

Overview

The Transformation Digest is a compilation of information spanning various MyNavy Transformation workstreams. This issue primarily focuses on key accomplishments for the year 2021 and upcoming focus areas for 2022 across the major MyNavy HR workstreams and Lines of Effort.

This issue covers:

<u>Enterprise Support Update</u>	2
<u>Transformation Standout Spotlight</u>	3
<u>Single Point of Entry (SPOE)</u>	4
<u>Navy Personnel and Pay (NP2)</u>	5
<u>Enterprise Authoritative Data Environment (eADE)</u>	6
<u>Enterprise Customer Relationship Management (eCRM)</u>	7
<u>Reserve Force</u>	8
<u>MyNavy Career Center (MNCC)</u>	9
<u>Learning Stack/Ready Relevant Learning</u>	10
<u>Transformation Risk</u>	11
<u>Navy Recruiting Command (NRC)</u>	12
<u>Business Optimization Office</u>	13
<u>Governance</u>	14



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

For more Transformation materials, visit the Dynamic Enterprise Knowledge Platform (DEKPLATe) at <https://mpte.navy.deps.mil/Pages/Home.aspx> and click on "Transformation & Optimization."

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Enterprise Support Update

New Enterprise Support Director



With great excitement, please welcome **Mr. Manuel Hermosilla, SES**, into his new role as the **Enterprise Support Director**. In late 2021, **Mr. Hermosilla** relieved **Mr. Dave Menzen**. As a key leader in OPNAV for 18+ years, Mr. Menzen will be sorely missed. The MyNavy HR Transformation team wishes him fair winds ahead.

With 29+ years of Federal Government experience, he brings a wealth of knowledge and expertise to the Organization.

Prior to coming into his new role as the Enterprise Support Director, Mr. Hermosilla served as the Executive Director for the U.S. Fleet Cyber Command/U.S. TENTH Fleet. Additionally, he served as the Director of Operations for the Joint Service Provider at the Pentagon where he delivered the first ever fully accredited 1700+ node Wi-Fi network in the Pentagon for both government tenants and visitors.

Mr. Hermosilla is a respected leader with credentials and credibility in IT architecture, AP, cyber, and program management. We are excited to have him onboard as we drive forward our key priorities and lines of effort.

Transformation Standout Spotlight



CAPT Joyce Richardson
*Navy Personnel and Pay (NP2) Lead,
Enterprise Support Transformation Office (ESTO)*

The MyNavy HR Organization would like to send a **special thank you to CAPT Joyce Richardson** who has served as an instrumental leader for the Transformation since 2018. As she returns to Reserve status, we would like to highlight the great achievements her leadership has led the Transformation to over the years.

Her continuous dedication, professionalism, and Naval experience positioned her as a lead integrator for the Navy's Personnel and Pay (NP2) Transformation efforts. She has been a key driver in the Organization's success, and she leaves a strong foundation for the Transformation to continue building upon.

Specifically, throughout her tenure, she has:

- ✓ **Determined NP2 Initial Operating Capability (IOC) scope** to ensure functional capability alignment needed for a successful go-live.
- ✓ **Established T-X meeting series**, bringing together key NP2 Transformation stakeholders to share system updates, workstream project status reports, and mitigation strategies to prepare for NP2 IOC.
- ✓ **Established NP2 Governance Council (NP2GC)** and structure to lead decision-making on functional matters and address product team and stakeholder questions and requests across the Pers/Pay community.
- ✓ **Developed Mini-Fast Cruise series** to obtain functional user feedback from subject matter experts and examine end-to-end processes for business readiness to prepare for NP2 IOC.
- ✓ **Created NP2 Chief Product Owner role** to align and validate NP2 product functionality with appropriate workstreams.
- ✓ **Served as Pers/Pay Overarching Integrated Project Team (OIPT) Lead**, bringing together key Transformation stakeholders to support the modernization of Personnel and Pay services within NP2 for Sailors and their families.

Background

As a Maryland native, CAPT Richardson received a Direct Commission into the Navy Reserves and has served in multiple Active and Reserve assignments, while continuing her civilian career in both private industry and federal government leadership roles for more than 30 years. She is a member of the Information Warfare Community and is an Information Professional Officer (1825). She has one son, Donald, who has a PhD in Operational and Industrial Engineering and also resides in Maryland.

Education

She has a Bachelor of Science Degree in Information Systems and a Master of Science Degree focused on Technology Management – Systems and Service from the University of Maryland. She has completed Naval War College, and most recently the Cornell Change Management Certificate Program in May 2021.







Single Point of Entry (SPOE)

POC: Ms. Elizabeth McGrath

2021 Accomplishments

MyNavy HR continues to focus on modernizing the way Sailors and their families access HR information through the development of a Single Point of Entry (SPOE) to transactional systems via MyNavy Portal (MNP).

MyNavy Portal (MNP) Updates

- 
MyNavy Portal Public Presence (MN3P)
 Laid technical foundation to support future migration of Career & Life Event (CLE) content to new CAC-free public site (to be launched in CY2022), expanding user access, self-service capabilities, and support.
- 
COVID-19 Resources
 Established a Really Simple Syndication (RSS) feed for notification of new COVID-19 policy guidance when posted to MNP.
- 
Advancements & Promotions
 Developed a personalized display of Sailor's eligibility to participate in enlisted advancement and officer promotion activities.
- 
Career Planning
 Delivered workflow improvements/capabilities for Commanding Officers to review and approve electronic Personnel Action Requests (ePARs).
- 
MyRecord
 Updated the interactive "Personnel Records Review" tool to enable updates to be submitted electronically to MyNavy Career Center (MNCC)
- 
Pay & Benefits
 Established the Navy Personnel and Pay (NP2) Resources page (<https://my.navy.mil/np2.html>) to provide a single location for NP2 resources including user aids, policy, and guidance.

Navy App Locker Updates

Access MyNavy HR mobile applications via the Navy App Locker (www.applocker.navy.mil). Noteworthy apps released or updated in 2021 include:



Center for Language, Regional Expertise, and Culture (CLREC) Navy Global Deployer



Navy Credentialing Opportunities On-Line (COOL)



MyNavy Uniforms



Official Navy Physical Fitness Assessment (PFA)

2022 Focus Areas

The following initiatives serve as SPOE targeted focus areas for 2022:

MNP & Mobile App Support

- Continue the development of MNP and Mobile Apps as MyNavy Career Center (MNCC) Tier 0 self-service support for Sailors and their families.

Improve User Experience

- Enhance the MNP user experience by leveraging an IT architectural refresh to improve system accessibility, usability, and performance for Sailors while ashore and at sea.

Personalized Career Dashboard

- Leverage the Enterprise Authoritative Data Environment (eADE) to deliver a personalized Sailor Career Dashboard supporting Navy Career & Life Events.

Self-Service Capabilities

- Leverage the Enterprise Customer Relationship Management (eCRM) system to populate MNP with authoritative knowledge supporting self-service activities throughout the Sailor career continuum.

Single Sign-On (SSO) Capability Requirements

- Refine capability requirements to significantly improve a Sailor's customer satisfaction by single sign-on, improving the ability of a Sailor to do self-service.



Navy Personnel and Pay (NP2)

POCs: CAPT Derek Feld, CAPT Joyce Richardson, CAPT Carol Kushmier

2021 Accomplishments

The NP2 team continued collaborating with MyNavy HR teams to help work towards the Initial Operating Capability (IOC) implementation that will transform the way Sailors and their families access HR services and receive their pay and benefits.



Mini-Fast Cruise (MFC): *Testing Functionality*

- Conducted four MFC process exercise events to gather functional user feedback from stakeholders, examine NP2 end-to-end processes for business readiness, and walk-through scenarios to inform continuous development.



Fleet Delivery Team (FDT): *Fleet Engagement*

- Established FDT consisting of a core group of NP2 experts to help execute MFC events as well as support other testing, demonstration, and training activities.
- Completed two NP2 testing events aboard CVNs and one pier-side onboard a DDG to understand NP2 system performance in actual operating conditions.



NP2 Command Startup Guide: *Preparing Commands*

- Developed NP2 Command Startup Guide to provide each Command with step-by-step guidance on how to establish organizational hierarchies and workflows in preparation for NP2 IOC.



Chief Product Owner: *Staying on Track*

- Established daily sync forum to enable NP2 functional and technical representatives to discuss challenges, barriers, and concerns encountered throughout the product development life cycle.
- Resolved over 40 issues and adjudicated 4,225 story points (*as of November 2021*).



Monthly NP2 T-X Sessions: *Maintaining the Foundation*

- Conducted monthly T-X series to enable key stakeholders to rapidly identify and address potential challenges and opportunities for NP2 integration and future operating capabilities.



NP2 Governance Council (NP2GC): *Stakeholder Decisions*

- Managed the revision and adoption of the NP2 Memorandum of Understanding (MOU)/Service Level Objective (SLO), which defines support roles for IOC and enables client stakeholders to plan for required future support and governance.
- Provided guidance in the creation of the NP2 Transition Plan, which provides an integrated plan for NP2 operational readiness.

2022 Focus Areas

The following initiatives serve as NP2 targeted focus areas for 2022:

Continued utilization of Doctrine, Organization, Training, Material, Leadership, Personnel, Facilities, and Policy (DOTMLPF-P) assessments, a common military framework used to align components to execute programs.

- The NP2 team will focus on development completion, and critical testing and assessments in preparation for production release.

Chief Product Owner Forums

- Continuous backlog grooming and barrier removal will remain a key part of these sessions throughout 2022. This will include review of any additional features required through discovery, such as interface requirements discovered during the process of development, and adjudication of story points at the Chief Product Owner Sync meetings.

FDT Fleet Engagements

- The FDT will continue NP2 user engagement as part of readiness efforts and conduct testing, training, and collecting Sailor feedback.

Enterprise Authoritative Data Environment (eADE)

POC: Mr. James Pounds

2021 Accomplishments

The Enterprise Authoritative Data Environment (eADE) team continued working on streamlining and expanding processes to increase the accuracy of available data and support informed decision making across teams.

Completed Development of eADE 2.0

eADE 2.0, the GovCloud Foundational Architecture, was successfully developed through the sunset of eADE 1.5 (October 2021), laying the foundation for data-based decisions and improving the accuracy and efficiencies of Sailor data.

Executed Mass Data Integration to support a Single Source of Truth (SSOT) Data Warehouse

- Ingested 29 legacy data sources into the data lake staging area as a precursor to entering the SSOT Warehouse – successfully moving the needle towards having one single location with complete and accurate Sailor data.
- Curated the legacy data sources from the data lake into more than seven Purpose-Built Data Marts (PBDMs). The PBDMs are subject-oriented databases that organize/align legacy data from the data lake into structured repositories for future integration with the SSOT Data Warehouse.

Provided Data Analytics to Inform Decisions

Provided ready past, present, and future data to enable informed decision-making from visualization and business intelligence through the utilization of the SSOT for the following analytic capabilities and efforts:

- HR Performance to Plan (P2P) Enterprise Authoritative Data Environment (eADE) Dashboard Minimum Viable Product (MVP)
- Commander's Risk Mitigation Dashboard (CRMD)
- Analytic Community of Practice (ACOP)
- COVID Immunization Status Dashboard
- Initiated consolidation of Fleet Training, Management and Planning System (FLTMPS) reports into Tableau dashboards

2022 Focus Areas

The following initiatives serve as eADE targeted focus areas for 2022:

- Enhance existing data interface analysis tools to ensure accuracy of available information.
- Advance interface studies to enable the data needs to the element level, map interface interdependencies, and improve on the existing data interface analysis tooling through evaluation of content and understanding of requirements.
- Expand commercial cloud capabilities in eADE 2.0.
- Consolidate information repositories into the data warehouse to advance operational and analytical capabilities.
- Increase Data Management and visualization tools for MyNavy HR.
- Support Jupiter Data initiatives to ensure resilience and manage potential risks.



Enterprise Customer Relationship Management (eCRM)

POC: CAPT Darrick Poe

2021 Accomplishments

The Enterprise Customer Relationship Management (eCRM) continued enhancing and developing systems and environments to build a solution that offers 24/7 self-service options, call center availability, shared services, and HR transactional support to Sailors.

Received eCRM Authority to Operate (ATO)



- Received eCRM ATO, approving the use of the eCRM Salesforce environment through November 2024 to execute the development and deployment of key MyNavy HR priorities and deliverables.
- Utilized DoD Risk Management Framework to demonstrate compliance on a comprehensive set of controls and put mitigations in place to reduce future risks.

Migrated eCRM Environments to .mil Domains



- Migrated the eCRM environment from .com to .mil in both the Navy Personnel Command (NPC) and Navy Recruiting Command (NRC) environments, resolving connectivity issues and improving end-user experience.

Developed Mobile App Minimal Viable Product (MVP) for Recruiting



- Completed development of mobile application Minimal Viable Product (MVP) for Navy Recruiting Command (NRC). Functional testing and evaluation is ongoing with an anticipated deployment in Q2 FY2022
- Refined policies and requirements with MyNavy HR IT Solutions, N1, N2N6, and NRC to support users' abilities to enter detailed cases following the MVP deployment.

2022 Focus Areas

The following initiatives serve as eCRM targeted focus areas for 2022:

MNCC Customer Relationship Management (CRM):

- Complete the migration of Transaction Online Processing System (TOPS) functionality into MNCC CRM.
- Expand deployment of Digital Engagement capabilities to enhance Recruiting.

Applicant Relationship Management (ARM):

- Expand Digital Engagement to enable texting with efficiency tools.
- Implement Salesforce Maps & Mobility.
- Deploy Navy Accession Security System (NASS).

System Shutdowns:

- Shutdown legacy system Navy Recruiting Command Legal Services (NRC-LS).
- Shutdown Navy Advertising & Leads Tracking System (NALTS) and Navy Accession Security Information System (NASIS).

Reserve Force

POCs: CAPT Claudia Macon, CAPT William Baas

2021 Accomplishments

The Reserve Force continued to play an instrumental role in ensuring Commands are prepared for NP2 Initial Operating Capability (IOC), as well as ensuring holistic design and testing is complete for additional product functionalities.

Recruited Subject Matter Experts (SMEs) to Support NP2 Product Design, Development, and Testing



- SMEs were selected across all regions to participate in the design phase where they provided “as-is” processes for the products, the development phase to include enhancements for the “to-be” processes, and testing of 49 pay products for NP2.

Designated Full Time Support Reservists as NP2 Champions



- NP2 Champions integrated with and supported the Fleet Delivery Team (FDT) to ensure Commands completed required trainings and established user roles to prepare for a successful IOC implementation.

Conducted First Ever Fleet Wide NP2 Training through FDT



- Conducted 40 Functional Account Manager (FAM) training sessions, spanning three continents and five countries for 679 attendees.

Conducted NP2 Afloat Testing Aboard USS Abraham Lincoln



- Supported the November 16-19, 2021 afloat testing of NP2 capabilities, effectiveness, and connectivity and gathered direct system feedback from the Fleet.
- Evaluated technical and performance results to inform future roll-out of NP2 afloat and in other disconnected operations environments.

Supported eNavFit Implementation



- Conducted testing of eNavFit to ensure a complete and accurate product delivery to Active Component and Reserve Component (AC/RC) Sailors.
- eNavFit was deployed to RC Sailors in December 2021 (AC deployment targeted in early 2022).
- This implementation consolidates functionality of Navy performance reports and web-enables all facets of NAVFIT98A.

Implemented Reserve Order Execution in Conjunction with Assignment, Leave, and Travel Career & Life Event (CLE)



- Implemented Reserve Order Execution, allowing Reservists to view Orders, as well as a Lean version, via a mobile platform while travelling globally, ultimately enhancing systematic and user experience.

2022 Focus Areas

The following initiatives serve as Reserve Force targeted focus areas for 2022:

- Parallel Ops Testing on selected Reserve Unit Identification Codes (UICs) to demonstrate Active Component / Reserve Component (AC/RC) permeability.
- Embed eCRM across Reserve transaction models.
- Adopt Learning Stack Learning Management System (LMS) into Reserve Training.
- Prepare Navy Reserve Center (NRC) Reserve Components for NP2 through user training and account creation.
- Enable PCS Travel Claims processing via NP2 for all Reserve orders types.
- Leverage eADE for data analytics capabilities to deliver Sailor dashboards.
- Ensure Reserve Warfighting Readiness including readiness dashboarding capabilities.
- Identify Mobile Solutions to support mobile Reserve Force.
- Begin development of Single Order Writing Systems for AC/RC Sailors.








MyNavy Career Center (MNCC)

POC: CAPT Carol Kushmier, CAPT Darrick Poe, CDR Dana Chapin

2021 Accomplishments

MNCC continued to enhance systems and processes to provide Sailors and their families a modern HR Service Delivery solution, with 24/7 contact support, to resolve personnel and pay issues at increased speed, improved accuracy, and reduced cost.

- 
Integrated Tiered Service Delivery Model Processes into MNCC
 - Continued to integrate processes to further expand customer support and increase efficiency of service, including:
 - Electronic photograph submission
 - Sailor name change
 - Voluntary Education (VOLED) into MNCC Tiered Service Delivery model, Enterprise Customer Relationship Management (eCRM), and telephony technologies
- 
Enhanced MyPCS Capabilities Provided by NP2
 - Enhanced Sailor self-service capabilities to execute Permanent Change of Station (PCS) duties via personal mobile device (accessible with CAC reader or CAC-free MyNavy HR account via MyNavy Portal).
- 
Enhanced PCS Entitlements Calculator Accessibility
 - Improved the speed and accuracy of PCS entitlements to enhance customer service and satisfaction, while removing confusion.
- 
Improved Electronic Travel Voucher Processing
 - Conducted testing through a control group of Sailors to enhance Travel Voucher processing. Common errors were identified, and mitigations were set in place to improve error rates, which enabled Sailors to receive pay more quickly with less confusion.
- 
Enhanced Customer Experience (CX) Capabilities and Training Resources
 - Established a Navy Personnel Command (NPC) cross-functional CX Council with 18 representatives to align CX efforts and propel the success of the CX Office as delivers impact to Sailors.
 - Conducted 20+ CX trainings for Tier 1 Service Center Agents, Tier 2 Node Leads/Agents, and CPPAs to provide the necessary tools to enhance the Sailor experience, shifting Sailor focus from complicated HR related issues to critical mission readiness.

2022 Focus Areas

The following initiatives serve as MNCC targeted focus areas for 2022:

- **Complete MNCC Customer Relationship Management (CRM) Deployment:** Complete the migration of Transaction Online Processing System (TOPS) functionality into MNCC CRM.
- **Integrate eCRM PERS/PAY and HR Service Center Case Management:** Integration will lead to faster processing times and less cumbersome processes.
- **Mandate use of NP2 for PCS Travel Claims:** Mandate the use of NP2 for PCS travel claims to increase visibility of transactions and improve service to the Sailor.
- **Refine Single Sign-On (SSO) Capability Requirements for the Single Point of Entry (SPOE):** Significantly improve a Sailor's customer satisfaction by single sign-on, improving the ability of a Sailor to do self-service.
- **Implement refined Concept of Operations (CONOPS) 24/7/365 Support:** Maintain 24/7/365 operations and provide a warm handoff to increase customer satisfaction and improve processing times.



Learning Stack/Ready Relevant Learning

POCs: Mr. Bruce Bare, CAPT Lane Askew

2021 Accomplishments

✓ Curriculum Development System (CDS): Release 1 Development

CDS is the Learning Stack component that provides a core repository for all learning content, enabling authoring of curriculum for various modes of delivery, allowing customization, and sharing of content.

The development and configuration of Release 1 code was successfully completed in 2021 within Salesforce. Release 1 will be implemented into the MyNavy Portal (MNP) cloud environment in 2022, providing users the ability to modify and revise existing course curriculum and ensuring Sailors are receiving the most up-to-date training available.

✓ Enterprise Resource Scheduler (ERS): Ad Astra Spiral 1 Testing

ERS is the Learning Stack component that creates and regulates course scheduling to efficiently utilize accessible assets across the enterprise. Ad Astra, a Commercial Off the Shelf (COTS) software, is being piloted as a potential enterprise scheduling solution.

Spiral 1 testing of the Ad Astra IT solution was successfully completed in 2021, advancing the progress to potentially become the future ERS solution. This pilot is ensuring students and instructors are aligned to necessary courses and can access required materials.

✓ Student Information System (SIS): Campus Solutions

SIS is the Learning Stack component that provides capabilities for registering students in courses, documenting test scores, building student schedules, and managing many other student-related data needs. Campus Solutions is a PeopleSoft product that is transforming SIS modules within the legacy CeTARS application, ultimately creating a seamless integration with the NP2 PeopleSoft applications.

The installation of the Campus Solutions environment, as well as the designs for the Academic Structure, Campus Community, Student Records and Academic Advisement were all completed in 2021.

2022 Focus Areas

The following initiatives serve as Learning Stack/Ready Relevant Learning targeted focus areas for 2022. These systems manage how training is created, scheduled, and maintained for Navy personnel.

- Complete Question Mark Perception (QMP) content migration and deliver Moodle Learning Management System (LMS) with assessments for Initial Operating Capability (IOC).
- Assess integration of analytical tools with Learning Stack and create a Minimally Viable Product (MVP) for Navy College Management Information System (NCMIS).
- Pilot Reserve Officer Training Corps (ROTC) and Naval Junior Officer Reserve Training Corps (NJROTC) capabilities.
- Deliver Curriculum Development System (CDS) Releases 1 and 2 to integrate into production.
- Complete Student Information System (SIS) integration.
- Begin development of Enterprise Resource Scheduler (ERS) in Impact Level 4 (IL4) environment.



Transformation Risk

POC: Ms. Darlene Bennett

2021 Accomplishments

Transformation Risk enhanced collaboration and integration of risk information across Transformation stakeholders and MyNavy HR organizations to improve the timeliness and accuracy of risk reporting and escalation to leadership.

- ✓ **Risk Integration with Enterprise Metrics-Transformation (EM-T)**
 - Established an EM-T Risk Review to report high-priority risks and issues to CNP and other Senior Leaders, promote more consistent oversight and awareness of key risks and issues, and enable leadership to leverage insights to make more risk-informed decisions.
- ✓ **NP2 Risk Management**
 - Increased involvement within the T-X structure to enable greater identification and monitoring of NP2 risks and issues.
 - Established the Pers/Pay Weekly Risk Meeting to empower NP2 stakeholders to identify barriers and concerns, escalate key items, and enhance collaboration on the mitigation of risks and issues.
- ✓ **Transformation Risk Management Board (RMB) Meetings**
 - Leveraged RMB forum to review and escalate high-priority risks and issues, refine existing risk and issue data, and validate effectiveness of response plans.
 - Increased communication and collaboration with MyNavy HR IT Solutions, Learning, and Recruiting.

N1 Risk Summary for 2021

16 New Risks Opened	2 New Issues Opened	
16 NP2	1 NP2	1 Recruiting
6 Risks and Issues have been mitigated to an acceptable level and closed	9 Risk and Issues exposure ratings have decreased due to completion of mitigation efforts	

Snapshot of N1 Risk Register As of DEC 2021

4 Issues		
1 NP2	1 Learning	2 Recruiting
15 Risks		
15 NP2		

2022 Focus Areas

The following initiatives serve as the Transformation Risk targeted focus areas for 2022:

Schedule Risk Assessment

- Upon finalization of the updated Integrated Master Schedule (IMS), complete a schedule risk assessment to evaluate current risks and identify any gaps on the register.

NP2 Post-IOC Risk Identification

- Coordinate with NP2 Transition Team to review existing contingency plans to support the identification, documentation, and development of response plans after the successful execution of NP2 IOC.
- Continue to identify, escalate, and mitigate critical events to prevent disruptions in Sailor pay and transactions.

Cross Collaboration

- Strengthen engagement with Enterprise Authoritative Data Environment (eADE) and Single Point of Entry (SPOE) stakeholders to identify risks and opportunities associated with successful execution and sustainment of Sailor-facing systems.



Success Story: Navy PayOps Oversight (High-Priority Risk)

The staffing of Navy personnel to execute NP2 Pay Operations at IOC was identified as a risk and escalated to leadership. A Memorandum of Agreement (MOA) was developed, allowing Defense-Finance and Accounting System (DFAS) to continue performing PayOps duties, with Navy personnel to take over by Full Operating Capability (FOC).



Navy Recruiting Command (NRC)

POC: Dr. Kevin Sullivan

2021 Accomplishments

This year, Navy Recruiting Command (NRC) has been working to consolidate recruiting processes and expand technological capabilities to improve talent acquisition and retention.

Consolidated Navy Recruiting Command (NRC) Operating Model

- Accelerated the transition of the remaining 13 Navy Recruiting Districts (NRDs) to the Navy Talent Acquisition Group (NTAG) Operating Model to have all commands executing under the same operating model.
- Eliminated dual training pipelines during the Recruiting training process and standardized expectations, outcomes, and policies across the board.

Universal eCRM Rollout

- Expanded the use of the enterprise Customer Relationship Management (eCRM) platform to include 5,000+ users, providing leadership with enhanced oversight and Recruiters real-time feedback on Key Performance Indicators.

Targeted Diversity, Equity, & Inclusion (DE&I) Efforts

- Incorporated the Department of Defense's (DoD) All Service Accession Data (ASAD) into the eCRM to facilitate visibility into overall Diversity rates across the Navy to understand market behavior.
- Improved functionalities to measure a Recruiter's performance at the zip code level for all prospecting and interviewing activities, giving greater insight and ability to be purposeful in increasing Diversity recruiting efforts.

Digital Recruiting Expansion

- Established eTalent teams to execute daily digital recruiting activities, leveraging social media platforms, geo-fencing, and centralizing LEADS contact and engagement within each NTAG. *This has greatly reduced disruption caused by social distancing.*
- Increased the LEADS contribution goal to 31% (compared to 17% in 2018), and targeted local digital marketing and social media campaigns.

2022 Focus Areas

The following initiatives serve as Navy Recruiting Command targeted focus areas for 2022:

- **Transformation Continuous Process Improvement (CPI):** Continue improving NRC's operating model by analyzing best practices and lessons learned through the Talent Scout, Onboarding, and eTalent function areas.
- **Remote Classification & World Class Onboarding:** Decentralize classification functions to field recruiters and improve talent matching to align applicants in jobs with their skillsets.
- **Real-Time Dashboards:** Implement Prospecting Performance, Officer Recruiting, and Attrition Dashboards into eCRM.
- **Recruiting Digital Enclave:** Provide recruiters with iPads and transition to the Navy/Marine Corps Intranet (NMCI) environment where the current markets resides, providing the ability to leverage commercial mobile apps and emerging social media communication tools to field recruiters.



Business Optimization Office

POCs: Mr. Randy Shockey, Ms. Sarah McLaughlin

2021 Accomplishments

In September 2021, the Business Optimization Office was established as a continuous process improvement initiative to drive integrated modernization across MyNavy HR services, capabilities, and naval business operations, including organization and program design, and leveraging new IT systems.

Business Optimization Office Supporting Pillars & Lines of Effort

- **Enterprise Support (ES):** Ensures alignment of business optimization efforts are within the FD and FM pillars, including the integration of resources and necessary shared services. This pillar establishes and formalizes ES future-state initiatives to sustain support post-Transformation.
- **Force Development (FD):** Collaborates with lines of effort to address development needs beginning with recruiting, through initial military training, to a Sailor's first assignment.
- **Force Management (FM):** Collaborates with lines of effort to address in-service personnel efforts to man the Fleet with the right Sailor, in the right job, at the right time to maximize Fleet readiness.

Key Accomplishments Include:



Established Business Optimization Office

Established the Business Optimization Office in September 2021 to drive process improvement and integrate modernization across the MyNavy HR Organization.



Developed Initiative Prioritization Process

Developed the initiative prioritization process to organize and optimize the current and future initiatives across MyNavy HR.



Completed Current State Analysis of Transformation

Analyzed the current state of Transformation, identifying the baseline for MyNavy HR across ES, FD, and FM in preparation for a prioritization pilot in 2022.



Through the modernization efforts, Sailors will be able to access self-service materials and see a reduction in case resolution times. The pillars provide specialized support for key areas of the Sailor's journey, each with the goal of improving the process and timeliness.

2022 Focus Areas

The following initiatives serve as The Business Optimization Office targeted focus areas for 2022:

- Conduct detailed strategy sessions to develop future state visions for MyNavy HR.
- Develop a Gap Analysis between current state and future state initiatives.
- Identify business metrics and performance indicators to measure effectiveness of transformation efforts across the enterprise.
- Develop a service delivery model scorecard to evaluate key parameters such as process capabilities, cost reduction, and sailor experience.
- Outline implementation sprints for key accelerators such as automation, robotics, system adoption, and organization consolidation in collaboration with IT Chief Information Officer (CIO).

The initiatives prioritized by the Business Optimization Office will expedite the deployment of enhanced MyNavy HR business processes, which will directly enhance Sailor Experience in terms of timeliness, reduced complexity, and opportunities for increased self-service.

Governance

POC: CDR James Whitaker

2021 Accomplishments

Governance serves a vital role in the Navy Transformation by providing the structure and forums to enable stakeholder collaboration, engage leadership, and facilitate key decision-making. Throughout 2021, Governance established a diligent process for historical context to capture key dialogue, actions, and decisions resulting from key Governance meetings

Key Governance Meetings and Outcomes

Navy Personnel and Pay Governance Council (NP2GC)

- Facilitated decision making on NP2 functional matters and addressed questions/requests submitted by NP2 product teams/stakeholders.
- Discussed 67 unique topics throughout FY21, including NP2 Transition Plan, Pers/Pay Transformation Metrics, and NP2GC Charter updates.

Transformation Council of Captains (TCC)

- Briefed 26 topics at TCCs with requests for routing to higher level governance forums and approval by Chief of Naval Personnel (CNP), including:
 - **12 Business Design Owner (BDO) Action Plans**
 - **NP2 Transition Go-Live Readiness Criteria**

Enterprise Metrics – Transformation (EM-T)

- Reviewed metrics and statuses for key Transformation workstreams, initiatives, and Lines of Effort (LOE), and addressed ad-hoc requests for CNP following meeting discussions.

Enterprise Configuration Control Board (eCCB)

- Conducted 11 eCCBs in 2021 consisting of informational and for-decisions topics.
- Six (6) decisions were approved in 2021.
- Key approvals include:
 - **FY22 Annual Priority Letter**
 - **Enterprise Support Transformation Office Releases definitions for NP2 Initial Operational Capability (IOC)**
 - **NP2 Fleet Delivery Team (FDT) charter**
 - **NP2 IOC Messaging and Branding Guide**

2022 Focus Areas

The following initiatives serve as Governance targeted focus areas for 2022:

- Ensure efficient decision-making at the O-6 and N1B levels.
- Ensure consistent visibility on decision points and key informational updates at the O-6, N1B, and CNP levels.
- Re-establish T-X meetings once revised NP2 IOC date is determined.
- Capitalize on the success of streamlining Governance structure during FY21; Continue enhancing the effectiveness and efficiency of Governance processes in order to achieve key Transformation initiatives.
- Identify additional methods of streamlining Governance structures and processes, to include standardizing meetings at the tactical level.

