

HEALTH OF THE FORCE

CALENDAR YEAR 2022



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Introduction

In an era of strategic competition and like no time since the Cold War, our Navy faces the possibility of war at sea with a peer competitor. In order to navigate these unprecedented times, CNO has directed through his NAVPLAN 2022, that our Navy must build, maintain, train and equip a combat-credible, dominant Naval force to keep the sea lanes open and free, deter conflict, and when called upon, decisively win our Nation's wars in this era of strategic competition. This requires our entire Navy to adapt, innovate, and leverage the best of our entire Navy by investing in trained, resilient, and educated Sailors that can out-think, out-decide, and out-fight any potential adversary.¹

For MyNavy HR, it is our duty to enable our most lethal weapon system: our people. We must continue to evaluate and improve our capabilities to achieve our mission of attracting, developing, and managing the talent to ensure our advantage at sea while providing exceptional service to our Sailors and their families. While some of today's challenges are not new, we are consistently seeking opportunities to receive and provide feedback, as well as ways to implement course corrections leveraging collaboration, innovation and the talent of our People.

As 2025 appears on the horizon, MyNavy HR is consciously moving away from referencing Sailor 2025. Sailor 2025 was a vision, but we recognize that the work that we are doing to build personnel readiness and mission-focused Sailors does not end, it endures. The foundation of MyNavy HR lies in steady, effective recruitment and training, an inclusive Navy culture that supports adaptive and resilient Sailors and families, and Sailor-informed, transparent, data driven talent management. With those as our footing, we will deliver along five pillars to success, as depicted in Figure 1.

In order for our Navy to fight and win, we must have properly trained Sailors, but more importantly, a culture that adapts, meeting our people where they are, and enabling them to excel. In order to achieve success, we all need to take ownership together and nurture the Navy culture that is necessary for our Sailors, their families and our country.

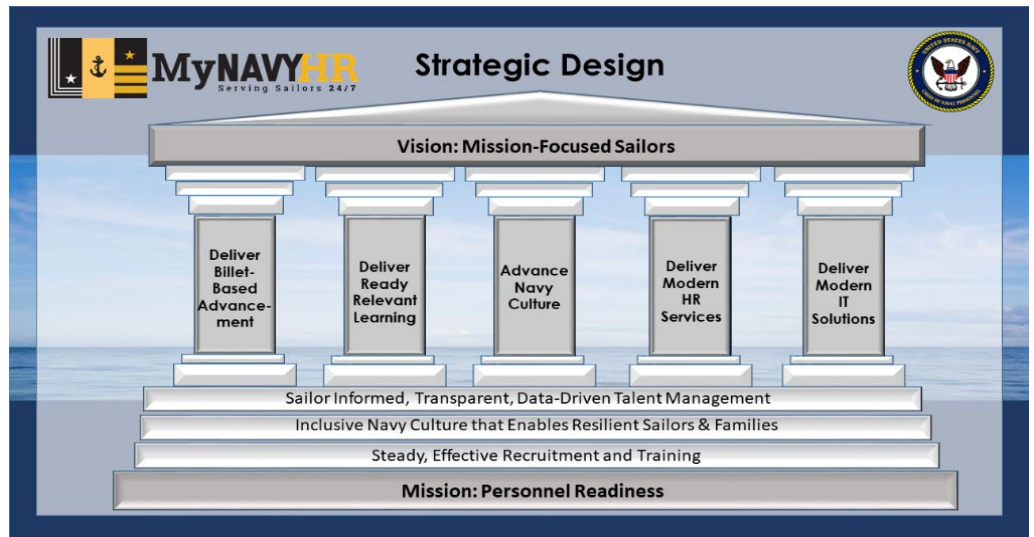


Figure 1: MyNavy HR Strategic Design

We are transforming our technology to gain data transparency, which will unburden our Commanding Officers and Triads and empower them to best utilize our human weapon system to achieve optimum warfighting readiness. It will also enable us to provide greater flexibility and choice to our Sailors as they progress through their careers and allow the Navy to make the best-informed decisions when it comes to manpower and its role in building and maintaining the most combat-effective Navy in the world.

¹ Chief of Naval Operations, *Navigation Plan 2022*, 26 Jul 2022.

Assessing Navy Culture- The Health of the Force (HOF) Survey

The Voice of the Sailor

Listening to our Sailors is critical to understanding the Health of our Force. Every year the Navy conducts a HoF survey to provide Active Duty (AD) service members an opportunity to share their thoughts and concerns on a range of issues with Navy leaders.

In addition to a core set of metrics relating to the work environment and Sailor well-being, the 2022 HoF survey focused on issues relating to work/life balance and the programs and policies that support Sailors' personal lives. It included questions about retention plans and influencers, balancing career and personal lives, command attitudes, family planning, pregnancy programs, and access to medical care.

This year's survey was administered in August and September 2022. All AD service members with accurate email addresses in the Navy Standard Integrated Personnel System (NSIPS) were invited to participate in the survey. There were 24,472 participants in the 2022 HoF Survey, more than double the participation rate in 2021 (10,388).

The HoF Survey collects a range of metrics relating to a healthy culture and climate; many of which complement those collected at the unit level by the Defense Organizational Climate Survey (DEOCS). This enables the Navy to assess culture at the unit, command, community, and Navy level as depicted in the figure below.

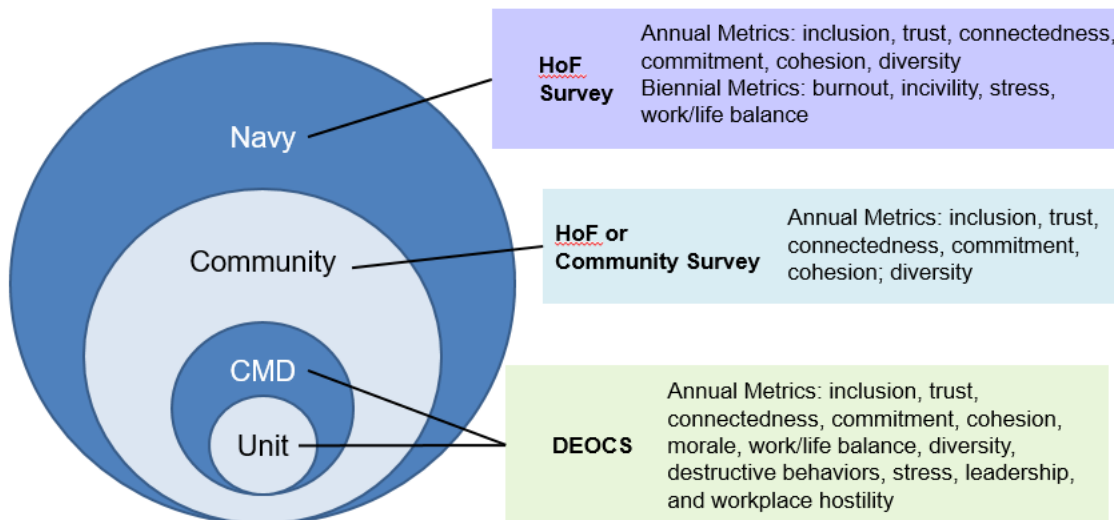


Figure 2: Measuring Culture and Climate in the Navy

Like DEOCS, the HoF Survey includes several protective measures for assessing the overall well-being of the force including: cohesion, connectedness, organizational commitment, and inclusion. These measures are associated with positive outcomes like retention, job performance, engagement, and decreases in destructive behaviors (e.g. suicide, sexual assault), and unexpected losses. With the exception of inclusion (added in 2021), Navy has tracked these metrics since 2019. Figure 3 below provides the overall results for each of these metrics between 2019 and 2022. The data has been weighted to ensure the results are representative of the target population based on gender and grade.

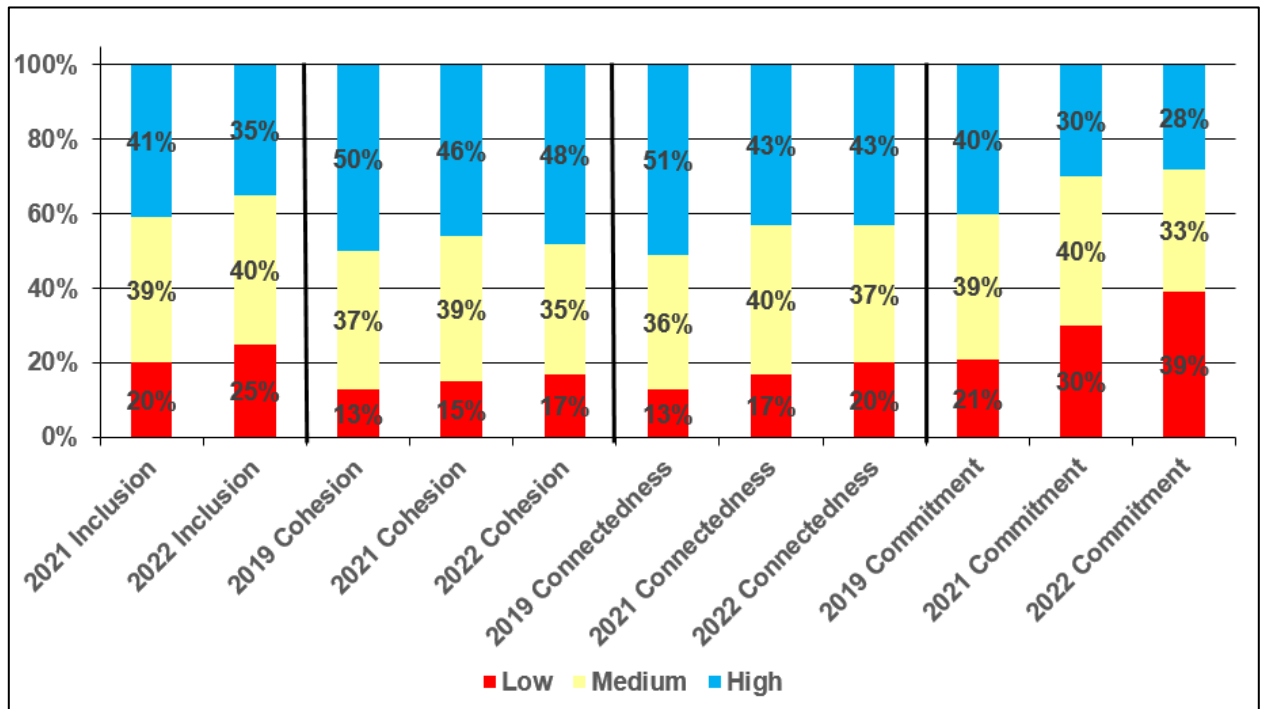


Figure 3: 2022 Weighted Results for Protective Factors

Between 2019 and 2022, the percentage of participants with moderate to high levels of each of these protective factors has declined. This negative trend is most notable in organizational commitment where moderate to high levels declined from 79% in 2019 to 61% in 2022. The negative trend for all four of these protective factors is statistically significant.

Navy Listening Program

In 2023, the Navy Culture and Force Resilience Office will establish a Navy Listening Program to help Commanders move beyond the compliance-based execution of DEOCS, and towards an expectation for using a suite of tools to understand the sentiment of their work force and take actions to better performance and climate. As part of this work, Navy will better align existing survey mechanisms to minimize duplication of effort and maximize removing barriers to individual, team, and unit performance.

In 2022, the Navy Survey Office (NSO) took several steps to achieve this vision, expanding the number of Qualtrics survey licenses so that a wide variety of commands across the Navy could collect data and act. These include the Commander of Seventh Fleet surveying their force to identify personnel and liberty risk, the Learning-to-Action Board surveying crews of ships in shipyards, and the leadership of the USS GEORGE WASHINGTON and USS JOHN C STENNIS using surveys to better understand crew morale.

Sailor Life Cycle Data Collection

As part of the Navy Listening Program, NSO is developing a life-cycle approach to Navy surveys that will support consolidation of data from multiple key surveys to provide holistic understanding of Sailor experiences and outcomes (see figure 4). Comparable to employee journey maps used by Fortune 500 companies, the program will eventually capture insights from Sailors at critical points in their career – starting with a New Sailor Survey and ending with an Exit Survey.

In the short term, the goal of this approach is to fully leverage data collection efforts, minimize duplication, and ensure all those who need it can access survey data. The long term goal is to conduct life cycle analyses of Sailor experiences and outcomes to identify potential attrition trigger points, performance factors, etc.

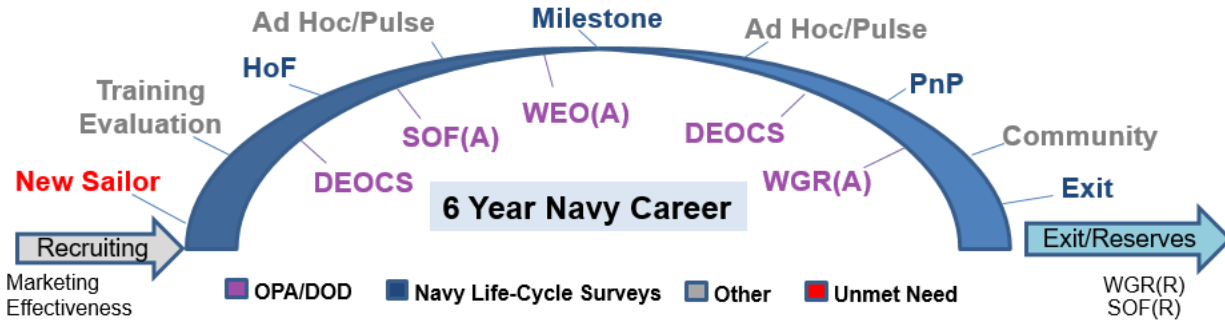


Figure 4: Potential Data Collection Points for Sailors during 6 Year Navy Career

Survey Insights

Career Insights

Most participants in the 2022 HoF survey plan to stay in the Navy for now or until retirement. As indicated in Figure 5 below, women are less likely than men to plan on remaining in the Navy through retirement but only slightly more likely to indicate an intention to get out of the Navy at their next opportunity.

However, a review of the HoF survey results over time has demonstrated a declining trend in the percentage of junior to mid-grade personnel planning to remain in the Navy until retirement.

The most commonly cited influences to leave the Navy include work/life balance, Navy leadership, salary, and civilian career opportunities. The most commonly cited influences to stay in the Navy include benefits (retirement and healthcare), job security, and support/benefits for family.

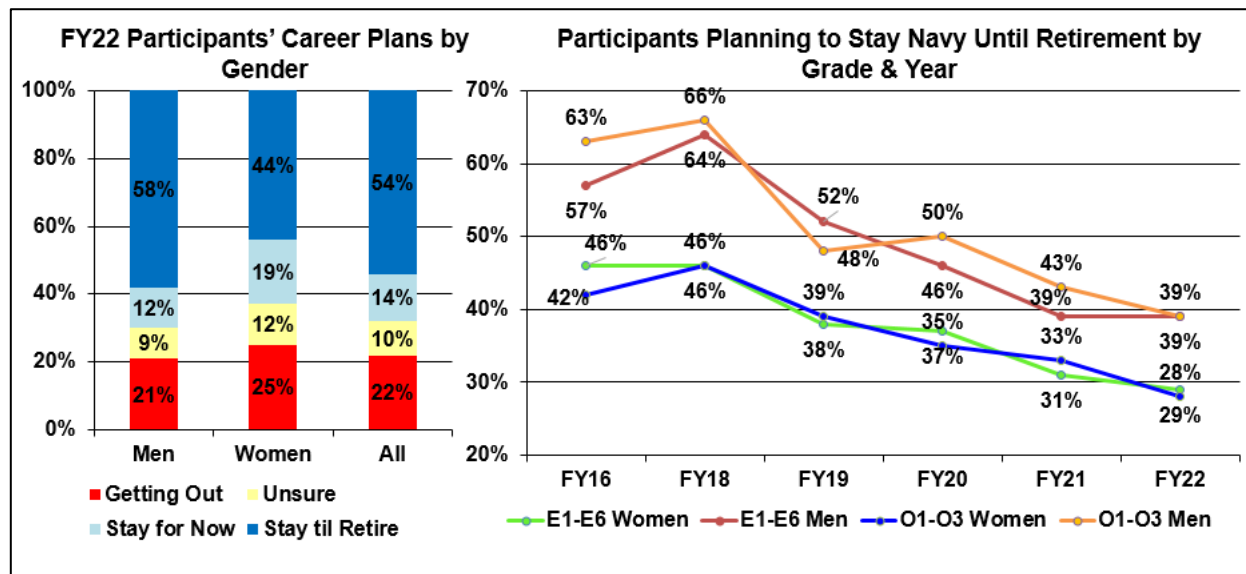


Figure 5: Comparison of Survey Participant Career Plans by Gender & Grade

Work/Life Balance Insights

The 2022 HoF survey results indicate that work/life balance continues to present challenges for Navy service members. The percentage of personnel who report sea/shore rotations are adequate for family planning has declined between 2018 and 2022 with only 31% agreeing their sea/shore rotation is adequate in 2022.

There has been a similar decline in the percentage of survey participants who believe Navy policy supports work/life balance for Sailors; only 18% agreed with this statement in 2022. While the impact may be disproportionately on female service members, men are also increasingly affected.

- Women in the Navy are less likely to be married or have children than men with the gap widening as age increases. Women are more likely to be single parents and to rely on non-parent caregivers during deployments.

Many of the participants report their career has been negatively impacted by family related issues. While this impact appears to be disproportionately a concern for women, a significant percentage of men also demonstrated concerns.

- 23% of married participants reported their spouse was also an AD service member. Of those dual-military couples, 52% of women and 35% of men report it has negatively impacted their career.
- A majority of women (61%) and 37% of men reported that having a child has had a negative impact on their Navy career. Most of those who are unmarried or who do not have children report serving in the Navy has decreased the likelihood that this will change in the future.

Diversity, Equity and Inclusion Insights

Every year the HoF survey includes questions relating to diversity, equity, and inclusion. While only half of the participants agree that the Navy’s commitment to inclusion is authentic, a majority agree that diverse backgrounds are accepted and respected at their command. Over half also agree that even subtle forms of discrimination are not tolerated by their command.

As indicated by the breakout below, women and black participants are more likely to be concerned about discrimination and less likely to believe the Navy’s commitment to inclusion is authentic.

- Even subtle forms of discrimination are not tolerated by command: 65% men and 47% women agreed; 64% white, 47% black, 58% Asian and 56% other minority participants agreed.
- Navy has authentic commitment to inclusion: 51% men and 37% women agreed; 51% white, 35% black, 44% Asian, and other minorities agreed.
- Diverse backgrounds are accepted and respected: 78% men and 67% women agreed; 78% white, 65% black, 72% Asian and 70% other minority participants agreed.

The 2022 survey results indicate that many Sailors continue to be concerned about the issues of racism and sexism in the Navy. Only 38% agree that racism is not a problem in the Navy and only 27% agree sexism is not a problem. As indicated in the graph below, concerns about racism and sexism are most prevalent among women and black participants.

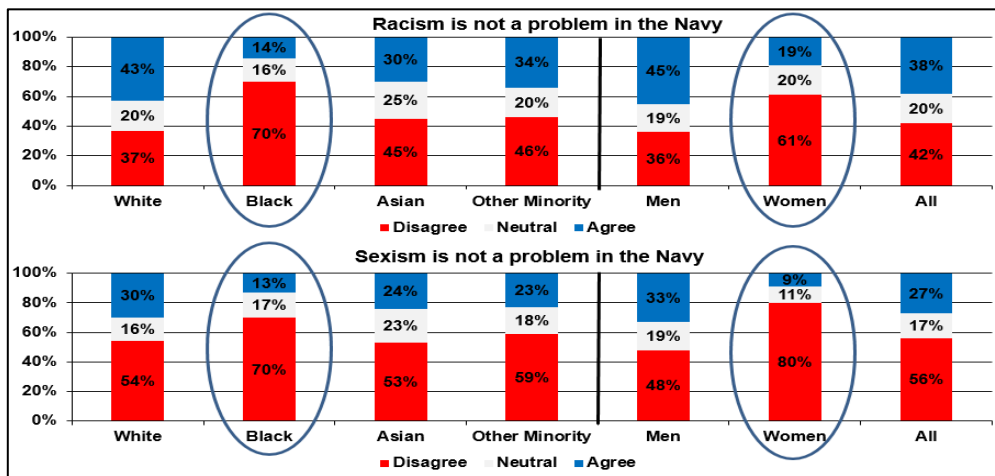


Figure 6: Views on Sexism and Racism in the Navy

Advancing Navy Culture

As part of his call to action for Navy to Get Real and Get Better (GRGB), CNO provided the Chief of Naval Personnel (CNP) the task to “Advance Navy Culture.”

To do so, Navy applied GRGB problem solving principles to: 1) Assess the Health of Force Survey results; 2) Pursue additional Fleet feedback; 3) Understand external-to-Navy standards for building and sustaining culture; and 4) Conduct Five-Whys analysis to determine root causes limiting the effectiveness of current people and culture programs.

The result of this work was identifying the need for Navy to simplify, streamline, and align existing programs (e.g. Culture of Excellence) and new initiatives (e.g. GRGB and Total Sailor Fitness) into an Integrated Culture Framework (ICF) that builds great people, leaders, and teams, with two specific objectives:

- 1) Maximize Navy’s readiness for combat by training, educating and incentivizing leaders to build and empower teams that self-assess, self-correct, solve problems, innovate and learn better than any potential enemy, and
- 2) Reward and promote Navy leaders not only for the outcomes they achieve, but also the culture and teams they build in achieving these outcomes.

By design, the ICF will create local climates that reflect those attributes foundational to the prevention of destructive behaviors. Doing so will show our Navy’s willingness to adapt and meet our Force where they are, and further the unmatched advantage of the American Sailor.

Integrated Culture Framework (ICF) Implementation

From Calendar Year (CY)23 to CY25, the ICF will be:

- Developed by simplifying, streamlining, and aligning existing and new concepts, programs, and policies.
- Measured in the aggregate (Navy-wide) and by community, including: Health of Force Surveys, DEOCS, retention data, and destructive behavior data.
- Trained and Educated, starting with NLEC/SEA at Triad level, and then scaled throughout the Navy training and education enterprise.
- Incentivized through a Talent Management system that rewards ICF behaviors, characteristics, and outcomes through two development paths:
 - Evaluations (performance-to-standard).
 - Coaching (how Navy fits into an overall life plan).
- Rewarded by developing related awards at the unit and individual level.
- Reinforced through enablers such as the Integrated Prevention Workforce and Deployed Resiliency Counselors.
- Communicated in a manner consistent with a revised Public Affairs strategy to better message culture and personnel readiness issues to the Fleet.

Building Great People, Teams, and Leaders

The ICF will be adjusted over time, beginning with the following initial framework:

- Live Navy Core Values of Honor, Courage, and Commitment.
- Practice a Warrior Tough Mindset.
- Build Great People through a comprehensive Total Sailor Fitness model that creates strong minds (social, psychological, and financial health), bodies (nutritional, physical, and medical/dental readiness), and spirits (spiritual readiness), as well as the environment in which they operate.
- Build Great Leaders through a revised Navy Leader Development Framework that includes Navy's new Charge of Command, and a focus on leader character (GRGB Leadership Behaviors and understanding decision bias) and competence (operational/warfighting skills; solving hard problems; managing risk).
- Build Great Teams through trust and respect by focusing on key building protective factors and targeting key risk factors, all of which can be measured by the DEOCS survey.

Existing and Traditional Programs and Measurements

Sexual Assault Prevention and Response

The Navy's Sexual Assault Prevention and Response (SAPR) Program is focused on preventing sexual assault, providing effective education and training, and when an assault occurs, ensuring a worldwide reporting capability, comprehensive victim care and support services, and appropriate accountability.

From FY21 to FY22, Navy experienced an increase in sexual assault reports, which reflects a steady increase in reporting beginning in 2010. Reporting data will be available upon release of the FY22 Annual Report in April 2023.

In addition to creating a culture intolerant of Sexual Assault through the ICF, Navy is actively executing and evaluating the Department of Defense (DoD) Prevention Plan of Action, a holistic and comprehensive approach to understanding the current environment, determining the scope of the problem, and assessing organizational factors that drive prevention and reduce destructive personnel behaviors and incidents. Navy is also implementing the 82 Independent Review Commission (IRC) recommendations along the accountability, prevention, climate and culture, and victim care and support lines of effort. This includes developing and implementing strengthened primary prevention by creating a skilled prevention workforce, and further professionalizing our SAPR workforce to increase victim reporting, support, recovery, and resiliency. SAPR personnel remain fully available to Sailors world-wide to address victim physical, mental, and emotional well-being, strengthen resilience, encourage reporting, and support victim recovery.

Suicide Prevention

The Navy Suicide Prevention Program empowers behavior change by providing Sailors and their families with suicide prevention and stress management resources, messaging, and guidance. The program promotes ongoing and active engagement to enable early recognition of suicide risk, encourages proactive intervention, and champions seeking help for psychological health-related challenges.

Our Sailors are not immune to nation-wide factors contributing to death by suicide. Tragically, suicide remains a leading cause of death in the Navy, with death by firearm as the most prevalent method. In CY 2022, the Navy lost 70 AC and 7 RC Sailors to suicide. In CY 2021, the Navy lost 59 AC and 10 RC Sailors to suicide. The Navy's CY 2022 AC preliminary suicide rate is 20.1 suicides per 100,000 Sailors, a rate comparable to the CY 2020 AC suicide rate of 19.3 suicides per 100,000 Sailors. The CY 2022 suicide rate is an increase from the Navy's CY 2021 AC suicide rate of 17.0 suicides per 100,000 Sailors. The rate for the past 3 years is lower than the most recent (CY 2020) demographically comparable U.S. civilian suicide rate is 27.5 suicides per 100,000 people. The Navy's Figure 7 provides a summary of suicide counts.

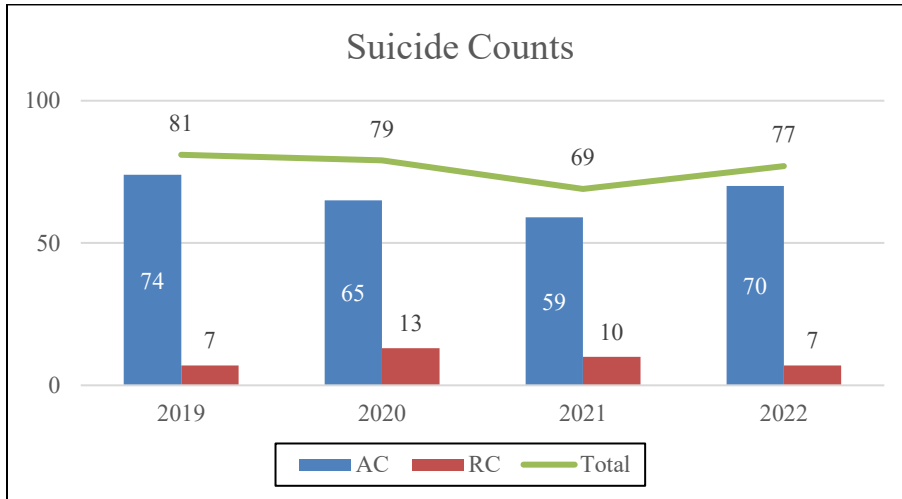


Figure 7: Suicide Counts

In addition to the ICF, the Navy is working to decrease the incidence of suicide by:

- Expanding embedded mental health programs.
- Continuing to offer the Sailor Assistance and Intercept for Life (SAIL) program, or Psychological Health Outreach Program for RC members, which provides rapid assistance, ongoing risk management, care coordination, and reintegration assistance for Service members identified with a suicide ideation or a suicide attempt.
- Providing resources to support the lethal means safety initiative, providing gun-locks to Sailors.

Harassment Prevention and Military Equal Opportunity

Navy's Harassment Prevention and Military Equal Opportunity program promotes an environment free from personal, social, and institutional barriers that encumber or prevent Sailor excellence.

Between FY21 and FY22, measured statistics have trended fairly even with the exception of discriminatory harassment and bullying, which report a significant increase as shown in in Figure 8.

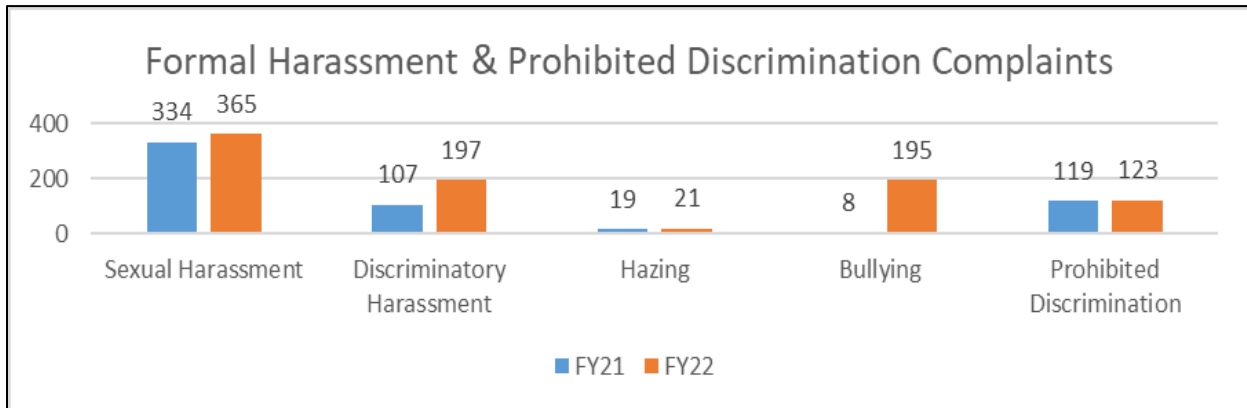


Figure 8: Harassment and Equal Opportunity Complaints

Navy Sexual Harassment investigations are now conducted by an independent third party assigned from outside the immediate chain of command, thereby removing any actual or perceived bias. Revisions are underway on Equal Opportunity/Sexual Harassment annual training to align with current policy. Policy updates are ongoing to address reporting and tracking of Wrongful Broadcast or Distribution of Intimate Visual Images allegations. An Equal Opportunity complaint tracking database is in development for Navy

and Marine Corps allowing for more accurate reporting of complaints and enhanced ability to analyze and take action on trend data.

Drug and Alcohol Deterrence

The Navy Drug and Alcohol Deterrence programs support a safe, healthy, and resilient Navy community through education, detection, and deterrence of drug and alcohol-related health, social, cultural, and economic harm among Sailors, their families, and communities.

The number of distinct member positives between FY20 to FY22 increased 121.9%, from 2,681 to 4,199. The increase was driven by a 58.6% increase in delta-9-THC positives during the same period and the addition of delta-8-THC to the standard testing panel in 2021.

A closer analysis indicates THC positives increased 88.5% between FY17 and FY22, while all other illicit positive increased only slightly or decreased. Delta-8-THC, added to standard testing panel in July 2021, made up 38.2% of all THC positives in FY22.

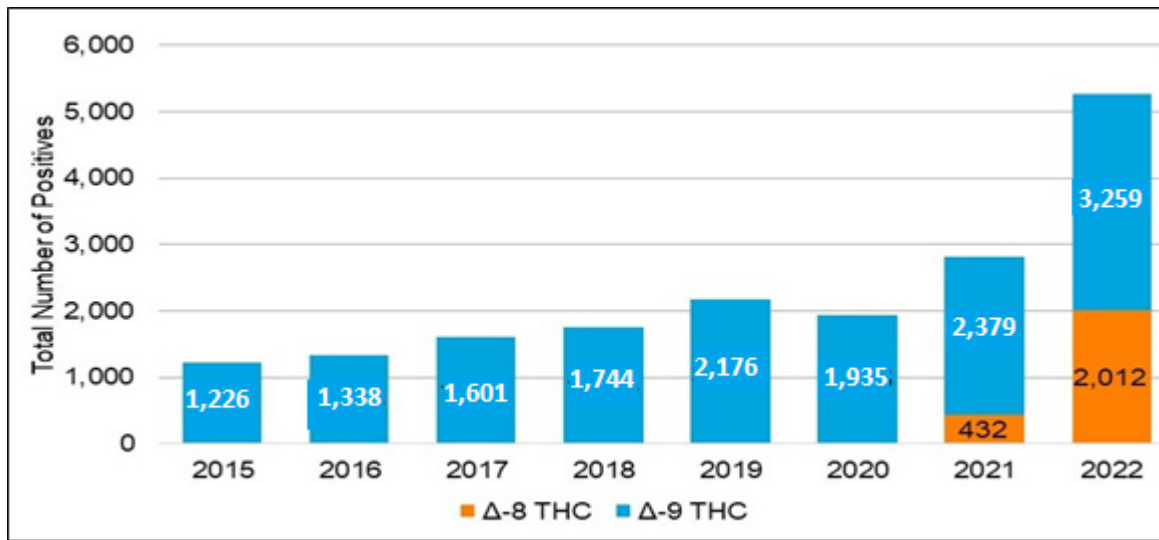


Figure 9: Drug Positive Data

Driving under the influence (DUI) events, alcohol incidents (AI), and general alcohol misuse continue to be a challenge for the Navy. The number of DUI and AI incidents has fluctuated over time. DUIs decreased 7.0% between FY21 and FY22, while AIs decreased 3.6% during that same period (see Figure 10). The E4-E6 paygrade group consistently represented the most DUI offenders across all FYs. In FY22, 39.8% of DUIs were from this paygrade. The number of self-referrals increased between FY17 and FY22; the prevalence rate remained mostly stable between FY18 and FY22.

	FY17	FY18	FY19	FY20	FY21	FY22
DUIs	1,051	1,118	1,129	890	858	918
% Change	8.2%	6.4%	1.0%	-21.2%	-3.6%	7.0%
AIs	1,334	1,560	1,455	1,394	1,106	1,066
% Change	0.9%	16.9%	-6.7%	-4.2%	-20.7%	-3.6%
Self-Referral	939	1,079	1,159	1,070	1,088	1,111
% Change	2.7%	12.8%	1.5%	-16.1%	-1.3%	-2.6%

Figure 10: Alcohol Data

Preventative strategies

1. Continue to provide the fleet (local commands, ADCOs, and DAPAs) with informational and prevention resources (including webinars, newsletters, fact sheets, and DoD prevention campaign materials) to enable data-driven prevention decision making in the fleet to reduce drug positives.
2. Continue to provide urinalysis testing best practices to the fleet to ensure local command testing is less predictable, provides no advanced notice, varies testing days throughout the week, focuses on the high-risk population, and tests smaller numbers more frequently throughout the week/month to improve the effectiveness of local testing.
3. Continue to monitor prevalence testing to identify emerging drug threats.
4. Identify commands with low testing rates and high positivity rates with focused prevention resources and other assistance to increase testing and reduce positives at the command.

Family Advocacy Program

The primary goals of the Family Advocacy Program (FAP) are prevention of domestic violence and child abuse, victim safety and support, rehabilitative interventions, command and offender accountability, and providing a consistent and appropriate response. The Family Advocacy Program (FAP) is a command directed program which leverages a community coordinated response to child and domestic abuse. It provides clinical assessment, treatment, and services for service members and their families involved in incidents of child and domestic abuse.

The number of domestic violence incidents has fluctuated over time (see Figure 11, note official information not yet available for FY-22). There was slight decrease in FY-20 and FY-21 following a slightly increasing trend.

Domestic Violence Incidents	FY16	FY17	FY18	FY19	FY20	FY21
Met Criteria Child Maltreatment Incidents	1197	1078	1176	1233	1074	1116
Met Criteria Domestic Abuse Incidents	1525	1458	1779	1729	1626	1658

Figure 11: Domestic Violence Incidents

The Navy is working to prevent incidents of domestic violence and child abuse and improve our response capability by:

- Providing services through domestic abuse victim advocates who provide confidential information, safety planning, and other assistance to victims.
- Training military personnel in recognizing and reporting domestic abuse, and providing specialized training to commanders regarding their responsibilities in intervention.
- Conducting prevention activities, including training through the New Parent Support Program in parenting skills, anger and stress management; and counseling to couples and parents.
- Updated the Domestic Violence Prevention mobile application and training products.
- Added Domestic Violence Prevention training as a mandatory general military training requirement in FY23. Training can be completed on the Domestic Violence Prevention mobile application, or through Navy e-Learning.

Financial Readiness

The Navy’s personal financial management program ensures our Sailors have the knowledge and tools to manage their financial resources in a challenging time of inflation, while still being able to plan for the future.

- Financial literacy training is provided at personal and professional touchpoints across the military lifecycle, beginning with enlisted and officer accessions training and continuing throughout a service member's career and transition to civilian life.
- To support Sailors and their families, the Navy employs approximately 65 Personal Financial Managers (PFMs) assigned to the 70 Fleet and Family Support Centers (FFSCs) world-wide.
- At the command level, qualified Command Financial Specialists provide financial counseling, information and referral, and assist Sailors in developing personal financial spending plans.
- FFSCs also provide the Million Dollar Sailor (MDS) course. MDS is a two-day course designed to assist Sailors and their families to successfully navigate the transitions of Navy life and the financial challenges that accompany them.
- In January 2022, our Fleet and Family Support program added food insecurity, housing insecurity and financial well-being concerns as reasons for counseling in the information collection database Fleet and Family Support Management Information System (FFSMIS). Any staff member, including PFMs, working with a Sailor or family member will be able to annotate “food insecurity” refer them to appropriate services. These services may be specific to an area, like a local food bank, or to address a particular need like an emergency loan from the Navy Marine Corps Relief Society (NMCRS).
- To address the sustained trend of increased debt of our Sailors and to support food insecurity efforts, the Navy introduced Debt Destroyer® Workshops in January 2022. The workshop is designed to empower Sailors to get out – and stay out – of debt.

Mobile Applications

- Revised in June 2022, the MyNavy Financial Literacy app provides Service members and their families with information to help them achieve their personal financial goals and meet the Navy’s financial readiness General Military Training (GMT) requirements. This application allows service members and their families to access financial readiness resources and training anywhere, anytime via their mobile devices. The app hosts financial readiness touchpoint courses, and offers links to the Military Leader’s Economic Security Toolkit and Navy’s Debt Destroyer® Workshop.
- The MyNavy Family application provides a single authoritative source of support information to assist families navigate the challenges of a military lifestyle, and added a link to the Military Leader’s Economic Security Toolkit.
- The Domestic Violence Prevention application has been updated to provide information resources for the prevention of and response to domestic violence. It also has been updated with new training material that allows Sailors to complete their required annual Domestic Violence General Military Training and update their electronic training jacket.

Family Readiness/Spouse Employment

Supporting our Families

Navy families are an integral part of our Navy team and a vital contributor to mission success. Our focus is on connecting families to the many resources available, both in-person and virtual. The Navy provides robust support to our families through our FFSCs Ombudsman Program, spouse employment, and spouse licensure reimbursement programs. Our FFSCs provide support to equip spouses so they can successfully navigate the military lifestyle. Additional programs include:

- Employment assistance
- FAP and New Parent Support
- Non-medical individual and family counseling
- Personal financial counseling
- Information and referral
- Relocation assistance workshops
- Virtual Training

- MyNavy Family Mobile application

The DoD and Navy provide spouse employment support through a variety of initiatives and programs:

- Portable Careers for Military Families on the Move
- Starting Your Own Business
- Job search strategies
- Networking
- Resume writing
- Providing ‘warm handoffs’ to resources during relocation and change of station moves

Effects-based Diversity, Equity, and Inclusion

Since its inception, ours has been a nation built on diversity, the idea that all of us are created equal and share the same unalienable rights. As a result, our nation, and our Navy, have long-been great melting pots, where our differences meld together into community stronger than the sum of our individual parts.

Our Navy is committed to enabling a workforce demographic similar to that of the nation it serves. With near 50% of recruitable talent coming from diverse talent, Navy must be deliberate to create a culture where every person, regardless of their background, has the opportunity to succeed.

- Among the enlisted ranks, between CY 2006 and 2022, racial minorities have increased from 37% of our population to 40%. During the same period, the female enlisted population increased from 14.8% to 20.7% and the Hispanic population has increased from 15% to 18.8%.
- Among officers, the percentage of racial minorities has increased from 16.7% of the population in CY 2006 to 24% in CY 2022. During the same period, the female officer population has grown from 14.8% to 20.4% and the Hispanic population has also increased from 5.4% to 9.3%.

Navy focuses on DEI in three ways:

- For Diversity, Navy measures how individual communities compare to the Department of Labor comparable-civilian equivalent, officer and enlisted demographics along race, gender, and ethnic lines. This ensures there are no unintended barriers to entry, and helps focus Navy recruiting efforts to bring in the right available talent.
- For Equity, Navy looks at key billets, along with detailing, advancement/promotion statistics to ensure every Sailor has the same opportunity for professional growth and development. This enhances organizational loyalty, encouraging Sailors towards a Navy career because they can see themselves in senior Navy leaders, both officer and enlisted.
- For Inclusion, Navy uses a variety of surveys to assess whether not its workforce feels included and connected to mission and leaders at all levels. This reflects human psychology as it relates to teambuilding, where personnel who feel excluded and disconnected are more likely to both underperform and conduct destructive behaviors.

The principles of DEI are brought to life in five ways:

- The Chief of Naval Operations’ Navigation Plan, and its implementation framework, the NIF. At quarterly NIF operating reviews, DEI is measured and assessed.
- Navy’s Get Real Get Better movement, which focuses on preparing teams for combat. The ability of Navy Teams to self-assess, self-correct, innovate, and learn is dependent on diversity of thoughts and ideas, and whether team members feel included and connected.
- Navy Leader Development Framework briefs where each of Navy’s 17 community leaders brief the CNO/VCNO on their climate, leader development, and DEI.

- Through the continuation of the 56 Task Force One Navy initiatives. Of these, 54 are on-track (41 implemented; 13 in-progress) and 2 were cancelled. Some of the significant FY22 achievements for these initiatives include:
 - The Minority Serving Institution Scholarship Reservation (MSISR) interview process was expanded. FY22 was the first time in three years where all MSISR scholarship slots were filled.
 - A NROTC Consortium Deputy Commander position was established at Morehouse College and a Deputy Commander is inbound to Savannah State College.
 - NROTC has expanded to include more Historically Black Colleges and Universities (HBCU) and Minority Serving Institutions (MSI). Benedict College was added to NROTC and as a Navy Preparatory Program eligible school.
 - Navy has increased outreach to K-12 STEM students with an eight week STEM academy for JROTC high school students with 20 students participating at Delaware State University and Elizabeth City State University.
 - As a result of recommendations from the Office of Women’s Policy (OWP), CNP increased the aspirational goal in the annual goaling letter for enlisted females from 25% to 30%.
 - OWP continues to work outreach efforts across fleet concentration areas and through the engagement with communities of practice and development of Women’s Initiative Teams.
 - OWP updated the Pregnancy & Parenthood mobile application. The app provides important guidance for Sailors who are starting or expanding their families, as well as for their command leadership and supervisors. The app includes Navy guidance regarding assignments, retention, separation, leave and much more.
- By establishing a network of Fleet DEI Practitioners. Monthly webinars cover best practices and guide contemporary discussions on DEI topics related to Navy needs.

Assessing and Developing the Navy's Talent

Attracting the Best Talent

Competition for Talent

Military recruiting and retention are typically more difficult when the civilian economy is strong (and vice versa); as such, the current state of the civilian economy (and forecasts of its future) is of interest to military personnel policymakers. The past 12 months have seen conflicting economic signals for military recruiting and retention. Real gross domestic product (GDP) growth is a common measure of overall economic growth. Compared to nearly 6% growth in CY 2021, 2022 started with two quarters of slightly negative growth followed by a quarter of modest growth (2.6%). Despite the low overall growth, the elevated inflation levels seen in 2021 have persisted into 2022. Professional prognosticators are generally pessimistic about GDP growth over the next CY, in part due to the Federal Reserve's efforts to control inflation. The August 2022 Federal Reserve "Survey of Professional Forecasters" puts the likelihood of a recession in 2023 at around a coin flip, while the economists at The Conference Board are more pessimistic through the end of CY 2023.

Unemployment and labor force participation

Despite low growth across the economy broadly and pessimistic economic projections, the labor market has remained strong. The unemployment rate reached pre-pandemic lows and job turnover (much of it initiated by workers) has remained high. Indeed, one measure of labor market tightness collected by the Bureau of Labor Statistics shows that, for much of 2022, there was only one unemployed person for every **two** job openings, a rate which seems unsustainable in the long-run and which is the fewest people-per-opening in at least 15 years. As described elsewhere, this tight labor market has been accompanied by a period of exceptional recruiting difficulty; as such, there is significant interest in whether the tight labor market will continue through 2023.

Professional forecasters find this unlikely. As noted above, both the Federal Reserve's Survey of Professional Forecasters and the Conference Board expect a slowing of overall economic conditions, with accompanying forecasts of worsening labor markets as measured by the unemployment rate. If these projections hold, we would expect to see improvements in military recruiting and retention environments. The duration of these improvements is uncertain; while the slow recovery from recession of the late 2000s impacted military recruiting and retention for *years*, the recession in 2020 led to short-term shocks in the labor market that swiftly gave way to the robust economic and labor market improvements of 2021. As such, a short recession in late 2022/early 2023 would have no guarantee of recruiting and retention success in 2024.

Accession Supply Chain

Enlisted Accessions

The accessions supply chain successfully navigated the challenges presented by operating in a modified COVID-19 environment, coupled with labor market conditions, strong commercial competitors and a low propensity to serve among our 18 to 25 year old target demographic. The Navy achieved 100% of the FY-22 enlisted accession mission of 33,400 active enlisted personnel. However, this was achieved at a severe detriment to the Delayed Entry Program (DEP), which closed out the FY at 12% (desired 50%). As a result, meeting the FY-23 AC enlisted accession mission of 37,700 and Reserve Component (RC) mission of 2,900 will be a challenge as Navy seeks to rebuild the DEP and ship recruits on track.

Accessions training is the first step of transforming civilians into highly skilled, operational, and combat-ready warfighters, while providing the tools and opportunities for continued learning and development.

Recruit Training Command (RTC) increased the opportunity for continued learning and development by extending basic military training (BMT) from 8 to 10 weeks. The 10-week BMT, which was implemented in January 2022, provides additional Recruit Division Commander training time, inclusion of the 4th Phase/Sailor for Life curriculum, and more time for recruits to prepare for the official Physical Fitness Assessment. Execution of a 10-week curriculum and physical training model resulted in a 6.5% increase in fitness remediation success and 0.4-2.4% increase in run time improvement across age groups, delivering overall higher quality and better trained Sailors to the Fleet. The 10-week BMT allows for increased focus on firefighting, damage control, and Auxiliary Security Force qualifications, fully preparing Sailors for duty in the Fleet on Day One.

Warrior Toughness

Throughout BMT, RTC utilizes the Warrior Toughness (WT) program, an evidence-based, holistic, individualized human performance skillset that strengthens mental, physical, and spiritual toughness with a particular emphasis on continuing to perform in critical situations. WT is put to the test not only during Battle Stations, the culminating event of Boot Camp, but also in the three additional WT modules where recruits have the opportunity to create a personal Warrior Ethos, cultivate success in a diverse environment, and push themselves to reach new levels of physical, mental, and spiritual toughness. The Warrior Toughness Culminating Event, Battle Stations 21, combines physical fitness, teamwork, and exercises in a high intensity environment designed by the top warriors in the Navy. This event allows recruit divisions to come full circle with Warrior Toughness transformation as they connect what they learned at RTC to historical naval events and prepare to contribute to the mental, physical, and spiritual toughness of the Fleet.

In May 2022, RTC stood up a working group charged to identify and execute initiatives to reduce attrition while maintaining the standards needed to produce basically trained Sailors. Leveraging internal expertise and coordination with domain wide entities, RTC incorporated a 'Recruit Wellness Program,' assisting recruits who arrive over body composition standards to meet requirements prior to entering training. RTC also piloted a Fitness Improvement Training (FIT) program to facilitate targeted fitness remediation for recruits who successfully complete all aspects of training with the exception of the Official Physical Fitness Assessment (OPFA). Initiatives within the FIT program include authorizing use of approved personal athletic footwear, publishing informed vignettes via social media on physical fitness expectations and preparation best practices, and an integrated standard bike alternate cardio option for high-performing recruits who have maintained continued improvement through full remediation efforts. Data on these initiatives is currently being collected and analyzed to measure success and modify as necessary.

Officer Accessions

Throughout FY22, Officer Training Command (OTC) pursued options to return to unrestricted training operations as we transitioned from COVID-19 pandemic to endemic, while continuing best practices in utilizing technology across Officer Candidate School (OCS), Officer Development School (ODS), and Limited Duty Officer/Chief Warrant Officer (LDO/CWO) Academy. OCS commissioned 1,343 officers, ODS graduated 1,104 students, the LDO/CWO Academy graduated 497 officers, and 54 Seaman to Admiral-21 (STA-21) students completed (NSI) Naval Science Institute. To better support the Selected Reserve (SELRES) component, ODS implemented a Split Option for SELRES Officers to participate in the entire 5-week ODS curriculum without the detriment of a prolonged absence from critical civilian professions.

During FY22, the Naval Reserve Officer Training Corps (NROTC) commissioned 806 Navy, 297 Marine Corps, and 43 Navy officers from the STA-21 program, meeting officer accession goals. We also returned to a successful execution of Fleet summer cruises for 2,655 midshipmen from both ROTC units and the US

Naval Academy. In addition, Naval Service Training Command (NSTC) restarted the Foreign Exchange Training of Midshipmen (FOREXTRAMID) with the Japanese Maritime Self Defense Forces (JMSDF) for the first time since the outbreak of COVID-19. With the reestablishment of the Broadened Opportunity for Officer Selection and Training (BOOST) 2.0 program, we placed all seven candidates who successfully completed their year at the Naval Academy Preparatory School (NAPS) in NROTC host post-secondary education institutions. This 100% placement validated that the academic preparation at NAPS is sufficient for college acceptance at a variety of schools ranging from the Virginia Military Institute, Catholic University of America, Kennesaw State University, Arizona State University, the University of Idaho, Temple University, and the University of San Diego.

Recruiting Modernization

Navy Recruiting Command (NRC) continues to improve effectiveness and efficiency of the recruiting organization by optimizing individual recruiter production while attracting and accessing high-quality recruits.

To minimize variance across the enterprise, NRC has taken steps to standardize recruiting processes and procedures through a consistent execution of proven methodologies that can be applied evenly throughout the nation at all levels of operations. FY22 actions include:

- Releasing the Recruiting Leadership and Management Manual (RLMM)
- Updating the Enlisted and Officer Recruiting Manuals
- Updating business rules to capture present market conditions and capitalize where available
- Updating the recruiting awards instruction to recognize high level of effort performers
- Updating personnel qualification standards for all field recruiting positions
- Creating and implementing a robust medical waiver tracker

NRC continues to employ the “Forged by the Sea” digital marketing and advertising (M&A) campaign with success in reaching all demographics. In FY22, Navy launched the newest iteration of the campaign with a rollout on a Times Square digital video billboard. This iteration addresses propensity to serve by highlighting Sailor accomplishments that were realized and/or achieved only by joining the Navy. The campaign focuses on the breadth and depth of opportunities in the Navy while speaking directly to common reservations our target audience might have about the Navy. The modernized campaign captures authentic, relevant, and compelling content featuring real Sailors while emphasizing inclusion and diversity.

Today, the Navy is at nearly 100 % digital recruiting, which has resulted in a 30% increase in national leads and takes the message to where our future Sailors are operating—online. This shift to targeted digital recruiting over the past four years allowed NRC to measure, optimize, and allocate 100% of the M&A investment to focusing on channels and content that offer the highest return and value. Navy content is available via most social media platforms (YouTube, Facebook, Instagram, Twitter, Snapchat, and Reddit), as well as Navy.com. As part of this, NRC continues to invest in modernized high-impact media with broad reach. One such example is employment of YouTube masthead takeovers--during Women’s History Month, the takeover reached nearly 50% of all women aged 18-24 in the US, and during Hispanic Heritage Month, a click-thru rate of .55% (against a .02% benchmark) was observed. Lastly, NRC redesigned the homepage for Navy.com, giving the website a more modern look, feel, and experience. Within two months of launch, the homepage’s bounce rate (how many people get on the website without further engaging) decreased 13.4% and average pages per visit soared 162.9%, indicating users are further engaging with site content. Organic, paid search, and direct traffic to the site all saw improvement, and even with a decrease in media spending within the reviewed timeframe, there were more page views overall on the site.

In order to increase diversity throughout the force, NRC partnered with Naval Surface Forces Command (SURFOR) to launch a Junior Officer Diversity Outreach (JODO) pilot in FY21, soliciting top-tier junior officers to assist in attracting and recruiting talented candidates of diverse backgrounds for the Navy officer corps and enhancing Navy's image in underserved communities. JODO completed outreach engagements in six major metropolitan areas during the initial pilot. In FY22, NRC expanded program participation to all officer communities, with 50 junior officers supporting diversity recruiting efforts, visiting 16 cities, presenting Navy education and career opportunities at 55 colleges and universities, and over 150 high schools and charter schools. These efforts increased Navy awareness and generated additional request for information from over 3,500 students. Additionally, NRC introduced a Divine 9 Ambassador Program to leverage the Navy's built-in community of AD fraternity and sorority members during recruitment events at Historically Black Colleges and Universities (HBCU) and provide an authentic and trustworthy experience for students to establish connections, eliminate barriers, dispel myths, and create a sense of community. NRC sponsored two HBCU/Divine 9 Ambassador activations in FY22 with Hampton University and Texas Southern University with market proposals for future Divine 9 Ambassador events in FY23.

In FY22, Navy continued to modernize the use of social media, investing in the production and release of custom Snapchat augmented reality (AR) lenses to showcase life in the Navy and increase engagement with the brand. Throughout the FY, Navy deployed three new AR lenses: Sea to Stars (December), Periscope (May), and Endless Runner (September). Each lens exceeded platform benchmarks for play time and share rate—resulting in millions of hours spent engaging with content. Additionally, Snapchat continually contributes a significant portion of all traffic to Navy.com (23% of total site visits, 60% of all social visits). NRC also increased its use of the Handshake platform as a virtual recruiting tool to connect with high quality candidates to support Nuclear, Medical and Reserve officer, as well as enlisted recruiting. Approximately 90% of recruiters nationwide were able to leverage the program to find qualified, interested, and diverse applicants by utilizing the segmentation and campaign tools to target student profiles that supported their assigned initiative. This platform partners with universities to help students receive personalized job recommendations, stay updated on virtual events, apply for jobs, and get direct messages from employers for internships or entry-level jobs.

To support these virtual and conventional recruiting efforts, NRC continued to integrate enterprise Customer Relationship Management (eCRM) software across the organization. The eCRM provides NRC with a highly innovative and informative platform that arms recruiting leadership with data to make informed decisions on where and how to prospect and to manage DEP. It also provides a consolidated platform for NRC to continue to modernize legacy systems and bring new solutions into a single-use system for the command. The eCRM provides enhanced visibility and accountability at all levels within NRC. It documents prospecting actions, allowing for standardization and visibility of progress against objectives; it provides leadership the ability to make fast, efficient production decisions; and it enables consistent comparisons of processes and results.

NRC's implementation and utilization of the eCRM initial operation capability is in full stride. As a result, NRC placed emphasis on training Navy Talent Acquisition Group (NTAG) leadership and mid-level management personnel on the more advanced dashboarding and reporting features, critical in understanding workforce production strengths and weaknesses.

Setting the foundation for future eCRM capability, N16 is working with NRC, DoN Chief Information Officer (CIO), Defense Information Systems Agency (DISA), Navy Program Executive Office for Digital and Enterprise Services (PEO Digital), and Naval Air Systems Command (NAVAIR) in piloting Mobile Device Management (MDM) alternatives. If successful, this will clear the way for implementing the eCRM Mobile Application on Recruiter hand-held/tablet devices, empowering the recruiter to use the eCRM while on the go, anywhere, anytime.

Enlisted Recruiting

In FY22, the Navy saw yet another challenging year for enlisted recruiting. However, despite the difficult environment, Navy Recruiting Command (NRC) was able to achieve 100% of the FY22 enlisted accession mission of 33,400 Sailors. On the reserve mission, Navy recruiting met the prior service (PS) legacy mission, attaining 1,871 Sailors and met the 600 new Training and Administration of the Reserves (TAR) mission. The Navy, however, did miss the assigned new accession training (NAT) goal of 2,300 by 870, and PS career waypoints (C-WAY) goal of 2,629 by 1,029.

Officer Recruiting

Navy Recruiting attained 95% of the Active Component (AC) officer mission (2,331/ 2,507) and 79% (1083/ 1,360) of the Reserve Component (RC) officer mission, which was an improvement over RC production for FY21. The lack of consistent recruiter presence in colleges, universities, and hospitals has had a lingering impact on production. For example, engineering career fairs are historically the single largest source of Nuclear Accessions and these events were primarily conducted virtually in FY22, resulting in half the number of qualified candidates applying for these programs. This further impacted OCS volume because participants not qualified for Nuclear Programs often are encouraged to apply for other General Officer Programs.

The volume of separating officers eligible for reserve affiliation was the primary factor in NRC missing the General Officer RC goals, attaining 81% of mission. RC Direct Commission Officers (DCO) Medical achieved 76% of mission with the primary misses attributed to that of physicians. The competition, particularly critical specialties such as surgery and anesthesia, continues to be extremely challenging for both AC Direct Accession (20% of goal) and RC DCO (35% of goal). The pay and benefits of a military doctor continue to lag civilian employment by a factor of 30% to 50% in total compensation.

Developing Our Talent

Learning, innovation, and personal and professional development are part of our naval heritage. To achieve a warfighting advantage, we must instill continuous learning behaviors throughout the Navy Total Force. These behaviors will enable adaptation and improvement, and strengthen our ability to out-think, and therefore out-fight, our competitors. The Navy is engaged in initiatives to foster and sustain a high-performance culture that maximizes individual Sailor development and potential in a deliberate, enduring, and Sailor-focused way. We recognize that learning is integral to every aspect of a Sailor's development and comes in a variety of forms including formal training and education, experiential learning and on-the-job training obtained in the operating forces, self-directed study that taps into an individual's natural curiosity and personal interests, and mentorship. Investing in the intellectual capital of the Navy team and instilling a lifelong passion for continuous learning in Sailors will be our foundation as we grow a decisive force that can out-think and out-fight any challenger to American interests.

Ready Relevant Learning

As the Ready Relevant Learning (RRL) program matures in its efforts to modernize Navy training, it continues to focus on improving the quality of training and is specifically designed to be agile, mobile, and dynamic to teach the essential knowledge and skills needed in the current operational environment. Additionally, training is aligning more closely with point-of-need and time-of-need so that Sailors are ready to operate and maintain their equipment at the extreme technical end of its capability, and control the high end of maritime conflict. Naval Education and Training Command (NETC) works closely with the RRL executive agent, U.S. Fleet Forces Command (USFFC), the acquisition agent, Naval Air Warfare Center Training Systems Division (NAWC TSD), the resource sponsor, CNP, warfare type commanders (TYCOMs), and other key stakeholders to execute the vision for RRL within the governance structure

established by RRL Integration Board and Executive Steering Committee Charter.

In collaboration with NAWC TSD, Learning Centers, TYCOMs, and Fleet-endorsed subject matter experts, NETC has focused on performance based standards in order to provide greater opportunity for Sailors to perform multiple “reps and sets” and gain hands-on experience in their training. USFFC continues with delivery of Career-Long Learning Continuums (CLLC) which encompass a Sailor’s career ensuring that every enlisted Sailor receives the right training at the real-world point-of-need to support assigned tasking. The CLLC work has progressed to the second stage in which TYCOMs prioritize training issues affecting readiness. RRL now includes training modernization priorities across a Sailor’s entire career, resulting in improved training at the journeyman and master levels in addition to accession-level training.

RRL’s accomplishments in FY22 include:

- CLLCs were developed for the YN, YNS, QM, RS, STG, PS, OS, PR, AZ, ABH, ABF, and ABE ratings.
- LS and LSS ratings completed modernized delivery.
- Four ratings began modernized course delivery with technical training labs that will be coming on-line in FY-23: ABE, ABH, AB, and APACT.
- Four ratings completed the requirements development stage: CM, GM, MMA, and TM.
- Seven ratings completed content conversion: LS, MR, EM, EPACT/BECC, STS, BM, and SPACT.
- During the requirements development stage, the STS rating was determined to meet the RRL tenets to be “RRL compliant”.
- Nine baseline surveys were completed to identify the effectiveness of pre-RRL training for on-the-job performance pertaining to rating-specific critical tasks for the AD, AME, IT, AZ, ABF, ABH, AM and ABE ratings and one for the Navy Instructor Training Course (NITC).
- To date:
 - 11 of 75 ratings, within RRL plan scope, have completed modernized delivery (OS, IS, QM, RS, PS, AZ, YN, YNS, LS, LSS, & STS)
 - 42 ratings, with RRL plan scope, have completed accession level training requirements development for modernized delivery
 - 19 of 82 Navy rates have completed analysis for “To-Be” CLLCs (no CLLCs have been implemented, they are beginning contracting efforts to develop approved COA’s in FY23)
- Operationalizing RRL, or more aptly, getting modern content and delivery in the hands of Sailors at the point of need, the Multipurpose Reconfigurable Training System (MRTS) 3D® was installed for testing for the first time on a Navy ship, USS Abraham Lincoln (CVN 72), from Nov. 29 to Dec. 11, 2022. MRTS 3D® provides an immersive training experience through a multi-touch screen by placing Sailors in an interactive, 3D environment specific to their job requirements. An additional benefit of the system is its capability to house and deliver other less interactive types of courseware developed for point of need training to support job performance and professional development. Approximately 170 Sailors conducted training over the course of eight days on Flight Deck Familiarization Training Expansion Package (TEP), Mobile Electric Power Plant (MEPP), Operations Specialist VSIMS, Aviation Boatswain’s Mate (Fuels) Conflagration Station and Pump room and Electromagnetic Aircraft Launch System.

Education

The Navy remains committed to continuous learning as a key warfighting enabler. Educating current and future leaders is a necessary investment; it helps to maintain our competitive advantage and enables us to succeed in strategic competition. Navy voluntary education continues to service Sailors’ educational needs via Tuition Assistance and Navy College Program for Afloat College Education to provide the opportunity to

complete courses both ashore and while deployed. Sailors participating in these programs have earned academic certificates, and Associate's, Bachelor's, and even Master's degrees.

The recently formed United States Naval Community College (USNCC) collaborates with high-quality civilian academic institutions to maximize credit earned for service members' technical training and enables students from Navy, Marine Corps, and Coast Guard to earn an associate's degree in Naval Science, with a warfighting-relevant concentration, at no cost to the student. Following the success of its initial pilot course, USNCC expanded its offerings by nearly doubling enrollment during FY22 to nearly 1,200 students. Courses include military studies, nuclear engineering technology, cybersecurity, and organizational leadership programs. Phase 2 will continue through FY23 and expand to enroll up to 5,500 AD enlisted Sailors, Marines, and Coast Guardsmen in the USNCC Naval Studies Certificate program in seven professional concentration areas: military studies, cyber security and network administration, nuclear engineering technology, data analytics, organizational leadership, maritime logistics, and aviation maintenance technology.

In FY22, the Middle States Commission on Higher Education accepted the USNCC's pre-application to complete the critical phase of accreditation. USNCC is set to achieve a significant milestone by awarding its first Naval Studies certificates in FY23. Once it reaches full operating capacity, all service members will be enrolled in the USNCC student information system upon completion of basic training, with the option to begin studies in one of 15 planned subject areas.

Our commitment to education is also reflected in our talent management objectives, designed to identify, encourage, and place our highest-caliber officers in selective graduate level programs. In-residence education programs continue to provide the best opportunity to mature interpersonal skills and critical strategic thinking skills necessary for Navy leaders today and in the future. Unrestricted line officers in year group 2015 and junior will be required to complete in-residence graduate education before assuming major command. This requirement will ensure our most talented officers receive educational opportunities at the right time in their careers to maintain Navy's competitive advantage. Statutory and administrative boards will continue to adhere to precept language that clarifies Navy's expectation that we invest in developing future Navy leaders as critical and strategic thinkers through in-residence programs.

Leader Development Continuum

The Naval Leadership and Ethics Center (NLEC), located in Newport, RI, and its subordinate commands in Dam Neck, VA and San Diego, CA, offer naval personnel the opportunity for exceptional self-awareness coaching and leader development through classroom interactions, case studies and senior leadership discussions. NLEC recognizes and communicates that world-class leader development is the U.S. Navy's strategic advantage.

Over 10,000 personnel from grades E-4 to O-6 graduated from an NLEC course in FY22. Key topics taught in every NLEC course include, but are not limited to, self-awareness, ethical foundations, ethical decision-making, decision science, emotional survival, and Warrior Toughness. Recent course developments include the integration of senior enlisted leaders and Warrant Officers as participatory students in the Senior Leader Course. This new opportunity creates a unique situation allowing senior officers and senior enlisted to confront ethical scenarios together in a safe, non-attribution classroom environment to model issues they may face together in the Fleet.

The Enlisted Leader Development (ELD) program grew rapidly in 2022. Enlisted personnel attend an ELD course that is relative to their pay grade and explore topics in self-awareness, ethical decision-making, naval heritage, coaching, and moral courage. In December 2021, NLEC kicked off the Chief Petty Officer (CPO) Leader Development course, which replaced the current CPO Indoctrination course. The curriculum further

explores leadership topics and helps prepare participants to attend the Senior Enlisted Academy and the Command Master Chief /Chief of the Boat Course. NLEC also created the CPO-Navy Leader Development Facilitator Course to train-the-trainer and certify senior enlisted leaders as fleet facilitators for the CPO-Leadership Development Course.

Leader development continues to evolve, and the curriculum at NLEC reflects that. Recent advances in curriculum include topics on decision science, which explores the effects of cognitive biases in every day decision making. Learners are presented real life case studies and have to discuss the cognitive biases that affect them and techniques to mitigate those effects. Furthermore, the areas of vertical development and self-awareness also continue to grow within NLEC curriculum. Core Strengths behavioral traits have been added to the Prospective Executive Officer (PXO) course, which provide participants a behavioral self-assessment and the opportunity to explore how they react in various conflict-based scenarios. NLEC updated numerous case studies, throughout all course lines, to reflect current-day operational and ethically challenging scenarios; however, NLEC continues to include historical case studies to discuss ethics in a total-warfare situation. Additionally, the core topics of character development, ethical foundations, and moral courage remain the pillars that provide a solid foundation for all leaders. NLEC and the Navy's academic institutions continue to research and explore the topics of mental agility, growth mindset, unconscious bias, coaching, and self-awareness for future curriculum development.

MyNavy Coaching

MyNavy Coaching (MNC) is a CNP-led initiative to build and sustain a coaching culture within the Navy. Coaching is a communication skill rooted in core skills of active listening, empathy, and asking open-ended, powerful questions. Through MNC, we will increase the performance and maximize the potential of our Sailors to build a stronger warfighting force built upon inter-personal connections, increased engagement, empathy, heightened personal awareness, and promotion of a deeper level of learning. This initiative empowers Sailors to take responsibility for their development and performance. MNC is being implemented through a peer-to-peer coaching approach and a renewed emphasis on Mid-term Counseling.

A summary of progress made in 2022 is detailed below.

- Leadership Schools:
 - MNC content is being inserted into several Officer and Enlisted leadership schools, including most recently, Senior Enlisted Academy (SEA). To support content and standardize delivery, the MNC team implemented a Job Qualification Requirement (JQR) qualification program.
 - Planning is underway to qualify personnel and deliver MNC content at the Naval Leadership and Ethics Center (NLEC) in Newport for the following courses: PCO/PXO, CMDCM/COB. This effort will eventually lead to integration at other NLEC learning sites.
- Accession Pipelines:
 - MNC curriculum is incorporated into RTC training curriculum.
 - USNA implemented a 14-hr coaching course for the staff and content delivery is being developed for all students.
 - Ongoing collaboration to incorporate MNC content for new accessions into all courses managed by OTCN (Spring '23) and NROTC units (Fall '23).
- Support to Commands and Communities:
 - MNC workshops and training sessions were conducted with personnel from various platforms such as USS GEORGE H.W. BUSH, White House Communications Agency (WHCA), Presidential Food Service, SUBRON TWO, Commander Navy Reserve Forces Command (CNRFC), BUMED, OPNAV N132, and Fleet and Family Support Center (FFSC). Workshops are available on a first come, first serve basis.

Support to Existing Customers and Processes: This includes a renewed focus on Mid-term Counseling, a reset on the conditions for it, and a change in the process that incorporates coaching conversations and feedback, teaching Sailors how to conduct and receive Mid-term Counseling, and teaching them how to give and receive feedback. To do this, the following tools were created:

- A four module performance counseling training webinar;
- A Military Individual Development Plan (NAVPERS 1610/19) to drive development in between performance conversations;
- A Mid-term Counseling Checklist (NAVPERS 1610/20) for supervisors and Sailors to use to prepare for the Mid-term Counseling conversation;
- A two-sided infographic that lists the steps of Mid-term Counseling and five questions for both the supervisor and the Sailor to ask during the performance counseling conversation; and
- The addition of coach-like behaviors to Chapter 18 of the BUPERSINST 1610.10F

Further, to implement MyNavy Coaching, a Navy-wide non-directive BUPERSINST 5357.1 MyNavy Coaching Manual has been implemented to serve as a guide to implement peer-to-peer coaching within commands, with the support of a MyNavy Coaching Handbook and a MyNavy Coaching Leader Handbook located on the MyNavy Coaching webpage.

Lastly, NAVADMIN (109/22) was released to solicit applications for Sailors to participate in the second cohort of the DoD Inter-Service Internal Coaching Training Program, which has produced 36 graduates for the Navy. There are another 34 Sailors that have been certified by other means; all 70 coaches are performing functions as internal coaches across the Fleet. They will also assist in serving as deckplate champions for the MyNavy Coaching Initiative peer-to-peer implementation strategy. This includes becoming JQR qualified to deliver MNC workshops.

Sailor Informed, Data Driven Talent Management

To generate an effective fighting force, the Navy must identify, develop, and shape Sailor performance to meet our current and future mission objectives. One important way we are pursuing this is by expanding our Talent Marketplace, creating a modern, flexible, and transparent assignment process that more effectively balances a Sailor's assignment, location, and advancement opportunity with the Navy's mission and operational needs. This system represents a fundamental shift from vacancy-driven advancements towards billet-based advancements and will improve both Sailor choice in the marketplace and mission results across the force. Simultaneously, we are improving the delivery and accessibility of HR services to Sailors and families. Our goal is to maximize the efficiencies and value of our services in order to produce more effective Warfighters and enhance warfighting readiness.

Enlisted Talent Management

Building on billet-based advancements and billet-based distribution, we continue to develop a more robust talent marketplace focused on flexible, streamlined, and responsive community and career management. We are moving towards a talent management approach that better values individual strengths, skill portfolios (to include proficiency and experience), and career development more fully aligned with the Navy's needs.

Navy has shifted from a trajectory of end strength growth to one of sustainment, while continuing to aggressively fill our existing sea duty gaps and retain the right mix of ratings, pay grades, and skillsets to meet the mission. In line with that trajectory, we undertook a series of force management actions in an effort to ensure we retain and capitalize on top talent. We continue to develop a robust marketplace with an eye on optimizing Fleet readiness, through our efforts to fill priority requirements with the best qualified Sailors by:

- Cancelling all early out programs and new time-in-grade waivers, while offering an opportunity to extend enlistments for those Sailors with approved separation or retirement requests, to include those separating because of high year tenure.
- Maximizing reenlistment opportunities for all retention-eligible Sailors and expanding conversion opportunities for Sailors to move from overmanned to undermanned ratings to help balance community health.
- Broadening advancement opportunities for Sailors to fill priority billets via Advancement-to-Position (A2P) while maintaining our Meritorious Advancement Program (MAP) to keep top talent in the Navy. Navy updated the A2P Program in 2022 to more closely align with the enlisted distribution system and better match demand signals from the Fleet Readiness Integrators and Manning Control Authority, while adding in E4 to E5 advancements in addition to the E5 to E6 paygrades.
- Stabilizing the current accession mission to sustain end strength requirements, as the previously recruited enlisted accessions are arriving to the Fleet to address apprentice pay band gaps.
- Continuing production of optimal by-rating community health plan to rebalance ratings within 98-102% inventory-to-Enlisted Programmed Authorization by the end of any given FY.
- Continuing utilization of RC personnel supplementing the AC workforce. Navy recalled over 150 Reserve Sailors in FY22, with plans to expand to 725 in FY23, to help with the recruiting mission—training recruits at boot camp and entry-level schoolhouses—and to fill vacant/gapped sea duty manning requirements with experienced and technically-proficient Sailors.
- Continuing to evolve A2P incentives via the enlisted distribution system. The MyNavy Assignment (MNA) system will continue to advertise opportunities for eligible E4 and E5 Sailors to permanently advance by accepting orders to critical sea and high-priority shore and sea-duty billets.
- Expanding opportunities for Sailors to receive special and incentive pays, such as Selective Reenlistment Bonuses (SRB) and Sea Duty Incentive Pay, to help with sea-duty manning.

- Maximizing High Year Tenure waiver opportunities for Sailors who want to remain at sea, go to sea, or remain in critical ratings and Navy Enlisted Classification Codes (NECs).

Accessions

Enlisted Accessions

For FY23, the active component goal increased by 4,300 to 37,700. The reserve mission goal remains the same with a TAR goal of 600 and a NAT goal of 2,300. Prior service goals increased by 729 contracts in the PS legacy mission for a goal of 2,600 and decreased slightly by 29 contracts in the C-WAY mission to 2,600.

In order for Navy recruiting to achieve its required shipping goals in both FY21 and FY22, we depleted the number of future Sailors enrolled in our delayed entry program (DEP) by shipping more Sailors to boot camp than were replaced through new contracting. DEP allows future Sailors to be contracted to join but remain on hold before shipping off to Recruit Training Command. The goal of the program is to acclimate future service members to the military environment, military rank structure, history, customs and courtesies, and to improve their physical fitness prior to shipping. The DEP also provides the Navy the flexibility to determine when to ship future service members, regulating the flow of future Sailors to boot camp and follow on training schools.

The goal of Navy recruiting is to start the fiscal year (FY) with a 50% DEP posture. However, Navy entered into FY22 with 40% DEP, and FY23 with 12% DEP. The FY23 DEP posture is the lowest it has been in 40 years, and leaves Navy recruiting with an uphill battle to regain footing. Around one-third of those remaining in DEP are future Sailors who are seniors in high school, who cannot ship until after graduation in the summer of 2023. The Navy is expecting to be in a contract-and-ship posture for the foreseeable future, where future Sailors are shipped to boot camp within weeks or even days of contracting to serve.

In an effort to bring more future Sailors into the DEP pool, the Navy has been offering multiple incentives to generate a greater interest in Navy service among qualifying applicants. In August 2022, NRC announced enlistment bonuses up to \$50,000 and student loan repayment up to \$65,000. This offers the opportunity for future Sailors to earn a substantial sum as they begin their careers. In addition to bonuses and loan repayment, leadership throughout the Navy is engaged in helping to improve Navy recruiting numbers. The Secretary of the Navy has begun sending letters to high school principals to promote military service and to foster school access for recruiters. Commander, Navy Recruiting Command (CNRC) will follow up the initial letters with a second letter to further foster a relationship with these centers of influence.

NRC also began the “Every Sailor is a Recruiter” (ESaR) program in July 2022. The goal of the program is for U.S. Navy Sailors all over the world to share their positive experiences of Navy service with qualifying applicants and provide referrals based upon these interactions. This program could be a force multiplier, making the Navy more competitive in today’s challenging labor market.

To address Reserve recruiting shortfalls, the Navy altered its recruiting command structure this past summer, standing up Navy Recruiting Reserve Command (NRRC) to specifically tackle these challenges.

Distribution

In late 2020, MyNavy HR, with the support of Fleet and Type Commander (TYCOM) stakeholders, established the Detailing Marketplace Campaign Plan (DMCP) to fundamentally transform talent management across the Navy. This multi-year plan will provide improved structure to support our efforts to address systemic issues contributing to Fleet gaps and billet mismatches that limit Sailor career planning and flexibility. The campaign plan established specific goals to improve Fleet manning; enhance incentive systems; improve career management via skill and expertise-based promotion and an A2P policy to improve

at-sea command flexibility; improve Sailor experience; and integrate personnel policies across MyNavy HR. Attainment of the plan's goals will be achieved by working across five lines of operation:

- **Incentives:** Guide Sailor choice through personalized incentives, sea-shore flow alternatives, skill retentions and application, and revised decision guidelines.
- **Advancement:** Assess and select Sailors for the next level of responsibility by evaluating expertise, the demands of job positions, the needs of the Navy, and advancing in grade those qualified Sailors who fill the job's demands.
- **Career and Community Management:** Continuously develop and retain talent relevant to the Navy through flexible retention and conversion, and by providing clear career development expectations and potential paths for career success.
- **Assignment Matching:** Select/slate the right Sailor with the right attributes for future roles by continuously identifying Sailors eligible to rotate to a new assignment ("roller streams") vice rotating in batches throughout the year ("roller pools"), flexible market entry based on skill portfolio, and linkage between assignment, offer and obligation.
- **IT System Development and Process Integration:** Develop the platform by supporting changes to how we manage the marketplace through continued development of MNA capabilities supporting rating conversion and reenlistment, Sailor proficiency indicators, integration with Authoritative Data Environment (ADE), integration with Navy Personnel and Pay (NP2), and improved analytics.

Billet Based Advancement

Billet Based Advancement (BBA) is the process of advancing to the next rank based on meeting eligibility requirements, being matched in a competitive marketplace to a billet of the next rank, obligating for service, and arriving for duty in that billet. This helps Sailors make more informed career decisions as they advance and helps the Navy by ensuring valuable advancement quotas are used on Sailors who will go on to meet critical Navy needs. As happens today, the Commanding Officer's (CO's) recommendation for advancement is always required. Eligibility for advancement is determined based on paygrade and is either based on time, the advancement exam, or a board process. We intend to make this the primary advancement path across most of the total force (AC, TAR, and certain elements of SELRES) while ensuring the critical fleet billets at-sea are filled by qualified Sailors.

Detailing Marketplace Assignment Policy

The Detailing Marketplace Assignment Policy (DMAP) represents a significant unifying line of effort within the DMCP, bringing together rotation timing and elements of incentives and advancements. At its core, DMAP replaces long established policy to limit sea duty tours to 60 months. The 60-month limitation is a significant contributor to systemic gaps at sea for sea-intensive ratings since the limitation is not aligned with the realities of the billet base and Navy needs. These policy-induced gaps amplify the already arduous nature of sea duty due to undermanning in operational units.

For sea-centric ratings that fall into DMAP, we eliminated the 60-month limitation, which helps to ensure the health and welfare of our Sailors by improving operational unit manning levels. DMAP integrates incentives and increased advancement opportunity as part of the Sailor's decision to seek longer operational tours. DMAP implementation began with 4 ratings in March 2022 (Phase I), with Phase II implemented in December 2022 to bring 4 more ratings into DMAP. While the program is young, DMAP has shown to improve operational manning (fit and fill) without hurting retention.

Offer, Accept, Obligate

Offer, Accept, Obligate will modify enlisted contract management to resemble an Officer-like model which amends reenlistment control policy by tying obligated service to acceptance of orders, and the associated tour

length. In this model, negotiating for assignment indicates intent to reenlist or extend, and acceptance of assignment will constitute agreement to reenlist/extend and accept an obligation for the prescribed tour length. Some exceptions are provided for Sailors eligible for SRB; they may reenlist for longer periods-beyond the tour of duty-to maximize the monetary benefits received.

Advancement-to-Position (DMAP A2P)

As part of DMAP, A2P was expanded to include four ratings in March 2022, with an additional four ratings in December. The program incentivizes top-performing Sailors in DMAP ratings to remain at critical sea-going skillsets through the Detailing Marketplace. As Sailors enter the detailing window, A2P quotas for which they are eligible will allow them to advance to the next higher paygrade and will reward their decision to remain at sea by providing them with continuous sea duty credits and detailing marketplace incentive pay.

Command Advancement-to-Position (CA2P)

For ratings participating in DMAP, CA2P replaced MAP advancement opportunities, and allows commanding officers/officers-in-charge to reward top performers with both an advancement and the geographic stability allowed by a guaranteed follow-on three-year assignment at the same unit. This feature will allow Sailors to leave for any journeyman-level schools required (“C” schools) and return back to the same command at a higher paygrade. Similar to DMAP A2P, the Sailor will additionally receive detailing marketplace incentive pay for agreeing to remain at sea for an additional three years. This program gives both commands and Sailors the flexibility needed to continue to fill critical needs at sea.

Senior Enlisted Marketplace

The Senior Enlisted Marketplace will extend billet-based advancement to E9 advancement-eligible AD Senior Chief Petty Officers during the FY24 advancement selection board, which convenes Spring of 2023. The goal of billet-based advancement is to align the Navy’s advancement and distribution systems to provide commands stability in personnel assignment with Sailors who have the experience and obligated service to complete their tour. This process will match Sailors to the Navy’s job requirements and skillsets, and advance them once they accept, obligate, and report to the new paygrade requirement. In future FY selection boards, we expect to extend the marketplace to Sailors eligible for advancement to Senior Chief and Chief Petty Officer.

MyNavy Assignment

In December 2021, we delivered MNA release 4.8c, which provides Sailors visibility of rating conversion opportunities and the ability to apply for specific billets in a different rating. Sailors selected to a billet are converted to the new rating at the same time. This process provides more transparency for the Sailor, meets the needs of the Navy, and streamlines the rating conversion process. In 2022, we shifted our focus towards developing capabilities linking reenlistment/extension decisions with assignments through better integration with Career Waypoints (C-WAY) and on laying the foundation to integrate MNA into NP2.

Advancement Exams

The Navy has learned a great deal from the changes the COVID-19 pandemic forced us to make to the advancement process. While we continue to grant flexibility to commands that must conduct exams in a high-spread environment, the majority of the Navy has returned to single-day testing.

In addition, we have successfully advanced Sailors to E4 two years in a row without a Navy-Wide Advancement Exam (NWAE), through the continued use of the Alternative Final Multiple Score. We have proven that we can execute advancement to E4 without an exam and still maintain required proficiency and expertise, as well as preserving community health. As a result, CNP has removed the requirement for the E4 NWAE. We continue to look at all options outside of an exam to advance Sailors to E4 in a manner that

supports overall community health and individual career timing, while still aligning all apprentice advancements with advancement methods to E5 and above, such as those that occur in the marketplace.

While the NWAEE remains the current primary path for advancement and accounts for approximately 74% of total advancements, we continue to refine the execution of the Meritorious Advancement Program (MAP) in a manner that aligns with other billet-based advancement principles and continues to empower our Command Triads to identify and reward high-performing, technically-proficient Sailors through accelerated advancement.

Retention

Navy exceeded our FY22 Retention benchmark forecasts in all Zones: A (0-6 years); B (6-10 years) and C (10-14 years), due in part to a combination of monetary and non-monetary force management levers that helped maximize our retention efforts, which included:

- Expansion of Selective Reenlistment Bonus (SRB) opportunities.
- High Year Tenure waiver approvals to allow Sailors to remain beyond their normal length of service gates.
- Curtailing early out program opportunities, while offering enlistment contract extension opportunities for Sailors who are voluntarily separating or retiring.

While we exceeded our FY22 retention benchmarks, we must continue to retain the right talent, with the right mix of skills, in the right communities to ensure we have the personnel needed to maintain our advantage at sea. The competition for talent remains high, with continued challenges in the high-demand and low-density communities of nuclear, information warfare, and special warfare. We'll continue to maximize use of monetary and non-monetary force management levers – bonuses, special duty assignment pays, and High Year Tenure waivers – to keep talented individuals in the Navy.

From FY19 to FY22, the nuclear community continues to observe a downward trend in retention in its execution of SRB Zone B. The nuclear community adjusted sea shore flow career path to improve alignment between the sea/shore rotation and SRB Zone B eligibility requirements. Additionally, we have raised SRB Zone B multiples to the maximum amount per year. SRB Zone B executions remain low, but have slowed the rate of descent at the end of FY22. Aside from SRB, nuclear community managers are actively leveraging non-fiscal policy incentives to improve SRB Zone B retention.

Robotics

The Navy continues to expand and develop a range of unmanned aerial vehicles (UAV), unmanned undersea vehicles (UUV), and unmanned surface vessels (USV). In addition to payload centric, remotely piloted “unmanned” platforms (UxS), the Navy is beginning to explore capabilities in autonomy centric, Robotics (RxS) platforms. As platforms evolve to enable Human-Supervised and Human-Machine Team operations, the Navy will need a dedicated workforce with the requisite skills to integrate, operate and maintain these systems. A keystone in developing such a workforce is the establishment of an enlisted community (i.e., Robotics rating) for Sailors who will operate and maintain these systems.

In FY22, the Director, Military Personnel, Plans, and Policy (OPNAV N13) established a working group to develop a plan to establish this rating. Extensive engagement with the Fleet and other key organizations has reinforced the need for an RxS enlisted community. Stakeholders are working to define the new rating structure, knowledge, skills, and abilities, occupational standards, and the training and education required to support the future RxS enlisted community. This effort will create a dedicated community of specialists to operate existing platforms while posturing Navy to rapidly evolve as technologies and capabilities increase.

Officer Talent Management

Competition remains significant as we continue to use every tool to recruit America's top talent into our officer corps, train them with cutting-edge technology and techniques, and retain their expertise to preserve our competitive advantage in the global security environment. We continue to employ the expanded Defense Officer Personnel Management Act authorities enacted in the FY 2019 National Defense Authorization Act. These critical officer personnel management modernization authorities greatly enhance our ability to attract and retain a talented officer corps and include:

- Promotion Merit Reorder allows for placement of up to 15% of those selected for promotion (O-4/O-5/O-6 Unrestricted Line/Restricted Line/Staff Boards) at the top of the list, demonstrating the value and primacy of merit over simple time in service.
- Expanded continuation authority ("Up & Stay") permits certain control-grade officers serving in targeted skills to remain on AD beyond the traditional statutory 30-year AD limit. Most recently, four captains were selected to fill shortages in the Acquisition Corps communities for FY-23. In the past, expanded continuation was used to fill shortages in the Judge Advocates General Corps competitive category and Defense / Naval Attaché skillset.
- Modified career paths provide needed expertise to the Fleet. The Navy has conducted seven Professional Flight Instructor (PFI) boards, yielding 64 PFIs out of 292 applicants. This program is a career path initiative that allows highly-qualified pilots and naval flight officers to serve continuously as flight instructors beyond their department head milestone.
- Provision of an "Opt-out" option for officers in zone for promotion enables retention of top talent by allowing an officer to submit a request to opt-out of promotion consideration in order to complete a career broadening assignment, advanced education, or a career progression requirement delayed by one of these assignments (e.g., White House Fellows, Marshall, Rhodes, or Olmsted Scholars). Navy approved twenty one officers to opt-out of the FY-23 promotion cycle, fourteen for the FY-22 promotion cycle and seven for the FY-21 promotion cycle.
- Expanded officer spot promotion authority facilitates filling at-sea and operational O-4, O-5, and O-6 billets with officers possessing critical skills (post-operational or operational command executive leadership). Four boards were convened in FY-22 to fill 135 O-4, 30 O-5 and 44 O-6 spot promote billets.
- Expanded constructive service credit for initial accessions to yield opportunities to quickly capitalize on knowledge and expertise levels not previously available to Navy recruiting. Officer candidates with specific education and skillsets can now be accessed at senior pay grades for Active-Duty Cyber Warfare Engineer and Engineering Duty Officer competitive categories as well as Reserve Cryptologic Warfare and Information Professional competitive categories.
- Relaxed requirements for original officer appointments for individuals with critical skills. This allows individuals who are unable to complete 20 years of commissioned service before age 62 the opportunity to serve.

Navy Leadership Assessment Program

The Navy Leadership Assessment Program (NLAP) is an effort to create a more effective process to select and develop the best and brightest future Navy leaders with the goal of supplementing the existing command screening boards and making a good process even more robust. Navy Command Screen Administrative Selection Boards have been an effective process to select future Navy commanders for many years, but they traditionally rely on information about the candidates that is limited in nature. Specifically, when officers are selected for command, an administrative board made up of community-specific leaders reviews each officer's prior performance evaluations and determines where they fall within a rank order of other candidates based on that information. This process has been effective, but could be improved with tools that

provide better information and insights into the leadership attributes and potential of candidates. NLAP is intended to augment the command qualification process and/or the Administrative Command Screen Board to provide human factor, data-driven information about leaders' strengths, vulnerabilities, and potential. The Navy does not envision this as a substitution for the screening process, but as a value added enhancement to assessment & selection (A&S).

Navy Personnel Command (NPC) has been in the testing and development phases of NLAP since September 2020. The primary focus is to establish a data-driven, reliable, and valid proof of concept and to demonstrate its utility and effectiveness to Navy leaders. NLAP is rooted in the completion of scientifically valid job analyses to identify each community's definitions of leadership before assessments are integrated into leader decision making. NPC is collaborating with the Office of Naval Research (ONR) and several research partners to concurrently conduct more robust scientific analyses to further develop and validate these leadership competencies, develop reliable and valid assessment tools, and collect outcome data to determine the effectiveness of the program over time. As part of the current pilot program proof of concept, a battery of personality and cognitive assessments have been administered for data collection, program development, and validation. These measures are standard assessments utilized in personnel selection programs in both the military and civilian corporate sector. In the future, the purpose of these assessments will be to identify leadership strengths and vulnerabilities related to the job role to aid in smarter, data-driven talent management decisions. The first pilot was conducted November 2020 through January 2021 with the Explosive Ordnance Disposal (EOD) community. Since then, a series of iterative pilots have been completed with Type Commanders (TYCOMs) – Commander, Naval Submarine Forces (COMNAVSUBFOR), Commander, Naval Surface Forces (COMNAVSURFOR), Commander, Naval Aviation Forces (COMNAVAIRFOR), as well as the Engineering Duty Officer (EDO), and Human Resources (HR) communities. Naval Special Warfare (NSW) executed their first pilot (NSW Leadership Assessment Program) in February/March 2021 and has since matured into a fully integrated leadership program.

The vision for program sustainment is to embed operational psychology teams within major commands to develop, manage, and execute NLAP tailored for the needs and goals of that community based on robust scientific rigor with centralized oversight at NPC to ensure consistency and effectiveness of the program. Lessons learned from the pilots that have been executed thus far have paved the way for a comprehensive roll out plan that will tailor the program to the unique needs of each TYCOM and community while maintaining the gold standards of personnel selection science.

Our Naval officers are some of the DoD's most valuable assets and it is essential to place our best talent in the leadership roles that will have the greatest impacts on our warfighting imperatives. NLAP has the potential to make a substantial positive impact on the Navy by providing a flexible, community-driven program with new and more pertinent information for selection and slating for decision-makers, while providing targeted developmental feedback to shape our best and brightest leaders. Increasing the Navy's likelihood of placing those who have the correct attributes for essential leadership positions and passing on those who are least suited (e.g., toxic, weak, ineffective officers) will better select the right leaders for the right jobs, reduce the costly and damaging impacts of misconduct and toxic leadership, and promote a culture of leadership that will produce an even stronger, more lethal Navy.

Officer Retention

All unrestricted line communities face pressure to ensure talented officers choose continued service in a challenging retention environment. Most communities assess enough officers to provide adequate retention to meet milestone tour requirements. However, at the end of FY22, the service

held a deficiency of 790 control grade (O-4 to O-6) officers across the unrestricted line. To fully meet requirements, improved retention is needed. Additional information on communities of interest is provided below.

Naval Aviation

Naval Aviation experienced a decrease in overall retention in FY22 with persistent challenges remaining in certain Type/Model/Series (TMS) communities. While 11 of 14 communities met selectivity goals for department head (DH) on the FY23 Aviation DH Screen Board, opt-out rates remained above the historical average and bonus take rates decreased. The Strike Fighter (VFA) community remains the priority concern with all squadrons facing officer manning deficits and insufficient LCDR pilot inventory for DH, resulting in gapping 25% of VFA pilot DH billets.

The Aviation Bonus program remains an essential tool for addressing lower retention and Naval Aviation continues to advocate for an increase in the statutory annual bonus limit to allow more targeted incentives for those TMS with the greatest retention challenges. The FY22 DH bonus program approved monetary increases for three pilot TMS communities with five others remaining at the maximum tier.

In FY22, the program saw a slight decrease in take rates from 47.8% in FY21 to 41.4% in FY22. Although lower retention was observed, the FY22 Aviation Command Retention Bonus experienced a five percentage point increase in take rates compared to FY21, reversing a two year downward trend. The combination of high DH opt-out rates, lower DH bonus take rates, and increased post-Commander Command retirements raise concerns as COVID restrictions are lifted and airline hiring increases. Naval Aviation continues to meet operational requirements, however, sustained support and frequent evaluation of monetary incentives will be critical in our effort to retain highly trained and experienced mid and senior-level aviators.

Surface Warfare

The Surface Warfare Officer (SWO) community continues to face challenges in accessing and retaining the necessary talent to meet control grade requirements. In FY22, SWO fell 62 officers short of the 1,090 FY22 officer accession goal due to higher-than-expected attrition from OCS. SWO retention to DH rose slightly in FY22 and the three-year Department Head Retention Bonus (DHRB) take rate at three YCS is 35.1%, near the 10-year average of 35.6%.

Future force structure increases outside the future year defense plan (FYDP) require DH billet increases, requiring increased retention. This compares unfavorably with a declining billet base across the FYDP as the Navy divests legacy platforms. Year groups 2015-18 require an average retention rate of at least 37.3%, exceeding the 10-year average. If fleet size projections remain accurate, Surface Warfare requires a retention rate of 44% in YGs 19-22 to meet future afloat DH requirements.

Improving retention requires a multi-pronged approach. First, community managers are allowing more individuals to lateral transfer and re-designate. This will divest end strength in year groups with smaller DH requirements, freeing inventory for future accessions. Second, several monetary and non-monetary efforts are underway to improve Surface Warfare retention. Surface Warfare Officers now have a career-long continuum of monetary incentives with the introduction of the SWO Senior Officer Retention Bonus (SWOSORB) in FY22. Third, the community offers improved education opportunities including: post-graduate education opportunities, tours with industry, and fleet-up options for increased geographic stability. Fourth, Surface Warfare recently modified the career path to incorporate multiple family planning opportunities for career-minded SWOs. Finally, SWO released the junior officer survey, senior officer survey, and junior officer exit survey to solicit retention feedback.

Nuclear

The Submarine Community missed its accession goal for the last three years resulting in the extension of average Division Officer (DO) tour lengths by 2 months. Further, failure to meet accessions goals continue to impact retention to Department Head (DH). Since Year Group (YG) 07, DH retention has declined reaching a low over the past two years. As a result, DH tour lengths now average 35 months, which is three months longer than desired.

Monetary incentives continue to be a key component of retention. However, non-monetary incentives are also a key component of our retention strategy. To assess officers inclined to serve as a DH, the submarine force increased enlisted to officer commissioning program quotas in FY22 for STA-21(N). STA-21(N) accessions historically retain at higher percentages through the Department Head milestone. To increase career flexibility, the force also began the Direct to Department Head career path, allowing officers the prospect of longer geo-stability following a DH tour. Additionally, rigorous evaluation of the submarine billet base allowed a reduction of the number of required DH billets by combining shipyard billets where appropriate. Further, to increase job satisfaction, submarine DOs are allowed to leave shipyard assignments early and finish their tour on an operational submarine. Finally, talent management boards facilitate detailing for competitive assignments and a higher percentage of those officers chosen retain.

Explosive Ordnance Disposal

In FY22, Explosive Ordnance Disposal (EOD) faced two challenges to community health: high attrition in Junior Officer (JO) inventory and a growing demand for future DHs and control grade officers. While accession numbers remain stable, EOD separation numbers for LTs doubled (25) in FY22 and LCDRs increased 167% (10). The take rate for the four-year EOD Officer Retention Bonus (ORB), targeting LTs at 7-11 Years of Commissioned Service (YCS), declined to 36% in FY22, well below historical average. This lower take rate will further challenge LCDR inventory in an expanding billet base.

In FY22, EOD introduced a JO exit survey to help understand retention issues. This survey includes personal exit interviews with officers choosing to separate. Navy Expeditionary Combat Command (NECC) created and hosted a Junior EOD Officer Council establishing a conduit to Commander NECC for unfiltered junior officer feedback. Removing communication barriers and increasing transparency across the force will be used to address systemic challenges driving negative retention decisions. Similar to other URL bonus structures, EOD intends to update the officer bonus structure by increasing flexibility, timing, and payments throughout a career. Finally, the community rewrote the Fleet Scholar Education Program (FSEP) criteria to target milestone-screened and post-XO officers. This rewrite incentivizes retention by improving opportunities for in-residence graduate education without disrupting career paths.

Information Professional

The Information Professional (IP) Community began FY22 manned at 1081 of 1071 Officers (100.9%) and ended FY22 with 1133 of 1057 (107.2%). However, the IP Community experienced higher than historical average CAPT, CDR and LCDR losses this year. IP is also forecasting higher than historical average CAPT, CDR and LCDR losses in FY23. Promotion boards will take several years to fill these vacancies.

IP continues to improve and maximize accessions across all sources including: Officer Candidate School, Naval Officer Reserve Training Corps, Naval Academy, lateral transfer and re-designation boards, and reserve recalls. This aggressive accession posture helped to increase community manning by 6.3 percentage points in the FY. Significant postgraduate education opportunities, including 32 Master's Degree quotas at the Naval Postgraduate School (NPS), are offered annually to incentivize IP retention. Additionally, IP is adding career path flexibility to include exploring Milestone Board deferment.

Naval Special Warfare

The Sea Air and Land (SEAL) officer community sustained overall manning of 104% in FY22, a modest improvement from FY21. Despite overall positive community health, NSW still experiences LCDR shortfalls due to above average LCDR losses. The DH bonus take rate declined for the fourth year in a row, with NSW meeting only 64% of goal. Total FY22 SEAL officer losses were in-line with the three-year average, but LCDR losses were the highest on record at 165% of the three-year average.

NSW renewed its officer bonus programs in FY20 and continues to use spot promotion authorities to mitigate LCDR shortfalls and incentivize filling challenging operational billets. NSW expanded DH opportunity to include leadership positions at Special Reconnaissance Teams and Special Boat Teams, and intends to shift DH selection earlier in officers' careers. Both of these efforts will bolster DH retention by improving the career path and increasing job satisfaction.

Maritime Space Officer

The Maritime Space Officer (MSO) community began assessing officers in FY22, ending the year with 26 of 55 Officers (47.3%) manned and another 20 personnel selected at the August Lateral Transfer and Re-designation Board. The community enjoys broad interest and receives applications from both service members and civilians who desire service and experience in space operations. Naval Postgraduate School (NPS) opportunities for MSOs commence in FY25. The community experienced no FY22 losses due to a 36-month obligation requirement.

Cryptologic Warfare

Cryptologic Warfare (CW) health improved in FY22. In the past year, CW inventory improved from 1,238 to 1,298 of 1,310 required officers (94.5% to 99.1% of authorized inventory). Despite this growth, CW experienced higher than predicted losses in O-5 (183%, 22 losses, and annual average 12) and O-6 (175%, 14 losses, and annual average 8). This abrupt loss of experience will challenge the community, but this will be mitigated by increased promotion opportunity over the next few years allowing upwardly mobile officers to promote.

Increased CW accessions generated much of the improvement in community health. CW offers significant postgraduate education opportunities, with 32 Master's Degrees and one PhD opportunity at the Naval Postgraduate School (NPS) annually, providing meaningful non-monetary incentives to officer candidates and entry-level officers. Increased participation by CW Officers in the Navy Federal Executive Fellowship, SECNAV Tours with Industry, and the Political-Military Affairs Master's Programs are also expected to contribute to improving O-5 and O-6 retention.

Cyber Warfare Engineer

The Cyber Warfare Engineer (CWE) community continued to expand in FY22. In FY19, CWE expanded from a five-year off-ramp community (at LT) into a community with control grade (O4-O6) billets/authorizations. CWE held its first CDR promotion board in FY21 (FY22 promotion board) and the first CAPT promotion board in FY22 (FY23 promotion board). Overall, the community is healthy (80 of 81 authorized inventory) and will promote to control grade vacancies during FY23.

CWE also benefits from increased accessions, with higher USNA (3) and NROTC (3) selections in FY22. CWE NROTC and USNA accessions will further expand in FY23 (4 ROTC, 6 USNA). Uniquely, an FY23 Officer Development School (ODS) accession received Constructive Service Credit to commission as a LTJG, the first such example in a line community. CWE continues to offer postgraduate (Master's and Doctorate) education and participation in SECNAV Tours with Industry (MIT Lincoln Laboratory) as incentives for retention.

Evaluating Performance

Executing our maritime strategy requires a modernized performance management system that incentivizes, develops, and assesses the behaviors needed throughout the Navy to outthink and outfight any adversary while cultivating a culture of warfighting excellence rooted in our core values. It also requires a reliable, modernized performance appraisal interface that allows for streamlined web-based report submission and error validation prior to submission. Contemplated changes will enable the Navy's performance management system to provide richer performance feedback, actionable developmental actions, and clearer recommendations to be utilized in Sailor development and talent management decisions.

Released in February 2022, eNavFit is a bridge to a future redesign of the performance evaluation system, provides online and offline submission and validation features. Prior to eNavFit, the last modernization of performance evaluation was in 1996, resulting in NAVFIT98A. NAVFIT98A has a historical average report rejection rate of 25% and it took weeks for Sailor performance evaluations to be entered into service records. ENavFit average error rates are currently approximately 12% and report entry in Service records is occurring in days. The eNavFit system is updated on a recurring basis to address system efficiency and bug fixing to drive error rates below 5%.

As eNavFit performance is addressed, the Talent Management Task Force (TMTF) continues development of the future performance management system. Performance Evaluation Transformation (PET) will balance assessment of Sailor performance and potential for more meaningful, candid performance feedback and promotion recommendations, aligned with Get Real, Get Better (GRGB) behaviors. Upcoming work in 2023 is described below.

- **Line of Effort 1:** *eNavFit Fleet Training and Support.* Support to address Sailor and Fleet queries via MyNavy Career Center (MNCC), helpdesk emails, and Flank Speed Teams. Training support products, to include a User Guide, FAQs, Best Practices, and a video tutorial series available on the MyNavyHR website. In 2022, over 60 live training sessions reaching over 5,100 Sailors have aided in usability and fleet adoption, with training continuing on a bi-monthly schedule and upon request.
- **Line of Effort 2:** *eNavFit Defect Resolution and Fleet Adoption.* The TMTF continues to be the liaison between the Fleet and the BUPERS-073 developers, ensuring reported system defects are replicated, documented, and communicated for prompt resolution via the Agile development process. Since release, over 42,000 evaluations have been submitted into Sailors' OMPFs.
- **Line of Effort 3:** *PET Traits and Value Statements Validation.* In developing the future performance evaluation system, two robust research studies in collaboration with the Naval Postgraduate School (NPS) concluded in FY22. Studies provided evidence-based research through prototyping against other services, focus groups with post-board members, and surveying over 3,000 Sailors and Supervisors, toward developing the next generation of Navy performance appraisal. The findings from both studies will combine to provide a scientifically valid roadmap for the design and content of performance appraisals in the future. Two additional NPS studies have been funded for FY23 by OPNAV N1 on "Determinates of Navy Performance Evaluation Records", and continued validation of Traits and Value Statements.
- **Line of Effort 4:** *PET Prototype Development and Testing:* The TMTF will leverage findings from the FY22 Naval Postgraduate School studies, coordinate with other Services, and explore industry best practices to inform a prototype of the future performance evaluation system. Efforts will include identifying the requirements and eliciting prototype feedback from various Fleet stakeholders to better assess Sailor performance and potential.

Maintaining Operational Readiness

MyNavy HR continues to focus our energy on ensuring the Fleet is fully and properly manned, with the right Sailor, in the right place, at the right time, with the right training. All of our efforts to optimize talent

management, provide exceptional service to our Sailors and their families, and transform the MyNavy HR enterprise are to ensure we build a Navy that can fight and win. A commitment to continued investment is necessary to properly man the Fleet and maintain our advantage at sea. In addition to funding increases in Fleet manpower and training, appropriately resourcing special and incentive pays remains critical to recruiting and retaining the very best people our Nation has to offer. Through targeted monetary and non-monetary incentives, we can maximize priority influencers (e.g., special and incentive pays, location, stability, advancement, etc.) while allowing for a more effective and efficient use of our resources. Navy end strength and budget growth remain essential to increasing Fleet lethality and sustained workforce growth.

End Strength

FY22 presented many challenges with our accession supply chain, and, like other services in DoD, Navy experienced difficulties in recruiting young talent with a propensity to serve. Monetary incentives were deployed to encourage enlistments resulting in Navy achieving our FY22 accession target. The FY-23 President's Budget end strength request of 346,300 decreases slightly from FY22 (346,920) to fully fund Navy's AC end strength requirements (346,300) while supporting Navy's operational requirements.

AC retention numbers continued to remain strong in FY22 with increased retention driven by talent management initiatives like High Year Tenure waivers. Despite strong efforts in recruiting and retention, Navy ended FY22 at 99.3% of congressional controls, or 344,495. We will need to expand efforts to further retain the right Sailors in the required skillsets and recruit the right number of accessions to meet Fleet manning requirements.

Navy Reserve finished FY22 at 55,224, or 94.8% of congressional control due to 4% higher than expected attrition and less than desirable accession performance. The stand-up of Navy Recruiting Reserve Command and numerous accession and retention strength levers including increased eligibility for AC to SELRES accessions, expanded bonus programs, and an overhauled MAP program, have been implemented and now project Navy Reserve end strength finishing FY23 at 100.5% of the President's Budget for FY23 strength controls, or a growth of 2,736 from the end of FY22. These efforts position the Navy Reserve to support ongoing mission requirements while maintaining a ready mobilization (MOB)-to-billet posture for enhanced warfighter readiness and strategic depth.

Fleet Manning

FY23 will be a challenging year as MyNavyHR works to retain our most talented Sailors and manages a difficult recruiting environment. Fleet Manning will experience some headwinds as we navigate this challenging time, but we are mitigating risk as outlined below.

In order to provide a more robust view of Fleet Manning, this year's report will display all Billets Authorized (BA) on all Sea Duty units (Sea Shore Codes, 2, 3, and 4). The Navy has increased the total number of BA on our Sea units by 11,016 since October 2013. This growth reached its highest level in October 2021 with a BA of 159,115. Over that same period the total number of Sailors on our Sea units increased by 9,610. The peak period for Currently Onboard (COB) was in October 2020 when we had 146,373 Sailors at sea. In October 2022, BA was 158,858 with 144,503 Sailors aligned or 91.0% Fill.

All Gaps at Sea – Historical Detail					
Month	Current On Board	Billets Authorized	Fill Gaps	Fill percent	Gap percent
Oct-22	144,503	158,858	14,355	91.0	9.0
Oct-21	144,450	159,115	14,665	90.8	9.2
Oct-20	146,373	159,112	12,739	92.0	8.0
Oct-19	140,906	158,905	17,999	88.7	11.3
Oct-18	139,684	154,628	14,944	90.3	9.7
Oct-17	136,416	147,414	10,998	92.5	7.5
Oct-16	137,377	143,173	5,796	96.0	4.0
Oct-15	138,525	144,942	6,417	95.6	4.4
Oct-14	139,975	148,323	8,347	94.4	5.6
Oct-13	134,893	147,842	12,949	91.2	8.8

Figure 12: Historical Gaps at Sea

We have achieved this through a combination of increasing the authorized end strength along with multiple Sailor-focused process improvements, incentives, and policy mechanisms. One of the most visible process improvements was the fielding of the MyNavy Assignment (MNA) platform for enlisted detailing in December 2019, which added transparency, functionality, and a user-friendly interface for Sailors.

When we shift focus to the manpower aspect—Billets Authorized (BA)—we encounter a moving target, which is demonstrated by billets on a guided missile destroyer (DDG) - the ship class with the most units. In 2017, Navy began a manpower review on surface operational units that generated additional manpower requirements and led to an increase in funding reflected in additional billets. However, the establishment of a billet precedes manning that billet, the corresponding growth in end strength, and in the near term counts as a “gap-at-sea.” In FY21, on average, DDGs had 25 more Sailors on board as compared to FY12. With a relatively steady number of billets over the last nine months and looking into the near future, we finished the year over the NDAA mandated controls (while staying within acceptable statutory limits) to ensure we remain at targeted fit and fill manning fleet wide.

In parallel with efforts to achieve higher rates of fill, MyNavy HR is collaborating with the Fleet Readiness Integrators and TYCOMs to use performance to plan (P2P) analytic methodology to make manning decisions. Based on feedback from the Fleet, we are implementing Take-up Month (TUM) changes to increase manning targets in the Maintenance Phase of Optimized Fleet Response Plan (OFRP). Here we have identified opportunities to increase unit readiness by tailoring the arrival time of Sailors with a goal of achieving required levels 12 months prior to deployment, ensuring the deployment team is onboard and able to support the entire training cycle.

At the macro level, we will achieve long standing results with both funding (programmatic) and policy solutions. Changing the Navy's manning at the budgetary level is a 15-year plan in the making while programmatic solutions take longer to implement and have costs that are easier to calculate, they are more enduring. Policy levers can produce results more quickly, but may be less enduring, have hidden costs, and can cause secondary effects such as gaps ashore and negatively affect career progression and retention. In the long run, to keep a sustainable manning level that is ready to fight tomorrow's conflict, we'll need to backup policy decisions in the near term with enduring programmatic decisions.

Increasing manpower programming to eliminate program-to-execution mismatch most directly addresses operational gaps at sea. The Individuals Account (IA) has been underfunded since 2018 and the forecasted FY22 to FY25 shortfall remains ~2,000 billets annually (pre-COVID predicted execution). COVID-19 related impacts and mitigation efforts have also increased IA execution in the near term, further exacerbating the IA imbalance of more Sailors than billets by an additional ~3,000. Combined, we expect up to ~5,000 sea duty gaps are attributable to underlying IA mismatch and will persist as long as we have more Sailors than billets in an IA status (total end strength is zero-sum across the manpower subcategories).

Navy is using policy to maximize our talent, preserve flexibility, and increase Sailor choice by transforming the Navy enlisted advancement and distribution systems into a market-driven, billet-based talent management system. Specifically:

- **Sea Duty Extensions.** We are extending Sailors at sea up to six months and curtailing shore duty up to six months early as necessary to ensure critical billets are covered.
- **Supply Chain Efficiencies.** We have new increased enlistment bonuses to combat a challenging recruiting environment and we have streamlined our training pipelines to deliver our recruits to sea duty faster.
- **Retention Incentives.** We have expanded the Selective Reenlistment Bonus (SRB) program for critical skills and paygrades, curtailed early outs, and offered extension opportunities for separating and retiring Sailors.
- **Sea Duty Incentives.**
 - In addition to sea duty incentive pays, we have implemented the Detailing Marketplace Assignment Policy (DMAP) to better align sea duty tour lengths with the billet base and available Sailors. DMAP provides Sailors completing their initial sea duty tour with a financial incentive and an advancement into a billet requiring more responsibility if they choose to remain on sea duty for an additional tour. In addition, we have increased our use of High Year Tenure (HYT) waivers to retain Sailors who would otherwise be forced to separate, if they choose to accept a sea duty assignment.
 - Advance to Position opportunities have been expanded to focus on filling high priority and/or sea intensive billets to include the Senior Enlisted Advance to Position (SEA2P) which recently convened to fill critical E8 and E9 billets. Another SEA2P board will convene in 2023 to fill more requirements.
 - The senior enlisted assignment optimization process is being utilized to reassign E7-E9 Sailors to billets commensurate with their rank to ensure our most experienced Sailors are aligned to billets which need their training, leadership, and experience. We realigned 203 E8/E9 Sailors in July 2022 and executed E7/E8 Assignment Optimization in October 2022.

MyNavy HR continues to challenge the status quo in order to identify and correct the key drivers of operational gaps at sea to ensure our Sailors contribute to the Navy's Advantage at Sea.

Reserve Support

The Navy Reserve encompasses over 94,000 personnel; to include 47,000 Selected Reserve (SELRES); 38,000 Individual Ready Reserve (IRR); 10,000 Training and Administration of the Reserve (TAR) personnel; and 431 civilians. Chief of Navy Reserve's number one priority is generating warfighting readiness, which is achieved along four principal lines of effort: Design the Force, Train the Force, Mobilize the Force, and Develop the Force. The Navy Reserve is transforming from a force postured to provide ad hoc operational support during the global war on terror era to a force that is designed and ready to surge the capabilities and capacities Navy needs to fight and win in an era of long-term strategic competition.

Design the Force

The Navy Reserve built a strategic analysis process aligning Program Objective Memorandum (POM) investments with warfighting capability, and established a Commander, Navy Reserve Force (CNRF) requirements development, generation, and validation process. As a resource sponsor, the Navy Reserve now establishes and modifies its contribution to the Total Force, gaining parity for reserve issues in the Navy budget. The Navy Reserve established accession branches to centralize accession program management, supporting direct assignments and mobilization billet fit and fill, and established Major Command and Sequential Command Boards to select the best and most fully qualified captains for command of high visibility Navy Reserve Readiness Units (NRRUs). The Navy Reserve decreased administrative burdens by reducing the number of NRRUs by 28%, improved mobilization readiness and billet fit-fill by optimizing assignments, and implemented nomenclature changes to standardize and align naming conventions across the Force. Finally, the Navy Reserve developed and piloted a Total Force manpower management process to measure, analyze, and improve billet requirement definition.

Train the Force

The Navy Reserve established metrics to measure warfighter readiness and identified certification and qualification data sources to feed into these metrics. A Reserve Program Director (RPD) Instruction was published to update and more clearly define RPD roles and responsibilities. The Navy Reserve completed a review and audit of CNRF training courses and created new courses to increase warfighter readiness and throughput capacity. The CNRF team initiated a review of all 58,000 Navy Reserve billets and their training requirements, completing the analysis of incumbents' fit and fill for more than 20,000 billets. Commander, Naval Information Forces Reserve developed the Reserve Employment Readiness tool, which integrates disparate inputs to create and display unit readiness metrics. Navy Reserve Force operational units implemented use of the Navy Readiness Reporting Enterprise tool, which feeds unit readiness data into the Defense Readiness Reporting System (DRRS), enabling Navy and Joint Force higher headquarters commands to view consistent metrics across all active and reserve operational units. These initial steps to measure and report readiness increased the Navy Reserve Force's ability to support Navy missions, in line with CNO's guidance on warfighting readiness.

Mobilize the Force

The Navy Reserve built activation/mobilization processing capacity under CNRF (Navy's supported commander for reserve mobilizations) at all six Regional Readiness and Mobilization Commands and operational units within Navy Expeditionary Combat Command, Naval Air Force Reserve, and Naval Special Warfare Command. Training for activation/mobilization was standardized, and command and control of the mobilization authority was consolidated under CNRF. Mass activation exercises were conducted to stress test new roles, billets, and systems, and training was completed via Mass Activation Exercise 22-1 and Large-Scale Exercise-21 (LSE-21). Planning for a "MOB-to-Billet" Exercise and LSE-23 was completed, and the Navy Reserve launched the online Annual Readiness Questionnaire to track and manage mobilization readiness and provide real-time status to Force leadership. Lessons learned from recent

COVID response and support mobilizations continue to be incorporated into current processes and training to ensure readiness for future activations. Total FY22 mobilization support included 2,386 mobilizations filled by Reserve Sailors to meet validated Joint and Navy contingency operations requirements. These included support to the Horn of Africa, Navy Expeditionary Combat Command, Maritime Expeditionary Security Forces, and Joint Special Operations Command.

Develop the Force

New this year, the Navy Reserve established the Develop the Force line of effort to focus on inclusion and equity, enabling the Navy Reserve to harness our entire diverse team of Sailors and civilians to maximize warfighting capability and readiness. The Navy Reserve promotes a positive culture of dignity and respect by living Navy's core values of honor, courage, and commitment. Through the Develop the Force line of effort, the Navy Reserve will enable and empower Sailors, embrace ownership and ingenuity, and reinforce the simple, unifying concept that Sailors and commands will take care of themselves and their people, all the while removing barriers constraining warfighting advantage.

Providing Exceptional Service to Sailors & Families

MyNavy HR Service Delivery

The Navy continues to progress with MyNavy HR transformation by replacing decades' worth of unchanged processes and outdated technology with a modern, world-class HR services delivery system. Although transformation on this scale takes time, in 2022 we made significant progress toward our future state vision. Throughout FY22, we continued to develop and refine the HR Tiered Service Delivery Model to enable MNCC to better serve Sailors.

MyNavy Career Center

FY22 efforts focused on creating a strong personnel and pay foundation within MNCC, establishing Transaction Service Centers (TSCs) as Centers of Excellence (COE), and aligning resources at Regional Support Centers (RSCs) dedicated to support sustained and just-in-time training and assistance across the Fleet.

Since its inception in September 2021, MNCC has been committed to providing exceptional service to Sailors and their families by becoming the entry point and trusted processing center for HR services across the Navy, afloat and ashore; providing 24/7 support to Fleet, Sailors – Active, Reserve, veteran or retiree – families and our future shipmates; operating as an adaptive organization that anticipates and quickly responds to changing HR needs. MNCC placed emphasis on organizational transformation and manning changes as well as information technology (IT) system transformation and will continue to mature in order to provide HR services that are simple, convenient, and transparent, empowering customers to actively participate in the process.

MNCC organizational transformation realigned the legacy Personnel Support Detachment (PSD) model from 27 locations to 6 TSCs, one Travel Processing Center (TPC), and 13 RSCs. The TSCs are organized into standardized COEs focusing on high-volume transactions and building HR personnel and pay expertise. The RSCs are structured to deliver focused training and support to Command Personnel and Pay Administrators (CPPAs) and engagement with command triads across the Fleet. The RSC design will encourage proficiency in CPPA workflow and foster timely and accurate Sailor pay.

MNCC FY22 accomplishments include:

- Reenlistments and extensions processed within one day;
- DD-214s issued by Expiration of Active Obligated Service;
- HR Service Center (HRSC) expanded workflow to include transactional processes: Family Separation Allowance, Record of Emergency Data/Dependency Application (RED/DA), Electronic Service Record Updates;
- Government Travel Credit Card (GTCC) credit limits increased and mission critical status extended, enabling Sailors to incur no debt during PCS moves; and
- DoD timeliness standards met for pay transactions.

MNCC piloted a travel claim liquidation tool to senior personnel, via MyPCS, and was able to process and pay out 114,183 PCS claims with an average case time of 14 days. The increased use of MyPCS travel claim processing throughout the Fleet will ease the complexity of submitting a travel claim and accelerate the speed with which Sailors are paid.

Further, MNCC collaborated with United States Fleet Forces and Commander, Pacific Fleet in the “Get Real, Get Better” (GRGB) effort to increase CPPA competency in HR processes and systems. This coordination

resulted in a qualification process enabling CPPAs to become “Trusted Agents,” increasing their pay transactional authority.

In CY22, RDML Satterwhite, MNCC Commander, spoke to Command Triads, CPPAs, and Sailors in the Fleet concentration areas around the world. This allowed in-person communication of the changes in HR Service delivery and to obtain invaluable Fleet feedback which shaped the MNCC focus areas for FY23. Continued development of the CPPA/Triad – TSC/RSC relationship is fundamental in providing service to Sailors. HRSC Pro-to-Pro Cell, coupled with monthly specific training themes from the RSCs will provide a constructive environment for CPPAs to become more proficient and allow for increased interaction and relationships between Fleet units and RSCs/TSCs. MNCC identified the vital need for Commanding Officers to have a quick-glance decision making tool regarding their Sailor’s personnel and pay case status. This resulted in the development of two dashboards, an Enhanced Unit Commander’s Financial Report (eUCFR) providing a Defense Financial Accounting Service (DFAS) view of Sailor pay and an Enterprise Customer Relations Management dashboard to allow commanders to see pertinent details regarding any case within the system. These dashboards will provide increased transparency improving Sailor pay and assisting decision making information for targeted training opportunities for CPPAs and the MyNavy HR workforce.

Additional efforts for FY23 include: improving and expanding self-service and HRSC services; establishing MyNavy HR All Access (MNAA); MyPersonal Relationships (MPR) replacing RED/DA; use of Government Travel Credit Card for PCS travel costs; piloting incremental PCS travel claim payments for transferring members with long PCS training tracks; reviewing the MNCC enterprise organizational manpower structure; and increasing MNCC outreach and engagement.

MNCC is aligned to deliver world class Human Resources Services to Sailors and their families. Through the implementation of new state-of-the-art IT, regional customer service and training, increased command engagement, and Commanders’ toolkits, the MNCC Human Resources Tiered Service Delivery model will be the standard all Services will want to emulate.

The Modern Sailor Experience & Capabilities

MyNavy HR is modernizing the way our Sailors and families access HR services. This includes the development of a MyNavy Portal (MNP) (Tier 0 or self-service) and mobile applications.

MyNavy Portal

MNP provides an entry point to HR services for Sailor and families. Significant accomplishments over the last year include:

- MyNavy Portal Public Presence (MN3P). Built technical foundation and prepared for migration of refreshed HR knowledge and resources to a brand new CAC-free site (to be launched in CY23), expanding user access to self-service capabilities and Tier 0 support.
- MyNavy HR CAC-free Account. Delivered enhancements to the CAC-free Setup Wizard enabling Sailors to establish CAC-free access to secure sites via personal and mobile devices.
- Performance – Physical Readiness. Delivered enhancements to the Physical Readiness Information Management System (PRIMS) dashboard containing Performance Fitness Assessment (PFA) history, updated the PFA Calculator, and updated the Physical Activity Risk Factor Questionnaire (PARFQ).
- Announcements & Results. Added information supporting enlisted-to-officer commissioning programs including Officer Candidate School (OCS) and Seaman to Admiral 21 (STA-21).

- **Advancement & Promotion.** Updated Advancement and Promotion Dashboard checklists, added notification features for E7 and E8-E9, and updated the enlisted Final Multiple Score (FMS) Calculator.
- **Pay & Benefits.** Refreshed Navy Personnel and Pay (NP2) Resources page (<https://my.navy.mil/np2.html>) content and user aids.

Upcoming activities continue to focus on enhancing the user experience by leveraging an IT architectural refresh that will improve system accessibility, usability, and performance for Sailors at sea and ashore.

Mobile Applications

Navy mobile apps provide anytime, anywhere resources for Sailors and Navy families. The apps can be found in the Navy App Locker at www.applocker.navy.mil, along with descriptions and links to commercial app stores. Noteworthy apps released or updated this year include:

Navy Civilian Acculturation Program (NCAP) – On demand training, education, and orientation tool for new Navy civilian employees. Provides general information about Navy organizational structure, operations, uniformed and civilian personnel, history, and heritage.

Warrior Toughness - Extension of Warrior Toughness training program which teaches Sailors techniques that allow them to perform at their peak in challenging circumstances. Provides exercises and interactive worksheets based on proven sports-science methods.

Delivering Modern Capabilities

Traditionally, organizations delivered analytics using highly specialized tools operated by dedicated experts working only within their local assignments. Today, a myriad of analytic platform options have become commonplace, with the expectation that these analytics are easy to use for the average businessperson. By capitalizing on normalization of data and analytics tools, MyNavy HR is facilitating modernization to enable data-driven decision-making for our many internal and external stakeholders.

Authoritative Data Environment

Authoritative Data Environment (ADE) delivers a modern, cloud-based, integrated framework enabling transformation and distribution of our Human Resource (HR) data across the enterprise using native Commercial Off-the-Shelf (COTS) applications within Amazon Web Services (AWS).

In August 2022, ADE completed its first significant architecture/system design upgrade since Initial Operating Capabilities (IOC) in 2019, expanding the use of Cloud Native services while providing robust data science and analytics to process and transform extensive amounts with exploration through machine learning models.

Currently, ADE is storing raw data going back to 1987. This data as well as newly ingested data is continuously curated with data stewards (owners) to ensure accessibility, accuracy, currency, and integrity for the end user while reducing redundancy and facilitating faster throughput to support the Navy's workforce needs and answer critical organizational concerns.

The ADE has primarily been focused on developing analyst-ready data sources, data warehouse consolidation, and system shutdown data retention. Authoritative sources and data marts (subset of data warehouse) have been designed to enable analytical work focused on specific business needs and subject areas for MyNavy HR analyst community (e.g. Ops Analysis/Research, Data Scientists). This allows those users to quickly access critical insights without wasting time searching through an entire data warehouse (centralized data repository). For example, ADE supported the development of a Commander's Risk

Mitigation Dashboard (CRMD) pilot involving 80+ fleet user accounts (approximately 15 commands). CMRD provides a data-driven display of destructive behavior to provide commanders with the level of risk at their command to take appropriate mitigation measures.

Navy Personnel and Pay

Navy Personnel and Pay (NP2) transformation will, for the first time, integrate the Navy's personnel and pay systems for both the Active and Reserve Components. NP2 will be an adaptable solution that provides increased auditability and an enhanced user experience for Sailors, the Workforce, and Navy Leadership. NP2 will support our Sailors by providing access to accurate personnel and pay information in one easy-to-use location. It will allow Sailors to track personnel and pay changes in real-time through a single point of entry (SPOE). NP2 is a modern, cloud-based, COTS solution that combines personnel and pay functions and leverages authoritative data sources to reduce and eliminate personnel and pay errors caused by tedious data entry.

NP2 AC/RC Treasury Direct Disbursing will allow seamless transition of our Reserve Sailors to and from AD without delays in establishing pay accounts. This is key to AC/RC permeability and our ability to smoothly perform a distributed mass activation and adaptive mobilization within the timelines established in Combatant Commander War Plans. In its final state, NP2 will enable Sailors to manage their own personnel and pay needs online while improving pay timeliness and the HR professional user experience.

In August 2022, MyPCS underwent a major upgrade. This update included enhancements to User Access and Role Management (UARM), as well as system upgrades and fixes to MyPCS Components (Travel Voucher, PCS Checklist, and Travel Entitlements Calculator) to improve travel reimbursement process and Sailor/HR workforce experience.

Delivering Modern IT Solutions

Enterprise Support serves as an enabler leading MyNavy HR digital transformation efforts and exercising CIO oversight. In late 2022, the Director for Enterprise Support (N1 ES) was designated as N16 to instantiate the ES Director's role as a resource sponsor. Additionally, ES formalized five specific transformation lines of effort (LOEs): MyNavy All Access (inclusive of MyNavy Portal), NP2, eCRM, ADE and LS/RRL as depicted in Figure 13. These actions complemented by in progress updates to governance and cross stakeholder agreements are expected to drive further improvements in our delivery of Modern IT Solutions.

- **MyNavy All-Access (MNAA):**
The Front Door to MyNavy HR

- **Navy Personnel and Pay (NP2):**
NPC Heartbeat/Transactional System

- **Learning Stack (LS):**
NETC Heartbeat/Transactional System

- **Enterprise Customer Relationship Management (eCRM):**
Enables Tiered Service Delivery Model/Escalation

- **Authoritative Data Environment (ADE):**
Data Integration and Foundation



Figure 13: The future of MyNavy HR IT systems

Conclusion

Our efforts will enable our enduring asymmetric advantage, our people, both uniformed and civilian, active and reserve, to be mission focused to fight and win in an era of strategic competition. In order to do so, we must create and sustain an ecosystem that recruits and retains diverse and technically skilled personnel, educates them to out-think our adversaries, trains them to work with new technologies, and provides them with the resources to prevail in competition, crisis, and conflict. Our Sailors, civilians, and families deserve the best, and by taking care of them we will continue to give the American people the Navy that our Nation deserves.

Acronyms

A2P	Advance to Position	CPO	Chief Petty Officer
PACT	Professional Apprentices Career Track	CRESST	National Center for Research on Evaluation, Standards, and Student Testing
ADE	Authoritative Data Environment	eCRM	Electronic Customer Relationship Management
AR	Augmented Reality	CRMD	Commander's Risk Mitigation Dashboard
ARI	Alcohol Related Incident	CW	Cryptologic Warfare
AVO	Aerial Vehicle Operator	CWE	Cyber Warfare Engineer
A & S	Assessment and Selection	C-WAY	Command Waypoints
AWS	Amazon Web Services	CY	Calendar Year
AY	Academic Year	DA	Dependency Application
BA	Billets Authorized	DCO	Direct Commission Officer
BDCP	Baccalaureate Degree Completion Program	DDG	Guided missile destroyer
BMT	Basic Military Training	DEI	Diversity, Equity and Inclusion
BOOST	Broadened Opportunity for Officer Selection and Training	DEOCS	Defense Organizational Climate Survey
CA2P	Command Advancement to Position	DEP	Delayed entry program
CAC	Common Access Card	DFAS	Defense Finance Accounting System
CLLC	Career Long Learning Continuum	DH	Department Head
CM	Enlisted Rating	DHRB	Department Head Retention Bonus
CMRD	Commander's Risk Mitigation Dashboard	DISA	Defense Information Systems Agency
CMT	Common Military Training	DMAP	Detailing Marketplace Assignment Policy
CNRC	Commander, Navy Recruiting Command	DMCP	Detailing Marketplace Campaign Plan
CNRFC	Commander Navy Reserve Forces	DO	Division Officer
COB	Current Onboard	DRRS	Defense Readiness Reporting System
COE	Culture of Excellence	EDO	Engineering Duty Officer
COMNAVAIRFOR	Commander, Naval Aviation Forces	ELD	Enlisted Leader Development
COMNAVSUBFOR	Commander, Naval Submarine Forces	EOD	Explosive Ordinance Disposal
COMNAVSURFOR	Commander, Naval Surface Forces	EPACT	Online Professional Apprentices Career Track (rating)
COOL	Navy Credentialing Opportunities Online	ES	Enterprise Support
COTS	Commercial off the Shelf	ESaR	Every Sailor a Recruiter
COVID	Coronavirus	eUCFR	Enhanced Unit Commander's Financial Report
CPPA	Command Pay and Personnel Administrator	FAP	Family Advocacy Program

FFSC	Fleet and Family Support Center	MIT	Massachusetts Institute of Technology
FFSMIS	Fleet and Family Support info collection database	MMA	Machinist's Mates Auxiliary (rating)
FIT	Fitness Improvement Training	MN3P	MyNavy Portal Public Presence
FITREP	Fitness Report	MNA	My Navy Advancement
FMS	Final Multiple Score	MNAA	MyNavy HR All Access
FOREXTRAMID	Foreign Exchange Training of Midshipmen	MNC	My Navy Coaching
		MNCC	My Navy Career Center
FSEP	Fleet Scholar Education Program	MNP	My Navy Portal
FY	Fiscal Year	MOB	Mobilization
FYDP	Fiscal Year Defense Plan	MOT	Moment of Truth
GRGB	Get Real Get Better	MPR	MyPersonal Relationships
HBCU	Historically Black Colleges and Institutions	MR	Machinery Repairman (Rating)
		MSI	Minority Serving Institutions
HoF	Health of the Force	MSISR	Minority Serving Institution Scholarship Reservation
HRSC	Human Resources Service Center	MSO	Maritime Space Officer
HYT	High Year Tenure	NAPS	Naval Academy Preparatory School
IA	Individual Augmentation	NAT	New Accession Training
IA	Individuals Account	NCAP	Navy Civilian Acculturation Program
ICF	Integrated Culture Framework	NCLASP	Navy Command Leadership Assessment and Selection Program
IOC	Initial Operating Capabilities		
IRR	Individual Ready Reserve	NDAA	National Defense Authorization Act
ISPP	In-Service Procurement Program	NEC	Navy Enlisted Classification Codes
JO	Junior Officer	NECC	Navy Expeditionary Combat Command
JMSDF	Japanese Maritime Self Defense Forces	NITC	Navy Instructor Training Course
JODO	Junior Officer Diversity Outreach	NLAP	Navy Leadership Assessment Program
JQR	Job Qualification Requirements	NLDF	Navy Leader Development Framework
JROTC	Junior Reserve Officers' Training Corps	NLEC	Naval Leadership and Ethics Center
LDO	Limited Duty Officer	NMCRS	Navy Marine Corps Relief Society
LFPR	Labor Force Participation Rate	NP2	Navy Pay and Personnel
LOE	Line of Effort	NPD	Navy Promotional Days
LSE	Large Scale Exercise	NPP	NROTC Preparatory Program
MAP	Meritorious Advancement Program	NPPSC	Navy Pay and Personnel Support Center
MDM	Mobile Device Management	NPS	Naval Postgraduate School
MDS	Million Dollar Sailor	NROTC	Naval Reserve Officers' Training Corps

NRRC	Navy Recruiting Reserve Command	PRIMS	Physical Readiness Information Management System
NRRU	Navy Reserve Readiness Units	PSD	Personnel Support Detachment
NSI	Naval Science Institute	PXO	Prospective Executive Officer
NSIPS	Navy Standard Integrated Personnel System	RC	Reserve Component
NSO	Navy Survey Office	RDC	Recruit Division Commander
NSTC	Naval Service Training Command	RED	Record of Emergency Data
NSTC OD	NSTC Officer Development	RLMM	Recruiting Leadership and Management Manual
NSW	Naval Special Warfare	RMC	Navy Reserve Readiness and Mobilization Command
NTAG	Navy Talent Acquisition Group	ROM	Restriction of Movement
NWAE	Navy-Wide Advancement Exam	ROTC	Reserve Officers' Training Corps
OARS	Occupational Advancement Requirement Standards	RPA	Robotic Process Automation
OCS	Officer Candidate School	RPD	Reserve Program Director
OD	Officer Development	RRL	Ready Relevant Learning
ODS	Officer Development School	RSC	Regional Support Centers
OFRP	Optimized Fleet Response Plan	RTC	Recruit Training Command
OMPF	Official Military Personnel File	RxS	Autonomy centric, Robotics
ONR	Office of Naval Research	SAPR	Sexual Assault Prevention and Response
OPFA	Official Physical Fitness Assessment	SEA	Senior Enlisted Academy
ORB	Officer Retention Bonus	SEAL	Sea, Air and Land
OSC	Operational Stress Control	SEA2P	Senior Enlisted Advance to Position
OTC	Officer Training Command	SELRES	Selected Reserve
OWP	Office of Women's Policy	SPACT	Seaman Professional Apprentice Track
P2P	Performance to Plan	SPOE	Single Point of Entry
PARFQ	Physical Activity Risk Factor Questionnaire	SRB	Selective Reenlistment Bonuses
PCC	Post-Commander Change	STA	Seaman to Admiral
PCO	Prospective Commanding Officer	SWO	Surface Warfare Officer
PCS	Permanent Change of Station	SWOSORB	SWO Senior Officer Retention Bonus
PET	Performance Evaluation Transformation	TA	Tuition Assistance
PFA	Physical Fitness Assessment	TAR	Training and Administration of the Reserves
PFI	Professional Flight Instructor	TF1N	Task Force One Navy
PFM	Personal Financial Managers	TM	Torpedoman's Mate (Rating)
PII	Personally Identifiable Information	TMS	Type/Model/Series
POM	Program Objective Memorandum	TMTF	Talent Management Task Force
		TPC	Travel Processing Center
		TSC	Transaction Service Centers
		TSD	Training Systems Division

TUM	Take-up Month
TYCOM	Type Commander
UARM	User Access and Role Management
UAV	Unmanned Aerial Vehicle
UCFR	Unit Commander's Financial Report
UCLA	University of California, Los Angeles
URL	Unrestricted Line
USNCC	US Naval Community College
USV	Unmanned Surface Vessel
UUV	Unmanned Underwater Vehicle
UxS	Payload centric, remotely piloted "unmanned" platforms
WHCA	White House Communications Agency
WT	Warrior Toughness
XO	Executive Officer
YCS	Years of Commissioned Service
YG	Year Group
OPA	Office of People Analytics (DOD Survey Agency)
SOF (A)	Status of Forces Survey – Active Duty
SOF ®	Status of Forces Survey – Reserves
WEO (A)	Workplace and Equal Opportunity Survey - Active Duty
WGR (A)	Workplace and Gender Relations Survey - Active Duty
WGR (R)	Workplace and Gender Relations Survey - Reserve

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MyNavy HR Communication References

MyNavy HR continues to promulgate information to the Fleet and the greater public on all of our initiatives. In addition to policy changes released via message traffic and posted on the NPC website, the following links provide additional information on our initiatives.

- MyNavy HR
<https://www.mynavyhr.navy.mil/>
- CNP, BUPERS
<https://www.navy.mil/Leadership/Chief-of-Naval-Personnel/CNP-Department-Exclusives/>
- CNP Strategic Design (2022)
<https://www.mnp.navy.mil/group/sailor-2025/overview>
- Faces of the Fleet:
<https://www.navy.com/explore-the-navy/faces-of-the-fleet>
- MyNavy HR Facebook:
<https://m.facebook.com/MyNAVYHR>
- MyNavy HR Twitter:
<https://twitter.com/MyNAVYHR>
- MyNavy HR Instagram:
<https://www.instagram.com/mynavyhr/>
- MyNavy HR YouTube:
<https://www.youtube.com/channel/UCaCmzfzW9qB629qvbQ2-sw>
- Get Real Get Better
<https://www.navy.mil/Resources/Blogs/Detail/Article/2894808/get-real-get-better/>
- Defense Visual Information Distribution Service
<https://www.dvidshub.net/unit/CoNp>
- MyNavy HR 21st Century Sailor
<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/>
- Warrior Toughness
<https://www.netc.navy.mil/Warrior-Toughness/>