



UNITED STATES NAVY HUMAN RESOURCES OFFICER COMMUNITY



■ STRATEGIC PLAN 2025 ■

HR Flag Leadership Message



The Navy is transforming the way we take care of our workforce – the magnitude of which we haven’t seen since we became an All-Volunteer force. The Human Resources Community Strategic Plan 2025 provides the guiding direction to enable the HR Community to simultaneously adapt and transform to support the MyNavy HR Enterprise and the Fleet.

The Total Force HR Community (1200, 1207, and 1205) supports the CNO as he leads our Navy in safeguarding the freedom of the seas during this period of great maritime power competition and directly supports the CNP’s three lines of effort (LOE): Transform MyNavy HR, Deliver on Sailor 2025, and Man the Fleet. We support all three Lines of Effort and the HR Community’s mission remains directly aligned to “Manning the Fleet” as its officers define, attract, recruit, develop, assign, and retain America’s best and brightest talent to meet the workforce needs of the Fleet and Joint Force. The community’s impact is felt worldwide.

As we look to the future, the HR community will focus on deliberately developing Human Resource expertise aligned with, and in support of, CNP’s three pillars of Force Management, Force Development, and Enterprise Support. We will also focus on strategically placing the right HR officer in the right place, with the right skills, and at the right time. And lastly, we will focus on ensuring the HR Community delivers world-class Human Resource services to the MyNavy HR enterprise, the Fleet, the Navy Reserve, and Joint Force.

A handwritten signature in black ink, reading "Ann M. Burkhardt".

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

A handwritten signature in black ink, reading "Ann H. Duff".

Ann H. Duff
Rear Admiral, U.S. Navy
HR Community Advisor

HR Community Strategic Plan



Mission: Man the Fleet

The HR Community provides operationally experienced uniformed leadership and core human resource expertise to define, attract, recruit, develop, assign, and retain America's best and brightest talent to give our Navy a competitive edge, and to meet the demands of the Navy, the Navy Reserve, and the Joint Force. We support the personal and professional development of all members of our Service and their families.



Vision:

Highly skilled and strategically placed Human Resource Officers delivering world class Human Resource services to MyNavy HR and the Fleet.

A dedicated uniform workforce providing cutting-edge human resource services to enable the Chief of Naval Personnel to properly man the Fleet and support the Sailor of the future. We design and manage our Navy Personnel systems to deliver the best possible, mission-ready, talent to the Fleet. We are a community of HR leaders with ready and proven skillsets that drive the Navy's Total Force solutions.



Guiding Principles:

- Be a Leader; leverage HR expertise and depth of experience to deliver Total Force solutions
- Be innovative; anticipate emergent and future requirements
- Be responsive; deliver tactical solutions that meet strategic imperatives
- Integrate technology, people, and organizational design
- Forge Toughness: Mind, Body, Spirit
- Learn, collaborate, communicate: Foster connections
- Imbue Navy Core values: Honor, Courage, and Commitment



Key Deliverables:

- Fleet properly manned to enable Navy to meet its evolving missions
- Properly resourced and executable Navy manpower program
- Support for the Sailor, their families and Commands

Vision

Strategic Goals

Strategic Objectives

Actions

"Expert Leaders in Delivering a Mission-Ready Workforce"

Strategic Goal 1: **Highly Skilled**



Deliberately developed HR officers with skills and expertise directly aligned to evolving MyNavy HR requirements and are the subject matter experts in Force Development (FD), Force Management (FM), and Force Requirements and Resourcing (FR2).

1. Develop senior HR officers with distinct HR competency expertise through formal career paths aligned to Force Development (recruiting and training), Force Management (talent management, service delivery, education management), and Force Requirements and Resourcing (Resource Management, Business Optimization, and Comprehensive Analytics).
2. Conduct a comprehensive skills gap analysis for each of the three career tracks to identify training deficiencies between existing training and competency requirements along the path to expert. Develop formal or informal training to eliminate any gaps identified.
3. Establish an officer school within the Center of Service Support to deliberately develop, maintain, and facilitate training courses for HR officers within the three career tracks.
4. Establish Advanced Qualification Designators (AQDs) to deliberately capture level of distinct HR competency expertise and other desired HR officer skill and experience.
5. Develop a performance evaluation and competency framework and metrics to measure growth and successful development of HR officers.
7. Develop junior HR officers through formal graduate level education in HR-related degrees of Operations Analysis, Manpower Systems Analysis, Financial Management, Education and Training Management, Information Technology, or civilian equivalents.
8. Develop HR officers who demonstrate operational excellence, strong character, and resilience at every paygrade through leader developmental paths of character, competence, and connections.



Strategic Goal 2: **Strategically Placed**



Strategic Workforce Planning to provide the right HR officer in the right place, with the right skills, at the right time.

1. Analyze the MyNavy HR enterprise current and transformed billet base for targeted opportunities to further integrate talented and skilled HR officers into key positions within the Force Development, Force Management and Enterprise Support pillars.
2. Leverage authoritative data sources for talent marketing to develop a MyNavy HR resume which accurately documents experience, special skills, and competencies.
3. Establish fair, workable and consistently administered policies and procedures for leadership administrative screening and milestone talent matching which reward high-performing and high-potential HR officers within their career track.
4. Develop a career mapping tool to assist HR officers to strategically plan their career paths, meet their individual career goals, and proactively grow officers with the right skills and competencies to successfully fill the CAPT pinnacle positions.



Strategic Goal 3: **Deliver World-Class HR Services**



HR officers will deliver world-class Human Resource services to MyNavy HR, the Fleet and Joint force.

1. Lead the Chief of Naval Personnel's efforts in obtaining MyNavy HR strategic goals.
2. Deliver a properly manned Fleet to enable the Navy, the Navy Reserve, and the Joint force to meet evolving global missions, strategic imperatives, and operational responsibilities.
3. Deliver a properly resourced and executable Navy manpower program to meet active and reserve component mission objectives.
4. Deliver HR policy and HR initiatives to support the Sailors of the future and their families.
5. Use authoritative data and analytics to anticipate and deliver manpower solutions to the Navy, Navy Reserve, and Joint force.



Actions



Actions derived from our Strategic Objectives will be incorporated into the Annual HR Community Action Plan. An HR Community Action Plan will be approved every fiscal year and will be made up of individual actions approved by the Executive Board and enduring actions listed below.

Any HR officer can propose an action to the Executive Board or Board of Directors for consideration and incorporation into the HR Community Action Plan.

The following actions are considered enduring. These actions will continue through 2025:

1. Webinars: Monthly
2. Reserve Quarterly Training: Quarterly
3. HR Action Plan: Annually (fiscal year)
4. Human Resource Professional Development Training Course (HRPDTC): Annually
5. Command Qualification Program Review: Annually
6. Leadership Development Review: Annually
7. HR Year-in-Review and Community History: Annually
8. HR Survey: Every 3 years
9. HR Milestone Review: Every 4 years
10. HR Billet Base Review: Every 4 years
11. Branding Initiative Review: Every 4 years
12. Mentoring and Career Onboarding Guides Review: Every 4 years



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