



Human Resources Officer Community

STRATEGIC PLAN



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HR COMMUNITY FLAGS

LEADERSHIP MESSAGE



Team HR,

As we cultivate our Culture of Excellence, the Navy is transforming how we take care of Sailors on an unprecedented scale. Our community directly supports the Chief of Naval Personnel, Chief of Navy Reserve, Joint Force, and our community, both the active-duty and reserve components, with more visibility than ever before.

As the Fleet HR experts, we provide analytical insight influencing operational decision-making at the highest levels and directly impacting Sailors' and families' lives. To meet this mission, we must deliberately build skilled HR officers from accession and throughout our careers.

Through career progression and our learning continuum, we grow HR skill sets to develop, manage, and resource America's Warfighting Navy. We critically acquire top performers, strategically place them in the right job at the right time, develop them through world-class training, and ultimately improve service delivery to unburden Sailors.

In keeping with Navy Core Values and Warrior Toughness, we must flex to become comfortable in uncertain complex and rapidly changing environments, commit to continuous improvement, and always be accountable to our teams, each other, and ourselves. Press Forward, Team.

A handwritten signature in black ink, reading "Stuart C. Satterwhite".

Stuart C. Satterwhite
Rear Admiral, U.S. Navy
HR Community Leader

A handwritten signature in black ink, reading "Benjamin E. Baran".

Benjamin E. Baran
Rear Admiral, U.S. Navy
HR Community Advisor



HR COMMUNITY

STRATEGIC PLAN

Mission

Develop the Fleet experts in MyNavy HR

The HR Community, committed to Delivering Billet Based Advancement, Ready Relevant Learning, and Modern HR Solutions, provides operational experienced uniformed leadership and core HR expertise. We define, attract, recruit, develop, assign, and retain America's best and brightest talent to give our Navy a competitive edge, and meet the demands of the Navy, Navy Reserve, and Joint force. We support the personal and professional development of all service members and their families, to deliver Great People, Great Leaders, and Great Teams in support of the Navy's Culture of Excellence.

Vision

Highly skilled, strategically placed, world-class

HR officers deliver world-class modern HR services to MyNavy HR and the Fleet. A dedicated uniformed workforce provides cutting-edge HR services supporting personnel readiness and mission-focused Sailors. We design and manage our personnel and pay systems to deliver the best possible talent to the Fleet. We are a community of HR leaders with ready and proven skill sets driving the Navy's total force solutions.

Guiding Principles

- Be a leader: lead with transparency and a collaborative mindset
- Be innovative: anticipate emergent and future requirements
- Be responsive: deliver tactical solutions to meet strategic requirements
- Integrate people, technology, and organizational design
- Culture of Excellence: forge toughness in mind, body, spirit
- Learn, collaborate, communicate, and foster connections
- Imbue Navy Core Values: Honor, Courage, and Commitment

Key Deliverables

- Duly manned Fleet to meet the Navy's evolving missions
- Duly resourced and executable Navy manpower program
- Empower Great People, Great Leaders, and Great Teams

STRATEGIC GOAL 1

HIGHLY SKILLED OFFICERS

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



EXPERT

System Leadership
Competency Expertise



ADVANCED

Unit Leadership
Competency Utilization



INTERMEDIATE

Small Unit Leadership
Second Experience Tour



NOVICE

Initial Experience Tour
ISPP and Fleet Accessions

- Develop senior officer competency expertise
- Conduct comprehensive skills gap analysis
- Develop formal training to eliminate skills gaps
- Expand HR Center of Excellence
- Establish Advanced Qualification Designators
- Develop competency framework and metrics
- Facilitate HR-related graduate education
- Promote leader developmental paths
- Forge Warrior Toughness in mind, body, and spirit at all ranks and skill levels

STRATEGIC GOAL 2

STRATEGIC PLACEMENT

Succession planning and skill matching place the right HR officer in the right position, with the right skills, at the right time, with an emphasis on identifying and communicating about career paths early.

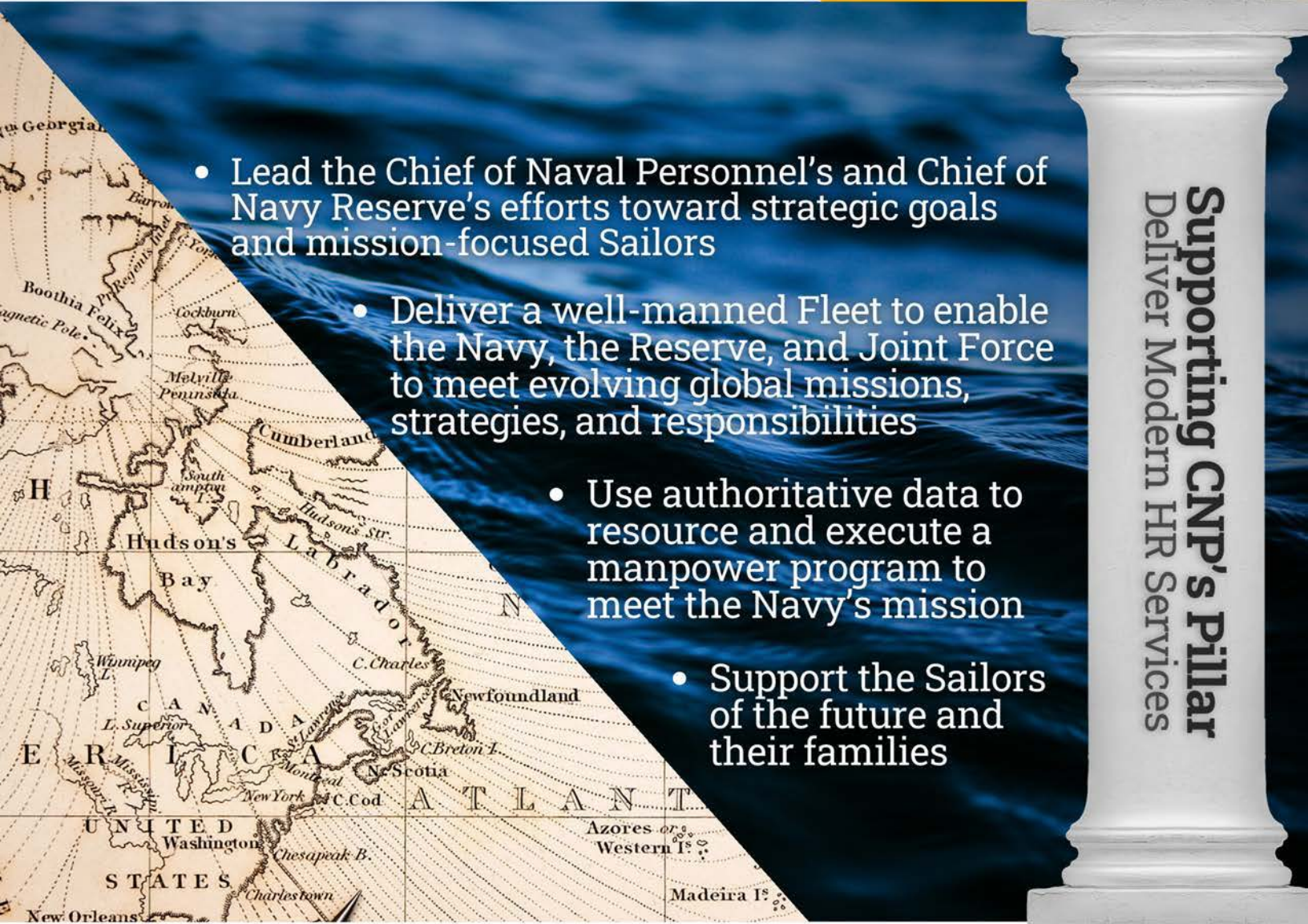
- Analyze billet base for targeted opportunities to fill key positions with talented, skilled officers
- Develop a data-driven MyNavy HR resume documenting experience, skills, and competencies
- Establish fair, workable, consistent policies to screen top performers to leadership and milestone jobs, and resident education opportunities
- Utilize career mapping for officers to plan career paths, meet individual goals, and fill leadership positions



STRATEGIC GOAL 3

WORLD-CLASS SERVICES

World-class HR services support the MyNavy HR mission: personnel readiness to enable the Joint Force.

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- Lead the Chief of Naval Personnel's and Chief of Navy Reserve's efforts toward strategic goals and mission-focused Sailors
 - Deliver a well-manned Fleet to enable the Navy, the Reserve, and Joint Force to meet evolving global missions, strategies, and responsibilities
 - Use authoritative data to resource and execute a manpower program to meet the Navy's mission
 - Support the Sailors of the future and their families

Supporting CNP's Pillar
Deliver Modern HR Services

HR officers are strategic analytic thinkers who are **indispensable to staff and Fleet commanders**

STRATEGIC GOAL 4

WARFIGHTING DEPTH

Leveraging our Reserve component for a Total Force solution is our competitive advantage against the adversary. Our Reserve community comprises Human Resources professionals with a broad portfolio of HR expertise from military, industry, and government experience, offering best practices for manpower challenges to the Navy's Active and Reserve components.

- Provide strategic depth to Fleet and Joint Force by serving as a force multiplier in key HR mobilization requirements across the operational spectrum
- Drive warfighting readiness through manpower and personnel expertise to numbered Fleets, Maritime Operations Centers, and Force Distribution missions, supporting Chief of Navy Reserve and Chief of Naval Personnel strategic goals
- Serve as trusted advisors to military commanders and community leaders regarding talent management and manpower structure, implementing solutions to align Sailor skillsets with warfighting requirements





HR COMMUNITY

ACTION PLAN

Actions derived from our strategic goals are incorporated into the annual HR community action plan, which is developed by the Executive Steering Committee and approved by the Community Leader and Advisor. Any HR officer can propose an action for consideration.

ENDURING ACTIONS

Monthly

Webinars

Quarterly

Town Halls

Yearly

HR Action Plan

HRPDTC

Command Qual Program Review

Leadership Development Review

Year in Review/Community History

Every 3 Years

HR Survey

Within 4 Years

HR Milestone Review

HR Billet Base Review

Branding Initiative Review

Mentoring/Career Onboarding Review

HR COMMUNITY

AC CAREER TRACKS



FD Force Development

Major Commanders
Directors
Division Directors



FR2 Force Requirements & Resourcing

Major Commanders
Program Managers
Deputies



FM Force Management

Major Commanders
Directors
Division Directors
N1/J1

Command and Milestone

HR Headquarters Tour

JQO Progression: JMPE II and/or Joint Tour

Commanding Officers
Large Unit Executive Officers
Deputy Commanders
Division Directors

Large Unit Executive Officers
Section Heads
Deputy Directors
Program Leads

Commanding Officers
Large Detachment OICs
N1/J1 Directors/Deputies
Large Branch Heads

Command, Leadership or Sea

Milestone

Small Unit Commanding Officers
Afloat TRAINOs
Executive Officers
Officers in Charge
Branch Heads

Branch Heads
Lead Analysts

Small Unit Commanding Officers
Executive Officers
Officers in Charge
Branch Heads

Graduate Education

Department Heads

Action Officers

Small Detachment OICs

Analysts

Source Community Tour(s)
Lateral Transfer
ISPP

Source Community Tour(s)
Lateral Transfer
ISPP

Source Community Tour(s)
Lateral Transfer
ISPP

CNRC
NTAG
MEPS
NSSATC
CSS

NASC
DEOMI
NSTC
RTC
OTC
NETPDC

NETC
NORU
NTTC
CVN
BUPERS

NAVMAC
OPNAV
CHNPERSUP
BUPERS

OSD
JCS DC
NETC
CNIFOR

PACFLT
CNRC
NSTC
NPS

JCS DC
ASN MRA
ONI DC
OLA
COCOMS

TYCOMS
CNP
NPC
MNCC
NORAD

USFF
C6F
CNIC
TPU
MNCC

HR COMMUNITY

RC KEY COMPETENCIES

Our Reserve community values drive billets providing strategic depth, with a focus on Reserve management, to Reserve Echelon I and II commanders, Fleet N1s, Navy Reserve Centers, and Navy Reserve Recruiting, Requirements, and Management.



CAPT Leadership
O-6 Milestone
Reserve Staff Tours
Reserve Major Command

CO/XO/OIC
O-5 Milestone
Manpower & Resource Mgmt
Major Staff N1
Joint Education & Experience

XO/DH/OIC
Manpower & Resource Mgmt
Personnel Management
Reserve Pay
Reserve Training

DIVO/DH/OIC/Staff
Staff Ops/Plans

Source Community Tour(s)
Direct Commission
RC Lateral Transfer
AC Continuum of Service



CAPT Leadership
O-6 Milestone
Reserve Staff Tours
Reserve Major Command

NRC/NRPDTC CO
NTAG/RTAG CO
O-5 Milestone
Reserve Major Staff
Reserve Policy Development
Reserve Program Director (RPD)

NRC CO
O-4 Milestone
Reserve Major Staff
Reserve Management
Reserve Program Director (RPD)
Reserve Recruiting Command

NRC DH
Reserve Management
Reserve Program Director (RPD)
In-Residence Graduate Education

Source Community Tour(s)
AC/RC Lateral Transfer
TAR ISPP

Human Resources Officer Community STRATEGIC PLAN

