





Strategy For Our People

Transforming the Total Force for the Future

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I. INTRODUCTION

This document provides the Navy's Strategy for Our People (SFOP) – the vision and course along which Navy's workforce will evolve over the next ten years, and beyond. *The Strategy for Our People provides the framework through which we will transform our workforce into a diverse Navy Total Force – active/reserve military and Navy civilians, supported by contractors - that collectively possesses the wide array of knowledge, skills and abilities required to deliver the critical current and future human component of warfighting capability to the Joint force.*

The SFOP is part of Navy's larger strategic planning efforts. It aligns to, is consistent with, and supports implementation of the Department of the Navy's Strategy. The SFOP's six strategic goals are based on a detailed environmental scan and alternative futures analysis conducted both within the MPTE Domain, and as part of the Navy's broader efforts to develop a new maritime strategy and update the Navy Strategic Plan. Achieving the vision laid out in this document requires support and engagement across the Navy enterprises. All manpower, personnel, training and education efforts across the Navy will align to and espouse the principles outlined here.

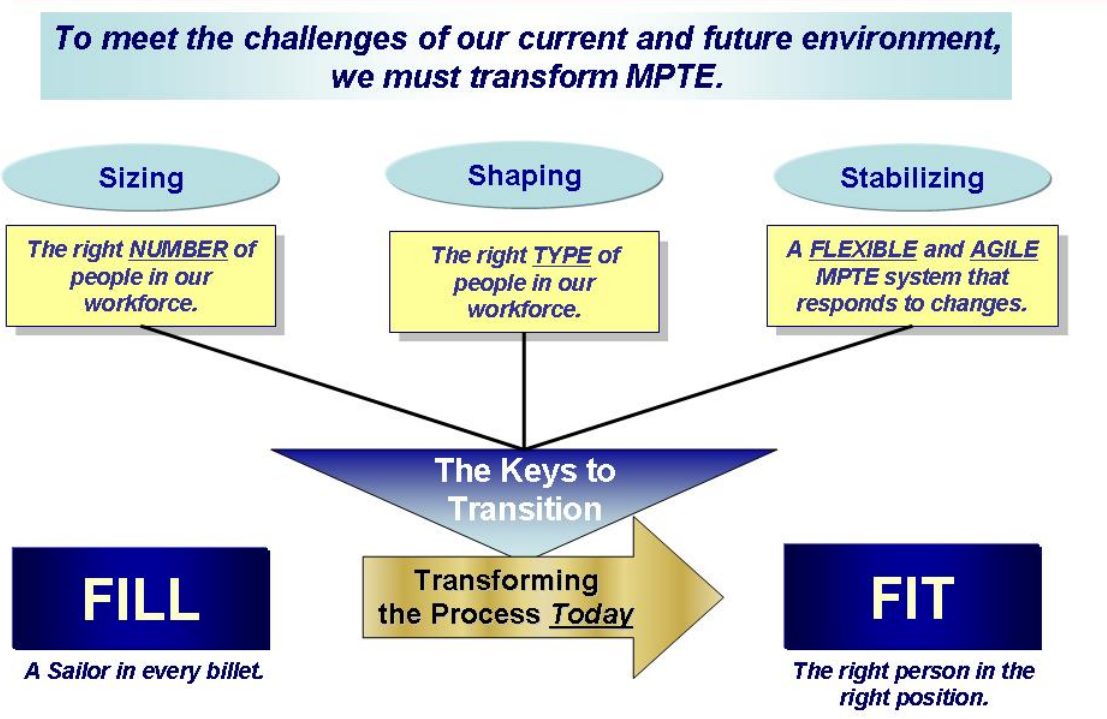
II. OUR VISION

Our vision is *a Navy manpower, personnel, training and education (MPTE) system that targets and attracts the right talent, then trains, develops, equips, and motivates these men and women throughout a career of Navy service.* It is a system that supports the manpower needs of the warfighter and the professional development needs of the individual, while fostering a spirit of teamwork that allows all members of the Navy Total Force to achieve their highest potential and to defend our nation with honor, courage and commitment.

For several years, our focus was on sizing the force – ensuring we had the right number of billets and *filling* every billet with a Sailor. Today, we are focused on shaping and stabilizing the force – ensuring we have the right *fit* between the knowledge, skills and abilities required by a billet and those possessed by the Sailor, Navy civilian or contractor filling that billet, and ensuring we can easily adjust either based on changes in warfighting requirements. The goal of sizing the force was to determine the right *number of billets* required to meet current and future warfighting requirements. The goal of shaping the force is to ensure we have the right *type of individual* available in our workforce to fill those billets. The goal of stabilizing the force will be to have a personnel management system that can proactively respond to changes in warfighting requirements.



MPTE Transformation



III. OUR MISSION

If we are to achieve this vision, and build the required workforce of the future, we will, over time, need to change how our fundamental MPTE mission is executed. Our expanded definition of a Total Force, ever-changing warfighting operations, a shrinking talent pool and competitive marketplace, increased financial constraints and advances in technology all demand MPTE change, and provide the opportunities for innovation and continued improvement.

The MPTE Domain’s mission in support of Navy is *to anticipate Navy warfighting needs, identify associated personnel capabilities, and recruit, develop, manage and apply those capabilities in an agile, cost-efficient manner.* This is the traditional MPTE mission, but with a focus on proactively addressing the changing warfighting environment and balancing workforce requirements with an increasingly constrained fiscal reality. The foundation of the MPTE mission has not changed. We always had, and will continue to have, responsibility for recruiting, developing, managing and supporting the Navy workforce – albeit now a Total Force including active and reserve military, and Navy civilians.

IV. THE STRATEGIC GOALS



To enable us to be responsive and effective in the future, we have set six strategic goals. These six goals, when achieved, will enable us to respond effectively to the current and future emerging strategic landscape, and provide stability by enabling us to better predict and adapt to changes in the environment more proactively, and with less disruption. The Strategy for Our People goals are:

- *Capability-driven Manpower: Navy workforce requirements are based on current and future joint warfighting needs as dictated by the national defense strategies and provided by Navy Enterprises.* Warfighting missions and operations have become more complex and uncertain. Navy work and workforce requirements are constantly shifting and evolving with changes in required operational, political and strategic capabilities. Basing manpower requirements on current and projected warfighting needs will ensure we meet today's operational requirements while continuously updating and balancing the workforce as needs change.
- *Competency-based Workforce: Navy work and workforce are defined, described and managed by the knowledge, skills, and abilities that enable the performance required for mission accomplishment.* The Force Planning construct suggests the Joint force must develop unique capabilities that fall outside the realm of conventional warfighting. This means an expansion of Navy workforce requirements beyond traditional roles. Developing the workforce based on competencies allows the Navy to continuously evaluate critical skills and create a workforce well-matched to the needs of the warfighters. A competency-based workforce also enables the Navy to determine where there is workforce commonality (or exclusivity) across a range of operations and missions so agility and efficiencies can be realized.
- *Effective Total Force: Workforce components – active and reserve Sailors, Navy civilians, and contractors – are viewed as one, integrated team that supports required warfighting capability.* We acknowledge the covenant that exists between our leadership and those in government service, while at the same time recognizing the added flexibility that the contractor component of our workforce provides. A constrained fiscal environment and workforce reductions demand our focus on applying the best resources to jobs. Viewing workforce components as one integrated team provides more options and

- reduces risk while better meeting warfighting needs. Leveraging the strength of the Total Force provides maximum flexibility in the most cost-efficient manner.
- *Diverse: We have a culture that embraces diversity and encourages and enables all Sailors and civilians to reach their full personal and professional potential.* The changing demographics of the American population demand Navy take proactive steps to ensure we truly mirror the demographics of our nation. To the degree we represent the Nation we are a stronger, more relevant force. How we harness and foster the unique individual talent and capabilities of our workforce bears considerably on our ability to successfully accomplish our mission.
 - *Competitive in the Marketplace: We continuously revise and update our policies and practices to deliver desired benefits such as life-long learning, career choice and improved family support.* The Navy is faced with recruiting and retention challenges in an era of increased military operations, a strong national economy, and a decreasing propensity for military service. To remain competitive with other Services, academic institutions, and corporate America, the Navy must continually assess, revise and update its personnel policies and programs so it is attractive to the desired talent base and successfully competes with the private sector for the best talent. Navy's goal is to be the employer of choice.
 - *Agile, Effective and Cost Efficient: We will deliver additional capability from a smaller, yet increasingly talented, educated and integrated workforce.* Balancing expanding requirements for a capability-driven workforce with fiscal constraints requires Navy to deliver a more capable, versatile force. Agility means swiftly developing and implementing strategies, policies and processes to proactively meet evolving needs and challenges while focusing on the skills and abilities most in demand right now. Cost-efficient means we do this economically and without fiscal waste.

V. THE STRATEGIC OBJECTIVES

We recognize that achieving these goals, and building the workforce of the future requires a profound change in the way we do business. The manpower, personnel, training and education system of the past will not deliver the workforce of the future. We must sort out priorities and determine how best to achieve the greater breadth of learning and the depth of experience the future requires. We must adjust our personnel strategies to account for the dynamic nature of the demands on our people, while accurately predicting and delivering the Navy workforce to meet current and future needs of the Joint force and the nation.

The MPTE Domain has identified seventeen strategic objectives. These objectives describe the required change areas Navy is addressing to meet the six strategic goals and build the workforce of the future. Contained in the descriptions of these objectives are the fundamental principles for MPTE transformation. To support the achievement of each objective, a number of initiatives will be developed to deliver the desired effects. These objectives will guide long-term efforts, investments and day-to-day MPTE activities across the Navy, and all Navy manpower plans will be evaluated for their support of these objectives and their associated initiatives. Programs, budget inputs and human capital plans being submitted must align with this strategic guidance.

Recruiting, Retention & Compensation

Objective: Optimize the Navy workforce by recruiting and retaining the best talent and proper mix of high-quality people through competitive compensation and incentives.

We are committed to exploring innovative recruiting, compensation and incentive policies to help us attract and retain the best talent. The Navy works to achieve the right force mix through three key activities: recruiting the number and quality of personnel to fully man jobs requiring specific skills; retaining personnel with in-demand skills and experience; and providing incentives for voluntary separation of personnel with skills that are overmanned or no longer required.

Retaining the best and brightest Sailors and Navy civilians has always been a Navy core objective and key to mission success. We retain the right Sailors through Quality of Service, a combination of quality of life and quality of work, targeted pay programs, and Perform to Serve, which permits the reenlistment of our strongest performers and increases opportunities for enlisted rating conversion. We must offer the same quality of service to our Navy civilians and recognize and reward outstanding performance through the mechanisms of the National Security Personnel System (NSPS).

Sailor Readiness & Family Preparedness

Objective: Direct and assess Navy personnel readiness programs to provide optimal support to Sailors and families.

Sailor readiness is critical to the success of our missions. Readiness is comprised of many components, including physical fitness, mental stability, education and training, recognition and motivation, and visibility into career path planning. Additionally, we have long recognized the importance of Navy families to our Sailors' readiness and to our overall success. We are committed to supporting the families of our military and Navy civilians. Our deployed Sailors and Navy civilians need to know their families are well cared for so they can focus on the job at hand without anxiety. As a maritime force, we know that current and emerging global challenges will require us to become even more sea-centric and we recognize

the effect of longer and more frequent deployments on our Navy families. The added strain that Individual Augmentation and GWOT Support Assignments have placed on our Sailors and their families cannot be overlooked. We are exploring options that address this reality, but still allow us to meet our national responsibility to provide power at sea.

The Navy's continued emphasis on Sailor and family readiness is evident in several targeted efforts in fitness, education and professional development assistance, financial management training, support to displaced and injured Sailors, and child care and youth development programs. We must also focus on the unique circumstances and needs created by Individual Augmentation and GWOT Support Assignments, particularly as they affect the families of mobilized reservists who may not have ready access to the support and services available in fleet concentration areas.

Diversity

Objective: Create an environment that encourages and enables all workforce members to reach their personal and professional potential.

Diversity is a strategic imperative and it is critical to mission accomplishment. Everyone in our Navy contributes to mission success by bringing unique capabilities and individual talent to collective efforts. How we harness those capabilities and foster that talent impacts our ability to successfully accomplish our mission. The Navy strives to promote and engender a culture that embraces our diversity and to foster work environments where people are valued, respected and provided the opportunity to reach their full personal and professional potential.

In addition to all the attendant positive effects of diversity, there is a strong case to be made that a more diverse force is more culturally aware, linguistically capable, internationally interactive, and forward deployable. Striving to create a diverse force not only binds the Service more closely to the United States population by accurately reflecting our nation's extraordinary diversity; it also produces a Navy that can be much more effective in meeting the challenging and unconventional conflicts of the 21st century.

With this imperative in mind, Navy has launched a three phase Diversity Campaign Plan to analyze and assess Navy's diversity landscape, then develop decisive actions to ensure accountability and sustainment of diversity-related actions into the future. The ultimate goals of this plan are to (1) institutionalize a culture that values and fully leverages the unique attributes of the Navy's workforce, (2) attract and retain the best talent of our nation, and (3) provide opportunity for all to succeed and advance.

Joint Development and Management

Objective: Plan, prepare and assign Navy leadership talent for joint positions in a way that maximizes Navy's contribution to the Joint Force.

One of the realities of our changing environment is an increased need to work closely with our counterparts in the Army, Air Force, Marine Corps and Coast Guard, and with other government and non-government organizations. The Navy must contribute to the evolution of a truly Joint Force, one that avoids costly duplication of effort, shares knowledge, information and capabilities, and recognizes we can no longer afford the parochial inter-service disagreements of the past. For the Navy's part, we are committed to identify, educate and prepare our people for effective Joint leadership roles and to manage their progressive career assignments so they have early and frequent exposure to joint working environments. We are also undertaking a conscious effort to expand our corps of professionals trained and experienced in Operational Planning both at the Navy and Joint levels. This enhancement is critical to sustaining our role in planning and executing at the Operational Level of War.

We are in the process of establishing Navy-specific Professional Military Education (NPME) and Joint Professional Military Education (JPME) requirements for the active and reserve military force. This plan, referred to as the "Path to Jointness," ensures PME selectees and graduates are assigned to positions that take advantage of their education and accelerate their development as Joint leaders. The Navy now requires completion of Intermediate PME, including Joint PME Phase I, for selection to Unrestricted Line O-5 Command by FY09 screening boards. We intend to assess the effectiveness of our policies by tracking the number and percentages of PME graduates assigned to positions that are considered to be career enhancing. Additionally, the Navy hand-selects students for career-enhancing opportunities as resident students at Joint, Service and foreign war colleges based upon proven leadership and demonstrated academic potential.

Competency Management

Objective: Define, describe and manage the Navy's work and workforce by the observable, measurable pattern of knowledge, skills, abilities, behaviors and other characteristics an individual needs to perform work roles or occupational functions successfully.

Our competency management initiative will manage the process of defining the work that needs to be done and the types of knowledge, skills and abilities required to do it well. The Navy is developing a comprehensive competency model for all military and Navy civilian career fields. Under a competency-based personnel management system, all aspects of Navy work and workforce capabilities will have common definitions. A focus on competencies, rather than simply training for specific, equipment-centric tasks enhances overall warfighting capability. Once competencies are defined, we can determine which competencies are found in the

Navy today, determine which will be needed in the future, and then recruit, train, reassign or educate to fill the gaps.

Career Management

Objective: Maximize the contribution of every member of the Navy workforce by delivering competency-based career paths supported by career-long learning.

Career Management focuses on the “people” side of the workforce equation, matching the best available talent with challenging, career enhancing assignments. This model directly supports a competency-based workforce, where an appropriate balance is achieved between professional development, personal desires and the needs of the Navy. In a competency-based workforce, people are more likely to be placed in positions that complement and build their skills and lead to increased readiness and engagement. It also improves career satisfaction and fulfillment by placing Sailors and Navy civilians in challenging and desirable jobs.

We are improving access to information so Sailors not only see what positions are open, but also all of the information detailers use to determine the best fit for each position, as well as developing a measurable, objective way to evaluate competency for occupational (e.g., rating specific duty) and organizational (e.g., collateral duty) work.

Learning Strategy & Policy Alignment

Objective: Execute life-long learning and the development of required Total Force competencies from a clear, integrated plan.

This initiative involves making sure our training and educational programs are integrated with the competency management and career development initiatives so we provide timely, relevant training and education, delivered in a variety of ways to reach the workforce when and where they need it. Training and education are a strategic investment for the Navy’s Total Force. They provide the foundation to develop and enhance the critical thinking skills that are necessary in today’s dynamic world. Training and education are key to unlocking the potential of our talented workforce to meet the demanding requirements of our rapidly changing operational environment.

In preparation to develop a learning strategy, the Navy will study current and future training and education requirements and examine career progression frameworks. The goal of this initiative is to develop a comprehensive Navy Learning Strategy that supports the Navy Total Force; enhances warfighting proficiency; strengthens joint, multi-national and interagency operations; addresses enduring, emergent and future requirements, and exploits learning strategies and best practices.

Workforce Strategy/Strategy for Our People

Objective: Define and describe the future Navy environment and required workforce, and develop an enduring plan to transition from today's workforce to that required and desired in the future.

If we are to meet the challenge of providing certainty in an uncertain world, the Navy must understand the work, the worker and the rules of engagement in the global environment of today and tomorrow. From a planning perspective, SFOP is a "living" document reflecting the pulse of our activities in alignment with our strategic goals.

Follow-on workforce strategies will ensure we can meet the most likely alternative futures that may confront our nation and our Navy. These strategies will describe the impact of the possible futures on how we currently recruit, develop, equip and assign our Total Force and identify what changes are necessary. They will guide our Navy-wide decision making about the type of workforce we need and how we deliver the workforce in terms of processes, tools, infrastructure, policy, requirements, and resources. We will constantly take a pulse of the environment and modify the strategy to ensure that we remain aligned with changing needs.

Total Workforce

Objective: View all workforce components– active/reserve military, Navy civilians, and contractors – as one, integrated team, assigning work and responsibilities across workforce components based on performance expectations, operational risk and cost.

This initiative will work to create cultural change within the Navy, so all workforce components – active/reserve military, Navy civilians and contractors – are recognized as equally important contributors to the Navy mission. In an operational Total Force, work and responsibilities are assigned across components based on the job requirements, operational risk and cost efficiency. Members of each component are expected to work seamlessly within the total Navy team.

For example, Navy continues to make significant strides in achieving a Total Force through Active-Reserve Integration (ARI) and military-to-civilian conversions. ARI aligns active and reserve component units to achieve unity of command. It provides budgetary and administrative efficiencies, and ensures that the full weight of Navy resources and capabilities is under the authority of a single commander. Through military-to-civilian conversions, the Navy is successfully shaping our Total Force so our Sailors can focus on inherently military work. Conversion of military positions not focused on inherently military work to civilian positions lets military personnel focus on warfighting.

Single Manpower Resource Sponsor

Objective: Balance work to be performed, worker characteristics and qualifications, and work management with cost and operational risk.

Key to establishing a proactive, agile and cost-efficient personnel management system is a single, centralized analytical capability that is Navy-wide and balances warfighting requirements, personnel and costs. The Single Manpower Resource Sponsor (SMRS) initiative integrates all personnel-related resourcing into a single organization within the Navy and the MPTE Domain. It provides a single, coordinated view of all manpower-related programs, allows more consistent management and policies, and supports better financial management.

As the SMRS, the MPTE Domain has responsibility for oversight of resourcing and manning all Navy military, active and reserve, end strength. The intent is to expand the focus beyond military personnel to include Navy's civilian and contractor workforce as well.

This consolidation of planning, programming, budgeting and execution authority places all Navy billets and positions into a single analytical framework known as the Intelligent Workbook. Having centralized authority and accountability enables Navy leadership to look across the entire Service to identify and prioritize the work performed in delivering warfighting capability. This analytical framework links people to work, work to platforms, and platforms to capabilities resulting in far better ability to fit our people directly into warfighting capability.

Workforce Planning

Objective: Operationalize near term Navy workforce requirements based on current and future joint warfighting needs as dictated by national defense strategies and provided by the Navy Enterprises.

This objective aims to create a collaborative, disciplined, proactive and stable process to monitor workforce trends, analyze what those trends mean, and then tie that knowledge to warfighting needs so our plans provide the workforce with the required capabilities. One of the principal drivers for this analysis must be the Joint demand signal. We must recognize and identify the continuing requirements that executing the GWOT will place on our workforce. As we transition from Individual Augmentation assignments to GWOT Support Assignments, we must assess how this transition to the Operational Level of War will impact our workforce planning process.

Workforce analysis and planning considerations apply for both materiel and non-materiel warfighting requirements. Operationalizing Human Systems Integration gives humans (functioning as individuals and members of crews/teams, units and organizations) equal consideration with design elements such as hardware and

software. This approach to design will have a significant impact on workforce requirements and planning efforts by providing a proactive, participatory role for MPTE in the earliest stages of defining capabilities and resultant workforce demands.

We have focused our end strength efforts on *sizing* the personnel force – that is, identifying precisely the right *number* of Sailors we need to support the changing Navy missions. Historically, total Navy manpower (military and civilian) numbers tracked roughly parallel to the corresponding ship force level. We are attempting to recapitalize the Fleet without increasing manpower. In terms of end strength, we have determined that we will need a military personnel force of approximately 322,000 active duty Sailors to support a Navy of approximately 313 ships and 3,800 aircraft.

Now we will shift our focus to *shaping* the personnel force – that is, identifying the right *type* (i.e., knowledge, skills and abilities) of Sailors, and what we need to do in recruiting, accessions, and retention to establish and maintain that military workforce. As we do so, we will be *stabilizing* the workforce by developing MPTE processes that are predictive, analytical and flexible enough to adjust both the size and shape of the workforce.

Spiral One Sea Warrior

Objective: Deliver a fully functional Sea Warrior system that is easy to use, clearly defined and responsive to our Sailors.

Our new generation of Sailors expects to be more involved in making their career and life decisions. As a result, we are moving from a schedule-based requisition legacy system to Sailor choice and partnership, a Sailor-centered model. The Spiral One Sea Warrior initiative puts the individual Sailor at the center of his or her own career planning and progression, by providing an easy to use, integrated and responsive suite of career management, training and education systems. The Sea Warrior family of career management tools is based on entrepreneurial efforts of Revolution in Training, Project SAIL (Sailor Advocacy through Interactive Leadership) and improving the Navy's Workforce, which helps us precisely understand the work we need to do, and how we can best match the Sailor to that work.

Like other elements of Sea Power 21, Sea Warrior is a conceptual framework to deliver a capability. Our long-range vision is an easy to use, integrated and responsive family of career management, training, and education systems for Sailors to invest in and direct their careers, education, and professional development. The first increment, or "Spiral One" of Sea Warrior, is Interactive Detailing. This system allows Sailors to have greater insight and engagement in identifying and applying

for Navy positions of interest to them professionally and personally. Additional Sea Warrior spirals will be developed based on future needs and requirements.

(The following objectives are largely efforts focused internally within the MPTE Domain.)

Enterprise/Domain Support Tools

Objective: Enable development of secure, affordable, next generation technologies that provide enterprise domain support tools to deliver business and supply chain capabilities.

The rapidly growing use of high performance computing, electronic classroom learning environments, interactive detailing and the increased need for more efficient, cost effective and secure IT environments requires MPTE to understand and employ robust, current and cost-efficient technology solutions. The Navy's increased emphasis on moving away from proprietary, stand-alone systems within the Navy to a common framework will support MPTE's needs for reliable and effective business capability and decision support at all levels of the organization.

This objective will work to integrate and standardize data management across the organization so that business applications, decision support and reporting are more focused and delivered more rapidly. The system must be flexible enough to support a growing number of users and provide enough capacity to allow access to data and applications anytime, anywhere.

Much of the information required to plan and execute enterprise processes, such as workforce management and value chain management, uses a common set of manpower, personnel and training data and software applications to add business value. Information technology services and products will provide Navy enterprise and MPTE domain support tools to deliver business and supply chain capabilities.

Modeling & Analysis

Objective: Develop and use a suite of tools for predictive analyses including requirements validation, workforce planning and investment strategies.

This objective defines a set of predictive modeling software tools to support decisions in a wide range of areas including policy, strategy, planning, programming, budgeting and acquisition. It will be used within the MPTE Domain in strategic planning, requirements validation, workforce planning, determining investment strategies and other areas. Modeling and analysis results enable leadership to make capability-driven, strategy, policy and investment decisions, and identify and close gaps identified by future capability demand signals.

Organizational Alignment

Objective: Have a single, integrated business process and structure to identify, recruit, develop, manage and deploy an appropriate, high-performance workforce to the Fleet.

This is an internally-focused objective for the MPTE Domain, which aims to have a single, integrated business process and structure to identify, recruit, develop, manage and deploy an appropriate high-performance workforce to the Fleet. Its purpose is to align the MPTE Domain's structure, processes and people.

Enterprise Integration

Objective: Be fully integrated into the Navy Enterprise construct, and work collaboratively and strategically with the Navy Enterprises, other Enabler/Providers, Services, DoD entities, US agencies and international partners.

This objective is focused on the business practices of the Navy and the MPTE Domain. Its purpose is to fully integrate the MPTE Domain into the Navy Enterprise construct and work collaboratively and strategically with the Navy Enterprises, other Enabler/Providers, Services, DoD entities, U.S. agencies and international partners.

Domain Performance Management

Objective: Be a performance-based organization that sets clear expectations against measurable objectives, enables performance, institutes accountability and rewards success.

This is also an internally-focused MPTE Domain objective aimed to enable a high performing MPTE organization by assessing organizational and programmatic effectiveness, efficiency and impact. This assessment will help identify opportunities for improvement and lead to action plans to implement improvements.

Objective Development and Execution

In order to turn the strategic vision into execution, it is necessary to identify the desired effects and actions for each objective. The table in Appendix A provides an initial mapping of initiatives objectives and desired effects. These items will be updated as execution plans are developed and objectives are refined further.

VI. CONCLUSION

The nation needs a strong Navy – with unmatched capability, global reach, persistent presence, agility and unequalled lethality. Over the long haul, we will continue to work toward reducing the total number of people in the Navy, while raising the quality of their individual skills. This will be difficult, but the long-term benefits of doing so are evident. As we continue into a complex 21st century environment, reduce the number of operators on all of our platforms, and enhance

the education and skills of our work force, we must approach this reduction with a coherent long-range plan that achieves the desired end state in a balanced and coherent manner. Our Navy's Total Force must be ready today and in the future to respond whenever, wherever we are called upon to do so.

The Strategy For Our People will enable the Navy to satisfy current and future joint warfighting needs by attracting, retaining and better educating and training Sailors, Navy civilians and contractors capable of adapting and responding to mission needs anytime, anyplace and anywhere.

*"It is not the strongest of the species that survive,
nor the most intelligent,
but the ones most responsive to change."*

Charles Darwin

APPENDIX A: STRATEGIC INITIATIVES, OBJECTIVES AND DESIRED EFFECTS

Initiative	Objective	Desired Effect(s)	Tasking(s)
Joint Development & Management	Plan, prepare and assign Navy leadership talent for joint positions in a way that maximizes Navy's contribution to the Joint Force	A responsive, joint-capable workforce that leverages Navy capabilities in joint mission accomplishment and contributes to mitigating stress on the operational forces.	Institutionalize processes that plan for, prepare and assign Navy leadership talent to joint positions in a way that improves Navy's contribution to the Joint Force. Instill joint operating perspective throughout every member of the Navy Total Force's career. Enhance Navy's contribution to the planning and execution of the Operational Level of War. Improve Navy Total Force's understanding of the capabilities and practices of other services, agencies and coalition partners. (N1/CNP, N095, N3/5)
Competency Management	Define, describe and manage Navy's work and workforce by the observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics an individual needs to perform work roles or occupational functions successfully	Manpower planning that is competency-based ensures the Navy has the right number and skill mix of people.	Using a common methodology that defines, describes and manages the Navy work and workforce by competencies. (N1/CNP, N095, USFF/CPF, Enterprise Members) Base Navy workforce requirements in terms of competencies that support defined capabilities as articulated by Enterprise members. (N1/CNP, N095, Enterprise Members, USFF/CPF)
Career Management	Maximize the contribution of every member of the Navy workforce by delivering competency-based career paths supported by career-long learning	Corporate culture that supports personal growth, choice and individual career paths. Individuals who are active in and play a greater role in managing their career.	Maximize the contribution of every member of the Navy workforce by delivering competency-based career paths that enable flexibility and are supported by career-long learning. (N1/CNP, N095, Education Institutions, USFF/CPF)
Recruiting, Retention, & Compensation	Optimize the Navy workforce by recruiting and retaining the best talent and proper mix of high-quality people through competitive compensation and incentives	Agile and responsive policies and processes that allow for retention of critical skills, improve quality of service, better integrate the workforce and foster rapid and effective responses to emerging operational demands.	Develop policies and strategies to recruit the best talent and retain the proper mix of high-quality people through competitive, competency-based compensation and incentive programs. Take advantage of opportunities to identify, assign,

Initiative	Objective	Desired Effect(s)	Tasking(s)
		<p>The Navy as the employer of choice in a competitive marketplace.</p> <p>A flexible, market-driven compensation system based on competencies and performance that optimizes the workforce.</p>	<p>and compensate quality individuals based on competencies and performance. Create a continuum of service that enabling career and workforce flexibility. (N1/CNP, N095)</p> <p>Benchmark best practices, research labor market trends and develop innovative productivity measures to remain competitive in the labor market. (N1/CNP)</p>
<p>Learning Strategy & Policy Alignment</p>	<p>Execute life-long learning and the development of required Total Force competencies from a clear, integrated plan.</p>	<p>Training and education programs that are competency-driven and affordable, and accommodate professional and personal development.</p> <p>A progressive, competency-based continuum of life-long learning that empowers personal achievement and contributes to mission accomplishment.</p>	<p>Develop a competency-based learning strategy and distance learning programs that fully leverage Joint, inter-agency and international curricula. Include a plan to further institutionalize executive education and career management, and develop a total force mentoring culture. (N1/CNP, N095, ELO, Educational Institutions)</p> <p>Expand partnerships with other services, non-DoD entities and learning institutions to leverage best practices and maintain current, relevant training and education programs. Continue to support and develop youth development programs promoting citizenship, leadership and community service among our nation’s youth. (N1/CNP, N095, ELO, Education Institutions)</p>
<p>Sailor Readiness & Family Preparedness</p>	<p>Direct and assess Navy personnel readiness programs to provide optimal support to Sailors and families</p>	<p>Individuals and their families who enjoy a good quality of life and positively contribute to overall readiness.</p>	<p>Provide Sailors and their families with a good quality of life so that they may contribute positively to overall readiness. Each Sailor, along with his/her family, is prepared physically, mentally and financially to carry out required missions. (N1/CNP, CNIC)</p>

Initiative	Objective	Desired Effect(s)	Tasking(s)
Diversity	Create an environment that encourages and enables all workforce members to reach their personal and professional potential	<p>Navy will harvest and represent the strength of the nation’s diversity.</p> <p>Navy that has access to the full range of talent within this nation.</p> <p>Navy is a team whose people are treated with dignity and respect, are encouraged to lead and feel empowered to reach their full potential.</p>	Continue to implement a diversity strategy that increases diversity among all elements of the total force – officer/enlisted, active/reserve, Navy civilians. (N1/CNP, N095, Enterprise Members, USFF/CPF)
Workforce Strategy/Strategy for Our People	Define and describe the future Navy environment and required workforce, and develop an enduring plan to transition from today’s workforce to that required and desired in the future	<p>Deliver a transformed, capability-driven and competency-based manpower, personnel, training and education system for all segments of the workforce – active and reserve military, civil servants and contractors.</p> <p>Every member of the workforce will know and understand his or her contribution to the fight.</p>	Collect, assess and compile Enterprise manpower strategies into an overarching Navy Strategy for Our People that balances workforce requirements with costs and operational risks across the Navy. Formulate the governance architecture to execute the Navy’s Enterprise workforce strategies. Oversight and implementation of the strategies will ensure equities are met and balanced across the Navy. (N1/CNP, Enterprise Members, USFF/CPF)
Total Workforce	View all workforce components – active/reserve military and Navy civilians, and contractors – as one, integrated team, assigning work and responsibilities across workforce components based on performance expectations, operational risk and cost	<p>The MPTE Domain delivers the best value mix of military and civilians to effectively meet mission requirements.</p> <p>Workforce movement within and among total force components that results in retaining talent, providing career alternatives and meeting requirements with the greatest economy of resources.</p>	Develop a plan to define and describe the Navy Total Force concept. Identify challenges and opportunities and a plan for viewing active/reserve military personnel, Navy civilians and contractors as one, integrated team for work assignments and investment trade-offs. (N1/CNP, N095, Enterprise Members, USFF/CPF)
Single Manpower Resource Sponsor	Balance work to be performed, worker characteristics and qualifications, and work	Return on investment on manpower and personnel initiatives that are measurable and overall labor costs that are optimized.	Develop Enterprise personnel strategies that address current and future MPTE requirements, identify gaps and excesses, realize annual

Initiative	Objective	Desired Effect(s)	Tasking(s)
	management with cost and operational risk	<p>Evaluate the financial soundness of programs and analyze cost drivers and resource utilization.</p> <p>Develop a collaborative enterprise set of financial plans and budgets supporting warfighter priorities.</p>	reductions in manpower and reduce overall labor costs. (Enterprise Members, USFF/CPF, N095, N1/CNP)
Workforce Planning	Operationalize near term Navy workforce requirements based on current and future joint warfighting needs as dictated by national defense strategies and provided by the Navy Enterprises	<p>A transformed manpower and personnel system that delivers an optimal match of people to work requirements and is responsive to the dynamic operating environment.</p> <p>Executable manpower profiles that deliver an optimally sized and balanced workforce.</p> <p>Workforce planning, forecasting and assessment are consistent across the Domain.</p>	<p>Apply N1/CNP workforce tools to baseline current work and workforce, determine future work and skills required and identify gaps and excesses. (Enterprise Members, USFF/CPF, N095, N1/CNP)</p> <p>Provide overarching guidance for the Navy’s Language, Regional Expertise and Culture (LREC) programs to include enhancing and expanding Foreign Area Officer (FAO) development and alignment of Personnel Exchange Program (PEP) with component commander strategies. Develop career paths that support Global Influence strategies. (N1/CNP, N095, N3/5, N2)</p>
Spiral One Sea Warrior	Deliver a fully functional Sea Warrior system that is easy to use, clearly defined and responsive to our Sailors	Promote a continuously improving workforce by providing tools to individuals to drive training and education and increase personal ownership of their Navy careers.	Establish Sea Warrior Spiral One acquisition program(s) that focus on development and delivery of training, education and career management content that supports the development of the required Navy enlisted workforce. Deliver interactive detailing so that within five years all Sailors, regardless of location, will have equal access. (N1, N6, N8, ASN(RD&A)/PEOIS / SYSCOMS)

Initiative	Objective	Desired Effect(s)	Tasking(s)
Modeling & Analysis	Develop and utilize a suite of tools for predictive analyses including requirements validation, workforce planning and investment strategies	Analytically underpin investment decisions and support programmatic, design or operational decisions.	Develop and utilize a suite of MPTE analysis tools that include leading indicators, requirements determination, validation and forecasting, workforce planning and risk assessment and investment trade-off. (N1, USFF/CPF, CNIC, N6)
Enterprise/ Domain Support Tools	Enable development of secure, affordable, next generation technologies that provide enterprise domain support tools to deliver business and supply chain capabilities	<p>Delivery of support tools in a standardized and efficient manner that meets customer expectations and provides business/supply chain capability and value to the organization.</p> <p>IT organization is seen as a vital component and strategic partner of the MPTE organization.</p>	<p>Establish and institutionalize project and portfolio management, configuration management, enterprise architecture, knowledge management and test and evaluation methodologies to enable efficient and cost effective on time delivery of support tools.</p> <p>Develop and implement Roadmaps for foundational Information Technology elements, Infrastructure, Security and Data, as well as for each of the organization’s lines-of-business. The roadmap initiative will define the 3 year path to IT modernization and implementation of new business capabilities across the Enterprise.</p>
Organizational Alignment	Have a single, integrated business process and structure to identify, recruit, develop, manage and deploy an appropriate, high-performance workforce to the Fleet	<p>Workforce best practices that are leveraged in the development of innovative manning initiatives enhancing the ability to support the needs of the Total Force.</p> <p>A culture of excellence that fosters ownership and commitment to mission throughout the Domain.</p>	Align MPTE organizations to establish a single, integrated business process and structure to resource, identify, recruit, develop, manage, and deploy appropriate, high-performance workforce to the fleet. (N1/CNP, N095, USFF/CPF, CNIC)
Enterprise Integration	Be fully integrated into the Navy Enterprise construct, and work collaboratively and strategically with the Navy Enterprises, other	Align in a manner that facilitates effective decision-making and enables responsive mission execution while maintaining accountability.	Fully integrate the MPTE Domain into the Navy Enterprise construct. Establish MPTE Domain/Enabler roles, responsibilities and authorities to include performance and metrics.

Initiative	Objective	Desired Effect(s)	Tasking(s)
	Enabler/Providers, Services, DoD entities, US agencies and international partners		(N1/CNP, N095, USFF/CPF, Enterprise Members)
Domain Performance Management	Be a performance-based organization that sets clear expectations against measurable objectives, enables performance, institutes accountability and rewards success	Identify opportunities for corrective actions, leading to the formulation of action plans and actionable recommendations for future improvements.	<p>Implement NSPS within N1/CNP and become a performance-based organization that sets clear expectations against measurable objectives, enables performance, institutes accountability and rewards success. (N1/CNP)</p> <p>Develop an MPTE Domain Leadership strategy that provides adequate systems for attracting, developing and retaining the best talent needed for success within N1/CNP, focuses on leadership development by incorporating feedback-rich growth opportunities (e.g., Training, Coaching, Mentoring) and creates a continuously improving workplace environment where employees are treated with respect, their contributions are valued and regular communications are the norm. (N1/CNP)</p>