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**Introduction**

The United States is a maritime nation whose vital interests are firmly tied to the sea. As identified in the Tri-Service Maritime Strategy, America’s Naval Service defends our Nation by preserving freedom of the seas, deterring aggression, and winning wars. Since the beginning of the 21st century, the Navy, Marine Corps, and Coast Guard have observed the growing naval power of the People’s Republic of China and the increasingly aggressive behavior of the Russian Federation. We recognize that our competitive advantage is being challenged. However, we will maintain and increase our edge by leveraging our greatest warfighting advantage, our people.

To maintain a Fleet prepared to fight and win in Great Power Competition, MyNavy HR continues 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. Given the rapidly changing strategic landscape, we recognized a need to manage talent differently. Since 2015, MyNavy HR has been on a journey to provide the Navy with a more agile and talented 21st century workforce. This starts with a Basically Trained Sailor who has completed Recruit Training. This includes a Firefighting/Damage Control Level 1 qualification, Navy Security Force-Sentry qualification, increased Human Performance (fitness), and “Sailor for Life” training (Life Skills and enhanced Warrior Toughness). Sailors enter the Fleet with a warrior mindset across the five-warfighting areas with an increased sense of belongingness and connection with the Navy and its values. Through our Sailor 2025 initiatives, we have improved our ability to identify, manage and reward talent, established a career-long learning continuum, and enhanced career readiness. Additionally, we are strengthening the Navy Team by establishing a culture that champions toughness, trust and connectedness—the core themes of our Culture of Excellence (COE). We understand the Navy is more powerful and lethal when we leverage the talents and strengths of our diverse workforce and instill an environment in which all are valued and respected, a true force multiplier.

Through improved business processes and modernized systems, we will operate more efficiently and effectively. The Navy is in the middle of a sweeping transformation by replacing decades’ worth of unchanged processes and outdated technology with a modern, world-class delivery systems. Although transformation on this scale takes time, we have met critical milestones for key programs, such as the MyNavy Career Center (MNCC), MyNavy Portal (MNP), Authoritative Data Environment (ADE), and mobile tools that are propelling us toward our vision and future state. These solutions allow MyNavy HR to deliver Human Resources excellence with speed, accuracy, clarity, transparency, and accessibility.

Through an adaptive mindset, we continue to explore innovative solutions to address recruiting and retention challenges in high-demand, high-risk skillsets, and shortfalls in sea duty manning. In parallel, we remain committed to harnessing the power of robust analytics and deliberative processes such as MyNavy HR Performance to Plan (P2P) to forecast Navy needs with precision. The tactical solutions MyNavy HR is providing support the Navy’s strategic focus of maintaining our warfighting advantage and improving operational readiness across the spectrum of conflict.
Attracting the Best Talent

Competition for Talent

Entering 2020, the United States economy had been consistently expanding since the third quarter of 2009 and there were no signs of an imminent recession. In fact, in February 2020, the national unemployment rate was just 3.5 percent. U.S. stock markets were at or near all-time highs and wages were growing at a healthy (if unspectacular) pace. Due to these relatively strong economic conditions, a major focus for Navy personnel policymakers in 2020 was maintaining recruiting, retention, and readiness goals in the face of strong competition from civilian employers.

The Coronavirus Disease 2019 (COVID-19) pandemic fundamentally altered U.S. and global economic conditions, leading current and prospective Sailors to weigh service in the Navy against one of the most uncertain civilian labor markets in living memory. It is difficult to compare the economic impact of COVID-19 to previous economic crises, partly because the pandemic is ongoing, but also because the observed effects, so far, have been unlike anything recorded on a national level in modern American history. According to the Bureau of Economic Analysis (BEA), real Gross Domestic Product (GDP) declined at an annualized rate of 31.4 percent during calendar year (CY) Quarter 2 2020, which is several times higher than any other quarterly decline in modern U.S. history.

Despite the unprecedented depth of the initial economic shock, the U.S. economy has experienced a similarly rapid (albeit partial) recovery leading into the last quarter of the CY. The official unemployment rate declined to 7.9 percent in September 2020, and initial BEA estimates place annualized GDP growth at 33.1 percent during Q3 2020. This recovery largely reflects the fact that millions of the lost jobs and much of the reduced economic activity from early in the crisis stemmed from state and local shutdown mandates that have since been relaxed. Furthermore, large-scale government relief efforts (e.g., the Coronavirus Aid, Relief, and Economic Security (CARES) Act) appear to have played an important role in propping up consumption spending and forestalling widespread business failures. However, recent evidence suggests that the recovery is stalling and compared to historical standards, the country remains in a deep economic recession. Finally, the economic effects of COVID-19 have been especially large in certain sectors of the economy (e.g., hospitality and tourism), and the persistence of the pandemic suggests that those industries will continue to struggle for the foreseeable future.

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1. See https://apps.bea.gov/iTable/iTable.cfm?reqid=19&step=2#reqid=19&step=2&isuri=1&1921=survey (Table 1.1.1) for quarterly real GDP estimates published by the Bureau of Economic Analysis (BEA). The data includes estimates for all quarters from Q2 1947 through Q3 2020.
3. Time series data on median real weekly earnings for fulltime wage/salary workers aged 16 and above can be found at https://fred.stlouisfed.org/series/LESt1252881600Q. Note that the COVID-19 pandemic is associated with a significant leap in real wages in 2020. This is not a sign of a strong labor market; rather, it reflects the fact that a disproportionate number of the jobs lost during the pandemic have been relatively low paying.
4. See https://apps.bea.gov/iTable/iTable.cfm?reqid=19&step=2#reqid=19&step=2&isuri=1&1921=survey (Table 1.1.1). The BEA quarterly GDP data go back to Q2 1947.
6. See https://apps.bea.gov/iTable/iTable.cfm?reqid=19&step=2#reqid=19&step=2&isuri=1&1921=survey (Table 1.1.1).
7. In October 2020, the CNA N1 scientific analyst produced a literature review covering the industrial and geographic variation in COVID-19’s labor market effects.
Determining what these economic developments mean for the Navy is difficult. In a typical recession of this magnitude, one could confidently predict that active duty Sailors would view the civilian labor market with increased trepidation, which would generally facilitate the Navy’s goal of retaining a high-quality workforce. Broadly speaking, the retention decisions of Sailors since the start of the pandemic are consistent with this prediction. However, there is no historical precedent for the current environment, and uncertainty about future developments remains extremely high. Understanding the potential effect of COVID-19 on recruiting is even more complicated. On one hand, poor civilian labor market conditions across the nation should allow the Navy to attract high-quality recruits with relative ease. However, in-person recruiting activities have been scaled back to prevent disease transmission, which has created numerous obstacles to identifying and engaging with potential Sailors.

**Accession Supply Chain**

COVID-19 presented a significant, and in some cases highly visible, challenge to the Navy. However, our response to COVID-19 was fast moving and dynamic. The herculean efforts of the recruiters, instructors, recruit division commanders, and staff of Navy Recruiting Command (NRC), Naval Service Training Command (NSTC), and Naval Education and Training Command (NETC) ensured the Fleet received a steady influx of new officers and Sailors. With the exception of Prior Service (PS) Sailors, which was impacted by high retention, Navy achieved 100 percent of the fiscal year (FY) 2020 enlisted accession mission of 41,500 active and non-prior service reserve enlisted personnel (Active Component (AC): 39,600, Non-prior Service (NPS): 1,907). This same level of cooperation and flexibility will be required to meet the FY-21 AC enlisted accession mission of 35,500 and Reserve Component (RC) enlisted accession mission of 5,800 (NPS: 2,000, PS: 3,800) within a COVID-19 environment.

COVID-19 and its associated responses had the greatest effect on our accession and training pipelines. At the onset of the COVID-19 pandemic, Recruit Training Command (RTC) briefly suspended recruit shipping to implement safety and health measures to conform to Centers for Disease Control and Prevention (CDC) guidance and abide by Navy medical expert recommendations. Early on, the DoD realized that the accession supply chain needed to be categorized as mission essential to minimize the potential increase in the number of gaps in the Fleet. This designation allowed the Supply Chain to continue force generation and exempted recruits from the Secretary of Defense’s stop-movement order. Upon lifting this suspension, RTC resumed training with temporarily smaller training groups, which spent two weeks in off-site restriction of movement (ROM) at local hotels while active duty staff isolated themselves and stayed on-site to create a “bubble.” Gradually, the training group size was increased to over 1,260 recruits per week, a larger number than historical averages. Figure 1 below depicts the weekly shipping goals planned prior to the COVID-19 impact (yellow) and the resulting weekly shipping goals realized because of COVID-19 (blue).
At the apex, RTC graduated 1,259 Sailors in one week, which was the largest class since October 2004. Later in the summer, RTC shifted recruits’ ROM to Fort McCoy, a U.S. Army facility in western Wisconsin. During the transition from hotels to Fort McCoy, RTC received tremendous support from temporary staff from across the MyNavy HR enterprise. This move provided increased security and consolidated what had been up to nine hotel facilities. Additional pandemic mitigation measures included rapidly retrofitting two drill halls into additional berthing, and implementing 100 percent testing of ROM recruits and sentinel testing of staff, which allowed for relaxing the staff isolation as staff screening and testing increased. RTC recruits also participated in donating convalescent plasma from individuals who had previously contracted the virus to support potential treatments.

The Supply Chain flexed training schedules and shipping dates to accommodate future inbound Sailors. COVID-19 mitigations affected approximately 1,780 individual course convenes with 20 percent affecting accession training paths and delaying over 5,700 Sailors to their first duty station in the Fleet.

To minimize the virus spread during follow-on travel, MyNavy HR implemented increased safety measures, including bubble-to-bubble transfer via protected means such as government-contracted buses and the extensive use of the Navy Reserves and Navy Air Logistics Office (NALO). NALO provided lift capability and shipping for more than 9,500 Sailors. Other risk-mitigating measures were the incorporation of a 14-day ROM period for those Sailors not traveling via protected means. Additionally, MyNavy HR extended the pen-and-ink policy for written orders from 30 to 60 days and designated all students attending NETC and BUMED sponsored courses of instruction as accessions, and therefore, mission essential. These focused efforts allowed for continued student flow to initial and advanced skills training locations, and ultimately the Fleet. Without the creative flexibility and close coordination between MyNavy HR stakeholders, the shipping of future Sailors to RTC would have ceased, reducing the number of Basically Trained Sailors to the Fleet, and creating a significant risk to the Navy’s warfighting capability.

Officer Training Command (OTC) followed similar procedures as RTC to adapt to the COVID-19 environment. OTC temporarily implemented smaller class sizes, students conducted ROM on-site, and staff temporarily conducted a similar fast-cruise as RTC, staying on-site until OTC was effectively able to
implement testing, screening, and prevention measures. OTC used online education while students were in their ROM awaiting training for Officer Candidate School (OCS), Officer Development School (ODS), and the Limited Duty Officer/Chief Warrant Officer (LDO/CWO) Indoctrination Course. Additionally, to maintain the officer supply chain and supplement OTC instructors’ ability to safely manage ROM requirements while sustaining training, the NROTC program temporarily assigned 25 lieutenants to OTC to instruct Navigation, Seamanship, History, Engineering, and Cyber academic courses to over 600 candidates amid the COVID pandemic. Further, some of the lieutenants assisted in converting the OCS curriculum to a Moodle online learning environment by completing voiceovers and aiding in the development of trainee guides for all future OCS candidates. While implementing these measures, OCS commissioned 1,225 officers, ODS graduated 836 students, and LDO/CWO produced 411 officers. Separate from COVID-19, OTC increased Officer Candidate School from 12 to 13 weeks to include curriculum in Cyber Warfare, Conning Officer Virtual Environment simulator training, and additional time for warfighting competency training.

During FY-20, the Naval Reserve Officers’ Training Corps (NROTC) commissioned the following number of officers by program to meet officer accession goals: 824 Navy officers, 290 Marine Corps officers, 46 Navy officers from the Seaman to Admiral-21 Program, and 95 Marine Corps officers from the Marine Enlisted Commissioning Education Program. In fall 2020, courses resumed with a combination of in-person, hybrid, and fully remote programs; NROTC units transitioned between program modes dynamically dependent on local health guidance. Additionally, NROTC established a new host unit at the University of Hawaii at Manoa. In support, the commanding officer conducted multiple media engagements to promote the new program, which will begin instructing students in Fall 2021. Finally, as part of the FY-20 NDAA, Congress authorized students above the 7th grade to take part in the Navy Junior Reserve Officers’ Training Corps (NJROTC) or the Navy National Defense Cadet Corps programs to increase participation in this citizenship development program. Beginning in Academic Year (AY) 2020-2021, the NJROTC program will welcome 8th graders into the program at schools where the 8th graders are physically co-located with their 9th grade participating units.

The Navy established the NROTC Preparatory Program (NPP) to enhance Midshipmen candidates’ mental and physical foundations preparing them for success in the NROTC. The NROTC Preparatory Scholarship Reservations (NPSR) program is foundational to these efforts. Under NPSR, interested high school students may apply for one-year University or privately-funded scholarships to support room, board, and tuition while enrolled in a university NPP. This is designed to improve academic and life skills that ensure Midshipmen are prepared for the rigorous NROTC academic program. This expanded relationship between the Navy and schools that host preparatory programs offers a performance-based pathway for Midshipmen candidates to earn NROTC scholarships. The program’s objective is to expand NROTC scholarship opportunities by accessing this untapped talent and potential - those students who show potential via grades, character, and extra-curricular activities but whose high schools lack resources. In AY 2019-2020, the program’s second year, 67 Midshipmen candidates enrolled in NPP at the start of the year, of which 49 students successfully completed their prep year and were selected for follow-on NROTC scholarships. For AY 2020-2021, universities requested 149 follow-on prep scholarship reservations, for which 109 students started the year on prep scholarship, demonstrating significant interest in this program.

**Recruiting Modernization**

NRC has altered the way they do business by improving the efficiency of their recruiting organization through realignment, transformation, workforce improvements, and policy changes. While the first priority has been, and will continue to be, the safety of personnel, new recruits, and the community, the
pandemic provided the opportunity to accelerate the move into virtual spaces employing more digital tools and strategies. This move allowed NRC to meet its accession mission during unprecedented times. NRC finished transforming all 26 recruiting districts to Navy Talent Acquisition Groups (NTAGs) in 2020, 33 months earlier than planned. This transformative business model optimizes individual recruiter talents, streamlines processes, capitalizes on digital initiatives, improves lead generating activities, and ultimately attracts high-quality recruits.

NRC continues to employ the Forged by the Sea digital marketing and advertising campaign with great success in reaching target demographics. The campaign makes authentic, relevant, and compelling content featuring real Sailors while emphasizing Inclusion and Diversity. The shift to nearly 100 percent digital marketing and advertising in FY-19 adequately prepared NRC for virtual recruiting and the challenges of COVID-19. New digital tools and E-Talent teams have enabled recruiters to leverage technology and social media to accomplish the mission. This virtual shift increased the total number of new recruiting prospects, allowing NRC to reach markets with more diverse candidates. NRC’s deliberate steps to operate in the virtual realm enable more efficient connections with the target demographic.

By leveraging the inherent advantages of its new recruiting model and equipping recruiters with the tools, skills, and technology needed, NRC was able to continue recruiting safely and virtually. E-Talent teams focused on digital prospecting and lead efficiency management. This reduced the disruption caused by COVID-19 social distancing requirements. Talent Scouts met with prospects, cultivated interest in the Navy, and conducted initial screenings. After contracting, the recruits underwent an onboarding phase, which provided opportunities for mentorship, better preparing recruits for RTC while combating attrition.

To support these modernization efforts, NRC completed full Customer Relationship Management (CRM) integration across their organization in March 2020. The Salesforce Applicant Relationship Management (ARM), the industry-leading product for sales automation and management, is providing NRC a highly innovative and flexible platform for the prospecting process. It also provides a consolidated platform for NRC to continue modernizing legacy systems and bring new solutions into a single use system for the command. Additionally, ARM provides enhanced visibility and accountability at all levels within NRC. It documents prospecting actions, allowing for standardization and visibility of progress against objectives, provides leadership the ability to make fast, efficient production decisions and enables consistent results comparisons of processes.

### Enlisted Recruiting

The Navy achieved over 100 percent of the AC enlisted accession mission (39,678 of 39,608). The RC enlisted accession mission was more challenging due to high AC retention, due mostly to COVID-19. Navy achieved 97 percent of the RC enlisted accession mission (5,728 of 5,907), falling short of the Prior Service mission goal.

Navy ended FY-20 near 41% of the Delayed Entry Program (DEP) due to deficits caused by accelerated shipping without corresponding increases in contracting. COVID-19 physical distancing restrictions, loss of walk-ins, and access to schools were the main drivers for a challenging contracting year. To restore the DEP, NRC requires a surplus of new accessions contracts and has traditionally relied heavily on the rapport-building afforded by face-to-face interactions and in-person events that were unavailable in FY-20. To combat these challenges, NRC shifted to 100% virtual prospecting, accelerated transformation efforts, and established E-talent teams to leverage the advantages of new digital platforms. Besides new digital initiatives, NRC employed Enlistment Bonuses (EB) and $4,000 shipping incentives to overcome shipping and fit challenges. EB has proven to be an effective tool in recruiting ratings at risk and the
additional incentives were critical in ensuring shipping fit following COVID-19 related shipping pauses. In FY-20, NRC awarded $149M in bonuses.

**Officer Recruiting**

As with Enlisted Recruiting, COVID-19 physical distancing restrictions, loss of walk-ins, and access to schools were the primary challenges that influenced the Officer mission. The Navy attained 90 percent of the AC Officer mission (2,160 of 2,390) and 78 percent (1,108 of 1,419) of the RC Officer mission. The market continues to be a challenge for RC Medical designators. The RC Medical mission attained 61 percent, primarily due to the depleted candidate pool as most medical professionals were supporting COVID-19. Additionally, COVID-19 mitigations severely affected OCS shipping due to one cancelled class, three class size reductions by 50 percent, and one class size reduction by 66 percent to account for social distancing norms. These mitigations decreased OCS capacity by 233 seats. Despite these challenges, the Navy shipped 1,438 Officer Candidates to OCS, achieving 87% of goal.
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 in our Navy Total Force. These behaviors will enable adaptation and improvement, and strengthen our ability to out-think our competitors. The Navy is currently engaged in initiatives to foster and sustain a high-performance culture that maximizes individual Sailor development and potential in a very 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 through mentorship.

Nothing is more important than the investment we make in learning and in creating a force comprised of people who thirst for it. The intellectual capital of the Navy team and a lifelong passion for continuous learning 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

In conjunction with U.S. Fleet Forces Command, we are replacing one-and-done classroom training events with career-long learning continuums supported by a mix of in-classroom instruction, modern training methods, and technology tailored to the unique requirements of each career path. Ready Relevant Learning (RRL) provides Sailors with the right training at the right time (the “what,” “how,” and “when”) to maximize Sailors’ abilities to operate at the extreme technical end of our systems and equipment and win the high-end fight. Periodically, the skills acquired during accession pipeline training atrophy due to delays between the receipt of training and arrival to the Fleet, compromising operational readiness. RRL leverages modern technology, maximizes accessibility, and provides more proficient Sailors to the Fleet sooner. Our RRL efforts focus across three lines of effort: Career-Long Learning Continuum, Modern Delivery at the Point of Need, and Integrated Content Development.

Career-Long Learning Continuum

The Career-Long Learning Continuum is a detailed learning roadmap for every Navy career—providing the right training at the right time. The first stage of the Career-Long Learning Continuum line of effort, known as Block Learning, is complete. This stage divided existing accession-level training content into smaller blocks, which are moved to real-world points of need in the Sailor’s career, sometimes shortening initial accession training time and assigning Sailors to the Fleet sooner. However, we are also lengthening training where necessary, while always focusing on improved readiness. Block Learning uses existing training content while we re-engineer the training to meet objectives of the future RRL training continuum. This learning continuum expands beyond Apprentice-level training that occurs prior to a Sailor reporting to their first command, to include Journeyman and Master-level training. This will consist of leadership and professional training that builds upon the technical aspects gained as an Apprentice to develop a Sailor throughout their career. Specific accomplishments include:

- Completed Block Learning analysis for 54 ratings: 47 ratings implemented Block Learning, while the remaining seven ratings bypassed Block Learning and moved directly into Modernized Delivery.
- Journeyman and Master-level requirements development efforts have commenced for five ratings: OS, AZ, PS, LS, and LS(S); another 10 ratings are under development in FY-21.
**Modern Delivery at the Point of Need**

The second line of effort, Modern Delivery at the Point of Need, takes advantage of emerging learning technologies to allow Sailors to receive training more effectively at the point of need, whether at the waterfront or aboard an operational unit. These training solutions apply science-of-learning principles to make training more effective, efficient, and available by leveraging technology, thereby, minimizing the need to return to legacy brick-and-mortar schoolhouses repeatedly. While adapting to accomplish training in the COVID-19 environment, we recognized the importance of accelerated delivery of virtual platforms and bringing the training to Sailors in Fleet concentration areas. Specific accomplishments include:

- Delivered modernized RS “A” school in August 2020, replacing computer-based training and instructor lecturing with interactive courseware and increased hands-on interaction with equipment that Sailors will operate in the Fleet. This increases the total number of ratings in modernized delivery to four: IS, OS, QM, and RS.
- COVID-19 travel restrictions temporarily delayed intermediate milestones due to site visit and workshop postponements, but we mitigated the risks by shifting to virtual and combined live and virtual events for analysis, requirements development, fielding and feasibility, and modernized delivery.
- Navy Chaplaincy School and Centers successfully completed a Pilot RP Managers Course Block 1 training in May 2020 using Moodle as a virtual delivery platform to RP Sailors at two different NETC Learning Site Electronic Classrooms collocated with the Sailors’ homeports instead of sending them back to Learning Site Meridian, MS.
- Center for Service Support (CSS) delivered LS Block 1 training to Sailors at CSS Learning Site Norfolk in July 2020 instead of sending the Sailors from their homeport to Meridian for traditional classroom delivery as part of COVID-19 mitigations.
- Completed requirements development for 36 ratings: ABE, ABF, ABH, AD, AE, AM, AME, APACT, AZ, BECC, BM/SPACT, DC, EM, EN, EPACT, ETV, GSE, GSM, HT, IS, LS, LS(S), MA, MN, MM, MR, OS, PR, PS, QM, RP, RS, STG, STS, YN, and YN(S).

**Integrated Content Development**

We are executing the first stage of the third line of effort, Integrated Content Development. This has resulted in solidifying the Fleet’s role in defining training requirements and validating analysis that aligns training content and delivery methods with Fleet needs. In September 2019, we delivered our first modernized course, Operations Specialist (OS) “A” school. Building on this success, we delivered three modernized courses in FY-20 for Intelligence Specialist, Quartermaster, and Retail Services Specialist “A” schools. Four additional modernized courses are projected to deliver in FY-21: Personnel Specialist, Yeoman, Yeoman (Subsurface), and Aviation Maintenance Administrationman “A” schools. There are 28 total ratings undergoing content conversion including eight ratings that are projected to finish content conversion and move to modernized delivery in FY-21. In a rapidly changing world, our approach to training development and delivery must be agile enough to adapt to the shifting needs of the Fleet, while also integrating new technologies wherever possible to accelerate learning. Specific accomplishments include:

- U.S. Fleet Forces Command approved the RRL Process Manual on 20 August 2020. The manual formally established processes, procedures and ownership for training development; institutionalized the RRL life cycle process; and provided the framework for sustainment. Additionally, it better coordinates involvement of Systems Commands and associated Training Support Program Offices in support of decision making processes.
• Center for Information Warfare Training convened the modernized courses for IS “A” school, Operational Intelligence (OPINTEL) “C” school and Geospatial Intelligence “C” school between April and June 2020. The modernized delivery approved by the RRL Executive Steering Committee preserved Fleet-required and national standard training proficiencies while providing a streamlined career-long continuum. Along with the incorporation of modernized electronic classrooms, interactive courseware, and realistic laboratory equipment for more hands-on experience, two distinct IS career paths—OPINTEL and Imagery/Strike—emerged from the four legacy paths. Additionally, two “C” schools and one NEC (IS K12A) were eliminated, reducing overall accession Street-to-Fleet training by 10.4 percent, thereby increasing assignment flexibility, force distribution, and savings from retraining.

• Surface Warfare Schools Command (SWSC) delivered the modernized QM “A” school in June 2020. The modernized course removed outdated computer-based training and replaced it with instructor-facilitated interactive training. This increased Sailors’ “reps and sets” on practical exercises and equipment such as traditional manual plotting on paper charts, celestial navigation, Morse Code signaling, and signal flag recognition. Training like this establishes a solid foundation of navigation principles upon which proficiency in electronic navigation is built. Additionally, Voyage Management System (VMS) training was increased from 20 to 67.5 hours to provide full U.S. Coast Guard Standards of Training, Certification, and Watch-keeping (STCW) certification to all QM “A” school graduates in Electronic Chart Display and Information System – Navy (ECDIS-N). Further, this content was repurposed and incorporated into OS “A” school to provide full VMS STCW-certification to OS Sailors as well.

Education

To capitalize fully on the potential capabilities of our enlisted workforce and to support their intellectual development, the Department of the Navy is establishing the United States Naval Community College (USNCC). USNCC will collaborate with high-quality civilian academic institutions to maximize credit earned for service members’ technical training and enable students to earn an associate degree in Naval Science with a warfighting-relevant concentration at no cost to the student. In January 2021, an initial pilot of nearly 600 students began taking courses in four subject areas: General Education/Military History, Nuclear Technology, Cyber Security and Data Analytics/Intelligence. Upon reaching full operating capability in FY-23, all active duty enlisted Sailors, Marines, and Coast Guardsmen will be enrolled in the community college student information system upon completion of basic training and will have the option to begin studies in one of fifteen planned subject areas. The USNCC will supplement, not replace, traditional tuition assistance. Tuition assistance will still be available, but the Services are encouraged to incentivize USNCC attendance.

Further, Navy Voluntary Education (VOLED) continues to service Sailors’ educational needs through the highly successful Tuition Assistance (TA) program and the Navy College Program for Afloat College Education (NCPACE), which provides Sailors the opportunity to complete courses while deployed at sea. These programs empower Sailors to advance their personal development through formal education leading to a high school diploma, formal certificate, and/or an associate, bachelor’s, or master’s degree. Several new technologies helped to improve efficiency of the program and to provide higher quality customer service to Sailors. In FY-20, these enhancements supported more than 306,000 Sailor interactions.

We are also undergoing a cultural shift in education strategy and management for our officers to ensure we seek out, encourage, and place our highest-caliber officers in selective graduate-level programs, enhancing our warfighting capabilities, and sustaining strategic superiority. Supporting this effort, we
implemented a range of process and policy changes that most prominently include the requirement for In-Residence Graduate Education by all Unrestricted Line (URL) officers in year group 2015 and beyond before assuming major command. Officers who are proceeding to URL major command are already the best operational leaders in the Navy, and this will ensure our most talented officers are given the opportunity to take this educational pause to mature their strategic thinking skills.

In line with these efforts, we are diligently working to integrate education into our talent management frameworks, so that we incentivize and reward academic experiences and achievement to set institutional expectations for continuous learning. NAVADMIN 137/20 announced the requirement for specific comments regarding education, learning, and support for a learning culture be included in Officer Fitness Reports. This requirement allows us to identify, select, and reward those officers who have demonstrated the commitment and ability to learn, as well as those who encourage and support the learning of others, by placing them into positions of influence at the tactical, operational, and strategic levels.

**Leader Development Continuum**

World-class leadership is our Navy’s decisive advantage. Our Navy is developing leaders who demonstrate operational excellence, strong character, and resilience at every level of seniority. The Navy Leader Development Framework (NLDF) version 3.0, released in May 2019, is a keystone document that outlines the Navy’s commitment to improving competence, character, and connectedness in our Sailors and in our teams. At the start of a Navy career, development is biased toward individual competence, personal character, and building connections. However, as a Sailor matures and moves further along in their career, leader development becomes less about individual performance and skill, and more about strengthening the performance and character and connections of the team. While the Navy has always invested in the development of its leaders, NLDF 3.0 formalized leader development efforts across the officer and enlisted careers, creating a leader development continuum for officer and enlisted personnel. The key concepts of character, competence, and connectedness are emphasized in various training and leadership courses at every milestone along the continuum, taught in the Fleet concentration areas and at places like Navy Leadership and Ethics Center, learning centers, and the Senior Enlisted Academy. Our ability to develop senior leaders that consistently inspire our teams to constantly improve will enable our Navy to perform at “best ever” levels. Community Leadership is also embracing this charge and implementing the fundamental principles into their community practices and career progression.

**MyNavy Coaching**

Higher strategic guidance calls for efforts to better develop our Sailors as leaders and warfighters. As part of our Performance Evaluation Transformation, we are creating a Navy-centric coaching program informed by science to deliberately develop Sailors, promote Sailor growth, increase commitment, and create a coaching and feedback culture across the Navy.

Our coaching curriculum, currently in development, is two days in length and consists of the following:

- A four-step process focused on growing our Sailors to be more “Coach-like” that includes 1) Setting the Foundation, 2) Creating the Partnership, 3) Communicating Effectively and 4) Driving Results/Accountability
- Uses a framework known as the GROW Model (Goal, Reality, Options and Will) to have coaching conversations
- Teach three core skills of coaching: active listening, empathy and asking powerful questions
- Include a variety of practical exercises and coaching demonstrations
• Provide Sailors an opportunity to practice their new skillset in a culminating exercise, which is the coaching triad, where they have the opportunity to practice being a coach, a coaching partner, and an observer (who provides feedback on the coaching session but is only present when practicing the coaching skill)

Since August 2020, we held five pilots for MyNavy Coaching involving 13 commands and approximately 400 participants, which received positive feedback. We are also in the process of creating an Individual Development Plan (IDP) that Sailors will generate during their coaching sessions. As we continue refining our MyNavy Coaching content through future pilots, it will inform our ongoing work to begin the cultural renovation of our performance evaluation system. By using coaching as an everyday tool, we are emphasizing a Peer-to-Peer approach to build a developmental and feedback culture focused on maximizing Sailor performance. Coaching serves as the glue that will translate development into learning, knowledge, skill development, confidence, and increased performance that will one day be inclusive to all developmental and feedback conversations (mid-term counseling, career development boards) including those in a future FITREP/EVAL system. The end goal will be to empower our Sailors to take ownership of their development, leading to better performance outcomes, and a greater likelihood of them reaching their maximum potential via dedicated coaches and quality feedback.

Resiliency and Toughness

A key piece of Sailor development is growing resiliency and toughness across the Fleet. While complementary, these attributes are not the same. Resiliency is the capacity to recover quickly from difficulties, while toughness is the ability to deal with hardship or to cope in difficult situations and to fight through the challenge and win.

Following the USS Fitzgerald and USS John S. McCain collisions, we took a hard look at the warfighting readiness of our Sailors. We modernized our initial accessions training curriculum, in line with the latest science of learning and incorporated more hands-on training. Our key focus areas are physical fitness, firefighting, damage control, watch standing, seamanship, small arms handling and marksmanship, and force protection. The goal was to make Sailors more resilient and ready for the Fleet on Day One. Part of this curriculum was the implementation of Warrior Toughness, a holistic approach, leveraging lessons learned from the SEAL community, that emphasizes spiritual, mental, and physical strength to prepare Sailors to manage stress and execute the mission when a critical event occurs.

Based upon its success at RTC since its inception in 2018, we integrated the Warrior Toughness Curriculum throughout Navy accessions training to include OTC in 2019, NROTC in 2020, and the U.S. Naval Academy (USNA) in 2021. The curriculum focuses on developing a warrior mindset, using the Navy’s core attributes as a guide for mental and spiritual preparation, and practicing performance psychology techniques to improve individual physical and cognitive performance. The goal: when called upon, Sailors will be prepared to act and perform at the time of need. At RTC, there have been improvements such as decreased pipeline training attrition, increased individual scores on Physical Readiness Tests, improved confidence during and increased pass rates for the third-class swim qualification, and improved performance during individual inspections. In the Fleet, the Sailors on USS Bonhomme Richard demonstrated the skills and tenants of Warrior Toughness through professional competency and character as they battled one of the most devastating fires in naval history. Specifically, Sailors demonstrated integrity, accountability, initiative, toughness, and a clear warrior mindset as they approached their firefighting mission. Future expansion includes a Warrior Toughness continuum that will be reinforced throughout follow-on and advanced training programs within the NETC domain.
A larger Fleet with new operating concepts requires people of diverse backgrounds and experiences, critical thinking skills, and the mental agility to operate across the spectrum of change that lies ahead. In 2018, the Navy created the Culture of Excellence initiative as a way to help develop a more lethal warfighting force by fostering psychological, physical, and emotional toughness, promoting organizational trust and transparency, and ensuring inclusion and connectedness among every Sailor, family member, and civilian throughout their Navy journey. Our COE campaign takes a holistic approach, which focuses on implementing primary prevention strategies. These primary prevention strategies get at the root causes of destructive behaviors to get ahead of issues before the behaviors occur. The COE also seeks to create an environment where positive Signature Behaviors are highlighted, promoted, and rewarded. This approach is different from past reactive strategies where we responded to incidents after they occurred. Prior reactive strategies demanded large amounts of our collective time and effort targeting a relatively small population. We have learned that simply avoiding doing the wrong thing was too low of a bar. We must actively pursue that which is right. When Sailors feel included, respected, and empowered, they are more fully prepared to fight and win. Thus, we are moving from a Culture of Compliance to a Culture of Excellence.

In June 2020, the COE Governance Board, chaired by the CNO and comprised of all Navy four-star admirals, approved the COE Campaign Plan and we are now in the implementation stages of the COE. The Campaign Plan encompasses five lines of effort (LOE) with lines of operations (LOO) designed to build a more lethal warfighting force by increasing individual Sailor toughness and resilience while improving the trust that Sailors have in each other, their commands, and the Navy as a whole. It is based on the themes of Toughness, Trust, and Connectedness with the Sailor as the center of gravity.

In December 2020, we introduced the Cultural Champion Network (CCN), which is an interdisciplinary network maintained by command triads and designed to create an integrated Sailor support system at each command. The role of the CCN is to allow leaders to “connect the dots” on issues impacting a Sailor’s overall fitness (psychological, spiritual, physical, and emotional), and to clearly identify resources that are needed to ensure resilience and foster toughness and connectedness. The CCN helps a command become a unified team that maintains mission readiness and lays a strong foundation for the future by promoting Signature Behaviors and healthy norms at all levels.

Additionally, we are piloting the Expanded Operational Stress Control (E-OSC) Program on six ships over the next year. E-OSC will help Sailors recognize stress in themselves and others, as well as assist in developing stress mitigation strategies for a more balanced approach to life. In January 2022, we will roll out E-OSC Navy-wide.

**Championing Signature Behaviors**
Our culture is the sum of our behaviors and the norms we create. In the past, we focused too much of our attention on Sailors’ negative behavior. With Signature Behaviors, we seek to improve our culture and support the proactive prevention of destructive behaviors. They establish acceptable behaviors and inform our Sailors what we expect of them, as well as what they should expect from their leaders and organizations.

In February 2020, the Fleet Commanders released the Signature Behaviors of the 21st Century Sailor:

- Treat every person with respect
- Take responsibility for my actions
- Hold others accountable for their actions
• Intervene when necessary
• Be a leader and encourage leadership in others
• Grow personally and professionally every day
• Embrace the diversity of ideas, experiences and backgrounds of individuals
• Uphold the highest degree of integrity in professional and personal life
• Exercise discipline in conduct and performance
• Contribute to team success through actions and attitudes

These Signature Behaviors are examples of the cornerstones to a successful COE. They demonstrate our commitment to one another, to work together in teams, and to ensure we have each other’s back.

**Countering Destructive Behaviors**

Destructive behaviors, like sexual assault and alcohol abuse, run counter to the Navy’s Core Values and Attributes and reduce our overall warfighting and personnel readiness. The traditional Navy prevention approach was one of compliance that was programmatically stove piped with programs narrowly focused on countering individual destructive behaviors. This approach was not effective. COE is designed to attack these problems differently. COE embraces a public health approach for preventing destructive behaviors, promoting Signature Behaviors (positive behaviors), and leveraging science and data analytics. To produce resilient, ready, high-performing teams, the Navy is using a phased approach to develop and execute primary prevention strategies across programmatic lines.

**Suicide Prevention**

Our Sailors are not immune to the factors contributing to death by suicide nationwide. Tragically, suicide remains a leading cause of death in the Navy, with death by firearm as the most prevalent method. In 2020, the Navy lost 66 AC, and 13 RC Sailors to suicide (preliminary data). In 2019, the Navy lost 73 AC and 7 RC Sailors to suicide. In 2018, the Navy lost 68 AC and 11 RC Sailors to suicide. The Navy’s most current (2019) AC suicide rate is 21.8 suicides per 100,000 Sailors. The preliminary AC rate for 2020 is 19.6 suicides per 100,000 Sailors. The most recent (2019) demographically comparable U.S. civilian suicide rate is 28.1 suicides per 100,000 persons.

The Navy is working to decrease the incidence of suicide by:

• Expanding the embedded mental health program.
• Increasing deck-plate leadership through E-OSC Training led by Command Resilience Teams.
• Continuing to offer the Sailor Assistance and Intercept for Life program that provides rapid assistance, ongoing risk management, care coordination and reintegration assistance for service members identified with a suicide ideation or a suicide attempt.
• Providing tailored gatekeeper training to the key communities who tend to interact more often with Sailors who are at a heightened risk for suicide.
• Providing lethal means safety training.
• Utilizing Command Resilience Team Human Factors Councils (CRTHFC) and human factors processes to identify Command and individual Sailor risk factors and appropriate prevention strategies.
• Providing leaders with data-driven composite display of destructive behavior risk, including suicide ideation risk, that can improve situational awareness and allow leaders to make more informed decisions about Sailor readiness.
**Sexual Assault Prevention and Response**
The Navy's Sexual Assault Prevention and Response Program reflects our force-wide commitment that sexual assault is not tolerated, condoned, or ignored. Sexual assault is a threat that adversely affects readiness, morale, and retention. In FY-19, the latest reporting data available, Navy continued to see a rise in reporting with a five percent increase in total reports over FY-18. We remain focused on developing and implementing strengthened prevention efforts while expanding to a more holistic community-based approach that focuses on a Sailor’s well-being and the supportive environment that promotes well-being. Our focus has increased toward metrics-based sexual assault data to understand better where and why sexual assaults occur, provide a more robust analytic capability, and ensure research-informed approaches to prevention programs and policies. The Navy completed the second phase of the DoD-mandated Prevention Plan of Action (PPOA), 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. We remain committed to cultivating an environment of mutual dignity and respect for all, where Sailors look out for their shipmates and victims are supported.

**Harassment Prevention and Military Equal Opportunity**
The objective of Navy’s Harassment Prevention and Military Equal Opportunity program is to promote an environment free from personal, social, or institutional barriers that prevent Sailors from rising to the highest level of responsibility possible. Sailors are evaluated on merit, fitness, capability, and performance. The program promotes equal opportunity as being critical to mission accomplishment, unit cohesiveness, and military readiness. In comparing FY-20 data against FY-19 data, sexual harassment reports decreased from 334 to 308, discrimination reports increased from 95 to 108, discriminatory harassment reports increased from 97 to 140, hazing incidents increased from 15 to 23, and bullying incidents increased from 13 to 21. Commanders are required to complete a climate assessment within 90 days after change of command with annual follow-on assessments during their tenure. The climate assessment describes the “health” and functioning effectiveness of the organization by examining such factors as morale, teamwork and communication. In FY-19, the latest reporting data available, 90 percent of commands completed their climate assessment.

**Substance Misuse Prevention**
The Navy Drug Detection and Deterrence and Navy Alcohol Abuse Prevention programs support and enhance Fleet and personnel readiness by reducing the risk of substance abuse to our Sailors.

Navy drug positives increased 21.2 percent between FY-13 and FY-20. More recently though, there was a 16.4 percent decrease between FY-19 (3,192) and FY-20 (2,667). Navy implemented COVID-19 mitigations in March 2020, which affected the number of Navy specimens received at the drug labs in FY-20 by 19.1 percent compared to FY-19 totals, suggesting that COVID-19 mitigations only minimally affected drug testing. The minimal effect also did not result in a statistically significant increase in positives. The decrease in testing also resulted in a decrease in positives between FY-19 and FY-20.

The number of Driving Under the Influence reports and other alcohol-related reports continue to drop by approximately 47 percent since FY-06. These trends indicate a positive effect of Navy’s efforts to promote responsible use of alcohol.

**Domestic Violence and Child Abuse Prevention**
The Navy’s Domestic Violence and Child Abuse Prevention Program develops, implements, and evaluates programs and policies to prevent and respond to domestic and child abuse and provides policy to protect and assist known or suspected victims of domestic or child abuse. The primary goals of the
Family Advocacy Program (FAP) are prevention, victim safety, rehabilitative interventions, and offender accountability. FAP is a command directed program and is the responsibility of the commanding officer.

The Navy launched the FY-20 Perinatal and Postpartum Depression Campaign for at risk families as part of the New Parent Support Program. We remain committed to leveraging the support of our local communities in child abuse prevention and response, implementing a memorandum of understanding with National Child Alliance to formalize the coordination between installation FAP programs and local child and advocacy centers. Working in collaboration with DoD FAP and the other Services, Navy is developing policies and procedures to address instances of Problematic Sexual Behavior for Child and Youth. This is being accomplished by leveraging installation’s Coordinated Community Response to ensure all affected individuals and families have access to the information and resources for care, support, and safety. Preliminary FY-20 data shows a slight increase in incidents of domestic violence and a decrease in instances of child maltreatment.

**Effects-Based Inclusion and Diversity**

The Navy maintains our asymmetric advantage by capitalizing on the diverse abilities, perspectives, and experiences of our Navy Team. The Navy embraces and strives to leverage all diversities—diversity of thought, age, gender, sexuality, religion, and socioeconomic, education, regional, and cultural backgrounds. Navy’s diverse force begins with accessions, which are more demographically diverse than ever before.

- NROTC FY-20 Navy commissions: 23 percent female, 19 percent racial minorities, seven percent Hispanic.
- USNA Class of 2020 Graduates: 27 percent female, 23 percent racial minorities, 11 percent Hispanic, one percent international.
- USNA Class of 2024: 30 percent female, 26 percent racial minorities, 12 percent Hispanic, one percent international.
- FY-20 Total Force Enlisted Recruits: 24 percent female, 13 percent Hispanic, 46 percent racial minorities.

We continue to work hard to increase the diversity we bring into the officer Corps with a number of initiatives including:

- Using 19% of our marketing budget to specifically target women and minorities.
- Implementing the Junior Officer Diversity Outreach Pilot Program to provide assistance with recruiting minority applicants and to enhance Navy's outreach in minority communities.
- Continuing Navy Promotional Days at Historically Black Colleges and Universities, Hispanic-serving institutions, Tribal Colleges, and Women Colleges.
- Commencing the “Handshake” pilot. Handshake is an internet app that partners with universities, but is open to any student with an .edu email account. College students build online profiles with their own information and academic interests for employers to review. The students use Handshake to receive personalized job recommendations, stay updated on virtual events, apply virtually for jobs, and receive direct messages from employers for internships or entry level jobs. In an effort to reach a more diverse pool of applicants, each NTAG received a Handshake account and 1,024 schools have accepted Navy Recruiting Command’s request to connect.
- Strategically recruiting NJROTC students for participation in NPP. The primary source of candidates for the NPP is the NJROTC program. NJROTC units have strong representation among schools with demographically diverse populations compared with public high schools and the cadets have a propensity to serve. In general, schools operating NJROTC programs have
higher-than average representation for minority students. For AY 2018/2019, AY 2019/2020, and AY 2020/2021 respectively, 71%, 59%, and 54% of NPP participants were ethnically diverse.

- Expanding NPP opportunities to the Naval Academy Prep School in AY 2020 - 2021, using the sub-program BOOST 2.0. Unlike the traditional NPP university/privately funded one-year scholarships, BOOST 2.0 one-year scholarships are Navy funded. BOOST 2.0 students’ benefits, payback, and NAPS graduation requirements will mirror those of their USNA counterparts. The initial BOOST 2.0 pilot class will comprise of 10 candidates. Naval Service Training Command will assign a four-year NROTC scholarship to each BOOST 2.0 NAPS graduate with two scholarships reserved for students attending Hispanic Serving Institutions/High Hispanic Enrollment institutions and three scholarships reserved for students attending Historically Black Colleges and Universities. The intent is to scale this program in the future.

Retention of our increasingly diverse workforce is fundamental to future warfighting capabilities and the Navy continues to improve at every level.

- Based on the most recent 12 years of data, the Navy has become more demographically diverse overall (one percent more racially, two percent more in gender and five percent more ethnically).
- The most recent one-year retention average for female officers is higher than the previous five-year and three-year averages, which the Navy views with cautious optimism.
- Today’s active duty O1 and O3 populations are 21 percent racial minorities, 23 percent female, and 10 percent Hispanic—an encouraging indicator that the Navy’s senior leadership will be even more diverse in 20 years.
- Over the past 20 years, the Navy’s Active Duty senior enlisted population has become 65 percent more racially diverse, 71 percent more gender diverse and over 300 percent more ethnically diverse.

Figure 2 illustrates the Navy’s gender, race and ethnic demographics versus the United States population.
Diversity alone is not the answer. Without inclusion and understanding, diverse perspectives can lead to friction and conflict in thoughts and opinions. Good leaders are inclusive leaders, which is why the Navy developed core competencies in Inclusion and Diversity (I&D) and made them part of Navy’s Leader Development Framework. We are ensuring all Sailor and officers are trained in the power of diversity and how to be more inclusive leaders. Sailors are introduced to I&D core competencies as they enter the Navy. Educational efforts develop core competencies like building blocks throughout an individual’s career with infusion from professional military education, community specific training, higher education, and personal and professional experiences.

In July 2020, the CNO established Task Force One Navy (TF1N) under our COE governance structure to analyze and evaluate issues in our society and military that detract from Navy readiness, such as racism, sexism, and other structural and interpersonal biases. While the Navy has actively pursued improvements, TF1N provides the ability to look hard for opportunities we may have missed and to accelerate some already in progress. TF1N was built for rapid action through December 2020 to quickly generate solutions for I&D reform. While the Navy had done much work in this area, TF1N provided an opportunity to identify challenges that we missed, with associated solutions, and to focus on where we could accelerate efforts. The CNO’s charge was clear: this is about leveraging I&D to enhance our warfighting readiness. The connection to COE is essential to make this change enduring. To inform these efforts, TF1N leveraged opinions and feedback from all levels across the Navy, which included conducting virtual workshops, listening sessions, focus groups, and trainings. The key messages from these sessions anchor on respect. The areas of focus included Recruiting, Talent Management, Professional Development, and Innovation (STEM). A summary of key accomplishments and recommendations is provided in Appendix A – Task Force One Navy.
As a result, 56 recommendations will be instantiated in the COE Line of Effort 4, Effects Based Inclusion and Diversity. An implementation strategy to operationalize TF1N recommendations under the Culture of Excellence Campaign Plan by merging them with existing Diversity, Equity, and Inclusion (DEI) initiatives is under full development. To accomplish this, OPNAV N17 will work closely with respective TF1N Line of Effort Leads as they prepare respective implementation plans for the 56 TF1N recommendations to Navy Leadership. Navy Leadership will determine which recommendations to implement immediately and which require further analysis. To ensure TF1N recommendations are executed and enduring, initiatives are reassessed and updated continuously. Stakeholders who led the development of the TF1N LOEs will continue to lead with accountability and measure the success of selected TF1N report recommendations chosen for implementation.
Managing Our Talent

In the context of intense competition for talent in our country, and considering the rapidly evolving tactical and technical landscape, we must modernize and enhance our entire talent management approach to succeed. To this end, we are wholly focused on replacing bureaucratic, 70-year-old HR processes and programs and 40-year-old information technology with modern, transparent, flexible, and enhanced talent management systems. Since 2015, we have been on a journey to bring our talent management processes, policies, and programs into the 21st century, enabling better “talent to task” matching at scale, greater career flexibility, and more responsive incentive programs (monetary and non-monetary) which keep pace with market forces. We continue to expand our Talent Marketplace, creating a modern, flexible, and transparent assignment process that better balances a Sailor’s assignment, location, and advancement opportunity with the Navy’s mission and operational needs. While at the same time, we are improving how our Sailors and families receive their HR Services. Our goal is to be as efficient and effective as possible with the resources we are allocated to produce Warfighters and enhance warfighting readiness.

Talent Marketplace

Enlisted Talent Management

We are a growing force and the creation of new manning requirements reinforces the urgency to fill preexisting sea duty Fit and Fill deficits with an eye toward the future through flexible, streamlined, and responsive community and career management. Building on billet-based distribution, we continue to develop a more robust talent marketplace, moving away from an assembly line mentality with specific time dependence, towards a talent management approach that better values individual strengths, skill portfolios to include proficiency and experience, and development as applied to Navy needs. The MyNavy HR team, along with our Fleet and Type Commands (TYCOMs), continues to monitor policies we have implemented, adjusting where necessary to achieve operational manning readiness as early as possible in the Optimized Fleet Response Plan cycle. The following measures have helped significantly in attaining high-enlisted retention and reducing Fleet manning shortfalls, to include specific policy initiatives to help mitigate impacts to the readiness of our Fleet due to COVID-19:

- Maximized reenlistment opportunities for all retention-eligible Sailors and encouraged rating conversions for Sailors to move from overmanned to undermanned ratings.
- Increased enlisted accessions to address gaps, which primarily occur in the apprentice pay band.
- Continued utilization of RC personnel supplementing the AC workforce. Navy recalled over 500 Reserve Sailors to help with the growing recruiting mission, training recruits at boot camp and entry level schoolhouses, and filling vacant and gapped sea duty manning requirements with experienced and technically-proficient Sailors.
- Advancement initiatives, including the expansion of the Meritorious Advancement Program (MAP) and Advancement-to-Position (A2P) to fill priority billets via a spot advancement, continue to influence Sailors to “stay Navy” and improve readiness.
- The permanent adoption of A2P incentives at the E6 level via the distribution system. The MyNavy Assignment system will continue to advertise opportunities for E5 Sailors to advance permanently by accepting sea duty orders to critical billets in lieu of shore duty.

We also implemented a series of aggressive force management actions to ensure we maintained our readiness posture to include:

- Expanded opportunities for Sailors to receive special and incentive pays, such as Selected Reenlistment Bonuses and Special Duty Incentive Pays to help with sea duty manning.
- Increased High Year Tenure (HYT) waiver opportunities for Sailors who want to remain at sea, go to sea, or remain in critical ratings and Navy enlisted classifications.
- Increased opportunity for Sailors to delay their separation or retirement from the Navy up to 12 months.
- Expanded opportunity for Sailors separating because of high year tenure. HYT waivers were considered for up to 24 months for enlisted Sailors filling critical operational billets both at sea and shore.
- Due to COVID-19 mitigations, provided additional opportunity for personnel to remain in the Navy who were separating at the end of their contract within calendar year 2020 due to Physical Fitness Assessment (PFA) failures. This expanded opportunity enabled participation in the fall PFA cycle to potentially regain reenlistment eligibility.

**MyNavy Assignment (MNA)**
In December 2019, we delivered MNA release 4.7 and in August 2020 we released version 4.8a, delivering large improvements to our detailing marketplace. MNA replaced the Career Management System-Interactive Detailing (CMS-ID) and delivers a modern interface and user-friendly experience for both the Active and Reserve Components with expanded visibility into jobs and ready access to features, such as the Sailor Resume, Job Bookmarking, and the Sailor Application Lifecycle Tracker, as well as enhanced Projected Rotation Date modification request routing and associated incentives for a particular job. MNA Release 4.8b went live in December 2020 and provides a Sailor Aviation Maintainer Experience (AMEX) data display and AMEX unit level data. In 2021, follow-on releases will enable the rating conversion process for AC/Full Time Support (FTS) Sailors along with the ability for them to apply for their next assignment.

**Advancement-to-Position (A2P)**
Introduced in 2018 as a pilot program, Advancement-to-Position incentivizes service in priority or hard-to-fill billets across the Fleet by linking service in the position to advancement to the next paygrade. We have permanently established the journeyman-level A2P (E6 positions), which allows qualified E5s to fill priority E6 positions identified within MNA and receive a permanent advancement incentive. What started with 15 advertised billets in October 2019 has matured to a consistent 75 advertised billets each MNA cycle, but fluctuates to meet Enlisted Community Manager needs. As of October 2020, Navy Personnel Command (NPC) has advertised 300 E6 positions, with 159 Sailors selected for advancement. The program has also expanded to include shore duty positions at Recruit Training Command, overseas duty stations, and certain instructor billets.

**Enlisted Advancement**
The Navy was forced to adjust the Navy enlisted advancement processes in light of the COVID-19 pandemic. All stakeholders proved to be flexible and agile in adapting to a new advancement paradigm. Advancement exams and selection boards were spread out over time to maximize social distancing as a COVID-19 precautionary measure. Additionally, Navy cancelled administration of the E4 Navy-Wide Advancement Exam (NWAE). E3 Sailors eligible to take the E4 NWAE were given the opportunity for advancement using an alternative Final Multiple Score rank-order method, without inclusion of the exam score from a proctored exam. This proved the Navy can execute advancement to E4 without an exam and maintain community health, providing a valuable lesson as we move forward in modernizing our advancement system. For example, we are piloting the Occupational Advancement Requirement Standards (OARS) across the Fleet as a potential tool to measure E3 Sailors’ rating knowledge, skills and abilities, and readiness for advancement to E4. OARS focuses on hands-on Sailor demonstrations of the skills laid out in the Occupational Standards, which are used to build the NWAE. These tasks will give
E3s a chance to demonstrate their skills and their leadership a chance to evaluate their Sailors’ technical proficiency to make advancement recommendations and determinations.

While the NWAE remains the current primary path for advancement and accounts for approximately 74 percent of total advancements, we continue to refine the execution of MAP, which empowers our Command Triads to identify and reward high performing, technically proficient Sailors through accelerated advancement. The CY-20 MAP Season followed the same two-season construct that we executed in CY-19 and targeted 20 percent of the total advancement. However, CY-20 MAP season II was shortened to a 45-day execution window to better fit into the semi-annual advancement cycles.

**Enlisted Retention**
Retention of every capable Sailor remains a vital element as we continue our growth trajectory. Although growing at a slower rate than in previous years, we must continue to retain the right talent, in the right mix of skills and communities to ensure we have the personnel to maintain our advantage at sea.

In FY-20, long-term reenlistment attainment levels (reenlistments and extensions 24 months or greater) fell slightly below the forecasted amounts in Zones A (0-6 years), B (6-10 years), and C (10-14 years) because of uncertainty due to the COVID-19 pandemic. However, we did see a significant increase in short-term extensions (STE) (extensions 23 months or less) during this FY, which are not captured in our reenlistment attainment data. While we did not achieve the desired reenlistment attainment levels established at the beginning of the FY, the STEs more than made up for the shortfall and contributed to Navy ending the FY over end strength controls, as we wanted to lean into the end strength growth for FY-21. We believe this behavior may be attributed to Sailors’ uncertainty surrounding the COVID-19 pandemic and to the force management policies we implemented to help mitigate COVID-19 impacts.

**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 (DOPMA) authorities enacted in the FY-19 National Defense Authorization Act. These critical officer personnel management modernization authorities are greatly influencing our ability to attract and retain a talented officer corps and include:

- Promotion Merit Reorder allows placing up to 15 percent of those selected for promotion (O4/O5/O6 URL/RL/Staff Boards) to 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 active duty beyond the traditional statutory 30-year active duty limit. Boards selected nine Captains for continuation to fill shortages in the Defense/Naval Attaché and Acquisition Corps communities. We are expanding use of this authority to the JAG Corps in FY-22. Additionally, we have conducted three Professional Flight Instructor (PFI) boards, yielding 48 PFIs slated out of 181 applicants. This program is a career path initiative that allows well-qualified pilots and naval flight officers to serve continuously as flight instructors beyond their department head milestone.
- Promotion board consideration deferment (“Opt-out”) enables retention of top talent by allowing an officer to submit a request to opt-out of promotion consideration due to completion of 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 seven officers to opt-out of the FY-21 (January 2020) promotion cycle (three Aviation
(1310) LCDRs, one Aviation (1320) LCDR, one FTS (1317) LCDR, and two Special Warfare (1130) LTs).

- Expanded officer spot promotion authority facilitates filling at-sea and operational O5 and O6 billets with officers possessing critical skills (post-operational or operational command executive leadership). Convened two boards in FY-20 for 56 (O5) and 40 (O6) billets.
- Expanded constructive service credit for initial accessions could yield opportunities to quickly capitalize on knowledge and expertise levels previously unavailable to Navy recruiting. We have modified the entry grade credit matrices, which identify specific education and experience requirements that allow officers to be accessed at senior pay grades for Active Cyber Warfare Engineer, Engineering Duty Officer and Reserve Cryptologic Warfare and Information Professional competitive categories. No members have yet been commissioned under this authority.
- Relaxing the requirement that original officer appointments be granted only to individuals able to complete 20 years of commissioned service before age 62.

**Officer Retention**

Although officers continue to retain in numbers that meet community milestone requirements, we are experiencing increased challenges in some communities. We track officer retention through several metrics. Among the most significant is the resignation rate for officers completing their minimum service requirement (MSR) and the Department Head (DH) bonus “take rate,” which tracks the number of DH-eligible officers who agree to serve for a DH tour. These rates are related but not identical since not every officer who remains in service will be eligible to serve as DHs.

While officer retention is sufficient to meet milestone requirements in most officer communities, as in years past, we continue to wrestle with meeting our demand signal among aviation warfare officers in specific type/model/series (T/M/S) platforms, conventional surface warfare officers, submarine officers, and naval special warfare (NSW) officers, specifically Navy SEALs. Additional information on communities of interest is provided below.

**Naval Aviation**

Naval Aviation continues to face pilot retention shortfalls, which pose significant challenges to Fleet manning health. Although overall inventory and accessions remain sufficient to meet operational requirements, FY-21 pilot DH selectivity goals were missed in nearly all T/M/S platforms with declination rates on par with FY-20. The strike fighter (VFA) community remains a priority concern with all squadrons facing officer manning deficits. Navy is forcefully addressing these challenges through several monetary and non-monetary measures such as:

- Aviation Bonus (AvB) program remains an essential tool for combating low retention. The FY-20 DH bonus program approved monetary increases for three pilot T/M/S platforms with four others remaining at the maximum tier, resulting in an overall increase in bonus acceptance rates as compared to FY-19.
- Naval Aviation continues to address quality of life and quality of service challenges for families assigned to remote locations, specifically Naval Air Station Lemoore, Naval Air Station Fallon, and Naval Air Weapons Station China Lake. For example, recently, the Assistant Secretary of the Navy for Manpower and Reserve Affairs approved Basic Allowance for Housing flexibility for members assigned to these locations.
- In FY-20, we resumed the Professional Flight Instructor program, offering an alternate career path for selected officers to serve continuously as flight instructors beyond DH. We consider this
program to be a more junior version of our “Up and Stay” initiative and it has been successful in providing an avenue for greater career choice/flexibility, while augmenting our pressurized inventory of instructor pilots.

Although Naval Aviation has yet to see a significant change in retention resulting from the economic impacts of the COVID-19 pandemic, we are actively pursuing return to service (RTS) options for former aviators who wish to return and serve in billets that support current aviation manning shortfalls.

During these challenging times, Naval Aviation is committed to providing its diverse population of officers with a desirable and flexible career path combined with competitive monetary and non-monetary incentives geared towards retaining aviators well past their minimum service requirement.

**Surface Warfare**

Surface Warfare is focused on accessing and retaining the necessary talent to meet the requirements in the control grades, but continues to face challenges. Surface Warfare fell slightly short of the FY-20 officer accession goal, commissioning 1,039 of the programmed 1,097 accessions, which was due to COVID-19 pandemic effects and higher-than-expected attrition from OCS. The SWO community remains the most diverse and inclusive of the URL communities and one where a junior enlisted Sailor is more likely to serve under a division officer who is diverse or female.

SWO retention to DH compares favorably with recent past performance, with a 3-year DHRB taker to Years of Commissioned Service (YCS) 3 rate of 34.7% as compared to the 10-year average of 35.5%. However, future force structure requires significant DH billet increases, which in turn increase the required retention, as accessions have not kept pace with the shipbuilding plan. The next several accession YGs (YG 14-18) are insufficient, requiring an average DHRB/YCS 3 retention rate of at least 39.5% based on the current shipbuilding plan. YGs 19 and junior include greater accession numbers, but face an accelerating shipbuilding schedule, and will also require greater-than-average retention, as well as future increases in accession YG sizes. We are taking several steps to mitigate these shortfalls, to include modifications to the DHRB payment scheme and reduced out quotas for lateral transfer and redesignation to influence current inventory retention, and modifying the program authorization standards for new accessions to influence both future retention and attrition from accession and initial training.

The introduction of Mariner Skills Log Books, increased rigor in shiphandling training to align with International Maritime Organization and USCG standards and specific proficiency standards for watchstanding and qualification are needed and welcome elements in the SWO community. However, the aggregate effect makes SWOs considerably more competitively qualified for civilian maritime community employment. Given planned growth from the current 300 to a future of 355 (or more) ships, mostly from within the Surface Warfare community, considerable effort to retain quality SWO talent is more important now than at any time since the Cold War.

**Nuclear**

The Submarine Force continues to be challenged to meet its DH retention goals, falling short of the target number of Submarine DHs for the previous five years (FY-15 through FY-20). This shortfall is being addressed through several monetary and non-monetary measures to ensure DH sea tours are maintained near nominal tour lengths. The Submarine Force recently completed a Division Officer survey and symposium and is working on several identified Division Officer initiatives to improve their quality of service. Starting in FY-21, the Submarine community will implement a tiered structure for the Nuclear Officer Continuation Bonus, incentivizing an earlier and longer commitment to service as well as
continued service through all career milestones. This update provides higher overall rates, flexible contract options, and alignment with the Blended Retirement System decision milestones.

The Surface Warfare Officer (Nuclear) Community met DH retention requirements in FY-16 through FY-20 following several years of shortfalls. This change was the result of non-monetary incentives based on SWO(N) Division Officer feedback.

The Submarine and Surface Warfare (Nuclear) communities have not yet identified any retention trends associated with the COVID-19 pandemic. However, submarine officers in YG16, which is the most recent year group able to commit to DH, have shown an increase in the initial number of DH contracts signed when compared to the previous five-year groups.

**Naval Special Warfare**

NSW officer inventory overall is satisfactory and continues to improve when compared to authorizations, but still has shortfalls in key leadership paygrades, such as Lieutenant Commander (83 percent) and Commander (90 percent). In FY-20, NSW renewed both officer bonus programs to maintain officer inventories to meet operational requirements.

NSW officers continue to promote well compared to other warfare communities and we expect this trend to continue. Strong promotion rates allow for highly competitive CO/XO Administrative Selection Boards.
Supporting our Talented Workforce

MyNavy HR Service Delivery

The Navy is in the middle of a sweeping transformation by replacing decades’ worth of unchanged processes and outdated technology with a modern, world-class personnel services delivery system. Although transformation on this scale takes time, we met critical milestones in 2020 propelling us toward our future state vision. MyNavy HR has fundamentally changed our approach to personnel processes, policies, and programs. This forced us to get out of our comfort zone, shift from a bureaucratic mindset to a customer-centric mindset, and focus on how Sailors and the Navy will conduct HR related business in the future. Agility, flexibility, efficiency, and improving Sailor and family customer experience through expanded self-service and mobile options are some of our guiding themes.

MyNavy Career Center (MNCC)

MNCC is centralizing and standardizing HR service delivery, leveraging Commercial Off-the-Shelf (COTS) tools, and delivering unparalleled customer service. In September 2020, MNCC celebrated its two-year anniversary as an HR-tiered services delivery platform for the Fleet. Within the last two years, MNCC has:

- Stood up two 24/7 contact centers
- Replaced a legacy telephony system with CISCO systems
- Exchanged legacy CRM software for Salesforce
- Successfully integrated its CRM-telephony platform
- Stood up a Command Pay and Personnel Administrator (CPPA) Pro-to-Pro Cell and an Agency Program Coordinator Cell
- Drastically increased the number of Tier 1 agents within the contact center.

MNCC is implementing industry-standard technologies with numerous process improvements to increase Sailor accessibility. Since our launch in September 2018, MNCC has successfully resolved over 800,000 service requests, averaging an overall 91 percent rate of resolutions within three days. The volume of cases handled in September 2020 alone was over 39,000; a 19 percent increase over the number of cases handled in September 2019, indicating a continued positive trend of Fleet use. MNCC functions seamlessly between two 24/7 contact centers, three Transaction Service Centers (TSCs), a reduced and consolidated number of Personnel Support Detachments (PSDs) and Regional Support Centers (RSCs), and a self-service online portal. In 2020, we completed the merger of PSDs Afloat East and PSD Oceana into TSC Norfolk and merged PSD Great Lakes into TSC Great Lakes. Additionally, we stood up the first Regional Support Center in Norfolk. In FY-21, we will establish three additional RSCs. Ultimately, Sailors and their families will be able to conduct personnel and pay business in the same “21st century,” secure way that they interact online with banks and insurance companies.

- CPPA Pro-to-Pro Cell. NPC established the CPPA Pro-to-Pro Cell to better handle the more complex pay and personnel inquiries MNCC receives from CPPAs in the fleet. Staffed by active duty personnel specialists, the team provides additional help and training to fleet CPPAs in support of their Sailors with personnel and pay issues.
- COVID-19 Support. MNCC continues providing crucial support to Sailors and their families during the COVID-19 pandemic, with tiered-service delivery agents and MNCC Leadership working in unison to ensure timely and accurate customer service delivery to all MNCC customers. Tier 1 Agents, MNCC Operations Center staff/leadership, and Tier 2 Subject Matter
Experts (SMEs) have actively used the Salesforce CRM capabilities to process over 16,500 COVID-19 related MNCC cases generated over the last seven months.

- MNCC stood up a Customer Experience Working Group at the beginning of June 2020 with the purpose of gathering comprehensive MNCC customer experience (CX) data and distilling that data into actionable recommendations for service improvement. This captures the Voice of the Customer for use in MNCC process decisions and assessments. MNCC also pulled together a variety of stakeholders to include representatives from MNP, the MNCC Contact Center, PERS-2, Navy Pay and Personnel Support Center, Public Affairs, and the DCNO N1 Senior Enlisted Advisor Team. Additionally, a branch head with the MNCC Operations Centers (MOC) was added to establish CX in the Call Center. Surveys were strategically distributed to the Fleet via Command Career Counselors (CCC) covering a statistically valid sample of Sailors across the chain of command helping MOC raise the fidelity of Fleet input into future decisions through analysis of performance metrics, improved CX modeling, and a dedicated external focus on the customer.

- Personnel/Pay Case Management Project-Transaction Online Processing System (TOPS) Replacement. The Proof of Concept utilizing current Salesforce configuration to provide TOPS functionality completed and provided lessons learned which was instrumental while developing and delivering the new Pers/Pay case management of MNCC CRM. During the first quarter of CY 2021, we initiated Fleet roll out of Salesforce for MNCC CRM functionality to all TSCs, PSDs, and CPPAs worldwide. The Fleet roll out includes training all TSC/PSDs back office (clerks and supervisors), and their customer CPPAs at each geographical location. All back office staff have completed training and 48% of CPPAs are complete. We’ve allowed two PSDs, Guantanamo Bay and Guam, to process their Pay and Personnel transactions in the MNCC CRM, and started to track their performance using metrics; once more PSDs gain access, there will be more metrics to measure their performance. The feedback during the Proof of Concept and lessons learned allowed a more smooth transition from TOPS to MNCC CRM. This transition will provide Sailor transparency, and case accountability while streamlining PERS/PAY transactions.

MNCC and our transformation efforts were essential to allowing the MyNavy HR team to respond to Sailor and family needs during our COVID-19 response. Early in the pandemic, MyNavy HR responded to a DoD stop-movement order that greatly reduced the ability to execute permanent change of station (PCS) orders. Intensive communication with Fleet constituents via the MNCC architecture ensured we maintained awareness on Sailors and families whose travel had already begun or who were scheduled to rotate in the affected period. Ultimately, when movement was re-started there was a need to radically prioritize and adjust timing on nearly 90,000 released PCS orders in FY-20. This was a challenge that required advanced tools that NPC did not possess. The solution, the Optimized Slating Tool (OST), was created in a matter of weeks by two innovative lieutenants from the MyNavy HR enterprise.

The OST enabled the Navy to prioritize fleet readiness requirements and accession pipeline staffing, and ensured those orders were balanced against the available move capacities that U.S. Transportation Command could provide for household goods shipments. The tool automatically ensured Sailors were moved according to their priority with high-priority billets being filled first, and ensured key readiness factors like one-month face-to-face turnover was factored into the timing. Using this approach, the Navy was able to return to historical shipping averages earlier than anticipated, forewarn affected Sailors and respond to emergent needs faster.
The Modern Sailor Experience
MyNavy HR is modernizing the way our Sailors and families access HR resources. This includes the development of a Single Point of Entry (SPOE) system and the expanded use of mobile tools.

MyNavy Portal
MNP is a SPOE for Sailors to access HR services and personal data with an interface available to the public, a smartcard-enabled secure private site for Sailors and mobile Common Access Card (CAC)-free web-browser capability. Significant accomplishments improving the experience for Sailors over the last year include:

- CAC-free Access – Added the capability to allow Sailors to access MyNavy Portal without a CAC using COTS multi-factor authentication. This enables Sailors to access their records for eLeave, electronic Personnel Action Request (ePAR), general inquiry, help ticket submissions to MNCC and Physical Readiness Information Management Systems (PRIMS) without a CAC.
- Advancement Dashboard – A personalized display of the Sailor’s eligibility to participate in advancement cycles and training tools.
- Career Planning – Workflow improvements for Command Career Counselors streamlined the forms used in enlisted career planning for active and reserve component active-duty Sailors.
- MyRecord – Expanded data display to include reenlistment eligibility, Career Waypoints (C-WAY), and security clearance information.
- Retirement & Separation – Automatically generates and populates the DoD form that drives retirement pay process (DD-2656).
- COVID-19 Content – Provided enhanced communications and information resources to Sailors, spouses, dependents, retirees and recruits.
- Officer Promotion Dashboard – Provided pre- and post-promotion checklists and links to the official military personnel files and records the board will access, making it easy to check for accuracy and see selection board results.
- ePAR Improvements – Implemented Sailor and Command Career Counselors requested improvement to ePAR based on their feedback.
- VOLED – Provided improved ability for VOLED administrators to edit appointment reminders for office location or hours changes so Sailors can stay informed.
- Announcements & Results – Introduced the ability to provide dynamic, data-driven announcements for enlisted advancements programs in a secure site while protecting Personal Identifiable Information (PII) in accordance with NAVADMIN 047/20.
- Training, Education & Qualification – Added standard templates to accelerate improvements to electronic training for Sailors (rate-specific and non-rate specific and general military training).

Upcoming improvements to continue enhancing the Sailor user experience are:

- Announcement and Results – Provide enhancements to the initial capability to support Fleet feedback.
- Performance – improve system performance at sea and on shore by enhancing automation assets, system tuning and reassessing metrics baseline.
- Public Page – Enable dynamic content on the public page and subsume Navy.com and BUPERS Public sites. Provide RSS feed to support NAVADMIN distribution.

Mobile Tools & Applications
Mobile apps continue to improve Sailors access to important information on and off the job. Everything from uniform requirements to training courses and financial information is now available at our fingertips. Navy mobile apps are a vital tool to provide anytime, anywhere service in support of Sailors.
and their families through their career and life events. To date we have created more than 28 mobile apps and have more than 930,000 user downloads since 2015. The apps can be found in the Navy App Locker (NAL) at [www.applocker.navy.mil](http://www.applocker.navy.mil), where all official Navy apps are located with descriptions and links to app stores. Some recent and key accomplishments, improving the Sailor and family customer experience, are:

- **MyNavy Family (MNF) App** – supported a short fuse turnaround to add COVID response links in March to the MNF app. The app is continually updated with additional content and has a section that applies to COVID information or any future health crisis.
- **Navy Credentialing Opportunities On-Line App** – monthly app updates to provide current information for making enlistment decisions, roadmaps to career advancement and retention, in-Service civilian/industry certification and licensing opportunities, and insights into prospective occupations during the eventual transition from the Navy back to the civilian workforce.
- **MyNavy UNIFORMS App** – annual update keeps our Sailors and Officers in synch with policy changes and more from the Uniform Matters Office and specific COVID-19 updates.
- **Professional Military Knowledge – Eligibility Exam (PMK-EE) App** – PMK-EE is an online exam that is required once per paygrade. The PMK-EE was created to provide greater emphasis on Professional Military Knowledge and to separate it from examinations on rating knowledge. It consists of five topic areas: Leadership and Character, Career Information, Professional Conduct, Naval Heritage, and Seamanship. PMK-EE reinforces the objectives of the Leadership Training Continuum, Navy Military Training, and General Military Training. The app provides a convenient way for Sailor to complete this exam requirement. Recent app improvements updated E4, E5, E6, and E7 mandatory exam support for Active and Reserve Sailors supporting preparation for these exams at their convenience.
- **MyNavy Financial Literacy (MNFL) App** – added several new courses to provide Navy personnel with information to help them achieve their personal financial goals and meet the Navy’s financial literacy education requirements.
- **Navy Exceptional Family Member Program (EFMP) App** – developed to aid Navy families with chronic medical/mental health/education needs. This app includes essential EFMP information, frequently asked questions and handy resources including a video and news section, allowing Sailors to have the information they need to help their family members thrive.

The Mobility Program also assisted Navy commands in releasing their apps (developed by other vendors) into production via PMW 240’s enterprise accounts: BUMED’s Medical Readiness (MEDRED) app; NETC’s innovative USN Morse Code Flashing Light app for Quartermasters; and CHINFO’s MC (Mass Communication) Rating app.

**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 that can span an enterprise have become commonplace, with the expectation that these analytics are easy to use for the average businessperson. Capitalizing upon this normalization of data and analytics tools, MyNavy HR is facilitating modernization to enable data-driven decision-making for our many internal and external stakeholders. Essential to our strategy is the development of an ADE. The intent of the ADE is to overcome contradictions in analysis caused by disparate data sources, facilitate an environment where personnel related decisions are made using timely and accurate data and foster automation of HR functions.
Within the ADE, analysts and data management staff have access to a wide range of HR data assets spanning most HR functions and timeframes covering the past year. ADE users also have access to powerful data visualization tools and embedded data management capabilities, allowing direct user insights into the origin of the data, and how it was managed prior to presentation to a decision-maker. An automated data pipeline connects the data assets to reports and data visualizations, turning raw data into decision-quality information. Over time, this will enable analysts and decision-makers to focus on the decision itself, rather than on updating the data. Additionally, enhanced commercial data science capabilities are available for trained analysts to perform modeling and advanced analytics - including predictive analytics. This will enable analysts to propose better courses of action for the Navy to pursue.

We achieved Initial Operating Capability (IOC) of our new ADE 2.0 in the Amazon Web Services GovCloud and commenced moving data into our Single Source of Truth. As of September 2020, we have loaded 10 terabytes of data in raw form from our legacy data systems to ADE 2.0. OPNAV N1, PMW-240 and analytic teams are converting this raw data into clean “analyst-ready data,” which is directly usable by MyNavy HR enterprise experts. We project our first analytic dashboards powered by this analyst-ready data to support P2P-HR efforts will be online by March 2021 for an initial 10 ratings, with dashboards for enlisted ratings ready by June 2021. Our longer-term goal is to move beyond dashboards to implementation of predictive analytic applications, such as improved manpower optimization models.

**Navy Personnel and Pay**

Navy Personnel and Pay (NP2) transformation will, for the first time, integrate the Navy’s personnel and pay systems for the Active and Reserve Components. It is also the key to auditability across MyNavy HR. The NP2 transformation will provide a modern, cloud-based, COTS solution that combines personnel and pay functions into one consolidated and seamless system that improves user interface and maximizes Sailor self-service.

As part of our NP2 efforts, we are analyzing and modernizing every personnel process with an eye toward efficiency and simplicity. As an example, through over 30 workshops involving 21 organizations, using Business Process Reengineering and Human Centered Design principles, we were able to streamline 10 distinct Navy accession pathways down to three. We reduced 371 distinct process steps to 188. We were able to identify pain points, and then execute quick wins, such as assigning NROTC Midshipmen to a specific medical treatment facility to alleviate confusion and delays in accession.

While the work to get to NP2 continues, teams are also looking at potential areas for automation. One area is the implementation of Robotics Process Automation that performs a triage and quality check of Record of Emergency Data/Dependency Application applications, processes smooth applications, returns incomplete applications and routes difficult applications to a human clerk for review. This automation has already paid for itself within the first month and there is a projected 50 percent reduction in human labor.

In September 2019, we delivered MyPCS Mobile, a component of NP2, as a pilot program. MyPCS Mobile provides Sailors access to PCS-related information and resources using their personal mobile devices with commercial-grade, multi-factor authentication with no NMCI machine required. Features include a tailored checklist, the ability to apply for government housing and childcare, a set of lean orders Sailors can view on their mobile device, and the ability to submit their PCS travel voucher electronically from their mobile device with an electronic signature. This capability significantly enhances the PCS experience for our Sailors and their families. The initial results from our MyPCS Mobile app are especially encouraging. Since rollout in September 2019, approximately 12,000 MyPCS Mobile accounts have been created. Over the last several years, we have seen between 25 and 40 percent of PCS travel
claims rejected and returned back to members. Although still nascent, claims submitted through MyPCS Mobile have experienced a zero percent rejection rate as this Sailor-facing solution provides drop-down menus and prevents the member from submitting an incomplete claim.

MyNavy HR continues to provide new incremental releases of NP2 functionality. In October 2020, we improved the Sailor experience through delivery of MySailor Data, establishing a new electronic display of the human resources data NP2 needs to support pay and personnel transactions for Active and Reserve Sailors. We improved travel voucher processing through the expansion of Assignment, Leave, and Travel to include the travel voucher submission process to reduce errors and expedite Sailor travel reimbursement. Reserve Sailors have also been provided with a more transparent, simplified, and accessible order execution experience with access to Reserve Orders functionality through MNP, including the ability to view and print orders (both lean and full), create travel vouchers, and calculate travel reimbursements.

Following congressional marks to the program in FY-20, we postponed delivery of NP2 IOC, which is Active Component/Reserve Component Treasury Direct Disbursing (AC/RC TDD), one year to 1 January 2022. NP2 AC/RC TDD will allow seamless transition of our Reserve Sailors onto Active Duty without delays in establishing pay accounts. This is key to AC/RC permeability and our ability to smoothly perform a distributed mass mobilization and meet 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, while making military pay accounts more auditable.

**Family Framework & Support Programs**

Navy families are an integral part of our Navy team and a vital contributor to mission success. Stronger families make a stronger Fleet. MyNavy HR is committed to delivering better services and support to our families.

In August 2019, the Navy released *Navy Family Framework 2.0* to set new goals based on our progress since the release of *Navy Family Framework 1.0*. This initiative recognizes the ever-increasing diversity of Sailors, families, and civilians serving our nation today. This initiative includes:

- Fostering a command where Sailors and families can thrive
- Connecting and informing our Navy team
- Developing relevant and responsive family quality of life programs
- Ensuring Navy leaders are accountable for the execution of their individual plans to implement this Family Framework.
- Implementing policy and procedures using MNCC to reimburse spouse licensure fees incurred due to a PCS move. In June 2019, Navy rolled out policy that authorized reimbursement to Service members for up to $500 for state licensure and certification costs of a spouse arising from relocation due to PCS. FY-20 legislation increased the authorized reimbursement amount to $1,000. As of 16 October 2020, the Navy has reimbursed 354 spouses with an average payment of $360.
- Releasing and updating the MyNavy Family application. We leveraged spouse input in the design and testing to ensure we delivered an effective product designed by Navy spouses for Navy spouses.
- Launching the Navy Family Portal, designed to provide ready access to information to Navy families 24/7. Portal materials address key issues identified by Navy spouses during the Navy Spouse Engagement Study and address the goals of the Navy Family Framework.
Finally, but no less critical to our Navy families, the Service’s child and youth programs provide quality childcare. CNIC extended working hours at Child Development Centers, where the need exists, to support our Sailors and their families. While we support the care of 45,000 children, we still have a waiting list of approximately 9,000 children. The Navy is exploring public-private partnerships to expand childcare capacity to better meet demand. Our childcare programs have been operating at 50 percent reduced capacity for COVID-19 social distancing protocols. Priority has been given to our mission-essential Sailors and employees who are unable to currently self-care for their own children until local health conditions enable us to safely return to full capacity.
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

By employing a variety of COVID-19 mitigations across our accession supply chain, tailoring our recruiting efforts to the digital environment, and utilizing targeted force management levers, we were able to continue the Navy’s expeditious personnel growth (with end strength up by 9,500 from FY-19 to FY-20) to support the much-needed shipbuilding, modernization, and aircraft procurement. The President’s Budget for FY-21 fully funds growth in Navy’s end strength by an additional 7,300 Sailors over FY-20 end strength levels.

Retention numbers remained strong in FY-20 with increased retention driven by Sailor 2025 policies. Our recruiting and retention efforts resulted in Navy finishing the year 6,051 Sailors above FY-20 authorized end strength levels, positioning Navy for further growth in FY-21. However, we will need to expand efforts to maintain high retention, as increasing accessions alone will not be sufficient.

Fleet Manning

The Navy has more Sailors on Operational Sea Duty units today than we have had since 2014. We project this will continue to trend higher into FY-21 and beyond. At the start of FY-21, the Navy had 137,588 Sailors in 275 operational units. This represents 5,000 additional Sailors at sea compared with a low point in October 2015.

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 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 for additional billets. However, the establishment of a billet precedes manning that billet and counts as a “gap-at-sea.” In FY-20, on average, DDGs had 25 more Sailors on board as compared to FY12. By FY23, on average, DDGs are projected to have 45 more Sailors on board. However, the BA growth outpaces Sailors’ arrival. In the same period when we have sent an additional 5,000 Sailors to sea, we have grown BA by more than 15,800, resulting in more “gaps,” as seen in Figure 3. This BA growth is necessary as it better represents real at-sea work requirements, as well as creates the discrete demand signals to recruit, train, and assign Sailors with the necessary skill sets. This is also why we have worked to lead turn this billet growth over the recent FYs by increasing
accessions and finishing the year over the NDAA mandated controls (while staying within acceptable statutory limits).

<table>
<thead>
<tr>
<th>Month</th>
<th>Current On Board</th>
<th>Billets Authorized</th>
<th>Fill Gaps</th>
<th>Fill percent</th>
<th>Gap percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct-20</td>
<td>137,588</td>
<td>149,825</td>
<td>12,237</td>
<td>91.8</td>
<td>8.2</td>
</tr>
<tr>
<td>Oct-19</td>
<td>136,244</td>
<td>145,727</td>
<td>9,483</td>
<td>93.5</td>
<td>6.51</td>
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<tr>
<td>Oct-18</td>
<td>133,600</td>
<td>141,380</td>
<td>7,780</td>
<td>94.5</td>
<td>5.50</td>
</tr>
<tr>
<td>Oct-17</td>
<td>133,627</td>
<td>141,018</td>
<td>7,391</td>
<td>94.8</td>
<td>5.24</td>
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<tr>
<td>Oct-16</td>
<td>134,963</td>
<td>138,661</td>
<td>3,698</td>
<td>97.3</td>
<td>2.67</td>
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<td>Oct-15</td>
<td>132,148</td>
<td>133,927</td>
<td>1,779</td>
<td>98.7</td>
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<tr>
<td>Oct-14</td>
<td>137,309</td>
<td>141,375</td>
<td>4,066</td>
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<tr>
<td>Oct-13</td>
<td>132,288</td>
<td>141,369</td>
<td>9,081</td>
<td>93.6</td>
<td>6.42</td>
</tr>
</tbody>
</table>

Reducing operational gaps at sea remain a challenge, given the long lead times associated with manpower actions that lead to manning gains. Operational gaps at sea reflect the total number of Sailors on operational units against the number of billets resourced to fill those units. This ratio reflects the complexity of this challenge as it encapsulates manning, manpower and readiness decisions. In a similar way, operational gaps at sea reflect potential risk to mission by reducing the depth and resilience of the force, as well as risk to resource execution. The Chief of Naval Personnel’s principal focus on this issue remains unchanged and reducing operational gaps at sea is a strategic objective for the MyNavy HR enterprise. MyNavy HR is using a variety of Force Management tools to attack this issue, including:

- Financial incentives, such as Enlistment Bonuses, Selective Reenlistment Bonus, Assignment Incentive Pay, Assignment Incentive Pay-COVID Exigency, Sea Duty Incentive Pay, and Incremental Sea Duty Incentive Pay.
- Policy levers, such as reclassification, high-year tenure flexibility, Enlisted Early Transition Program, and directed detailing (extending Sailors on sea duty & curtailing Sailors ashore).
- Work will begin in FY-21 to replace Sea Shore Flow (SSF) with a personnel policy that leverages the detailing marketplace and other transformation initiatives (e.g., Ready Relevant Learning, Rating Commonality Matrix and Advancement-to-Position) to more efficiently and effectively man the Fleet while providing Sailors with transparent career options. To the extent this results in longer sea tours, we will offset the risk to retention through an enhanced incentive system.

Looking ahead, we expect operational sea duty gaps to be 8,900 by May 2021 and expect further reductions to 7,500 gaps by September 2021 to meet our first milestone goal of 95 percent fill. Gaps at sea are the result of multiple overlapping manpower, manning, and circumstantial decisions, such as deployment cycle, timing and prioritization. To better address this complexity, MyNavy HR has adopted the P2P framework to diagnose the highest leverage areas to affect outcomes, communicate barriers with accountability, and collaborate across partners.

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8 When counting Operational Sea Duty units, NPC excludes all Pre-Commissioned Units, all ships scheduled for decommissioning and all ships going through extended maintenance or modification periods.
In parallel with efforts to achieve higher rates of fill, MyNavy HR is collaborating with the Fleet Readiness Integrators and TYCOMs to use P2P analytic methodology to make manning decisions. 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.

We will achieve these results with both funding (programmatic) and policy solutions. 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.

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 FY-21 to FY-25 shortfall is ~2,000 billets annually (pre-COVID predicted execution). COVID-19 related impacts and mitigations efforts have also increased IA execution in the near term, further exacerbating the IA imbalance of more Sailors than billets by an additional ~2,000. Combined, we expect up to ~4,000 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). 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**

COVID-19 threatened the operational readiness of the Fleet, and the Navy Reserve’s unprecedented response provided essential and timely support. The Navy instituted a distributed mobilization process that leveraged existing Reserve commands and facilities to rapidly and more efficiently recall Reserve Sailors to Active Duty. Through this process, the Navy mobilized 1,600 Reserve Sailors to support aircraft carrier and submarine maintenance at four shipyards to reduce the maintenance backlog due to the pandemic. Additionally, almost 1,000 citizen-Sailors were mobilized to support front-line COVID-19 response efforts. The Navy deployed Reserve medical professionals and support personnel as a part of Expeditionary Medical Facilities supporting COVID-19 response efforts in New York, New Orleans, and Dallas. More than 200 Reserve Sailors served aboard the USNS Mercy and USNS Comfort. An agile, ready force, the Navy Reserve continues to provide valuable, vital support to ensure the highest level of operational readiness.
Conclusion

To maintain our Advantage at Sea, the Navy must identify, recruit, train, and retain the leaders and talent of tomorrow. From this, we will build a Navy team that will fight and win in Great Power Competition now and in the future. Continuing uncertainty with the COVID-19 pandemic and the economy will impact future accessions, Sailor movements, training and retention. We have responded dynamically and deliberately to this unique set of challenges, demonstrating not only personal commitment, but the value in our transformation efforts to date, and will continue to respond in this way. Our success is also an indicator of our ability to respond to any complex challenge, as it will certainly not be the last one we face. As we drive towards our vision for the future, our resources will continue to be limited. Doing things smarter and more efficiently is a necessity. As identified in our Strategic Design (see Appendix B – MyNavy HR Strategic Design), MyNavy HR is committed to moving forward with a sense of urgency to ensure the Navy is ready to fight and win today, while also committing to develop the Navy that is ready for tomorrow.
Appendix A – Task Force One Navy

ACCOMPLISHMENTS

OSD Alignment: TF1N remains in close alignment with the goals and objectives detailed in SECDEF’s Diversity and Inclusion (D&I) Charter. Last SECDEF D&I “The Board” meeting chaired by Secretary Barrett (SECNAV) was on 30 October. Over the last two months the services board members reviewed over 70 recommendations (from a variety of sources: OSD, Services, previously congressionally-mandated Military Leadership Diversity Commission recommendations, and Board Members). Fifteen recommendations were approved for proposed DoD implementation. The final out brief to SECDEF is on 31 December.

Leveraging Prior Leadership: The retired Trusted Advisory Group (TAG) to include senior enlisted, civilians and active duty members continues to support our flag TF1N LOE owners. The last CNO virtual session with TAG members was on 10 November.

Flag Wardroom/SES/Senior Enlisted Surveys: Delivered a post-NFOSSE and Senior Enlisted surveys to capture level of organizational inclusion and diversity insight. The survey results will provide insight into areas for training and awareness for our senior leadership.

Listening Sessions: Conducted multiple CONUS and OCONUS listening sessions, to include Japan, Bahrain, Europe, Fleet Forces and PACFC; National Naval Officers Association, US Naval Academy Minority Association, Sea Service Leadership Association, and Association Naval Service Officers. (Almost 20 sessions so far) - Key Listening Sessions themes: Respect, Skepticism, Empathy, Training, Accountability and Silence of Leadership.

Focus Groups: August 14 - Rotated-out of the TF1N focus groups to solicit volunteer input from a diverse cross section of Sailors (demographic, paygrade, community, and location) and supported by CNA analysis (280+ focus groups from around the Navy)

Necessary Conversation Guide (NCG): Created a how-to guide with messaging and tools for leaders to start productive dialogue. Features chaplain video series about racial inclusion to help frame discussions for leadership throughout the fleet. We have received positive feedback as an effective resource for commands. NCG 2.1 was released 14 October.

SPRINT #1

- Update Navy Core Values, adding “and respect” (under review)
- Updated CNO’s professional read list with I&D readings
- Implemented policies and processes to encourage diversity of promotions and selection boards recorders and assistant recorders
- Enhanced virtual and in-person I&D conferences with National Naval Officers Association (NNSA) and Association of Naval Service Officers (ANSO)

SPRINT #2

- Problem Statements have been reviewed by Flag Champions for each LOE
- Teams have completed the 6-8 page report of findings and identified a few reforms

SPRINT #3

- TAG sync’d with CNO and provided feedback to Flag LOE(s) leaders
- NIQC and junior enlisted “red teaming” completed 30 Oct

CULTURE OF EXCELLENCE

Task Force One Navy must promptly address the full spectrum of systemic inequality, advocate for the needs of underserved communities, work to dismantle barriers and equalize professional development frameworks and opportunities within our Navy.

QUICK SUMMARY

LOE #1: Recruiting (NRC) – RDML VELEZ

- “Whole Person” concept in all recruiting and Accessions
- Reshape Recruiting efforts to better address minorities
- Recruiting Strategies drill down to Generational Interest
- Consistent data and eval strategy in support of Navy I&D
- Explore Junior Enlisted with 4 years College Degree to Officer Program
- Reset the SAT and Whole Person Assessment

LOE #2: Talent Management / Retention (NPC) – RADM Hughes

- Detailing / Milestone job opportunities
- Fitness reporting / Evaluation systems
- Promotion / Advancement processes
- Diversity of talent by community

LOE #3: PRODEV (NETC/NSCT) – RADM Garvin & RDMEND Sands

- Overhaul I&D training - “Right” Self-Awareness & Coaching Tools
- Redefine and reinvent BOOST (2.0) Program
- Hair and Grooming Standards (N13/NAVSUP/NETC)

LOE #4: Innovation and STEM (ONR) - RADM Selby

- Navy STEM partnership with K-12 (primary/secondary schools)
- Innovation / STEM HBCUs & MI Partnerships w Affinity Groups

MISC - TF1N Leadership Reviews & Deep Dives:

- Inequalities in Female Matters
- Updating Naming Ships, Building, and Streets
- Updating Navy Core Values / Professional Reading List
- ASIAB Test in Spanish and Whole Person Assessment
- CNX/VCNO Flag Matters quarterly tracking of all demographically underrepresented Flag Officers
- Formalize CNO/VCNO Leadership Development Framework updates from TYCOMS for officers and enlisted

JAG Review:

- Rooney Rule for the Navy (SECDEF Board Item)
- Three Strike Policy (NIP) for Sailors
- Create a TYCOM tracker for NIP (best practices)
# Appendix B – MyNavy HR Strategic Design

## Strategic Design

### Mission
The MyNavy HR Team attracts, develops and manages the talent that ensures our advantage at sea while providing exceptional service to our Sailors and their families.

### Vision
A diverse, forward-leaning, transformative team demonstrating an unparalleled commitment to meeting the needs of the Fleet, our Sailors, their families and the MyNavy HR Team.

### Guiding Principles

<table>
<thead>
<tr>
<th>For the Force</th>
<th>For the MyNavy HR Team</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus on Sailors and Families</strong></td>
<td><strong>Focus on Our People</strong></td>
</tr>
<tr>
<td>Our success is measured by how well we take care of Sailors and their families so that they can carry out the mission.</td>
<td>A safe, motivated, empowered and well-trained MyNavy HR workforce is the foundation of our success.</td>
</tr>
<tr>
<td><strong>Enrich Sailors’ Service</strong></td>
<td><strong>Deliver Human Resources Excellence</strong></td>
</tr>
<tr>
<td>Create rewarding Navy experiences by enabling Sailors to actively participate in the management of their training and assignments.</td>
<td>Provide solutions with speed, accuracy, clarity, transparency and accessibility.</td>
</tr>
<tr>
<td><strong>Forge Resiliency and Warrior Toughness</strong></td>
<td><strong>Disciplined Analytical Decision-Making</strong></td>
</tr>
<tr>
<td>Develop our Sailors’ minds, bodies and spirits to thrive in the face of personal and professional challenges.</td>
<td>Harness the combined power of robust data analytics, experience and fearless deliberative processes to forecast Navy needs with precision to ensure mission success.</td>
</tr>
</tbody>
</table>

### Leveraging Diverse Teams to Innovate and Win
Advance inclusivity, respect and open communications to foster a more creative, competitive and operationally effective Navy.

### Strategic Goals

<table>
<thead>
<tr>
<th>Build a Navy That Can Fight &amp; Win</th>
<th>Optimize Talent Management</th>
<th>Provide Exceptional Service to Our Sailors &amp; Their Families</th>
<th>Transform the MyNavy HR Enterprise</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gaps At Sea Eliminated</strong></td>
<td><strong>Talent Acquisition Excellence</strong></td>
<td><strong>Sailor Experience Modernized</strong></td>
<td><strong>Healthy Command Climates/Cultures Maintained</strong></td>
</tr>
<tr>
<td>- Integrity of the Supply Chain Maintained</td>
<td>- Accession Goals Met</td>
<td>- Navy Personnel and Pay System (NP2) Deployed</td>
<td>- Enterprise-Wide Perspective Institutionalized</td>
</tr>
<tr>
<td>- Mobilization Capacity Accelerated &amp; Expanded</td>
<td>- Navy Recruiting Transformation Completed</td>
<td>- MyNavy Career Center (MNCC) Fully Operational</td>
<td>- Analytics are Timely &amp; Actionable</td>
</tr>
<tr>
<td>- Detailing Marketplace Assignment Policy Implemented</td>
<td>- Career &amp; Learning Pathway Optimized for Character and Competence</td>
<td>- Casualty Assistance Support Enhanced</td>
<td>- Foundation for Clean Audit Opinion Established &amp; Maintained</td>
</tr>
<tr>
<td>- Ready Relevant Learning Institutionalized</td>
<td>- Development, Performance Evaluation and Selection Processes Modernized</td>
<td>- Culture of Excellence (COE) Built and Maintained</td>
<td>- Rapid Adoption of New Processes &amp; Tools</td>
</tr>
<tr>
<td>- Excellence in Total Force Manpower Requirements Advanced</td>
<td>- Navy Recognized as a Leader in Inclusion and Diversity</td>
<td>- Efficient &amp; Effective Cost per Sailor Realized</td>
<td></td>
</tr>
</tbody>
</table>

### Leadership

- Vice Admiral John B. Nowell, Jr.
  - Chief of Naval Personnel
- Dr. Mark A. Livingston
  - Assistant/Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education (OPNAV/N1B)
- Rear Admiral Alvin Holsey
  - Lead, Force Management Pillar
- Rear Admiral Peter A. Garvin
  - Lead, Force Development Pillar
- Mr. David R. Menzen
  - Lead, Enterprise Support Pillar
Acronyms

A2P – Advancement-to-Position
AC – Active Component
ADE – Authoritative Data Environment
ARM – Applicant Relationship Management
AMEX – Aviation Maintainer Experience
AvB – Aviation Bonus
AY – Academic Year
BA – Billets Authorized
BEA – Bureau of Economic Analysis
CAC – Common Access Card
CCN – Cultural Champion Network
CDC – Centers for Disease Control and Prevention
CNO – Chief of Naval Operations
COE – Culture of Excellence
COVID-19 – Coronavirus Disease 2019
COTS – Commercial Off-the-Shelf
CPPA – Command Pay and Personnel Administrator
CRM – Customer Relationship Management
C-WAY – Career Waypoints
CWE – Cryptologic Warfare Engineer
CWO – Chief Warrant Officer
CY – Calendar Year
DDG – Guided Missile Destroyer
DH – Department Head
DHRB – Department Head Retention Bonus
E-OSC – Expanded Operational Stress Control
ESC – Executive Steering Committee
FAP – Family Advocacy Program
FTS – Full-Time Support
FY – Fiscal Year
GDP – Gross Domestic Product
HR – Human Resources
HYT – High Year Tenure
IA – Individuals Account
I&D – Inclusion and Diversity
IOC – Initial Operating Capability
IP – Information Professionals
LDO – Limited Duty Officer
LRB – Lieutenant Commander Retention Bonus
MAP – Meritorious Advancement Program
MNA – MyNavy Assignment
MNCC – MyNavy Career Center
MNF – MyNavy Family
MNL – MyNavy Learning

MNP – MyNavy Portal
MSR – Minimum Service Requirement
NALO – Navy Air Logistics Office
NP2 – Navy Personnel and Pay
NPC – Navy Personnel Command
NPP – NROTC Preparatory Program
NPPSC – Navy Pay and Personnel Support Center

NPS – Non-Prior Service
NPSR – NROTC Preparatory Scholarship Reservation
NRC – Navy Recruiting Command
NROTC – Naval Reserve Officers’ Training Corps
NTAG – Navy Talent Acquisition Groups
NWAE – Navy Wide Advancement Exam
OARS – Occupational Advancement Requirement Standards

OCS – Officer Candidate School
ODC – Officer Development School
OPA – Officer Programmed Authorization
OS – Operations Specialist
OST – Optimized Slating Tool
OTC – Officer Training Command
P2P – Performance to Plan
PCS – Permanent Change of Station
PFA – Physical Fitness Assessment
PFI – Professional Flight Instructor
PMK-EE – Professional Military Knowledge-Eligibility Exam

PoC – Proof of Concept
PPOA – Prevention Plan of Action
PRIMS – Physical Readiness Information Management Systems
PS – Prior Service
PSD – Personnel Support Detachment
RB – Retention Bonus
RC – Reserve Component
ROPA – Reallocated Officer Programmed Authorizations

ROM – Restriction of Movement
RRL – Ready Relevant Learning
RSC – Regional Support Center
RTC – Recruit Training Command
RTM – Rate Training Manual
S&I – Special and Incentive
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>SPOE</td>
<td>Single Point of Entry</td>
<td>USNA</td>
<td>United States Naval Academy</td>
</tr>
<tr>
<td>SSF</td>
<td>Sea Shore Flow</td>
<td>USNCC</td>
<td>United States Naval Community College</td>
</tr>
<tr>
<td>STE</td>
<td>Short-term Extensions</td>
<td>VFA</td>
<td>Strike Fighter/Attack Squadron</td>
</tr>
<tr>
<td>TDD</td>
<td>Treasury Direct Disbursing</td>
<td>VMS</td>
<td>Voyage Management System</td>
</tr>
<tr>
<td>TF1N</td>
<td>Task Force One Navy</td>
<td>VOLED</td>
<td>Voluntary Education</td>
</tr>
<tr>
<td>T/M/S</td>
<td>Type, Model, Series</td>
<td>YCS</td>
<td>Years Commissioned Service</td>
</tr>
<tr>
<td>TOPS</td>
<td>Transaction Online Processing System</td>
<td>YG</td>
<td>Year Group</td>
</tr>
<tr>
<td>TSC</td>
<td>Transaction Service Center</td>
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<tr>
<td>URL</td>
<td>Unrestricted Line</td>
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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.

- Chief of Naval Personnel, BUPERS
- CNP Department Exclusives
- MyNavy Portal Sailor 2025 and Transformation Links (CAC-enabled)
  https://www.mnp.navy.mil/group/sailor-2025/overview
- 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/UCaCmzfzTW9qB629qv2Q2-sw
- Defense Visual Information Distribution Service
  https://www.dvidshub.net/unit/CoNp