

Overview

The Transformation Digest is a compilation of information spanning various MyNavy Transformation workstreams. Each issue highlights key milestones, governance decisions, and information to increase awareness and alignment within the Transformation workforce.

In this issue:

Transformation 2020 Accomplishments	2
Transformation Risk Management	3
TOPS to Salesforce Migration	5
Service Delivery	6
Business Design Owners (BDO) Workshop	8
Transformation Upcoming Focus in 2021	9

Recap of Governance Decisions/Key Meetings

- + On November 12, 2020, N1 Enterprise Support held a Business Design Owner (BDO) workshop to define a 5-10 year strategic roadmap.
- + NP2 Initial Operating Capability (IOC) Synchronization Meetings, T-13 and T-12, were held on December 10, 2020 and January 21, 2021. Subsequent sessions will continue through NP2 IOC on the third Thursday of each month.
- + Finishing three years ahead of schedule - Full Operating Capability (FOC) for the Recruiting Transformation was achieved in December 2020. All 26 Navy Recruiting Districts (NRDs) transitioned to the Navy Talent Acquisition Groups (NTAGs) recruiting operating model.



The Transformation Digest is a bi-monthly update produced by the Organizational Change Management (OCM) Team supporting the Transformation and Business Optimization Office. Distribution is authorized to U.S. Government Agencies and their Contractors.

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Transformation 2020 Accomplishments

POC: CAPT Stu Satterwhite



As we have closed out 2020, I want to take a moment to reflect on the tremendous work we've done to support the MyNavy HR Transformation. Keeping a Sailor-first focus, we continued to take bold steps in improving how Navy Human Resources are offered.

Our efforts continued to focus on driving change across the Transformation, including Navy Recruiting Command successfully transitioning all NRDs to NTAGs three years ahead of schedule, and making great strides towards NP2 IOC.

Great work across the full Enterprise in 2020, continue the outstanding work that all of you provide, and thank you for a job well done!

-Dave Menzen
Director, Enterprise Support

2020 Accomplishments



Recruiting

Full Operating Capability (FOC) was achieved in December 2020 (previously targeted for September 2023), which completed the successful transition of the 26 Navy Recruiting Districts (NRDs) to the Navy Talent Acquisition Groups (NTAGs) recruiting operating model, three years ahead of schedule. The new NTAG operating model streamlines processes to align one recruiter per job, leveraging the talent and skills of Sailors to be deliberate with talent matching.



MyNavy Career Center (MNCC)

- **Two Year Anniversary:** MNCC was created to deliver reliable, responsive, and efficient customer service to Sailors, 24/7, 365 days a year. Since its inception in September 2018, MNCC has helped over 700,000 Sailors receive accurate and timely HR assistance.
- **Launched Salesforce CRM:** Implemented Salesforce to improve HR tiered services delivery across the entire MNCC network. Over 300,000 cases have been resolved to date.



Navy Personnel and Pay (NP2)

The Initial Operating Capability (IOC) scope and date for NP2 was set for January 1, 2022. The NP2 system provides a modern solution, with personnel and pay functions combined into one seamless system that improves user interface, maximizes Sailor self-service, and assists with the seamless transition between AC/RC.



Ready Relevant Learning (RRL)/ Learning Stack

Focused on delivering the right training, at the right time, and in the right setting through the completion of block learning phasing. Focused on the development and delivery of a modernized Learning Management System, set for early 2021.

Note: a 2020 MyNavy HR Accomplishments one-pager will be distributed in early 2021.



Near-Term Priorities

- **Increased focus on strategic risks** –Enables stakeholders to execute transformation priorities and understand uncertainties associated with the future operating model and environment.
- **Risk Analysis of Disconnected Operations** – Collaborate with IT/CIO to improve MyNavy HR's understanding of the *Disconnected Operations* requirements and assist with the development and prioritization of future response plans.
- **Support NP2 operational risk management** – This agile approach improves the identification of internal and external risk and steps to reduce impact.

Upcoming Meetings

- **3 FEB, 3 MAR** – Monthly Transformation Risk Management Board
- **8 FEB, 22 FEB** – Bi-weekly NP2 Risk Review

Transformation Risk Management

POC: Ms. Darlene Bennett

Transformation Risk Program Successes

The Transformation Risk Program has assisted MyNavy HR stakeholders bridge siloes by gathering key stakeholders to discuss risks and issues, providing stakeholders the opportunity to improve their understanding of future impacts, collaborate with appropriate supporting stakeholders to develop response plans, and enable leadership to make strategic decisions and discuss trade-offs.

The team has developed tools and processes for stakeholders to leverage across their workstreams, improving the identification, monitoring, and reporting of risks. These include but are not limited to the below:



Transformation Risk Management Board (RMB)

Serves as the oversight for Transformation Risk Management efforts.



Transformation Risk and Issue Rating Criteria

Provides stakeholders information to assign the correct rating to identified risks and issues. The rating criteria for consequence align to cost, schedule and performance impacts. The criteria for likelihood range from 0%-99%.



Transformation Risk Escalation Process

Detailed criteria outlining the risks that should remain in each tier of the Transformation governance model.



Transformation Risk Identification Form

Provides a consistent format and outlines the information needed to begin the assessment process.



Risk Exchange+

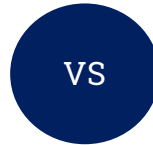
Centralizes risks and issues into a register that monitors all the data associated with the open and closed risks and issues.

Transformation Risk Management – *continued*

POC: Ms. Darlene Bennett

The Fundamentals

A **Risk** is the effect of uncertainty on achievement of objectives. An effect is a deviation from the desired outcome, which may present positive or negative results.



An **Issue** is an adverse situation that currently exists. There is no opportunity to avoid this as it is a risk event that is already occurring and is no longer an uncertainty.



Risk Register

Centralized platform to document and monitor risk data and associated response plans. The data included in the risk register include; risk ID, risk title, risk description, risk likelihood and impact, risk owner(s), risk tier, and risk response strategy and plan.



Risk Response Plans

Risk Response Strategies and actions are taken to accept, mitigate (reduce), share, exploit, or avoid risk to bring it in line with risk appetite levels desired by MyNavy HR in order to meet their strategic objectives.

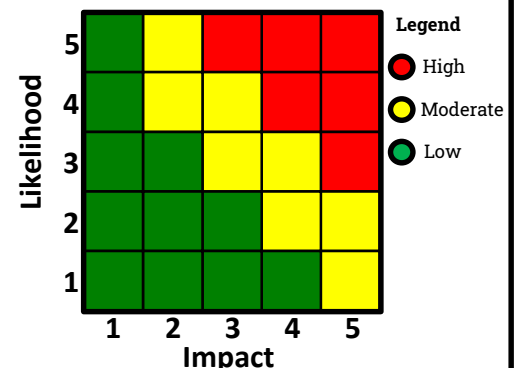
Risk Statements

Risk statements communicate the risk event and how it will affect the ability to meet mission objectives. Risk statements should be created in an “IF-THEN” construct. The “IF” piece of the statement is used to describe the risk event that would affect the ability to meet a business objective. The “THEN” portion of the risk statement is the impact should the risk event occur.

Risk Matrix

The Risk Matrix maps the **Likelihood** and **Impact** on a heat map allowing for improved reporting visualizations prioritization of risks.

- **Likelihood:** The probability the risk might affect the ability to perform its mission or achieve strategic goals.
- **Impact:** The extent to which the risk might affect the ability to perform its mission or achieve strategic goals.
- **Total Risk Exposure = Likelihood x Impact**



Key Highlights

- TOPS, the existing PERS/PAY document transmission system, is unreliable, limits visibility for Sailors into their cases, and has limited accessibility. To improve Personnel and Pay (PERS/PAY) transaction tracking, the process of document transmission and related case management is moving from TOPS to our Salesforce provided CRM tool.
- Our goals with this transition from TOPS to Salesforce are to improve:
 - Reliability
 - Efficiency
 - Transparency
 - Workflow
 - Flexibility
 - Ease of Use

What to Expect Next

- Future Salesforce users will receive an email from the supporting training team on the Thursday prior to the assigned training week notifying the individual of their assigned training date.
- As we fully operationalize Command Pay and Personnel Administrators (CPPAs) and the supporting Salesforce platform, MyNavy HR will provide training opportunities to ensure new CPPAs and existing CPPAs are trained on all the anticipated system improvements.

TOPS to Salesforce Migration

POC: Mr. Melvin Stringfellow



What is Salesforce?

Salesforce is a cloud-based Customer Relationship Management (CRM) platform that will replace the Navy's legacy CRM, Transaction Online Processing System (TOPS).

Salesforce will be used to manage HR inquiries through cases created within the system. It will enhance visibility into a Sailor's case status, improve tracking of PERS/PAY related functions, and increase ease of use.

How does Salesforce fit into MNCC?

Salesforce is a MyNavy HR Personnel and Pay Professional tool used by Command Pay and Personnel Administrators (CPPAs) to submit PERS/PAY cases, by PSD/TSC* clerks to update, transfer, and close the case, and by MNCC contact center agents to monitor open cases.

**Personnel Support Detachments (PSDs) are physical support centers for Sailors located at specific commands, while Transactional Service Centers (TSCs) are broader support centers within MNCC that serve all Sailors.*



When will Salesforce be introduced?

- December 2020: Training for PSD/TSC back-office workers began.
- January 2021: Training for CPPAs began and will continue through March 2021.
- April 2021: TOPS will be phased out completely and full adoption of the Salesforce system will be in place.

Future State Delivery Model

Benefits of an optimized future state delivery model include:

- **Speed**
- **Accuracy**
- **Sailor Experience**
- **Meaningful Behavioral Change**

HRSD Focus Areas

- **Process Workflow** – Improve the workflow of end-to-end MyNavyHR products and services delivery.
- **Sailor Experience** – Identify products and services that require further optimization in order to enhance Sailor experience.

Upcoming Milestones

21 FEB – Complete the identification of key performance indicators and metrics for the future state product and services. This product will recommend how performance can be assessed on a continuous basis in the future state as each product reaches IOC.

Recommendations will be derived from existing metrics and best practices in HR Service Delivery.

Service Delivery

POC: Ms. Ann Stewart

Human Resources Service Delivery (HRSD)

The HRSD team focuses on collaborating across Transformation workstreams and Business Design Owners (BDOs) to evaluate the current state and develop an **optimized service delivery model – a tiered HRSD model** for new HR and payroll operations.






What is a Service Delivery Model?

A service delivery model should align business strategies and includes:

- A prioritized catalog of processes and services HR will deliver
- An understanding of HR's customers
- Desired delivery channels
- Process and policy standardization
- Enabling organizations and roles
- Alignment to organizational culture
- Enabling technologies
- Data requirements
- Core infrastructure (Afloat vs. Ashore)

The optimized HRSD approach provides benefits in five key impact areas for the Navy – Sailors and their families, Workforce, and Leaders.

Five Key HRSD Impact Areas

Area of Impact	Future Outcomes
 Quality of Service Delivery	A single point-of-entry; Viable self-service options driving pay action
 Improving Case Tracking and Closure Accuracy	Knowledge articles made available directly to Sailors; Cases are merged between NP2/MNCC; Sailors confirm status of cases (open/closed)
 Data and Analytics	Predictive HR; Behavioral science; Centralized Common Operating Picture data dashboards and governance
 Sailor Experience	Shared understanding of HR Services; Transparency in case status; Universal framework for determining processes
 Employee Value Proposition	World-class value proposition; Focus on connected/disconnected operations; Attract, Retain, and Motivate talent

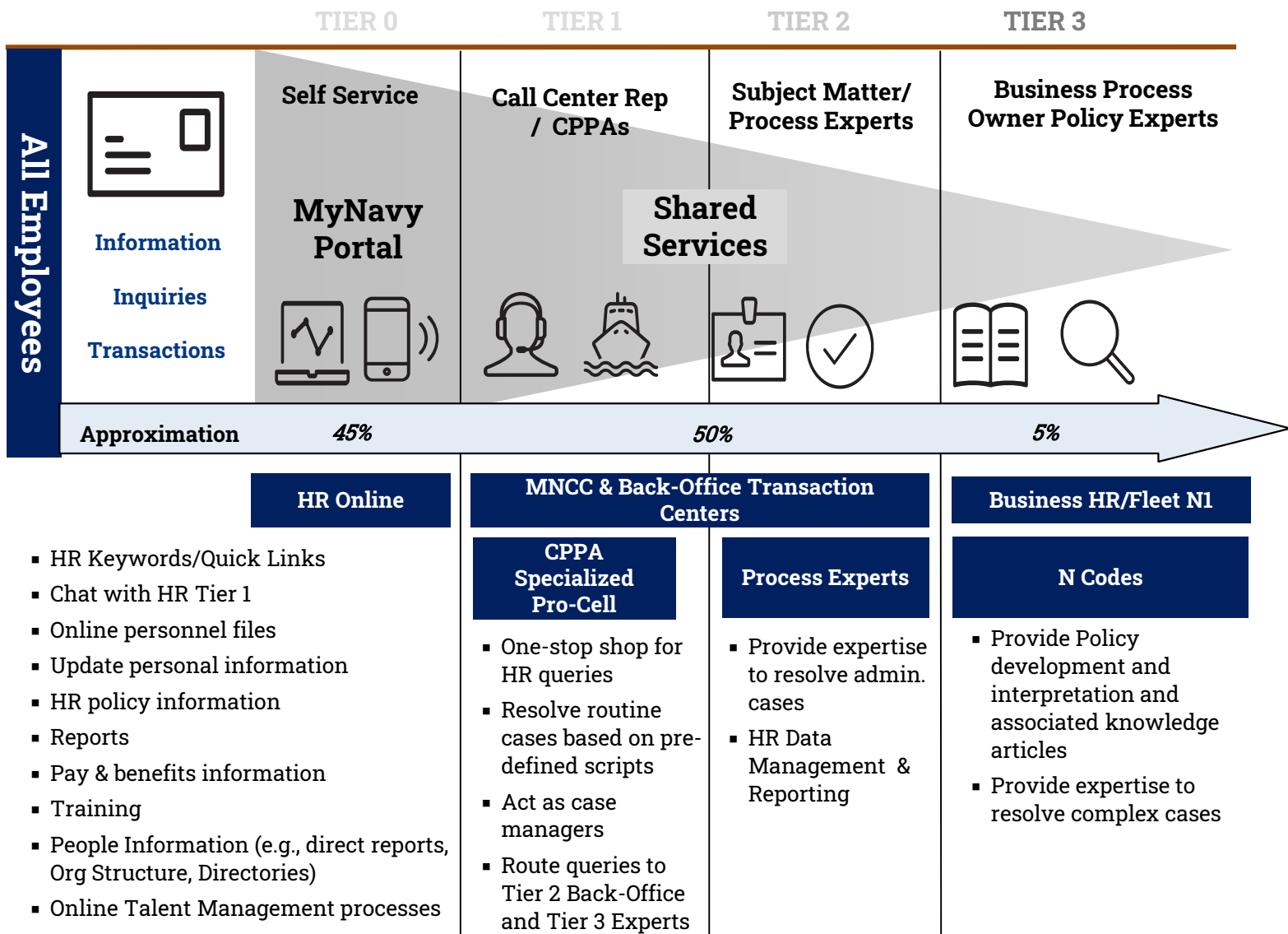


Service Delivery – continued

POC: Ms. Ann Stewart

Tiered HRSD Model

The **Tiered HRSD Model** (below) standardizes key precepts that drive operations, metrics, and targets, providing a framework for each service to ensure consistent application of values and approach. The goal is to leverage the advantages of Sailor initiated self-service and optimize tiered service delivery to enable case resolution at the lowest level.



IT O&M: PERS-PAY, Case Management, Knowledge Management, Telephony, Portal



Key Highlights

- BDOs serve as key enablers in supporting and driving operations and Transformation activities. BDOs are the catalysts that support the establishment and maturity of each Career & Life Event (CLE) to meet the CNP's Transformation vision.
- Each BDO **defined a long-term vision for success and determined a tactical roadmap** for their CLE. These roadmaps position MyNavy HR to be better equipped for change across the Transformation.

Roadmap Supporting Factors

- The CLE 5-10 Year Strategic Roadmaps were developed according to the new Service Delivery Model (as referenced on page 7) in alignment with the MyNavy HR strategic goals. A variety of factors were carefully thought through, including:
 - Existing or new actions or initiatives supporting the goals
 - Clear ownership for each action/initiatives
 - Key risks/dependencies
 - Funding/ resource requirements
 - Necessary collaboration points across CLEs

Business Design Owners (BDO) Workshop

POC: CAPT Stu Satterwhite

BDO 5-10 Year Transformation Workshop

On November 12, 2020, the Enterprise Support Transformation and Business Optimization team hosted a half-day workshop for Business Design Owners (BDOs) and their Career & Life Event (CLE) teams to begin defining long-term visions for success. During the session, Transformation Leadership shared key updates on technology plans and the service delivery model to aid in building out a strategic roadmap.

Workshop Focus Areas

- + Align each MyNavy HR BDO's long-term vision to the goals of the MyNavy HR Transformation
- + Define what success looks like for each CLE in the medium-and long-term
- + Open the aperture of each BDO as they reimagine success for their CLE and incorporate key capabilities
- + Begin crafting a long-term vision and executable roadmap for each CLE using planned Transformation capabilities across the hire-to-retire lifecycle

BDO Breakout Session

The workshop conducted a breakout session with the Force Management (FM) and Force Development (FD) pillars to discuss CNP's proposed MyNavy HR FY21 strategic goals and align their current, planned, and future initiatives to those goals.

Follow-on Activities

Following the session, the BDOs worked with the Enterprise Support Transformation and Business Optimization team to refresh their **5-10-year roadmaps** in preparation for a future briefing with the CNP.



Transformation Upcoming Focus in 2021

POC: CAPT Stu Satterwhite

2021 Focus Areas

- + Continuing efforts and agile development to meet the **NP2** IOC date of January 1, 2022
- + Focusing on an **authoritative data environment (ADE)** to provide a single, reliable, and accessible source of data to the Fleet
- + Increasing Sailor-facing capabilities through shared services and **MyNavy Career Center (MNCC)**
- + Continuing enhancements to **MyNavy Assignment (MNA)** that support the **Detailing Marketplace**
- + Advancing the **Single Point of Entry (SPOE) – MyNavy Portal (MNP)** – for Sailors to manager their careers in a self-service environment
- + Completing transformation of **Physical Readiness Information Management System (PRIMS)** via MNP and the MNCC Customer Relationship Management (CRM) system
- + Delivering foundational **Learning Stack** capabilities required to meet **Ready Relevant Learning (RRL)**
- + Continuing to evolve the **Commander's Risk Mitigation Dashboard (CRMD)** to support informed decision making



As we move forward into 2021, NP2 will remain our main line of effort, focusing on reaching NP2 IOC by January 1, 2022. This aggressive timeline will continue to require an enormous amount of effort and collaboration across the Transformation. Additionally, we will push forward on a number of key Transformation initiatives that support our mission to provide exceptional service to our Sailors and their families.

Thank you for all that you do to support the Transformation and I look forward to our future successes this year.

-CAPT Stu Satterwhite

Transformation and Business Optimization, Enterprise Support