.6
Total	49	\$3.2

Core Functions

- Navy Locator
- Selection Board Packages
- Record Information
- Customer Service Requests

Function

To provide customers with courteous, quality technical and exceptional customer service at the most affordable cost. To provide continued customer satisfaction to our customers, to earn the trust of Sailors, family and friends. Service is the heart of our business.

Top Accomplishments

FA2 The Customer Service Center implemented protocols in concert with Veteran's Administration National Hotline for suicide prevention

FA2 PERS-1 and PERS-4 IT teams developed document routing via Adobe LiveCycle

FA2 Crisis Action Organization participated in two Personnel Accountability exercises achieving 100% and 99.6% accountability

Production Spotlights

Navy Locator Navy Locator 14,698 transactions	Customer Service Requests 205,865 phone calls; 460 voice mails; 1,146 faxes; 9,603 e-mails; and 581 Facebook messages
Record Information Managed 60,101 documents	Selection Board Packages 40,799 packages
Customer Service Requests First Call Resolution rate: 59.84%	Record Information 1,339 Employee Verifications
Customer Service Requests Customer Satisfaction: 75%	Customer Service Requests 3,202 System Authorization Requests

Spotlight Summary

Representing one of our command's most important missions to take care of Sailors and their families, NPCs Crisis Action Organization (CAO) plays an essential role as a major component of the Navy's Crisis Management Team world-wide. These highly trained and disciplined teams represent continuous efforts following the Hurricane Katrina in 2005. FY12 successes include Hurricane Sandy and two exercises where the CAOs capability to facilitate mustering, accountability and reporting were outstanding.

Background

During 2012, the CAO participated in two exercises: Citadel Gale and Citadel Rumble. Citadel Gale, a simulated weather event, was conducted in April 2012 concurrent with a DoD-wide exercise Ardent Sentry. Citadel Gale simulated two major storms: Hurricane Quebert, involving three states (AL, FL, MS), and Hurricane Zeus involving four States which was later expanded to seven. Additionally, the real-world event of the Colorado Wildfires occurred in June 2012 and the CAO team rallied to accomplish 100% accountability for the first time.

Approach

The role of NPC's Crisis Action Organization (comprised of the Crisis Action Team & Emergency Coordination Center) is to facilitate the personnel accountability (PA) process. The CAO is a virtual organization until it is activated by DCNP/CNP or higher authority. The PA process consists of three steps: *Muster* (post-incident), *Report* (the status of the muster), and *Account* (for all affected personnel). The PA mechanism for mustering is the Navy Family Accountability and Assessment System (NFAAS) which uses personnel data to provide "by-name" accountability. The CAO represents a multi-stage effort supported by a mix of civilian, contractor, active duty, and reserve personnel throughout the process. Contractors in the NPC Customer Service Center play the role of First Responders and activate the Emergency Coordination Center until Active Duty members are assembled, usually within one hour, and orientated. Protocol also requires the immediate notification of NPC's Reserve Unit to assume operations of the CAO after 72 hours until the exercise or event is ended. This internal best practice is our command's long-standing effort to support personnel accountability through the lessons learned during Hurricane Katrina and continuing today as BPM/NPC takes care of Sailors and their families.

Results

In 2012, NPCs Crisis Action Organization played an essential role as a major component of the Navy's Crisis Management Team world-wide. Success was claimed for both Citadel Gale exercises (98.6%/99.0%) and Citadel Rumble (98.8%) and the lessons learned will be applied to future exercises. This is a key element of efficient and standardized HR processes outlined in Focus Area Two, Goal Three. Navy Personnel Accountability Program (OPNAVINST 3006.1) continues to mature as the DoD model for mustering personnel and monitoring Needs Assessments quickly following a natural or man-made catastrophic event.



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 2012		
	Personnel	\$ (m)
MIL	5	\$0.4
CIV	104	\$7.4
CTR	86	
OPS		\$20
Total	195	\$27.8

Core Functions

- Official Military Personnel File Management
- DEERS/RAPIDS Management
- GI Bill Program Management
- Navy Performance Evaluation Management
- Navy Personnel Electronic Quality Maintenance
- Electronic Military Personnel Records Program Management
- Navy Selection Board Executive Service Management
- ITEMPO
- NPC BCNR Liaison
- Navy Ex-Servicemember's Unemployment Compensation Management

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** Researched Veteran records to approve three Purple Hearts, which entitled the recipients to certain Veterans Affairs (VA) benefits
- FA2** Processed 18,580 approvals of GI Transfer of Education benefits
- FA2** Processed 4.1 M images to the Official Military Personnel File
- FA2** Reduction of backlog in Medals & Awards processing at PERS-3's detachment in St. Louis

Production Spotlights

Record Quality Maintenance Corrected 11,129 Military records (Board of Correction of Naval Records (BCNR), member directed/requested)	Navy Personnel Electronic Quality Maintenance Researched and responded to 2,674 Congressional inquiries
Record Quality Maintenance 370 Naval Discharge Review Board corrections	OMPF Management 35,210 technical corrections in the Official Military Personnel File
Unemployment Compensation Processed 39,232 notices of claims for unemployment benefits	Navy Performance Evaluations Processed 612,609 evaluations and fitness reports
Data Quality Maintenance Processed 379,580 error corrections in corporate legacy systems	Selection Board Management Facilitated more than 139 Statutory and administrative boards

Spotlight Summary

Two high impact initiatives for military records are being implemented right now in PERS-3. These efforts (NPARS and web-enabled NAVFIT) will enable the PERS-3 team to provide better career management services to Sailors, reduce overall error rates in military personnel files, and speed up required HR processes Sailors must follow for performance evaluations and appraisals.

The Challenge

Fitness Reports (FITREPs) on Officers and Senior Enlisted and Evaluation Reports (EVALs) on other Enlisted personnel, are used for many career actions such as selection for promotion, advanced training, and special duty assignment. PERS-32 manually processes over 600,000 fitness reports and evaluations each year with an additional 50,000 correspondence actions (i.e. admin change and extension letters) processed. Currently these FITREPs and EVALs are done within many systems and processes making it difficult to detect errors. The process for a performance appraisal is largely manual resulting in an untimely processing of FITREPs/EVALs with paper submissions mailed to NPC for review and scanning before acceptance. Additionally, FITREPs/EVALs with errors are mailed back to the submitting command for correction and resubmission, further adding to processing times. Timeliness from receipt to acceptance into the official record is particularly critical given the needs of statutory or administrative boards as well as special duty assignments.

Our Solution

As part of the Focus Area 2 objectives for responsive services and efficient internal processes, BPM/NPC initiated the Navy Performance Appraisal and Reporting Solution (NPARS) this year. NPARS will consolidate the functionality of all Navy performance reports into a single web-enabled system, with the ability to validate the reports against business rules, auto-populate Sailor information from authoritative data sources, leverage routing and workflow capabilities, support digital signatures, and entry to the Official Military Personnel File (OMPF).

Project Impact

This project will improve report accuracy and provide quick updates to the member's OMPF. The web-enabled NAVFIT system will provide the Navy with a modern, responsive, and flexible information system for submitting timely, realistic, and accurate FITREPs and evaluations which are essential for career management. As a web enabled application, FITREPs and EVALs would be processed in an on-line, real-time environment with automated checks of common personnel data elements which immediately provides for better communications between individual Sailors, their local command structures and BPM/NPC.



The PERS-3 NPARS team

PERS-4

Career Management

RDML Michael White

Departing (D) Director

RDML John Alexander

Relieving (R) Director

Mr. Bernie Dunn

Deputy

What we do ...

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

Resource Summary as of 30 Sep 2012		
	Personnel	\$ (m)
MIL	569	\$69
CIV	124	\$9.0
CTR	6	
OPS		\$177
Total	699	\$255

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 ADP information requirements necessary to maintain, control, and support the computer assisted enlisted and officer distribution management systems. Coordinates with Fleet commanders, various COMNAVPERSCOM offices, and outside agencies concerning plans and programs dealing with personnel management and distribution practices.

Top Accomplishments

- FA1** Career Management System/Interactive Detailing (CMS/ID) system changes advance functionality for detailers
- FA1** Voluntary Sea Duty Program (VSDP)
- FA1** Project for US Marine Corps Special Operations command manning shortfall of Amphibious Reconnaissance Hospital Corpsmen (HM-8427)
- FA1** Implementation of the Surface Warfare Officers School (SWOS) Basic Division Officers Course (BDOC) for all new accessions
- FA1** Women report for submarine duty
- FA2** The Exceptional Family Member Program makes Transition
- FA1** Career Management System – Interactive Detailing 5.3 released
- FA1** Carnegie Mellon University (CMU) /Information Dominance Corps (IDC) Pilot Program

Production Spotlights

Detailing Detailer to Sailor Ratios: Enlisted (1:1447) & Officer (1:526)	Generate and Release Orders 86,827 PCS Orders written and released
Generate and Release Orders 7,397 Individual Augmentation Orders written and released	Generate and Release Orders 4,079 Mobilization Orders written and released

Spotlight Summary

BPM/NPCs primary mission is to support Fleet manning. In spite of the decrease in enlisted manning levels, PERS-4 established several new policy changes and programs in an effort to more efficiently meet Fleet needs. To target the USFFs goals, PERS-4 used four different initiatives and improved NPC's ability to get the right Sailor, fully trained, to the Fleet on time.

Overview

BPM/NPCs primary mission is to support Fleet manning and PERS-4 is key driver to the distribution of our Sailors worldwide. Aligned under the CNOs key tenet of warfighting, and CNPs strategic priority to support force management, our own BPM/NPC Focus Area 1 targets improved Fleet Manning. In 2012, PERS-4 underwent an extensive review of distribution processes and policies looking for better ways to meet current Fleet needs. Several new policy changes and programs were established as a result.

Our Methodology

The challenges the Navy has with Enlisted Fleet manning is complex, requiring a multi-faceted approach. A series of policy and system changes were made in 2012 to improve enlisted sea duty manning targeting USFFs goals. These enlisted distribution process and policy changes were addressed in a series of four new initiatives. They focused on improving NPC's ability to get the right Sailor, fully trained, to the Fleet on time.

Initiative Highlights

Four major efforts were implemented to support this project. Sailor order negotiation procedures were adjusted to balance Sailor desires with fleet needs via CMS/ID. Detailers may use all Sailors in their negotiation window to fill the priority jobs when necessary. This change has improved NPC's ability to fill the most important fleet jobs. The Voluntary Sea Duty Program (VSDP) was adjusted and extended to provide more clarity of this opportunity to Sailors. VSDP has allowed more than 420 Sailors the opportunity to stay at sea or return to sea early in exchange for a PTS deferral or geographic stability. NPC executed a one-time Limited Directed Detailing policy that allowed the non-voluntary early movement (with compensation) of E5-9 Sailors to sea to fill critical vacancies. This process provided an additional 206 petty officers and Chief Petty Officers to sea, improving fleet personnel readiness. The CPO Early Return to Sea program commenced in Oct 2012. This program allows for the movement of CPOs, in excess at their current sea duty or shore duty command, to sea. This effort fills critical leadership gaps at sea when no normal fleet rollers to sea are available.



PERS-4 Distribution Improvement Team
Front (L to R): Larry Hoehn, Scott Barbier,
CDR Andrew Chicoine
Back (L to R): Todd Anderson, Sheldon Ebron,
Craig Burns, Joseph Ferdinand, Ken Rowe

PERS-5

Business Operations

CAPT Brian Wenger

Director

Mr. Michael Higgs

Deputy

What we do ...

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

Resource Summary as of 30 Sep 2012		
	Personnel	\$ (m)
MIL	12	\$1.5
CIV	105	\$9.3
CTR	83	
OPS		\$8.1
Total	200	\$18.9

Core Functions

- Human Resources
- 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 human resources, financial management, logistics, security, safety, process improvement, training, and IT development and support.

Top Accomplishments

FA3 Achieved high-level of accuracy with security clearances of command assigned personnel

FA3 Re-aligned Human Resources Service Division

FA3 Excelled in 18 month Procurement Performance Management Assessment Program inspection

FA3 Re-established Continuous Process Improvement/Lean Six Sigma program

Production Spotlights

<p>Business Analysis</p> <p>Staffed a full-time black belt to administer the program. Issued first ever CPI/LSS CONOPS. Oversaw the initiation of 11 projects. Completed one LSS project with \$150K savings.</p>	<p>Command Logistics Support</p> <p>Processed over 2,600 supply requisitions (\$902K). Managed 34 service contracts (\$603K) and 19 mortuary contracts (\$72K).</p>
<p>Human Resources</p> <p>Processed more than 200 requests for Personnel Recruitment Action (RPAs). Administered 1600 performance and time-off awards for approximately 700 GS and NSPS civilian employees.</p>	<p>Training Administration</p> <p>Provided training for approximately 5,577 students via 376 classes.</p>
<p>Information Technology</p> <p>Mitigated 377 Information Assurance Vulnerabilities (IAV's) driving 733,900 IT system patches. Achieved 100% IAV compliance. Processed 5,079 Move, Add, Change (MAC) requests , 49 Continuity of Service Contract (CoSC) orders for 16 BPM/ NPC units and 130 CoSC task order modifications (\$4.7M).</p>	<p>Financial Management</p> <p>Reconciled 8,340 sets of orders to free up \$6.5M in Temporary Duty Under Instruction funds. Reviewed and released 86,827 sets of PCS orders. Issued funding documents totaling \$290M over 4 appropriations for 63 programs of record.</p>

Spotlight Summary

A small team of PERS-5 financial managers were able to develop a better approach to managing special travel funds supporting worldwide detailing and distribution of Sailors. This approach combined proactive Fleet-focused financial planning, a Lean Six project for internal processes, and improved execution year monitoring of expenditures. The project allowed the team to identify unused funds quickly and re-use them in mission critical areas. The result was more money supporting more Sailors out in the Fleet supporting the Navy.



Back (L to R): PS1 Marvin Briggs, Dave Camus, Reginald Parker, LCDR Mark Wadsworth; Front: (L to R): Lillian Hagerty, Vanessa Sweet, Devetral Butler
Not Pictured: Ann McDonald, Phil Tullis, Patricia Richmond, LS1 Wing Chung

Overview

Strategic Focus Area One requires that Sailors arrive at their new assignments with the right training and ready to perform their mission. This depends on very large programs of record (POR), which contain the necessary funds to pay to move Sailors and their families to new duty stations. One of those PORs is the Temporary Duty Under Instruction (TDI) program that supports Sailors in training while en route to a new duty station. Each year, BPM/NPC is challenged to manage this money with very tight budget levels, critical timeframes to support Fleet operations, and enormous global Fleet demands for Sailor training. The financial management team in PERS-5 used a dual-solution approach to solve an approximate \$20M shortfall in funding for the very visible and critically important TDI program.

Our Approach and Solution

A two-fold approach was used to alleviate this funding shortfall. First, a rock-solid request was submitted to secure Mid Year Review (MYR) funding via a request for \$15.2M which was subsequently approved. While getting the initial funds was critical, a better monitoring program was needed so the command could re-use funds if unclaimed. An LSS/CPI project was initiated that resulted in the development of travel orders reconciliation and reporting procedures that resulted in the recoupment of over \$6.5M in un-used funds within the year of execution. As a HR service provider for the Navy, BPM/NPC recognizes the need to improve our own internal processes to better support the Fleet and this TDI project is a great example of this work we do to improve our support of the Navy.

Impact of Our Solution

Identifying this \$6.5M in funds during FY12 enabled PERS-4 to fulfill Fleet training requirements quickly improving support for the Navy mission directly impacting our strategic Focus Area 1 for improved Fleet manning support. The ability to re-use these funds in FY12 and the infusion of additional obligation authority from the mid-year submission process enabled the TDI POR to remain solvent for FY12. Critical fleet manning requirements were achievable due to the astute financial management of the PERS-5 financial management execution and accounting teams.

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 2012		
	Personnel	\$ (m)
MIL	53	\$6.7
CIV	71	\$4.3
CTR	0	
OPS		\$0.3
Total	124	\$11.3

Core Functions

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

Function

Administer and implement the statutes, regulations, and policies regarding active duty and reserve officer promotions and appointments, officer/enlisted retirements, Fleet Reserve transfers, and officer in-service procurement. 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** 31,437 Officers eligible and screened in support of pay grade O-2 to O-7 active and reserve selection boards
- FA2** 41,171 Enlisted eligible and screened in support of pay grade E-7 to E-9 active and reserve selection boards
- FA2** 12,683 Enlisted separations processed (Favorable and Unfavorable)
- FA2** 1,675 Officer separations processed (Resignations)

Production Spotlights

Enlisted Special Pay \$14.6M Enlistment Bonuses \$95.1M Reenlistment Bonuses \$7.6M SRB Recouped	Promotion/Advancement/Appointments 16,873 Promotions (O/E)
Enlisted Administrative Boards 7,684 Continuation Board reviews 15,386 Retention Board reviews	Detachment for Cause/Separations 187 Detached for Cause (O/E) 178 Administrative separations (O)
Medical Advisement 3,256 Disability Evaluations	Officer/Enlisted Retirements 13,453 Retirements (O/E)

Spotlight Summary

A team in BPM/NPCs Career Progression department successfully implemented a plan of action to get 160 former Navy Sailors the benefits they deserved due to a serious job-related condition. This team worked across multiple processes and policy interpretations demonstrating our dedication to our strategic Focus Area 2 for quality HR service delivery.



Front (L to R): Bobby Glass, Beverly Heathman, Kim Riddle, Ellen Majeskie, Karla Lee, Rosie Hayes, Linda Hartsfield, Gladys Bradford, Romel Collado, LCDR Jared McKendall; Back (L to R): Otis Hafford, Michael Majeskie, Wendy Settle, Gary Fry, Karaleen Martin, Valerie Delfoe, Jacqueline Sails, Gregory Archie

The Challenge

Settled on 22 Dec 2011, the Sabo et al. v. United States class action lawsuit afforded millions of dollars in new lifetime retirement pay and benefits to more than 2,100 service members affected by Post Traumatic Stress Disorder (PTSD). The basis of the lawsuit was that these service members either did not receive a DoD disability evaluation and rating for PTSD, or they received an evaluation and were rated for PTSD at less than 50% per policies that were subsequently revised. NDAA 2008, signed 14 Oct 2008, required that members diagnosed with PTSD receive a minimum rating of 50%. The Sabo lawsuit sought the same relief for a class of individuals not included in NDAA 2008.

Our Plan of Action

One hundred sixty former members of the United States Navy were claimants in the Sabo lawsuit. These Sailors fell into 7 different classes based on their type of discharge, previous rating, and previous appeals receiving relief from rating corrections to retroactive placement on the Temporary and Permanent Disability Retirement Lists (TDRL and PDRL). The largest group represented 64 Sailors who had been placed on the TDRL, but had not received PTSD ratings of at least 50%. With rating corrections in place, many of these members will realize increased pay for their time on TDRL. In the other group, 57 Sailors were retroactively placed on the TDRL for a period of six months effective the day after their separation from service, and subsequently placed on the PDRL. Most of these members had not received retirement benefits. They will now receive monthly retirement pay and TRICARE benefits for life.

The Results

Receiving guidance from the Office of the Judge Advocate General and the Physical Evaluation Board, PERS-82, with assistance from PERS-83 and PERS-3, completed records corrections and notified the members, Defense Finance and Accounting Service (DFAS), and TRICARE. The combined effort ensured that all members receive the benefits they deserve, and will have a positive impact on the Navy's veterans suffering from a serious life-impairing condition. This work is another great example of our command's strategic commitment to deliver quality HR services to Sailors.

PERS-9

Reserve Personnel Management

CAPT David Flaherty

Director

CDR Elisabeth Stephens

Deputy

What we do ...

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

Resource Summary as of 30 Sep 2012		
	Personnel	\$ (m)
MIL	50	\$8.5
CIV	60	\$3.5
CTR	0	
OPS		\$1.6
Total	110	\$13.6

Core Functions

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

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** 40 percent reduction in open Line of Duty cases from 630 to 388
- FA2** 85 percent reduction in process time for determination for Medical Benefits Issuance from 135 days to 20 days
- FA2** Reduction in inter-service transfer processing time from more than 120 days to less than 90 days

Production Spotlights

Personnel Administration Maintained 1,759,500 reserve personnel records	Personnel Administration Issued 2,000 Officer Appointment Certificates
Career Transition Services Affiliated 746 Enlisted with the Selected Reserve directly from Active Duty	Career Transition Services Affiliated 576 Officers with the Selected Reserve directly from Active Duty
Personnel Administration Completed 139,557 Officer/Enlisted Administrative Personnel Actions	IRR Administration Issued 60,000 Officer Status/IRR Letters

Spotlight Summary

The Career Transition Office in PERS-9 improved our ability to transition Sailors to and from the Reserves, supporting the Navy's Continuum of Service effort. This effort has led to an increased support of the Navy's mission by incorporating the right mix of skills and experiences across active duty and reserve Sailors while also providing them with career options.



1st Row(L to R): HM1 Mangona, PS2 Stroughn, FC1 Neuer, LCDR Reid, CDR Walsh;
2nd Row (L to R): HM1 Huntsman, LT Fallas, HM2 Chandler, HM1 Mitchell, IC3 Anderson,
EN2 Berland, YN2 Ashley, NCC Brinnon, Mr. Ervin, LTJG Roselli, CDR McCarten; 3rd Row
(L to R): NCC Varble, NCC Garrett, LT Nelson, LCDR Bushey, LT Carter, LT Figueroa

Overview

PERS-9 spearheaded several key initiatives in FY12 to improve Sailors' ability to transition to and from Active Duty to the Reserves. This is a critical process for our Navy's future with skills and experience staying with the Fleet and supporting the future Navy mission when the need arises.

Continuum of Service Efforts

In 2012, the PERS-9 team played an essential part in Chief of Naval Personnel's Strategic Initiative to integrate the Continuum of Service and our Fleet Manning efforts in Focus Area 1, Goal 1 to build more sustainable communities. Key efforts in the Career Transition Office (CTO), PERS-92 and PERS-93 improved our ability to transition Sailors to and from the Reserves supporting the Navy's continuum of service effort. The CTO successfully transitioned 1,552 enlisted and 638 officer personnel to the Reserves. Additionally, all Active Sailors identified for separation by the Enlisted Retention Board were contacted and those who were given Reserve Perform-To-Serve quotas were able to continue their service in the Reserves. The CTO developed a training program which was used across the Navy to educate Sailors on their transitions. PERS-92 led the Enlisted Reserve Component (RC) to Active Component (AC) Augmentation Initiative (RC2AC) which leverages existing RC skill sets to fill critical AC community shortfalls in the Fleet. PERS-92 assumed program management responsibility for the Officer Indefinite and Definite Recalls designed to fill AC community and billet gaps. PERS-91 led a working group consisting of OPNAV N13, Office of the Chief of the Navy Reserve, Commander, Navy Reserve Forces Command, BUPERS-26, and DFAS that developed policies, processes, and communications regarding Reserve earned leave. Identifying an additional barrier in transitioning from RC to AC, PERS-91 and PERS-3 teamed with DFAS to automatically populate the Active Duty Service Date (ADSD) in the active duty personnel system which initiates pay for Reserve officers moving to Active duty.

Results

PERS-9 has become a strategic partner in the entire Navy continuum of service effort. As a result, our future Navy mission is better supported by the right mix of skills and experiences across both Active duty and Reserve Sailors worldwide while providing career options for Sailors who desire to serve their nation.

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 2012		
	Personnel	\$ (m)
MIL	0	-
CIV	9	\$1.0
CTR	0	
OPS		\$.70
Total	9	\$1.7

Core Functions

- 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** Closed 208 hotline cases
- FA3** Coordinated 36 new audits
- FA3** Developed Risk Assessment and Internal Control Test Forms that were briefed to DoN MICP Coordinator in Office of Financial Operations (FMO) who adopted them for use throughout the Navy.

Production Spotlights

Managers' Internal Control Program (MICP) Monitored validation of internal controls associated with 366 assessable units with 1,388 internal controls reviews reported.	Risk/Opportunity Assessment (ROA) Coordinated the OPNAV N1/CNP Annual Risk/Opportunity Assessment resulting in 2 new and 4 prior risks identified and reported.
Inspections Conducted seven Command/Activity inspections resulting in more than 500 recommendations for improvements.	Inspections Streamlined and standardized several command inspection sub-processes resulting in a 10 to 15 percent reduction of process time.
Inspections Conducted augmentee inspector workshop training sessions for more than 185 subject matter experts on over 641 process areas	Audits Tracked corrective action on 40 audit recommendations resulting in closure of 10 audits.

Spotlight Summary

The BUPERS-00IG team has successfully completed a series of standardization efforts reducing processing time for inspections. These initiatives have all combined to create a more streamlined inspection process with 10 to 15 percent measured reduction in processing times.



From Left to Right: Pat Klink, Sandra Southall, Andre Henderson, Kim Sund, Sandy Taylor, Linda Johnson, Sheila Pena, Bill Plunk and Carl Testa

Inspection Initiatives

The Compliance and Oversight section continues to lean forward in identifying and creating opportunities for efficiencies in the Command Inspection Program. Recent examples have been the development and implementation of the Inspection Summary Report out briefed to organization commanders. This communication tool provides a high-level overview of the findings and serves a fundamental building block for the final inspection report, thereby reducing processing time by 85%. Another key example is reducing cycle time through the development of standardized work in which every aspect of the inspection process is carefully analyzed and optimized where possible. By developing standard work, Bureau of Naval Personnel Inspector General (BUPERS-00IG) is able to identify opportunities to create greater efficiencies in the inspection process. Lastly, BUPERS-00IG is developing standardized formats to reduce and ultimately eliminate rework.

The Results

The BUPERS-00IG team has focused on internal processes in an attempt to reduce the impact of their inspections on our BUPERS commands. With a varied approach to process analysis and improvement efforts, the BUPERS-00IG team has achieved both an improvement in their oversight programs while also reducing the time away from mission for those organizations being inspected. This has reduced impact to commands and their missions keeping our organizations focused on the Fleet and our Sailors while still maintaining needed oversight and compliance.

BUPERS-00C2

Production Management Office (PMO)

Mr. Raleigh Durham

Director

CDR Simonia Blassingame

Departing (D) Deputy

CDR Leon Higgins

Relieving (R) 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 2012		
	Personnel	\$ (m)
MIL	22	\$1.5
CIV	13	\$1.3
CTR	12	
OPS		\$3.9
Total	47	\$6.7

Core Functions

- Supply Chain (SC) Metrics
- Production Line Metrics/Analysis
- Tools Development/Data Integration
- Supply Chain Operations
- Quota Management
- Reclassification
- SC Process/Policy Integration
- Performance Improvement
- Transient Reduction

Function

Serving as the subject matter expert for supply chain business processes, the PMO collaborates with organizations across the Manpower, Personnel, Training and Education (MPTE) Domain to identify barriers and inefficiencies in the Navy Enlisted Accession Supply Chain, 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** Improved Quarterly Demand Planning outcomes based on increased harmonization of long term need (Navy community health) with short term need (fleet manning) and Naval Education Training Command (NETC) training capacity.
- FA1** Conducted Supply Chain Strategic Simulation 1-12 (SCSS 1-12) to identify the strengths and weaknesses of MPTE execution as a result of the OPNAV reorganization and shift from a single to multiple Resource Sponsors (N2/N6, High-9's (N95, N96, N97, N980)). SCSS 1-12 explored and evaluated methodologies and approaches to ensure key stakeholders are prepared to determine critical inputs to all phases of the Budget Cycle.
- FA1** Validated "Street to Fleet" entitlement time of 682 Navy Enlisted Classification (NEC) Accession paths for 87 enlisted ratings. Developed and utilized performance metrics for all key processes across the enterprise to monitor interdependencies and supply chain inefficiencies/choke points.

Production Spotlights

Performance Improvement Initiated the PMO Strategic Communications & Learning Development programs	Quota Management Managed 240,000 Quotas for both NETC and non-NETC Schoolhouses and Learning Centers
Quota Management Managed 54,000 Inter-Service Training Review Organization (ITRO) seat reservations ensuring Navy was allotted the appropriate number to maintain flow to the fleet	Reclassification Oversaw 37,124 Accessions & 3,627 Reclassifications

Spotlight Summary

PMO will continue to lead the development of effective and efficient production processes supporting Fleet manning goals to: (1) build healthy communities, (2) establish sustainable inventories, (3) improve Sailor distribution through reliable inventory, and (4) reduce re-supply inefficiencies through an integrated production planning process and predictive metrics.



PMO's Production Line Managers (from left) : LCDR(s) Matt Larkin, Sue Paxton, Mike Scott, Mo Cahill, and Kevin Christie

Overview

The Production Management Office (PMO) was officially established on 24 January 2008 to manage, monitor and report on the end-to-end Navy Enlisted Accessions Supply Chain (NEASC), which includes the recruitment, initial skills training and assignment of new Sailors to the Fleet. PMO works with other MPTE stakeholders to harmonize and synchronize initial accession planning, resourcing, oversight, execution, and accounting to bring more efficient, on-time delivery of apprentice Sailors to the Fleet.

The Street to Fleet Process

At the heart of this effort are the six Production Line Manager (PLM) teams focused on optimizing the flow of 30,000-35,000 newly enlisted accessions through 682 NEC producing pipelines to be delivered to the Fleet. The PLM teams are tasked with coordinating across historically stove-piped MPTE functions and organizations in order to prevent autonomous data, policy, or process/procedure changes which could result in catastrophic outcomes throughout the Supply Chain that can take several years to correct.

Our Results So Far

For the Electronics Technician (ET) rating, reduced Sailors in an Awaiting Transfer status from a peak population of 499 Sailors for an average of 62 days (as of Jan 2011) to the current level of 155 Sailors for an average of 34 days (Nov 2012). This equates to a reduction of 70.3 man-years (25,668 man-days) of wait time, and shifts these resources to productive work in the Fleet.

For the Fire Control Technician (FC) rating (both FC AEGIS and FC Conventional), reduced Sailors in an Awaiting Transfer status from a peak population of 465 Sailors in Jun 2010 for an average 80 days to the current level 306 Sailors for an average of 79 days (Nov 2012). This equates to a reduction of 35.7 man-years (13,026 man-days) of wait time and hastens the Sailors' reporting to their first fleet assignment.

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 2012		
	Personnel	\$ (m)
MIL	5	\$0.7
CIV	49	\$4.9
CTR	6	
OPS		\$2.4
Total	60	\$8.0

Core Functions

- Organizational Assessment
- Selection & Classification
- Force Management
- Optimization
- Econometric Analysis
- Modeling & Simulation
- Surveys and Quick polls
- ASVAB validation
- Research Information Systems
- Industrial Organizational Psychology

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** Developed the organizational/unit stress module which is integrated into Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) for Navy commands.
- FA1** Demonstrated value of commercial supply chain management techniques in a Navy accession pipeline environment.
- FA2** Continues to be sought after to assess effectiveness of myriad Navy programs, including: Sexual Assault Prevention and Response (SAPR), Suicide Prevention, Operational Stress Control, Navy Safe Harbor, and Casualty Assistance.
- FA3** Established as DoN certified Research Development Test and Evaluation (RDTE) excepted network
- FA2** Conducted Reserve Rapid Polling and the Navy Behavioral Health Quick Poll

Production Spotlights

Research Information Systems Navy Corrections System Management Information System (CORMIS) re-engineering project	Research Information Systems Navy-Marine Corps Mobilization Processing System (NMCMPMS) development hosting
Research Information Systems NPRST computing facility became a DoN certified RDTE excepted network for application development, testing, verification and validation of HR applications	Selection and Classification Capability of the Computerized Special Operations Resiliency Test (C-SORT) was enhanced to improve reliability and include Officer candidates
Force Management Navy Enlisted Accession Supply Chain Model (NEASCM) development	Surveys and Quick polls Operational Stress Control survey selected for all Defense Manpower Data Center (DMDC) sponsored Command Climate surveys

Spotlight Summary

NPRSTs Research Information Systems Management Office (RISMO) is a new capability providing cutting edge information management consulting, IT development, data management, and server support for a wide range of Research, Design, Test & Evaluation needs across MPTE. RISMO provides a new ability to bring proof of concept ideas to reality for Sailors and the Fleet.



Front (L to R): Tracy Kelley, Gail Lile, Krista Cummings, Steve Seavert, Vinny Cate; Back (L to R): Derek Brown, Mike Schmitt, Randy Wyatt, Tim Lawson; Not Pictured: Tate Brown

Overview

Navy Personnel Research Studies and Technology (NPRST/BUPERS-1) is a 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. Many projects frequently produce computer-based models or analytical decision support tools that serve as a 'proof of concept' or prototype. NPRST's ongoing challenge is to transition these prototype solutions to the operational Navy environment.

RISMO Capabilities

During FY12, the NPRST RISMO added new capabilities to improve the transitions of these solutions. RISMO is composed of seasoned software engineers, programmers, business analysts and database developers. Industry-standard best practices, formal software development methodologies and full understanding of DoD/DoN network and IA requirements provide the basis for this new capability.

RISMO provides four key services. First, business process analysts support functional requirements and test case development. Second, industry-certified database administrators provide database services to incorporate data from MPTE corporate data sources. Third, programmers provide extensive Microsoft .NET and Sharepoint portal development for the final applications. Finally, RISMO maintains and operates its internal R&D network providing project teams access to cloud environments for testing and application development.

The Results

The RISMO team is heavily involved in several high profile IT development projects key to BPM/NPC lines of business. MPTE customers include BUPERS-3 community managers, the OPNAV N135 Operational Stress Control program, BUPERS 00D Brigs and Corrections and PERS-4 detailers. NPRST's personnel and manpower experts are now better able to identify problems, research challenges, prototype solutions, and then bring these solutions to the Navy.

BUPERS-3

Military Community Management

CAPT Steven Holmes

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 2012

	Personnel	\$ (m)
MIL	68	\$11.3
CIV	25	\$2.3
CTR	2	
OPS		\$7.2
Total	95	\$20.8

Core Functions

- Accession Planning
- Strength Planning
- Promotion/Advancement Plans
- Force Shaping Tools
- Compensation/Retention Plans
- Community Management & Analysis
- Community Billet Base Coordination
- Professional Development
- FleetRIDE-PTS/REGA Programs
- Program Manager for Center for Career Development (CCD) Program of Record (POR)
- Stay Navy Retention Monitoring System Program
- Community/Sustainability Management

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

FleetRide-PTS/Rating Entry for General Apprentices (REGA) Processed 289,542 PTS Applications	Community/Sustainability Management Processed 7336 Fleet Reserve Requests
Community/Sustainability Management Staffed AC 754 / RC 753 Redesignation requests	Promotion/Advancement Plans Developed 38 AC / 27 RC Promotion plans
Community Billet Base Coordination Staffed 1536 Billet Change Requests	Force Shaping Tools Conducted 11 Probationary Officer Continuation and Redesignation Boards

Spotlight Summary

When the Navy made significant unexpected changes in end-strength plans, the BUPERS-3 team made a concerted effort to meet the new requirements. While force management at the community management level does not shift quickly, the BUPERS-3 team still managed to successfully adjust to this significant new planning shift through a number of combined efforts.

Overview

For the first time in eight years, the Navy needed to stabilize the overall inventory of Sailors instead of decreasing end-strength, creating a significant force management challenge for BUPERS-3. BPM/NPC's community management support to the Navy is key to long-term Fleet end-strength management and a vital component of our strategic Focus Area 1 for Fleet manning support.

FY12 Force Management Action Plan

To shift our support of Community Management in BUPERS-3 to meet these new Navy end-strength goals, a combined effort had to be designed that included shifts in accession planning policies, processes, and tools, the development of new predictive models, and a revamped engagement plan for the Fleet. From the start, CDRs Julie McNally and Bart Randall did an outstanding job of reassessing the officer and enlisted accession plans. Additionally, both the Probationary Officer Continuation and Redesignation (POCR) Boards (CDR Dave Nunnally) and the Perform to Serve (PTS) Program (CDR Jamie Redman and Mr. Earl Salter) needed changes to requirements, policies, and program enhancements. CDR Arjay Nelson worked with various BPM/NPC entities to help develop a common core of useful metrics, including a standardized inventory projection structure that is now being used to monitor and adjust actions for every officer designator and enlisted rating. Equally as important was strategic communication to the fleet for their understanding and awareness. Mr. Randy Miller coordinated seven combined PERS-40/4013/BUPERS-3 Fleet Engagement trips that were attended by 4,634 Sailors and spouses as well as a similar team that visited 9 locations and briefed 3,289 Sailors and spouses exclusively on the Enlisted Retention Board.

Our Fleet Manning Impact

As a result of this complex Force Management plan of action, every Community Manager and Technical Advisor changed their focus from force reduction to sustainability. The BUPERS-3 team showed commitment to the Fleet on all levels throughout all their processes and functions.



The BUPERS-3 Community Management team.

BUPERS-05

Total Force Human Resource Management

Ms. Regina Lambert

Director

What we do ...

Supports Total Force HR and Manpower needs for the Bureau of Naval Personnel (Budget Submitting Office 22)

Resource Summary as of 30 Sept 2012		
	Personnel	\$ (m)
MIL	0	-
CIV	6	\$0.6
CTR	0	
OPS		\$1.0
Total	6	\$1.6

Core Functions

- Compliance/Assessment
- Policy Interpretation/ Implementation Guidance
- Manpower Budget Submitting Office
- Program Management
- Civilian Personnel Program Management
- Organization Management
- Manning
- Manpower Requirements Determination

Function

Advises and assists Chief of Naval Personnel and 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** Led the transition planning associated with BUPERS Future Civilian HR Service Delivery Model
- FA3** Conducted BUPERS third annual Civilian Human Capital assessment
- FA3** Facilitated the development of the Civilian Workforce Council's action plan to address issues identified in the 2011 BUPERS' Employee Viewpoint Survey, largely targeted to improve BUPERS supervisory knowledge/competencies
- FA3** Facilitated the development of the BUPERS To-Be Organization structure for the FY2014 transfer of the Navy's PASS Program from Commander Navy Installation Command (CNIC) to the Bureau of Naval Personnel (BUPERS)

Production Spotlights

Civilian Personnel Program Management Facilitated the BUPERS working group to identify FY13 Supervisory Training for HR Management	Program Management Participated in the development of and placement of BUPERS future Human Resources Office (HRO) staff.
Organization Management Initiated and published a BUPERS HR Newsletter targeted at BUPERS Workforce.	Compliance/Assessment Assisted DCNP in the initial community assessment of the DoN Civilian Military HR Community.
Compliance/Assessment Reworked BUPERS Standard Organization and Regulations Manual (SORM) in preparation of FY13 Navy IG Inspection.	Compliance/Assessment Conducted Operational Audits to validate functions for Civilian HR Service Delivery model and Echelon 2 Pay & Personnel Mgmt Functions.
Manning/Manpower Requirements Determination Developed Plan of Action for Manpower, Organizational and Personnel actions/timelines associated with the FY14 transition of the PASS program from CNIC to BUPERS.	

BUPERS-26

Pay & Personnel Management

CAPT Hank Vitali

Director

CDR Cliff Christy

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 2012		
	Personnel	\$ (m)
MIL	7	\$1.4
CIV	3	\$0.3
CTR	0	
OPS		\$1.6
Total	10	\$3.3

Core Functions

- 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 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** Began 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

Production Spotlights

<p>Pay & Personnel Modernization Support</p> <p>5,723 out of 6,288 commands have implemented eLeave ashore and afloat</p>	<p>Pay & Personnel Modernization Support</p> <p>Processed 1,603,748 Total Automated eLeave transactions with 99.52% Accuracy and 99.5% Timeliness</p>
<p>PASS POR Transition</p> <p>A Memorandum of Agreement (MOA) between DCNO (MPT&E) (N1) and CNIC was signed March 2012, formalizing the decision to transfer the PASS program no later than 1 October 2013</p>	<p>Pay & Personnel Management</p> <p>Developed and disseminated 28 Pay/Personnel Information Bulletins to effect improved processes and policies</p>

BUPERS-07

Information Management

Mr. Stephen Hubbard

Director

Ms. Doris Evans

Departing (D) Deputy

Ms. Lauren Rummel

Relieving (R) Deputy

What we do ...

Supports the business lines with information management and IT system oversight

Resource Summary as of 30 Sept 2012		
	Personnel	\$ (m)
MIL	7	\$1.3
CIV	34	\$3.2
CTR	21	
OPS		\$1.7
Total	62	\$6.2

Core Functions

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

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 24 BUPERS systems

FA3 Reduced IT security incidents from hundreds per week to zero within BUPERS Millington/Navy Personnel Command

Production Spotlights

<p>Capital Planning & NMCI Reduced invoice processing by 33% (to 11,342) with no more than 2% of the pre-invoices processed as non-validated.</p> <p>Reduced number of networks from five to two</p>	<p>Project Management Support Deployed an interim solution for Project Management of Deployment Health, in order to achieve Navy compliance of DoDI 6490.03 (Deployed Health) to track and report the deployment location and duration for members sent from their home station.</p>
<p>IT Investment Management Processed and obligated 521 BUPERS IT funding documents which includes NMCI orders & modifications and other non-labor IT associated requirements.</p>	<p>Project Management Support Project Management of Business Process Reengineering (BPR) for Total Force Manpower Management System (TFMMS) and Navy Manpower Reporting System (NMRS)</p>
<p>Project Management Support Managed the shared services component of the transfer of the Pay/Personnel Administrative Support System (PASS) Program of Record (POR) from Commander Navy Installations Command (CNIC) to Deputy Chief of Naval Operations (DCNO) N1.</p>	<p>Project Management Support Project Management of transformation Business Process Initiatives (BPI) for Record of Emergency Data/Dependency Application (RED/DA) Enhanced Drill Management (EDM), and Navy Performance Appraisal System (NPARS)</p>

Spotlight Summary

When MPTE established new goals for HR data quality, usage, and security, the BUPERS-07 team met the challenge. After establishing new standard guidelines for HR data, standardizing data elements for multiple Pers/Pay Modernization Business Process Initiatives, and establishing a review process for all data transfers from MPTE HR information systems, the EIM team has increased Sailor HR data security and become a recognized expert in data privacy.

Overview

In FY12, the Navy set out to improve the quality of data and establish better rules regarding its use in Navy business decisions. MPTE established aligned goals in FY12 for HR data quality, usage, and security by calling for a Data Management (DM) program. The MPTE Enterprise Information Management (EIM) program made foundational progress in achieving these goals.

What We Achieved in Data Management

A large amount of foundational work was required in FY12 to support the Navy's new data management goals. These efforts directly support Focus Area 2, Goal 2 calling for improved HR information management. The first large-scale FY12 effort was establishing new standardization guidelines for HR data. The Authoritative Data Warehouse (ADW) project was the first to implement these new standards, which included gathering data definitions, researching laws and regulations, and identifying authoritative MPTE data sources. The EIM team also began standardizing data elements for various Pers/Pay Modernization Business Process Initiatives, such as the Navy Performance and Appraisal Reporting System (NPARS), Record of Emergency Data/Dependency Application (RED/DA) and Enhanced Drill Management (EDM). Additionally, the EIM team was instrumental in implementing the MPTE EIM Data Transfer and Compliance program aimed at controlling access to Sailor data by revamping the request process and information system access to raw HR data. The program represents a paradigm shift in data management by reducing access to the minimum required. The EIM team has established a review process for all data transfers from MPTE HR information systems, increasing Sailor HR data security. As a result, the EIM Team has become a recognized expert in data privacy and has assisted other Navy commands with their data management activities. The BUPERS-07 EIM team has already managed to create the foundation for data management BPM/NPC requires to secure Sailor data while still supporting the information needs of MPTE.



Front Row (L to R): Joseph Gibson, Carolyn Bahm, Kristine Francis, Mary Beth Novack, Robert Cross, Mary Buchschacher, Mary Kay Levie, James Murray, Scott Pavelec; Second Row (L to R): Brina Long, Dave Sweeney, CAPT Michael Rominski, Larry Francis, Rebecca Robbins, Sam Shamblin, Victor Kethireddy, Tim Sheranko, Brad Friesen, Steven Orr, LCDR Mike Raymer

BUPERS-08

Business Transformation

Mr. Robert Duley

Director

What we do ...

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

Resource Summary as of 30 Sept 2012		
	Personnel	\$ (m)
MIL	1	See Note 1
CIV	1	See Note 1
CTR	70	
OPS		\$.08
Total	72	\$.29

Note 1: CIV & MIL pay for BUPERS-08 included under PERS-00

Core Functions

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

Function

The BUPERS Business Transformation Office (BBTO) is responsible for conducting comprehensive Business Process Evaluation/Business Process Reengineering (BPE/BPR) within the Navy's Personnel, Pay and Career Management business lines. BBTO's solution set documents, analyzes, improves, manages, and aligns policies, processes, systems and data integral to BUPERS business operations.

Top Accomplishments

- FA2** Provided functional requirements documentation support for N1B FY12 Business Process Improvement priorities of Navy Performance Appraisal and Reporting System (NPARS), Reserve Enhancements for Drill Management, Permanent Change of Station Round-up (PCSR), Enlisted Personnel Action Request Form 1306/7 Pilot, and Record of Emergency Data (RED)/Dependency Application (DA).
- FA2** Gathered and documented a total of 4,489 functional requirements for all Business Process Improvements; generating four Functional Requirements Documents (FRDs) that are now under evaluation by SPAWAR for implementation solutions and costing.
- FA3** Developed and implemented a repeatable process for conducting BPE/BPR meeting the requirements of 10 USC 2222 Defense Business Systems: Architecture, Accountability, and Modernization; and consistent with Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTMLPF) requirements of the Joint Capabilities Integration Development System (JCIDS).
- FA3** Developed and implemented a Modified Process Activity Costing (MPAC) process that collects workflow metrics and attributes cost to provide simulation and modeling capabilities between As-Is and To-Be business processes. The MPAC model allows stakeholders to quantify potential efficiencies resulting from BPR efforts.

Spotlight Summary

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

Overview

BPM/NPC is in the midst of a multi-year initiative to streamline our internal Human Resource (HR) 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 CNOs guiding principle of upholding our duty to Sailors and their families as well as CNPs strategic priority of Effective Personnel Readiness ensuring they have the resources they need. Simply put, our BPR efforts seek to streamline our processes reducing errors, costs, and improving quality of service.

Who is BUPERS-08 and what is BPR?

The BUPERS Business Transformation Office (BBTO) is responsible for conducting comprehensive BPR across multiple areas at BPM/NPC. The BBTO documents, analyzes, improves, manages, 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 Retirements BPR Project

The goal of the Retirements BPR project was to develop a better way to support the processing of retirement requests in the Active and Reserve Components (AC/RC). The BUPERS-08 team, along with their partners in PERS-8 and PERS-9, were able to achieve significant headway towards integration and reduced the total number of processes from 7 to 3 while documenting 4,343 functional requirements for this new approach to retirements. Due to this effort, it became clear that a technology solution would improve speed of service, reduce activity time and cost and improve reliability and accessibility to personnel data. The Retirements BPR project is the latest example of our commitment to Sailors and their families as we work to improve the way we do business.



BUPERS-08 Business Transformation Office Retirements team

