

Navy's Total Force Vision for the 21st Century



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“I am committed to ensuring that we, as a Navy, are going to be one of the best places for a young person to start their career. We must all think and work as an organization to attract, recruit, and retain our nation’s best and brightest now and in the future.”

*ADM Gary Roughead
Chief of Naval Operations*

Foreword

Navy's Total Force Vision for the 21st Century firmly recognizes our Total Force, active and reserve Sailors and Navy civilians, is the Navy's most important resource and the critical component to meeting the demands of *A Cooperative Strategy for 21st Century Seapower*. Acknowledging the legacy of our retirees and former members, and building upon their achievements, this vision lays the foundation for Navy to succeed in the 21st century in delivering the human component of maritime joint warfighting capability.

We must continue to attract, recruit, develop, assign, and retain our nation's diverse talent. Our Total Force programs and policies will be designed to reward performance, deliver career-long learning and development opportunities, and value service to the nation.

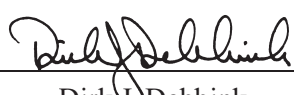
The *Navy's Total Force Vision for the 21st Century* was a collaborative effort between the Deputy Chief of Naval Operations (Manpower, Personnel, Training and Education), the Office of the Chief of Navy Reserve, the Naval Education and Training Command (NETC), the Navy Personnel Command (NPC), the Navy Recruiting Command (NRC), and the Navy Enterprises. This document aligns with the *Department of the Navy Human Capital Strategy*, as well as Chief of Naval Operations guidance, and represents the collective vision for the organization as we move forward.



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Introduction

To remain successful, Navy must be forward looking and adaptive. The evolving global environment provides challenges and opportunities to build a Total Force with the competencies required to anticipate and respond to future demands. Greater emphasis on life-work integration, a decreasing recruitable market, and increasing fiscal constraints are important considerations in the development of our current and future workforce. We recognize our personnel management processes and programs must deliver the workforce of the future. To remain relevant will require agility in the way we do business.



As a workforce, we are becoming a leaner, more versatile, and highly technology-centric force. *A Cooperative Strategy for 21st Century Seapower* (the Maritime Strategy) expands our core capabilities to achieve a blend of peacetime engagement and major combat operations. Sailors are expected to perform a broad range of missions – from conventional and irregular warfare to humanitarian and disaster relief – using newer, more advanced platforms and technologies. These capabilities require Sailors to develop new competencies to meet evolving mission needs. Moreover, the talent and experience of our civilians must be leveraged to adapt and respond to emerging demands. We will work closely with the Secretary of the Navy in implementing policies in support of our civilian workforce.

The Department of the Navy Human Capital Strategy directs us to prepare our people to operate in this dynamic environment. We must execute a flexible strategy that defines our priorities, directs our efforts, and guides our resource decisions.

Executing Our Vision

This vision defines the path to achieve our strategic imperatives. Proper execution will depend upon accountability and a set of measurable objectives, which will be implemented through Department of the Navy strategic workforce plans and annual business plans developed by the Chief of Naval Personnel. Fit, defined as the right person, with the right skills, at the right time, at the best value, is our primary metric. “Best value” represents a balanced approach to aligning our human resources with requirements in a cost-efficient manner.

Our vision is designed to be an enduring, living document. We will evaluate it routinely against changes in our environment and in National, Defense, and Navy Department guidance.

Our Vision

Our vision is a *seamless Navy Total Force valued for their service to the nation.*

Recognizing the strength of our Navy is enhanced by diverse ideas and perspectives, we must harness the distinctive talents of each individual and foster a culture of empowerment and innovation. We will promote a spirit of cooperation, encourage members of our force to achieve their highest potential, and value our people and their families for their service to our nation. Critical to our success is a human resource system which provides seamless integration of active duty, reserve, and civilian personnel through a continuum of service. This system must meet the manpower needs of the joint warfighter and the personal and professional development needs of the individual.



Our Mission

Our mission is to *attract, recruit, develop, assign, and retain a highly skilled workforce for the Navy.*

To succeed in our mission, we must:

- Align the personal and professional goals of our workforce with the needs of the joint force, while ensuring the welfare of our Sailors, civilians, and their families.
- Deliver a high-performing, competency-based, and mission-focused force to meet the full spectrum of joint operations.
- Provide the right person, with the right skills, at the right time, at the best value to the joint force.



“We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waiver in our dedication and accountability to our Shipmates and families.”

- Excerpt from the *Navy Ethos*

“Today’s Navy Reserve, from Civil Affairs to Navy SEALs, is integral to the Total Force. We stand shoulder-to-shoulder with our active duty component executing full spectrum operations that represent every facet of our Navy’s Global Maritime Strategy for the 21st century.”

*- VADM Dirk Debbink
Chief of Navy Reserve*



Strategic Imperatives

This vision must be dynamic and responsive to changes in the global environment, and remain relevant to the current needs of our nation. Realization of our vision and execution of our mission will be measured against five strategic imperatives. To deliver Navy's workforce today, and in the future, we must be:

Responsive to the Joint Warfighter: *We sustain and deliver required capabilities as well as anticipate future demands.*



To meet Navy contributions to joint and service demands, Navy develops, validates, and links manpower requirements, defined by competencies, with joint capabilities. Many of these capabilities are unique and fall outside the realm of conventional warfighting.

Developing and validating Navy's active and reserve military, civilian, and contractor requirements, based on capabilities, will position Navy to meet operational demands at the best value. Defining manpower in terms of competencies will allow Navy to continuously identify, evaluate, and link critical knowledge, skills, and abilities with current and emerging needs.

Competitive for the Best Talent in the Nation: *We are sought by the nation's best for a career of service.*

To attract, recruit, and retain the best talent, Navy must be competitive in the marketplace. This requires recognition of Navy by current, prospective, and former members, as one of the nation's great workplaces. Navy will accomplish this by promoting a culture that supports the Total Force and their families through "best in class" programs, policies, compensation, and a comprehensive continuum of care.

"Sustaining a quality of life means we must address not only the needs of the Sailor and Navy civilian, but those of our Navy family as well."

- ADM Gary Roughead
Chief of Naval Operations



Diverse: *We draw our strength and innovation from the diversity of the nation.*

As the demographic make-up of the American population evolves, it is imperative Navy focus its efforts on emerging talent markets to include investments in youth education and outreach focused on science, technology, engineering, and math. Navy will promote a culture of diverse backgrounds and perspectives, while providing individuals the opportunity to use and develop their talents and capabilities. This is a key determinant of Navy's ability to remain competitive in an increasingly challenging environment.

A Learning Organization: *We provide a career continuum of training, education, and experiential learning and development.*

Education, training, and experience are the pillars of learning and development. They provide the advantage to build and enhance the critical knowledge, skills, and abilities that are key to unlocking the potential of our workforce to execute future service and combatant commander requirements in an uncertain operational environment.

“Learning and Development are strategic investments – our asymmetric advantage.”

- VADM Mark E. Ferguson III
Chief of Naval Personnel

Training and education opportunities across a continuum of service, align our workforce to deliver required warfighting and support capability. We will leverage our learning and development plans to provide pertinent, timely, and modular training investments throughout our Sailors' careers.

We have the most highly educated workforce in Navy history. To preserve this advantage, we will invest in continuing education opportunities for Sailors, officers, and civilians, focusing graduate and professional military education investments on the development of critical skills aligned with Navy missions and joint warfighters to lead in our nation's defense.

Leader in Human Resource Solutions: *We deliver agile, innovative, and flexible solutions to meet the demands of the Maritime Strategy.*

To deliver a Total Force to meet the joint demand, Navy must manage its people through agile and flexible human resource programs, services, and solutions. This requires innovative approaches to identify the competencies possessed by our workforce, align those competencies to the work, and shape our talent with the right mix of skills, experience, and seniority to deliver Fit to the Fleet at the best value.

To sustain our Total Force, Navy will provide performance-based opportunities and develop career paths that support personal and professional goals across a continuum of service.

These imperatives do not stand alone – they are interdependent and work in concert to ensure mission success. They will be the focus of our efforts, and the basis for decisions on what work must be done. We will divest ourselves of work that does not support this vision.

Key Enablers

Key enablers serve as the foundation of our Manpower, Personnel, Training and Education operations, making possible our success in executing our mission and reaching our vision.

Innovation and collaboration:

The dynamic environment in which we operate requires creativity and a team-oriented approach to meet current and future challenges. Our efforts reach beyond the Navy Total Force domain and include the Navy Enterprises.



Leveraging research and development, modeling and analysis, and pilot programs will be required to maintain our competitive edge. We must create a culture that challenges the status quo and encourages unconventional solutions to complex problems.

Fiscal discipline: As competition for resources and the cost of manpower continue to increase, we will ensure resource allocation decisions are guided by strategy and a measurable return on investment. The Single Manpower Resource Sponsor (SMRS) initiative integrates all military personnel-related resourcing into a single organization within the Navy. SMRS provides a single, coordinated view of all manpower-related programs and supports better financial management. This role includes responsibility for oversight and resourcing of all Navy military active and reserve end strength, and an expanded focus on Navy civilians and contractors. The SMRS initiative enables Navy leadership to identify and prioritize the work performed, which produces the most efficient and effective mix of manpower in delivering warfighting capability. We will employ strategic resourcing, and ensure our initiatives clearly align to and support our strategic imperatives, the Maritime Strategy, and the joint force.

Work and workforce described by competencies: To better manage talent within the Total Force, we will use competencies to describe both the skills required of each position in the Navy and the knowledge, skills, and abilities of each member of our force. Together, these competencies will increase the efficiency and effectiveness of future operations by providing us the agility to recognize the person with the right skills and deliver them to the appropriate position, at the best value.

Supportive information technology solutions: We will leverage information and technology, and focus our investments in support of our personnel supply chain. The transition to a mobile and more dispersed workforce will require enhanced virtual collaboration capabilities. These capabilities will be delivered by drawing upon Department of Defense and Navy Enterprise IT investments and solutions. To increase Sailor empowerment, workforce satisfaction, and decision transparency, we will maximize the development and use of Sailor-centric career management interface tools.


Conclusion

A highly competitive global workforce demands agility in our human capital approaches. Navy must strive to be one of our nation's great workplaces and an employer of choice by our nation's youth. We must be innovative and excel in applying the rich talent base afforded by our diversity. Most importantly, our policies and practices must ensure a seamless Total Force, one in which Fit is the primary driver.

We are indebted to those who have served and for the Navy they have entrusted to us. To sustain tomorrow's workforce, we will leverage the best leadership and management principles available. Additionally, we will invest in our Total Force based on a definable return, linked directly to this vision.

A ready Total Force, supported by a comprehensive continuum of care, is the heart of our Navy. We must attract, recruit, develop, assign, and retain a diverse, high-performing, competency-based and mission-focused force, while ensuring the welfare of our Sailors, Navy civilians and their families. By adhering to this vision, we will succeed in delivering the maritime force our nation and the 21st century demands.





“Our vision is a seamless Navy Total Force valued for their service to the nation, responsive to the challenges of today and tomorrow to lead the full spectrum of joint and maritime operations.”

*VADM Mark E. Ferguson III
Chief of Naval Personnel*



For digital copies of *Navy's Total Force Vision for the 21st Century*, visit www.navy.mil/cnp