



THE UNITED STATES NAVY

HEALTH OF THE FORCE



CALENDAR YEAR 2021 REPORT

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Introduction

To maintain a Fleet prepared to fight and win in long-term strategic competition, MyNavy HR continues to evaluate and improve our capabilities to attract, develop, and manage the most talented Navy workforce possible while also providing exceptional service to our Sailors and their families. While many of the challenges we face today are not new, we face them in a rapidly evolving, complex world that requires collaboration, innovation, and leveraging the talent of our People. We continue to strengthen the Fleet by fostering a Culture of Excellence that champions Toughness, Trust, and Connectedness. Culture is at the core of who we are, what we do, and why we do it. Future battles will not be won by technology or overwhelming industrial strength alone. The foundation of our culture increases strength and resiliency across the Fleet and is a combination of setting Signature Behaviors to aspire to, promotion of inclusivity and representation, and training our Forces to build a mental and physical toughness to prepare them for any challenge. 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.

Given the rapidly changing strategic landscape, we recognize a need to manage talent differently. Since 2015 the Navy has been on a journey to provide the Fleet with a more agile and talented 21st century workforce. We have done this through a combination of personnel system modernization, Ready Relevant Learning (RRL), and Career Readiness initiatives known as Sailor 2025. Through these initiatives, we have improved our ability to identify, manage, and reward talent; established a career-long learning continuum; and enhanced career readiness.

As we get closer to 2025, MyNavy HR remains focused on producing Warfighters and enhancing warfighting readiness as effectively as possible. As such, our strategy has evolved to that of a People & Culture Strategy guided by an unrelenting focus on Sailors and Families, enriching Sailors' Service, forging resiliency and Warrior Toughness, and leveraging diverse teams to innovate and win. Through these principles we will deliver four Strategic Goals:

- Build a Navy that Can Fight and Win
- Optimize Talent Management
- Provide Exceptional Service to Our Sailors and Their Families
- Transform the MyNavy HR Enterprise

The Navy continues its sweeping transformation by replacing decades' worth of unchanged processes and outdated technology with modern, world-class delivery systems. These solutions allow MyNavy HR to deliver Human Resources excellence with speed, accuracy, clarity, transparency, and accessibility.

In parallel, we remain committed to harnessing the power of big data, robust analytics and deliberative processes, such as MyNavy HR Performance to Plan (P2P), to forecast Navy needs with precision. The tactical solutions MyNavy HR provides support the Navy's strategic focus of maintaining our warfighting advantage and improving operational readiness across the spectrum of conflict.

Building a Navy that Can Fight & Win

Culture of Excellence

Culture of Excellence (COE) is our Navy's approach to achieve warfighting excellence. Building an ideal environment that supports every member, and allowing them to meet their potential, contributes fully to our imperative to maintain and advance our greatest asymmetric advantage – our people. CNO Michael Gilday asserts that “aiming to simply avoid doing the wrong thing is too low a bar.” Instead, “we [must] actively pursue the things that are right.” A culture that promotes psychological, physical, and spiritual toughness leads to maximized character, competence, and connectedness. When Sailors and civilians are stronger in mind, body, and spirit, we are undoubtedly a more effective and lethal warfighting force.

In SECNAV's *One Navy-Marine Corps Team* Strategic Guidance, Secretary Del Toro singled out *culture* as “one of the most pressing challenges facing the Department of the Navy.” Culture has the power to amplify or detract from every aspect of an organization. America's Naval ingenuity, backed by a constitutional democracy and a melting pot of people from diverse backgrounds bound by strong morality, trust, and connectedness is our culture and our competitive advantage. We are driven to be the greatest Navy the world has ever seen. We must improve every day to outpace our adversaries.”

For the Navy to remain the world's most dominant maritime force, we must forge the world's greatest Sailors and civilians – men and women who embrace a culture of toughness, trust, and connectedness. The foundation of our culture increases strength and resiliency across the Fleet and is a combination of encouraging Signature Behaviors to reflect, promoting inclusivity and representation, and training our Sailors to build mental and physical toughness to prepare them for any challenge. The Signature Behaviors call on Sailors and civilians to treat others with respect, take responsibility for their actions, and be leaders who instill leadership in others. Signature Behaviors help Sailors and civilians avoid making destructive decisions and enable optimized performance. All elements comprising COE align with the Navy's core mission of building a more effective and lethal warfighting force. As we embrace this Culture of Excellence, our Navy will grow stronger and more capable of winning tomorrow's fight.

We continue to take a holistic approach to COE by increasing primary prevention capabilities and working towards measurable increases in Trust and Connectedness.

- **TOUGHNESS:** The ability to thrive in any condition, psychologically, physically, spiritually and emotionally. It is the ability to use resilience to cope with stress, persevere through challenges, face obstacles with courage, and feel empowered to seek help when necessary. Toughness encompasses body/mind synergy, vulnerability, and introspection.
- **TRUST:** The reciprocal, transparent commitment between teams, leaders, peers, and subordinates contributing to an authentic environment that promotes learning and recovery. Trust plays a critical role in withstanding adversity and is rooted in positive expectations of integrity, dependability, and competence. Presence of trust increases willingness to confide in others, utilize resources, and address concerns of the total force. Closing the “say-do” gap by unifying performance, communication, and expectations creates trust. Building trust and transparency creates clear accountability and feedback throughout the Navy.
- **CONNECTEDNESS:** The feeling of support and willingness to help across our One Navy Team. Interpersonal relationships are the glue that keeps Sailors, units, families, and communities together through rough seas. Continuously fostering a sense of shared mission and purpose unifies all Sailors and builds connectedness.

Everyone plays an integral part in fostering and promoting a Culture of Excellence. This is not a one-and-done event; it is a continuous commitment to do the right thing every day, requiring persistent dedication from all Sailors. All of us must continue to reflect on personal actions, attitudes, and the way we interact with those around us. Improving our culture requires a personal pledge from each of us to invest in our own mental, physical, and emotional health while encouraging others to do the same.

Tough & Resilient Sailors

A key to Sailor development is growing resilience and toughness across the Fleet. Though complementary, these attributes are not the same. **Resilience** is the ability to persevere, adapt, and rise to the challenges we face. **Toughness** is the ability to perform under pressure, to continue to fight after sustaining a hit, and to endure and succeed despite the long, slow grind. While formal definitions are useful, the best way to differentiate these two concepts is with an analogy familiar to all Navy personnel: every piece of equipment has a maintenance manual – a set of routine procedures to keep it in good working order and minimize wear and tear. Every piece of equipment also has an operations manual – one that has the procedures to get the highest levels of performance out of that gear. Resilience programs help maintain the force and keep us in good working order; toughness programs heighten our operational effectiveness and ensure that we perform optimally.

Warrior Toughness

Designed to increase the Navy's warfighting capabilities, Warrior Toughness (WT) is an enabler of the Navy's COE as part of the first LOE – Developing a Lethal Warfighting Force. The Navy took a hard look at the warfighting readiness of our Sailors following the USS FITZGERALD and USS JOHN S. MCCAIN collisions. We modernized our accessions training curriculum, in line with the latest science of learning, and incorporated more hands-on training. Current focus areas are firefighting, damage control, physical fitness, small arms handling and marksmanship, watchstanding, seamanship, and force protection. Our primary goal is to make Sailors tougher and ready for the Fleet on day one. One key initiative was the implementation of WT – an evidence-based holistic human performance skillset that strengthens mental, physical, and spiritual toughness with a particular emphasis on the pursuit of peak performance. WT training emphasizes co-equal development of mental, physical, and spiritual toughness. The program provides performance psychology skills and character development and teaches the Warrior Mindset with concepts initially developed by Naval Special Warfare.

Since its inception in 2018, the WT curriculum has been integrated throughout Navy accessions training – Recruit Training Command (RTC), Officer Training Command (OTC), Naval Reserve Officers' Training Corps (NROTC), and United States Naval Academy (USNA) – to develop toughness in our newest personnel. Pilot data at RTC suggest 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.

Expanding the reach of the program, training of new instructors in WT, and fortification of WT principles is taking place at follow-on and advanced training throughout the Fleet and the Naval Education and Training Command (NETC) domain. In November 2021, the Navy Instructor Training Course began providing WT training on concepts and skills to newly reporting instructors. Data from Naval Nuclear Power Training Command suggest that students who received WT instruction have fewer academic rollbacks and lower attrition rates than those who have not received the training.

In the Fleet, efforts are underway to institutionalize the concepts of WT in several communities. Submarine Group TEN has reported improved performance on navigation and damage control trainers with the crews who have received WT training compared to those without it. Initial training sessions have also been conducted with elements of Naval Surface Forces Atlantic and with this year's Chief Petty Officer Selectees. Further, the Advanced Warrior Toughness Training course is being offered at NS

Great Lakes and will be offered both as traditional classroom training and by Mobile Training Teams in the Fleet Concentration Areas of Dam Neck, Virginia and San Diego, California.

From street to Fleet, WT will improve the performance of Sailors experiencing stress throughout their everyday lives and it will help build lethal warfighters who are ready for the next mission.

Expanded Operational Stress Control (E-OSC)

Fiscal Year (FY)-20 and FY-21 presented unprecedented challenges to our worldwide Fleet as a result of the Coronavirus 2019 (COVID-19) pandemic. Many of our Sailors and their families experienced a loss of connectedness as a result of restrictions that were necessary to contain the virus.

The E-OSC initiative is an effort to reach every Sailor every day by expanding on previous Operational Stress Control (OSC) efforts and teaching evidence-informed resilience techniques to Sailors in order to help them persevere, adapt, and grow through the challenges they face. E-OSC recognizes that stress is a part of personal and professional growth and actually enhances peak performance; however, if not managed, it can lead to destructive behaviors and negative impacts. In the past, OSC principles were employed pre- and post-deployment, but E-OSC seeks to provide support to emergent stressors impacting our Sailors over the entire operations life cycle.

E-OSC is a pillar of the COE campaign and works as a part of the Command Resilience Team. In the initial Fleet-wide rollout, which commenced between July and December 2021, each command selected an E-OSC Team Lead and at least one Assistant Team Lead to attend virtual training. MyNavy HR activated 30 Selected Reservists of various ranks and from a variety of backgrounds, provided them with training through the Naval Center for Combat and Occupational Stress Control, and certified them as Training Facilitators. These Training Facilitators administered more than 10 courses weekly, over multiple time zones, utilizing Zoom to reach the broadest audience and minimize mission impact on the Fleet. The team facilitated and certified more than 3,300 Team Leads and Assistant Team Leads over the course of the E-OSC rollout. Initial data from the pilot conducted during FY-21 shows that Sailors who employed resilience skills learned through E-OSC had enhanced personal resiliency and made a positive impact on the command. Full implementation in the Fleet is mandated to take place no later than January 2022.

Championing Signature Behaviors & Countering Destructive Behavior

In February 2020, United States Fleet Forces, United States Pacific Fleet, and United States Naval Forces Europe/Africa teamed together to send a 12-star message to every Sailor and civilian in the U.S. Navy sharing 10 Signature Behaviors. These behaviors align with COE's core themes and expand upon our Navy Core Values, Navy Ethos, and Core Attributes as a means to instill and reinforce positive behaviors among all Sailors. COE is the foundational approach supporting our cultural transformation, incorporating and building off the guiding principles seminal to *Navy Leader Development Framework 3.0*, *Navy Family Framework*, *Navy Civilian Framework*, and the *One Navy Team Guidance*.

Sailors and civilians should strive to embed Signature Behaviors in every area of the Navy's current leadership continuum training, as well as elements of awards, fitness reports, evaluations, advancement exams, advancement, and promotions.

Signature Behaviors:

1. Treat every person with respect.
2. Take responsibility for my actions.
3. Hold others accountable for their actions.
4. Intervene when necessary.

5. Be a leader and encourage leadership in others.
6. Grow personally and professionally every day.
7. Embrace the diversity of ideas, experiences, and backgrounds of individuals.
8. Uphold the highest degree of integrity in professional and personal life.
9. Exercise discipline in conduct and performance.
10. Contribute to team success through actions and attitudes.

Signature Behaviors are not programs with a reporting requirement. They are a set of positive actions that support our professional and personal lives. When fully adopted and put into practice in our daily lives, these actions and behaviors foster mental, physical, spiritual, and emotional toughness; promote organizational trust and transparency; and ensure connectedness with our One Navy Team.

The COE holistic approach to Signature and Destructive Behaviors is based on the public health model of prevention and was further developed into the Navy Prevention Logic Model.

- Risk Factors are factors that precede and are associated with higher probability of problem outcomes.
- Protective Factors are factors associated with a lower probability of problem outcomes or mitigation of negative impacts of risk factors on problem outcomes.
- Primary Prevention are strategies that prevent destructive behaviors and promote signature behaviors by decreasing risk factors and increasing protective factors and healthy behaviors.

By decreasing risk factors and increasing protective factors, we can reduce destructive behaviors. The Centers for Disease Control's Division of Violence Prevention uses a social-ecological model to assess risk and protective factors; they have found that community support and connectedness is the only common protective factor in preventing multiple types of destructive behaviors, to include sexual violence, suicide, child abuse, and neglect. The Department of the Navy provides training and resources to increase help-seeking; reduce barriers associated with asking for help; and optimize the influence of leaders in creating protective environments for Sailors, dependents, and civilians.

The Defense Suicide Prevention Office measures Connectedness in order to assess feelings of loneliness. Low levels of connectedness in concert with a lack of fear can create potential for a serious suicide attempt. The 2019 Health of the Force Survey revealed that most survey participants have moderate to high levels of connectedness. While this continued to be true in the 2021 Health of the Force Survey, the percentage of participating Sailors with high connectedness decreased from 55% in 2019 to 49% in 2021. This is not unexpected given the COVID-19 pandemic and its impact on all aspects of social life. As indicated in Figure 1, Sailors in grades E1-E6 are most likely to have low levels of connectedness and officers in grades O5-O6 are most likely to have high levels.

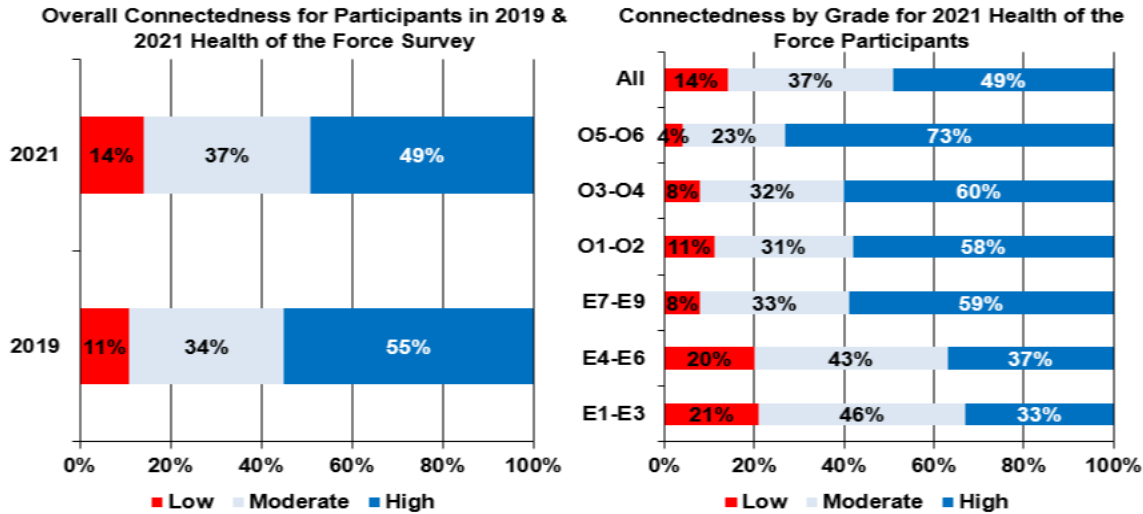


Figure 1 - Connectedness of HOF Survey Participants

Baseline Measures of Effectiveness

In support of the Navy Prevention Logic Module, the 2021 Health of the Force Survey included measures for a variety of protective factors that have been shown to positively impact work performance, retention, and employee well-being. These include job/career satisfaction, effective organizational commitment, unit cohesion, inclusion, and connectedness. Together, they provide a snapshot of the Navy culture as experienced by personnel at different grades in various communities throughout the Navy. Establishing baselines for each of these measures will enable the Navy to identify the impact of COE efforts on Navy culture.

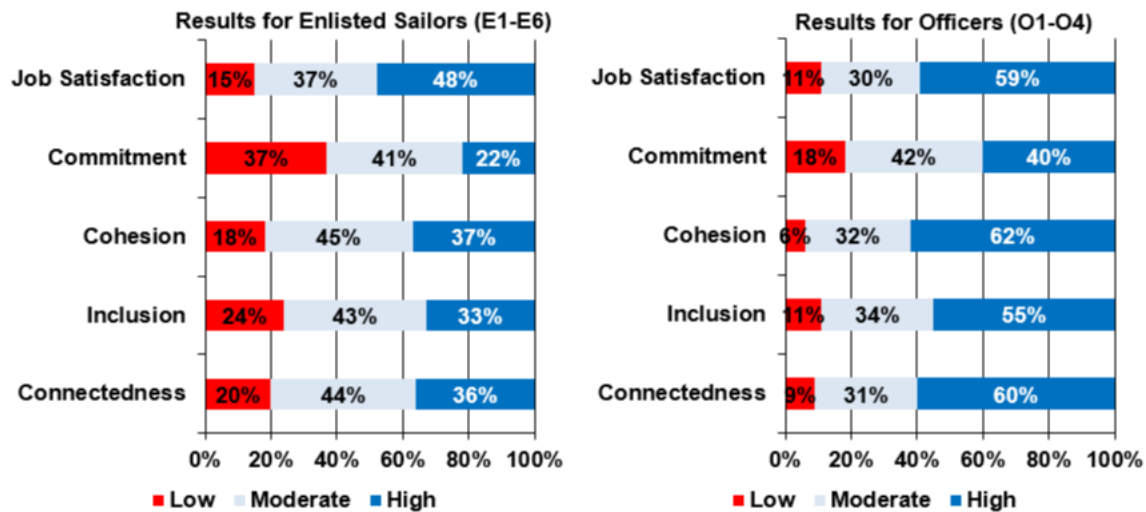


Figure 2 - Baseline Measures of Protective Factors

As illustrated in Figure 2, most survey participants indicated they had moderate-to-high levels of each of these protective factors. Officers reported significantly higher levels of these protective factors than enlisted Sailors.

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-20, the latest reporting data available, Navy experienced a 2.8% decrease in reports from FY-19. COVID-19 response measures, including Restriction of Movement (ROM), may have skewed these numbers by impacting victim reporting.

We remain focused on developing and implementing strengthened prevention efforts while expanding to a more holistic community-based approach focusing on a Sailor's well-being and creating a supportive environment that promotes well-being. Our focus has increased toward metrics-based sexual assault data to better understand where and why sexual assaults occur, provide a more robust analytic capability, and ensure research-informed approaches to prevention programs and policies. In conjunction with expanding the COE, the Navy is in its execution phase of the DoD-mandated Prevention Plan of Action, a holistic and comprehensive approach to understanding the current environment, determining the scope of the problem, and assessing organizational factors that drive prevention and reduce destructive personnel behaviors and incidents. We remain committed to cultivating an environment of mutual dignity and respect for all, an environment in which Sailors look out for their shipmates and support victims of sexual assault.

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, and institutional barriers that prevent Sailors from taking full responsibility for their actions. Sailors are evaluated on merit, fitness, capability, and performance. This program promotes the incontrovertible fact that equal opportunity is critical to mission accomplishment, unit cohesiveness, and military readiness. A summary of Harassment and Equal Opportunity reports for FY-20 and FY-21 is provided in Figure 3.

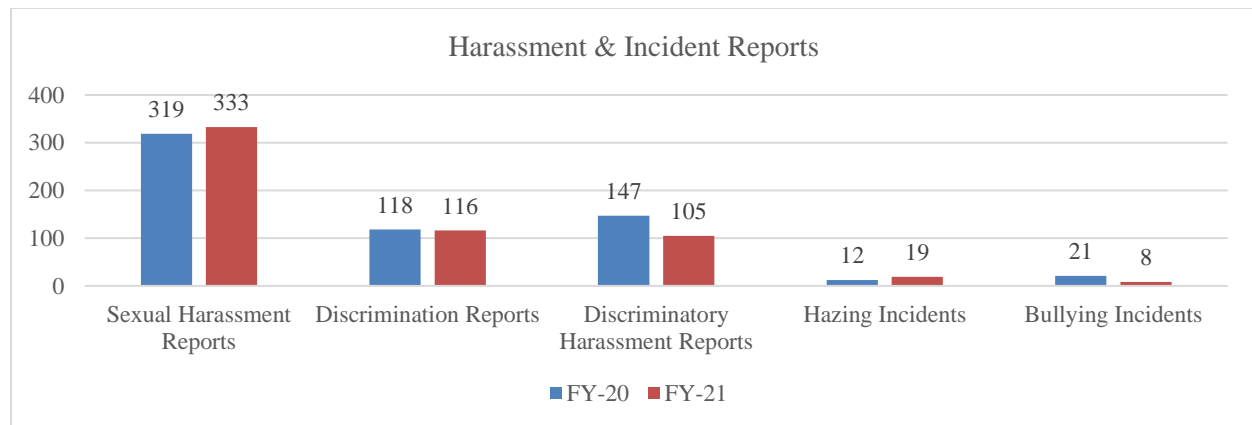


Figure 3 - Harassment and Equal Opportunity Incidents

Suicide Prevention

Our Sailors are not immune to nation-wide factors contributing to death by suicide. Tragically, suicide remains a leading cause of death in the Navy, with death by firearm as the most prevalent method. In 2020, the Navy lost 66 Active Component (AC), and 13 Reserve Component (RC) Sailors to suicide. The Navy's 2020 AC suicide rate is 19.3 suicides per 100,000 Sailors. The most recent (2019) demographically comparable U.S. civilian suicide rate is 28.1 suicides per 100,000 people. A summary of suicide counts is provided in Figure 4.

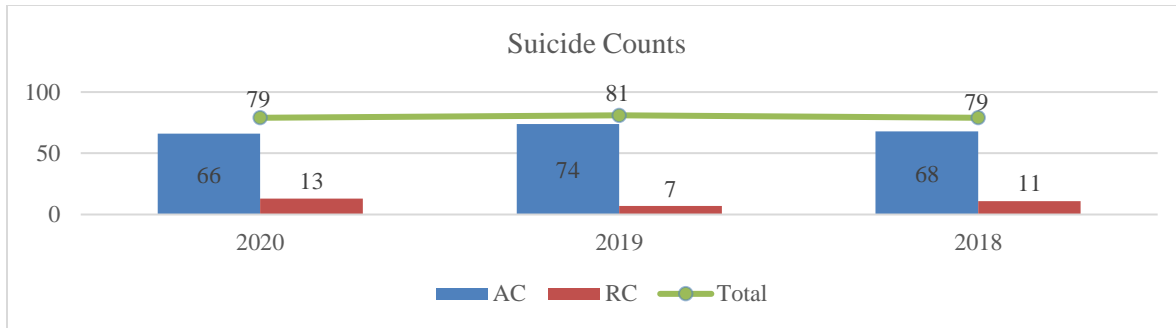


Figure 4 - Suicide Counts

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

- Expanding embedded mental health program
- Increasing deck-plate leadership through Enhanced-Operational Stress Control Training led by Command Resilience Teams
- Continuing to offer the Sailor Assistance and Intercept for Life program, or Psychological Health Outreach Program for Reserve Component members, which provides rapid assistance, ongoing risk management, care coordination, and reintegration assistance for service members identified with a suicide ideation or a suicide attempt
- Providing resources to support lethal means safety
- Utilizing Command Resilience Team Human Factors Councils and human factors processes to identify Command and individual Sailor risk factors and appropriate prevention strategies

Drug and Alcohol Detection and Deterrence

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

The number of Driving Under the Influence (DUI) incidents has fluctuated over time (see Figure 5). By paygrade, E4-E6 consistently represented the most DUIs across FYs. In FY-21, 54.5% of DUIs were from this paygrade.

	FY-16	FY-17	FY-18	FY-19	FY-20	FY-21	Total
DUIs	1,006	1,091	1,163	1,168	890	829	6,147
% Change		8.4%	6.6%	0.4%	-23.8%	-6.9%	-17.6%
ARIs	2,494	2,566	2,857	2,757	2,374	1,844	14,892
% Change		2.9%	11.3%	-3.5%	-13.9%	-22.3%	-26.1%

Figure 5 - DUI and Alcohol Related Incidents (ARIs)

Identified Navy drug use increased 5.8 % between FY-15 and FY-21. More recently, there was an 8.1% decrease in positive drug tests between FY-20 (2,632) and FY-21 (2,419). Navy implemented COVID-19 mitigations in March 2020, which decreased the number of Navy specimens received at the drug labs in FY-20 by 19.1% compared to FY-19 totals, suggesting that COVID-19 mitigations only minimally affected drug testing. The minimal effect did not result in a statistically significant increase in positives. The decrease in testing also resulted in a decrease in positive drug tests between FY-19 and FY-20.

Navy is developing a substance misuse prevention campaign targeting 18-29 year-old Sailors, who are at highest risk for substance misuse. This campaign uses input from Sailors to develop effective and efficient communications and messaging to improve the effectiveness of the campaign.

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.

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 putting policies and procedures in place to address instances of problematic sexual behavior for children and youth. Each installation's Coordinated Community Response Team ensures all affected individuals and families have access to the information and resources for care, support, and safety.

Senior Leader FAP training is required 90 days after assuming command and annually for senior enlisted leaders. In February 2021, the Navy updated guidance and training modules for installation-level commanders and senior enlisted advisors to cover the 13 mandatory training requirements.

Effects-based Diversity, Equity, and Inclusion

The Navy maintains our asymmetric advantage by capitalizing on the diverse abilities, perspectives, and experiences of our One Navy Team. The Navy embraces and strives to leverage diversity of thought, age, gender, sexuality, religion, and socioeconomic, educational, regional, and cultural backgrounds. By leveraging these differences, we increase our warfighting potential, innovation, and lethality. We know that diverse teams are 58% more likely to accurately assess a situation than non-diverse teams¹. Gender-diverse organizations are 15% more likely to outperform other organizations, and diverse organizations are 35% more likely to outperform their non-diverse counterparts².

We continue to work on capturing data on 1) all facets of diversity within our Navy ranks; 2) perceptions of inclusion; and 3) measures of effectiveness on improving equity.

- Based on the past 15 years of data, the Navy has become increasingly demographically diverse.
- Among the enlisted ranks, between 2006 and 2021, racial minorities have increased from 37.2% of the population to 40.1%. The three-year average percentage of female accessions increased from 17.5% to 25%, and the female enlisted population increased from 14.8% in 2006 to 20.7% in 2021. The Hispanic population has increased from 15% in 2006 to 18.3% in 2021.
- Among officers, the percentage of racial minorities has increased from 16.7% of the population in 2006 to 23% in 2021. This is an encouraging indicator that the Navy's senior leadership will be even more diverse in the future. Female officer accessions have increased from a three-year average of 19.5% of all accessions in 2006 to an average of 24.5%. Combined with ever-increasing retention rates, this has resulted in the female officer population growing from 14.8%

¹ *Ethnic Diversity Deflates Price Bubble*, Proceedings of the National Academy of Sciences of the United States of America, December 30, 2014, <https://www.pnas.org/content/111/52/18524>

² *Diversity Matters*, McKinsey & Company, February 2, 2015.

to 20.6% between 2006 and 2021. The Hispanic population has also increased from 5.4% of the population in 2006 to 8.9% in 2021.

USNA gender and racial diversity statistics are included in * Not all inclusive. Total is a sum of the sub-categories identified in grey.

- Figure 6 below:

	USNA Class of 2021 Graduates	USNA Class of 2025 at Induction
Male	72%	71%
Female	28%	29%
Racial Minority*	34%	41% (Record High)
African American (non-Hispanic)	6%	7%
Asian American (non-Hispanic)	7%	10%
Hispanic	11%	15%
Two or more races	10%	9%
International	1%	1%

* Not all inclusive. Total is a sum of the sub-categories identified in grey.

Figure 6 - USNA Diversity Statistics

Without a culture of inclusion and understanding, diverse perspectives can lead to friction and conflict in organizations. Good leaders are inclusive leaders. This is why the Navy has approved core competencies in Diversity, Equity, and Inclusion (DEI) and integrated them into the Navy’s Leader Development Framework. We are ensuring all Sailors and officers are trained in the benefit of diversity and how to become more inclusive leaders. Sailors are introduced to DEI core competencies as they enter the Navy. Educational efforts develop core competencies like building blocks throughout an individual’s career, augmented by professional military education, community specific training, higher education, and personal and professional experiences.

In 2021, OPNAV N17, 21st Century Sailor Office provided initial training to Echelon 2 and Echelon 3 DEI practitioners. Additionally, monthly webinars provided training for DEI practitioners and others interested in learning about DEI. Monthly webinars cover best practices and guide contemporary discussions on DEI topics related to Navy needs. Webinars are facilitated by an OPNAV N17 DEI team member with support from experienced practitioners, senior leaders, and industry experts. Topics include Necessary Conversations Best Practices; Morality, Ethics and DEI; Navy Trailblazers: Commemorating Women’s Equality Day; and DEI practitioner best practices.

In July 2020, the CNO established Task Force One Navy (TF1N) under our COE governance structure to analyze and evaluate issues that detract from Navy readiness – such as racism, sexism, and other structural and interpersonal biases. While the Navy has actively pursued improvements in the past, TF1N provided the ability to look for opportunities we may have missed and to accelerate some already in progress. From July-December 2020, TF1N was built for rapid action to quickly generate solutions for DEI reform. As a result, 56 recommendations were included in the February 2021 TF1N Final Report; they have been instantiated in the COE Line of Effort (LOE) 3, Effects Based DEI. The recommendations were merged with existing DEI initiatives. Stakeholders who led the development of the TF1N LOEs continue to lead execution of these recommendations. Progress on TF1N recommendations was briefed at the 15 April 2021 DEI Council and the 8 July 2021 COE Governance Board. Twenty-four recommendations have been implemented, 31 are in-progress, and one is yet to start.

Some of the implemented recommendations include:

- Implementing research-based Marketing and Advertising and deliberate, sustained, and relevant community outreach within under-represented communities that appeal to Gen Z minorities
- Establishing the “Whole Person” evaluation framework that deemphasizes the use of standardized academic tests
- Assigning a Special Assistant to the Commander for DEI at Navy Personnel Command (NPC) and assigning a trained Command Climate Specialist
- Including diversity in all formal nomination packages
- Developing a single PERS-4 precept for all non-statutory boards
- Expanding use of diversity data in Records of Proceeding
- Expanding post-board statistics
- Formally tracking diverse board membership statistics
- Sourcing a NROTC Consortium Deputy Commander at Minority Serving Institutions
- Developing a Public Affairs Campaign to increase the visibility of minority affinity groups
- Enhancing and developing science, technology, engineering, and math (STEM) outreach programs
- Continuing listening sessions
- Resuming NLDF Briefs to the CNO/VCNO by Community Leaders
- Forming Management Advisory Groups
- Designating an advisor in Navy’s 21st Century Sailor Office for Women’s Policy Issues
- Institutionalizing the Naval Junior Officer Counsel
- Showcasing and recognizing the Navy’s diverse culture and history – ensuring that our warships and buildings showcase the diverse culture and history of those who serve
- Establishing partnerships with civilian counterparts on DEI

MyNavy HR remains committed to removing barriers for entrance and improving the diversity of our Navy to be more reflective of American society. Key recruiting DEI initiatives include reshaping recruiting efforts to better address underrepresented groups, refining recruiting strategies to drill down to generational interests/behavior, leveraging a whole-person concept in all recruiting and accessions efforts, and creating an officer data and evaluation strategy. In addition to the items listed above, Navy Recruiting Command (NRC) has:

- Stood up the Unrestricted Line (URL) Officer In-Service Procurement Program allowing Commanding Officers with first Flag Officer concurrence to identify fully-qualified enlisted personnel and expedite their process to commissioning. The goal of the program is to ensure that nominations and selections reflect the diverse makeup of Sailors entering Naval service with degrees in hand.
- Reestablished the Baccalaureate Degree Completion Program (BDCP) with a focus on minority-serving institutions. BDCP provides financial incentive to college students and graduates to complete baccalaureate degree requirements as applicable and obtain commissions via Officer Candidate School (OCS). Program participants will receive E-4 pay for up to two years while completing their baccalaureate degree. BDCP was a popular and effective program that was discontinued in 2010 due to lack of funding. NRC is planning for 50 BDCP quotas over a three-year period (FY-22, FY-23, FY-24).
- Started the Junior Officer Diversity Outreach (JODO) Program, an adjunct recruiting program designed to reach underrepresented groups. JODO partners Recruiters with Unrestricted Line Junior Officers to share their Navy experiences with high school and college students in diverse

communities throughout the country. The JODO program kicked off in February 2021 with engagements in eight different metropolitan areas across the country. For the 2021-2022 school year, the program includes volunteers from the Aviation, Surface, Submarine, and Special Warfare communities. NRC is planning for 48 JODOs to participate in the program during FY-22.

Additionally, NRC has advanced their Outreach and Diversity efforts by expanding initiatives to include Navy Promotional Days (NPDs), Educator Orientation Visits, JODO, and Diversity Roundtables. NPDs display Navy job opportunities to students at Minority Serving Institutions. Partnering with U.S. Naval Sea Cadet Corps and improving ties with STEM affinity groups (e.g., National Society of Black Engineers, Society of Women Engineers, Society of Hispanic Professionals and Engineers, Hispanic Inspiring Students' Performance and Achievement, and Association of Naval Services Officers) has allowed Navy leaders to share their experiences with a more diverse audience than in years past.

NRC's efforts to improve Officer Diversity are evident in the increasing diversity of FY-21 NROTC applications compared to the previous NROTC season, as depicted in Figure 7.

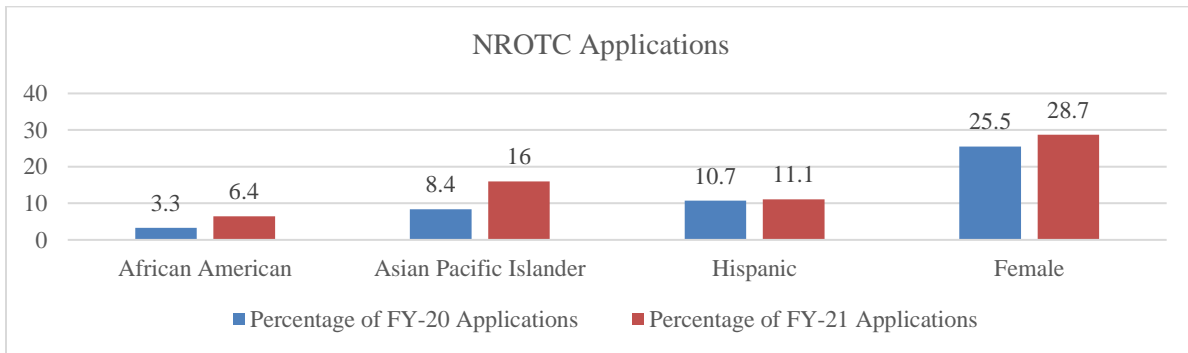


Figure 7 - NROTC Application Diversity

- In FY-21, 30 of 122 (24.5%) African American Unrestricted Line Officer applicants were selected compared to 12 of 51 (23.5%) in FY-20.
- Since FY-20, there has been a 1.6% increase in Hispanic Officer Accessions.

To expand the diversity of the Navy's officer candidate pool, Naval Service Training Command (NSTC) implemented a variety of initiatives, including the NROTC Preparatory Program (NPP). NPP's objective is to expand NROTC scholarship opportunities by selecting applicants who show great potential via grades, character, and extra-curricular activities, but may lack resources available at more advanced high schools. Further, NPP enhances Midshipmen candidates' mental and physical foundations, better preparing them for success in the NROTC program. In academic year (AY) 2019-2020, the program's second year, 67 Midshipmen candidates enrolled in NPP, of which 49 students successfully completed their prep year and were selected for follow-on NROTC scholarships. During AY 2020-2021, 109 Midshipmen candidates enrolled and 85 students completed the program and receiving follow-on NROTC scholarships. This past fall, NPP continues to expand: 113 Midshipmen candidates have enrolled. By leveraging the established and accredited preparatory program, the Naval Academy Preparatory School (NAPS), NSTC established Broadened Opportunity for Officer Selection and Training (BOOST) 2.0. Unlike the traditional NPP university/private funded one-year scholarships, BOOST 2.0 provides one-year Navy-funded scholarships. BOOST 2.0 students' benefits, payback, and NAPS graduation requirements mirror those of their USNA counterparts. Upon completing BOOST 2.0, students are assigned to a follow-on NROTC unit, with a four-year scholarship, to an affiliated school with

demonstrated success in graduating high percentages of diverse students. NSTC and USNA have begun a pilot comprised of eight candidates for AY 2021-2022. Of this initial cohort, all are on track to graduate.

Attracting the Best Talent

Competition for Talent

Over the past year and a half the civilian economy has been largely driven by responses to the COVID-19 pandemic. The start of the pandemic was accompanied by several months of the worst civilian economic conditions since the Great Depression. However, recovery from these weak conditions has been rapid. Indeed, both Federal Reserve and Conference Board forecasters expect a strong civilian labor market in the short and medium term. These projections have relevance for recruiting and retention: stronger civilian economic conditions tend to coincide with challenging recruiting and retention environments. As such, we would expect recruiting and retention to become more difficult over the next few years.

Unemployment and labor force participation

Two common measures of the strength of the civilian economy are the unemployment rate and the labor force participation rate (LFPR). The LFPR measures the share of people who either have a job or are actively pursuing one while the unemployment rate measures the share of people in the labor force who do not have a job despite actively looking for one. Historically, lower unemployment rates (signifying stronger economic conditions) have typically coincided with lower military retention and more difficult recruiting as job-seekers have more options outside the military. Despite a severe initial spike in the unemployment rate at the beginning of the pandemic (as many businesses temporarily or permanently closed), the unemployment rate has aggressively declined in the past 12 months, as depicted in Figure 8. This is a stark contrast to the slow recovery that characterized much of the 2010s. As a result, despite a historic spike in the unemployment rate less than two years ago, much of the recent discourse around the labor market has revolved around the *strength* of the labor market in general and labor shortages in particular.

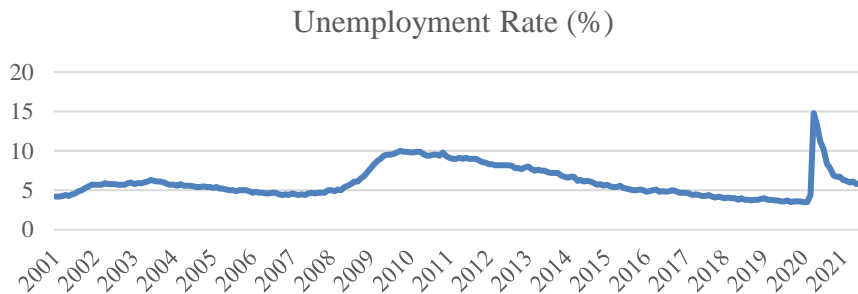


Figure 8 - Unemployment Rate

One amplifying factor to the strength of the labor market is the lack of movement in the LFPR. An aging (and thus retiring) workforce has resulted in a steady downward long-term trend in the LFPR since at least 2000 (Figure 9).

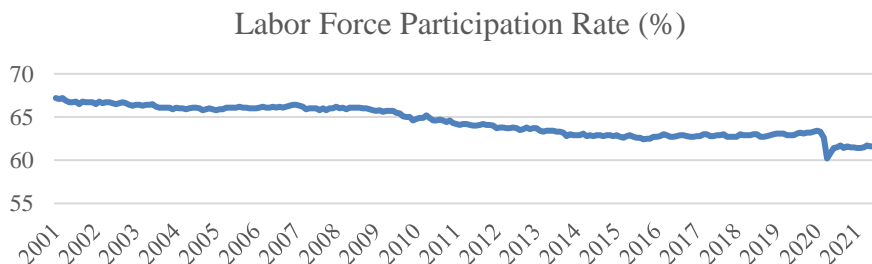


Figure 9 - Labor Force Participation Rate

In the short term, the LFPR is usually thought of as acting as a moderating force on large changes in the unemployment rate: sufficiently poor economic conditions tend to result in people returning to school to avoid the labor market, temporarily giving up on their job search (and thus dropping out of the unemployment rate calculation) after an extended period of failed attempts to secure employment. The converse also holds: booming job conditions convince those who are not in the labor force to either reenter or to enter early (e.g., by postponing or forgoing further education). At the beginning of the recession, we saw a dramatic decline in the LFPR, just as we saw a dramatic uptick in the unemployment rate. However, we have not seen a parallel aggressive recovery in the LFPR. The reasons for this are unclear, but have implications for economic conditions over the next year: if the persistently low LFPR is a result of people who are still uncomfortable working in-person during the pandemic, then we may begin to see the workforce expand if vaccinations persuade more people to seek employment. If the pandemic instead compounded the long-term trends (e.g., via earlier-than-planned but permanent retirements), then the LFPR may not have its usual mitigating influence on the unemployment rate, resulting in a stronger-than-normal labor market.

Civilian employee quit rate

A common explanation of the current labor market is that there is a “labor shortage” exacerbated by an increased willingness for workers to quit their jobs. Data from the Bureau of Labor Statistics Job Openings and Labor Turnover Survey supports this notion: the quit rate among employees is the highest ever recorded since the survey began in December of 2000 (Figure 10).

This has two implications. First, it is possible that the unemployment rate is actually *understating* the degree of economic improvement: many people who leave their jobs are at least temporarily unemployed. Second, given that the military depends on (mostly) continuous employment to fill its senior ranks, any long-term increase in societal tendencies to change jobs would be of at least mild concern. It is worth monitoring the trends in quit rates over the next 12 months and considering areas where this may affect the Navy in the short term (e.g., Delayed Entry Program (DEP) attrition rates).

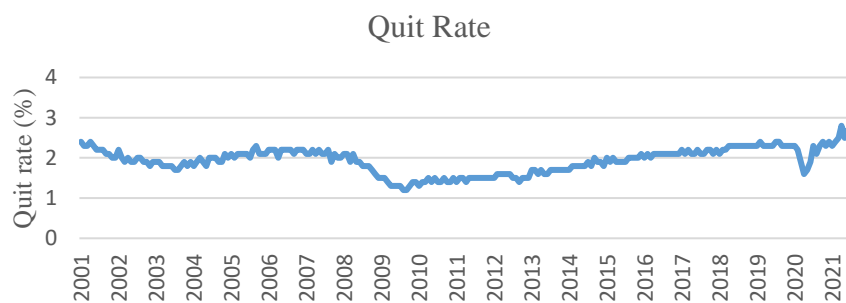


Figure 10 - Quit Rate

Professional forecasts

High-level measures of economic conditions paint a picture of a strong civilian economy. In addition, two organizations that create professional forecasts of economic conditions – the Federal Reserve and the Conference Board – both project growth over the next year. The Conference Board projects “robust” growth for the economy writ large as well as above-average wage growth in calendar years (CY) 2021 and 2023, especially among blue collar workers.³ Similarly, the Federal Reserve’s most recent “Survey

³ Gad Levanon and Frank Steemers, *Why Wages Are Growing Rapidly Now—And Will Continue to in the Future*, Conference Board, 2021

of Professional Forecasters” has a median unemployment rate forecast of 4.2% for the second quarter of CY-22. This unemployment rate represents a substantive decline from the unemployment rate as of September 2021 (4.8%) and would be substantially lower than the long-run average (approximately 6%).

Implications

The unemployment and labor force participation metrics and projections above suggest that military recruiting and retention are likely to become more difficult in the short and medium term. Both should be monitored in case additional incentives are required to meet Navy goals. In addition, the increase in civilian quit rates is worth monitoring for potential long-term impacts on Navy retention. If employee-driven job turnover becomes more common, that presents challenges to the Navy’s current personnel management strategy (which relies on having adequate numbers of Sailors who are willing to serve decades under one employer).

Accession Supply Chain

The accessions supply chain continued to successfully negotiate the challenges presented by operating in a dynamic COVID-19 environment. The adaptability, agility, and mission focus of the Recruiters, Instructors, Recruit Division Commanders (RDC), and staff of NRC, NSTC, and NETC ensured the Fleet continued to receive a steady influx of basically trained new officers and Sailors. The Navy Reserve and Navy Air Logistics Office continued to support the accession mission with flights to ship more than 27,000 Sailors since the beginning of COVID. The Navy achieved 100% of the FY-21 enlisted accession mission of 36,025 active and non-prior service reserve enlisted personnel (AC: 33,400, Non-prior Service (NPS): 2,625. Entering FY-22, the accessions supply chain continues to address the challenges of operating in a COVID environment to meet the AC enlisted accession mission of 33,400 and RC enlisted accession mission of (NPS: 2,600, Prior Service (PS): 4,200).

RTC continued to maintain all COVID safety and health measures in accordance with Centers for Disease Control and Prevention guidance and Navy medical recommendations. Recruits completed a 14-day ROM at Fort McCoy, a U.S. Army facility in western Wisconsin, through May 2021, when all ROM operations shifted to RTC. RTC dedicated two ROM “ships” (barracks) onboard RTC and continued sentinel testing of staff, while working towards 100% vaccination status. To meet Department of Defense vaccination requirements, recruits were requested to be fully immunized upon their arrival at RTC. RTC continued to execute 14-day ROM for arriving non-vaccinated recruits. In April 2021, RTC began voluntary vaccination of recruits, shifting to mandatory vaccination of recruits in September. By the end of October 2021, 100% of graduating Sailors were fully immunized prior to transfer. In 2021, RTC incorporated the LifeSkills curriculum into the eight-week model of Basic Military Training (BMT), which resulted in allocating 32 hours of training time to the facilitation of the course. RTC utilized a combination of RDC-training time normally dedicated to reps and sets evolutions for firefighting, damage control, line handling, and drill and adjusted training schedules to incorporate additional early reveille/late taps to support the additional coursework. A successful pilot of 10-week BMT was completed in September 2021 with two divisions. Upon the complete removal of ROM operations, RTC is prepared to move into the planned 10-week BMT. The 10-week BMT provides additional RDC training time; extended time for recruits to prepare for the official Physical Fitness Assessment; and the addition of the 4th Phase/Sailor for Life curriculum, resulting in higher quality and better trained Sailors to the Fleet. When fully implemented, the 10-week BMT will allow for increased focus on firefighting, damage control, and Auxiliary Security Force qualifications, preparing Sailors for full duty on Day One.

In FY-21, OTC aggressively pursued options to return to unrestricted training operations during the COVID-19 pandemic. OTC executed a comprehensive communications plan with NRC to drive vaccinations prior to arrival in parallel with a local vaccination strategy that incorporated innovative testing procedures that allowed the command to return to maximum student capacity without ROM. OTC

continued to leverage best practices and lessons learned to utilize technology across the schoolhouses, OCS, Officer Development School (ODS), Limited Duty Officer/Chief Warrant Officer (LDO/CWO) Academy, and Naval Science Institute (NSI) to provide online education as required. Additionally, OTC introduced a Firearms Training Simulator to the OCS curriculum, augmenting firearms familiarization and training. Finally, following comprehensive program and curriculum reviews, LDO/CWO Academy and NSI expect to pilot courses in FY-22 that decrease the length of each course while still meeting the Professional Core Competencies. In total, OCS commissioned 1,467 officers, ODS graduated 980 students, LDO/CWO Academy produced 535 officers, and 55 Seaman to Admiral-21 (STA-21) students completed NSI.

During FY-21, the NROTC commissioned the following number of officers by program to meet officer accession goals: 761 Navy officers, 274 Marine Corps officers (267 AC / 7 RC), 42 Navy officers from the STA-21 Program, and 99 Marine Corps officers from the Marine Enlisted Commissioning Education Program. The summer of 2021 saw the resumption of the NROTC summer training, during which 1,129 of 1,169 (96.6%) of eligible NROTC 1/C MIDN executed a commissioning requirement satisfying summer training event and 956 of 966 (99.0%) of eligible NROTC 2/C MIDN executed a summer training event. In fall 2021, Naval Science courses at our host institutions of higher learning resumed full in-person instruction while adhering to all Navy, national, state, and local COVID-19-related health guidance.

Recruiting Modernization

Navy Recruiting Command continues to improve the effectiveness and efficiency of their recruiting organization through realignment, transformation, workforce improvements, and policy changes. NRC completed the transformation of 26 Navy Recruiting Districts to Navy Talent Acquisition Groups (NTAGs) in December 2020, 33 months ahead of schedule. This business model optimizes individual Recruiter talents, streamlines processes, capitalizes on digital initiatives, improves lead generating activities, and ultimately attracts high-quality recruits. E-talent teams focus on digital prospecting and lead efficiency management. Talent Scouts meet with prospects, cultivate interest in the Navy, and conduct initial screenings. After contracting, future Sailors enter the DEP for onboarding into the Navy. During onboarding, Recruiters mentor and guide future Sailors, better preparing them for RTC and their transition into military service. By equipping Recruiters with the tools, skills, and technology necessary to continue recruiting safely and virtually, NRC leveraged inherent advantages in its new recruiting model.

NRC continues to employ the “Forged by the Sea” digital marketing and advertising (M&A) campaign with great success in reaching all demographics. The campaign captures authentic, relevant, and compelling content featuring real Sailors while emphasizing inclusion and diversity. In FY-21, NRC continued a nearly 100% digital marketing and advertising effort, using virtual prospecting to overcome the challenges of COVID-19. New digital tools and E-talent teams at all 26 NTAGs and NRC HQ enabled Recruiters to leverage technology and social media to accomplish the FY-21 mission and build FY-22 DEP. This virtual shift increased the total number of new recruiting prospects and allowed NRC to reach additional markets with candidates that are more diverse. NRC’s deliberate steps to operate in the virtual realm enabled more efficient connection with all demographics and overcame geographic boundaries, enabling NRC to reach both rural and urban audiences during the COVID-19 pandemic. The shift to all digital media over the past three years allowed NRC to measure, optimize, and attribute 100% of the M&A investment by focusing on channels and content that offer the highest return and value. Navy content is available via most social media platforms (YouTube, Facebook, Instagram, Twitter, Snapchat, and Reddit) and Navy.com. The content authentically represents diverse lifestyles and cultures within Navy.

NRC stood up the Navy's official esports team, Goats and Glory, in FY-20 with support from Recruiters across the Enterprise. In FY-21, tryouts were opened up Navy-wide, and the team now consists of 13 Sailors. Goats and Glory expands community outreach, providing a platform to engage with high schools and colleges through an innovative and authentic esports campaign to build Navy awareness, dispel misperceptions about Navy life, and create a bridge built on a common passion through gaming. Ultimately, the team shows potential recruits that Sailors are just like everyone else – they have hobbies, interests, and families. In addition to community engagement, the Navy's esports effort also includes paid media and tailored content on Twitch, Fandom, and other popular esports platforms, all of which are designed to inspire and educate the target audience. In 2021, esports-paid media initiatives generated close to 1.2 billion impressions and more than 8.5 million clicks. In that timeframe, more than 91% of Navy.com visits generated from esports content were brand-new visitors, demonstrating that Navy's esports efforts continue to introduce America's Navy to a new audience. The Navy's latest esports media partnership garnered more than 31 million impressions via digital ads and pre-roll, between July and September 2021.

Virtual recruiting tools such as LinkedIn, Indeed, Handshake, and Zoom were employed nationwide in FY-21 to find qualified, interested, and diverse applicants. Recruiters leveraged these virtual tools to connect with the high quality and highly specialized market that is historically difficult to reach. Handshake, for example, is a mobile application that partners with universities, but is open to any student with an .edu email account. Using Handshake, students build online profiles with their information and academic interests for employers to review. Students can 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. NRC is using the application for targeted Nuclear and Medical Officer recruiting.

Additionally, NRC still uses traditional methods to reach potential applicants by manning more than 900 recruiting stations across the country, making virtual and in-person school presentations, conducting NPDs, and actively recruiting using direct mail, emails, phone calls, and text messages.

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

Enlisted Recruiting

Despite the dynamic COVID-19 environment, NRC achieved 100% of the FY-21 enlisted accession mission of 36,025 AC and NPS reserve enlisted personnel (AC: 33,400; NPS: 2,625). Hard work, adaptability, and agility will be required to meet the FY-22 AC enlisted accession mission of 33,400 and RC enlisted accession mission of 6,800 (NPS: 2,600).

Additionally, the Navy met the RC PS legacy mission (1,291 of 1,143) but fell short in the PS Career Waypoints (C-WAY) mission (1,607 of 2,657). NRC, Military Personnel, Plans, and Policies Division (OPNAV N13) and the Office of the Chief of Navy Reserve (OPNAV N095) are working together to identify root causes for the PS C-WAY mission shortfall, to improve processes for FY-22.

Navy ended FY-21 near 40% (goal is 50%) of ALNAV 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-21. 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. In addition to new digital initiatives, NRC continued employing Enlistment Bonuses in FY-21, awarding \$179M in bonuses. These bonuses have proven to be an effective tool in improving recruiting ratings at risk.

Officer Recruiting

Overall, the Navy attained 99% of the AC officer mission (2,491 of 2,524) and 71% (941 of 1,319) of the RC officer mission. As with enlisted recruiting, continued COVID-19 physical distancing restrictions, reduced walk-ins, limited access to schools, and graduation delays due to implementation of COVID-19 policies at universities throughout the Nation were the primary challenges that influenced the officer mission. In particular, lack of access to medical facilities severely limited NRC's ability to prospect for fully trained medical personnel. Reserve Medical Units, a common source of leads for medical programs, were not accessible due to virtual drilling during COVID-19.

The market continues to be extremely challenging for RC Medical designator recruiting. The RC Medical mission attained 52%, primarily due to the depleted candidate pool, since most medical professionals were supporting COVID-19. Mitigations for COVID-19 that severely affected OCS shipping in FY-20 were overcome in FY-21, shifting the challenge away from reduced capacity towards logistics of ensuring all candidates arrived on time during various challenges to the transportation industry amid changing COVID-19 protocols and demand surges as the country re-opened.

Officer accession demand from the Fleet required that 1,695 Officer Candidates reported to OCS while OCS capacity returned to a pre-COVID-19 level of 1,700 students. Any disruption to Officer Candidate arrival had severe consequences for mission success. Despite these challenges, the Navy shipped 1,701 Officer Candidates to OCS, achieving 100.4% 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, and therefore out-fight, 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 mentorship. Investing in the intellectual capital of the Navy team and instilling a lifelong passion for continuous learning in Sailors will be our foundation as we grow a decisive force that can out-think and out-fight any challenger to American interests.

Ready Relevant Learning

The RRL initiative continues to modernize Navy training and accelerate delivery methods, supplementing our traditional brick-and-mortar schoolhouses with modern, multi-media, multi-platform solutions. RRL delivers the right training, at the right time, and in the right way by developing a career-long learning continuum (CLLC) for every Sailor, modernizing training to maximize impact and relevance, and accelerating our processes to bring new training to the Fleet. U.S. Fleet Forces Command works closely with NETC, Naval Air Warfare Center Training Systems Division, Chief of Naval Personnel, warfare Type Commanders, and other key stakeholders to execute the vision for RRL.

Career-Long Learning Continuum⁴ work has progressed from the first stage (Block Learning), where stakeholders were heavily involved in determining and validating the current “what” and “when” of existing accession-level training. The effort is now expanding the scope into the second stage, developing CLLCs across a Sailor's career to ensure every Sailor receives the right training at the real-world point of need to support assigned tasking. CLLCs capture all the technical, professional, and leadership training and applicable qualifications, certifications, and skillsets established for each rating. It serves as a comprehensive roadmap for Sailors by outlining the individual training and leadership for their rating. It also functions as a management tool to assess each community's rating master task list to inform where training gaps may exist. In FY-21, continuums were developed for the AZ, OS, PS, LS, and LSS ratings. Work on the Training Assessment Process also began in FY-21, solidifying the Fleet's role in defining learning and performance requirements and validating analysis, which aligns training content and delivery methods with Fleet needs. The Type Commanders, working closing with NETC, are identifying metrics to assess the Sailor's learning, performance, and behaviors in the classroom and the Fleet. Metrics related to the modernized OS course began development in FY-21. Leveraging the Kirkpatrick Model – an approach of evaluating the results of training and learning programs by assessing formal and informal training methods and rates them against four levels of criteria: reaction, learning, behavior, and results – these metrics will identify ways to improve and focus curricula to meet Fleet needs.

In FY-21, four additional ratings began modernized delivery: PS, YN, YNS, and AZ joined OS, QM, RS and IS in modernized delivery. OS Spiral 2, which included the training gaps discovered during the original OS effort, also completed modern delivery updates. By the end of FY-21, a total of 39 ratings completed the requirements development stage with another 11 ratings undergoing requirements development.

During FY-21, while the COVID pandemic continued, 405 Fleet Returnees across the IC, GM, SW, LS, RP, and SH ratings graduated from RRL-Block One training thereby increasing Fleet Readiness.

⁴ Career-Long Learning Continuum Manual, dated 18 Nov 2021

Additionally, NETC continued the heel-to-toe Block One training for new accession Sailors put in place during FY-20 to reduce ROM and travel requirements during the pandemic.

Education

The United States Naval Community College (USNCC) successfully completed its first pilot course offerings in June 2021, with nearly 600 students from the Navy, Marine Corps, and Coast Guard completing courses in general education/military history, nuclear technology, cyber security, and data analytics/intelligence. USNCC collaborates with high-quality civilian academic institutions to maximize credit earned for Service members' technical training and enables students to earn an associate degree in Naval Science, with a warfighting-relevant concentration, at no cost to the student. Pilot 2 will take place across fiscal years 2022 and 2023, and expand to enroll up to 5,500 active duty enlisted Sailors, Marines, and Coast Guardsmen in the USNCC Naval Studies Certificate program and seven professional concentration areas: military studies, cyber security and network administration, nuclear engineering technology, data analytics, organizational leadership, maritime logistics, and aviation maintenance technology. Once it reaches full operating capacity, all Service members will be enrolled in the USNCC student information system upon completion of basic training, and they will have the option to begin studies in one of 15 planned subject areas.

Navy Voluntary Education continues to service Sailors' educational needs through the highly successful Tuition Assistance (TA) program and the Navy College Program for Afloat College Education, which provides Sailors the opportunity to complete courses while deployed at sea. These programs empower Sailors to advance their personal and academic development through formal education that leads to a high school diploma, formal certificate, and/or an associate, bachelor's, or master's degree. Since reframing the TA program to focus on professional qualifications and warfighting readiness first, the successful completion of TA courses increased from 91% in FY-19 to nearly 94% in FY-21, saving Sailors over \$1.4 million.

The Navy remains committed to continuous learning as a key warfighting enabler. Educating current and future leaders is a necessary investment; it helps to maintain our competitive advantage and enables us to succeed in Strategic Competition. This commitment is reflected in our talent management objectives which are designed to identify, encourage, and place our highest-caliber officers in selective graduate-level programs, thereby enhancing our warfighting capabilities and building strategic superiority. One example is the requirement that all Unrestricted Line officers in year group 2015 and beyond complete in-residence graduate education before assuming major command. In-residence education programs continue to provide the best opportunity to mature critical strategic thinking skills necessary for Navy leaders today and into the future. This requirement will ensure that our most talented officers are given the opportunity to take this educational pause to mature their strategic thinking skills.

Leader Development Continuum

World-class leader development continues to be one of the Navy's strategic advantages. Our Navy continues to develop leaders at all levels throughout the many stages of their careers. The Naval Leadership and Ethics Center (NLEC) continues to support and build upon the Navy Leader Development Framework (NLDF) version 3.0, which was released in May 2019. NLEC offers leader development classes from the E4 to O6 level. Key topics taught in every NLEC course include self-awareness, ethical foundations, ethical decision-making, unconscious bias in decision-making, and emotional survival/toughness. Recent developments at NLEC include the integration of senior enlisted leaders who are not assigned to a Command Master Chief billet as participants in the Senior Leader Course. This creates a unique situation that allows senior officers and senior enlisted to confront ethical scenarios they

may face together in a safe, non-attributional classroom environment. Additionally, the Enlisted Leader Development (ELD) program has grown significantly in the previous year. As part of the ELD program, enlisted personnel attend a course commensurate to their paygrade and explore topics in self-awareness, ethical decision-making, naval heritage, coaching, and moral courage. In December 2021, NLEC began offering the new Chief Petty Officer Leader Development Course, which will replace the current CPO Indoctrination Course and further explore leadership topics while helping prepare participants to attend the Senior Enlisted Academy and the Command Master Chief Course.

The concept of leader development continues to grow, and the curriculum at NLEC reflects this growth. Recent advances in curriculum include topics involving decision science, which explore the effects of cognitive biases in everyday decision-making. In these instances, learners are presented real-life case studies, they discuss the cognitive biases that may come into play during that scenario, and they practice techniques to mitigate these biases. In addition, the tenets of WT have been added to NLEC courses broadly - primarily through the topic of emotional survival/toughness. This topic focuses on preparing personnel for the daily grind of a high-stress position, as well as the possible experience of a traumatic event and/or major life change. Discussion centers on how to recognize the impacts of daily grind on our thoughts and behaviors and how to mitigate the impacts on oneself and one's family. The addition of WT, particularly the idea of sharpening one's mind, body, and soul, has proven a perfect complement to the existing curricula. Additionally, NLEC, in conjunction with the OPNAV N17 DEI Office, has developed a bias mitigation tool designed to give learners a "nudge" toward more reflective thinking when making decisions.

While many leadership principles have remained unchanged across many generations, the area of leader development continues to grow rapidly. Core topics of character development, ethical foundation, and moral courage continue to be pillars on which all leaders must have a solid footing. NLEC and the Navy continue to stay current with modern research on mental agility, growth mindset, unconscious bias, coaching, and self-awareness.

MyNavy Coaching

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

A summary of progress made in 2021 is detailed below.

- Leadership Schools: MyNavy Coaching curriculum is being piloted at the NLEC within their Officer and Enlisted leadership schools.
- Accession Pipelines: MyNavy Coaching curriculum has been inserted into RTC and USNA, and work is underway to insert coaching content for new accessions into OTC.
- Support to Commands and Communities: MyNavy Coaching workshops have been conducted with various platforms, Navy Operational Support Centers, Navy Career Counselors, and with other commands and communities, on request.
- Support to Existing Customers and Processes: This includes a renewed focus on Mid-term Counseling, a reset on the conditions for it, and a change in process that incorporates coaching

conversations and feedback, teaching Sailors how to conduct and receive Mid-term Counseling, and teaching them how to give and receive feedback. To do this, the following tools have been created:

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

Further, to implement MyNavy Coaching, a Navy-wide non-directive BUPERSINST has been drafted to serve as a manual to implement peer-to-peer coaching within commands, with the support of a MyNavy Coaching Handbook and a MyNavy Coaching Leader Handbook. Lastly, a NAVADMIN (213/21) was released to solicit applications for uniformed Navy personnel to participate in a Department of Defense Inter-Service Internal Coaching Training Program to select, train, and certify 24 active duty and full-time support uniformed Navy personnel through a joint-service 80-hour training program. These 24 internal coaches will serve as deckplate champions for the MyNavy Coaching Initiative peer-to-peer implementation strategy.

Optimizing Talent Management

To generate an effective fighting force, the Navy needs to identify, develop, and shape Sailor performance to meet our current and future mission objectives. The Talent Management Task Force was established in 2017 as a means of focusing human capital development energy on Sailor development and talent optimization. Additionally, we continue to expand our Talent Marketplace, creating a modern, flexible, and transparent assignment process that more effectively balances a Sailor's assignment, location, and advancement opportunity with the Navy's mission and operational needs. Simultaneously, we are improving the delivery and accessibility of HR Services to Sailors and families. Our goal is to maximize the efficiencies and value of our services in order to produce more effective Warfighters and enhance warfighting readiness.

Enlisted Talent Management

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

Navy has shifted from a trajectory of end strength growth to one of sustainment, while continuing to aggressively fill our existing sea duty gaps and retain the right mix of ratings, pay grades, and skillsets to meet the mission. As part of that effort, we undertook a series of voluntary force management actions, offering early separation for eligible Sailors in overmanned ratings, while ensuring the retention of Navy's top talent. We continue to develop a robust marketplace with an eye on optimizing Fleet readiness, through our efforts to fill priority requirements with the best qualified Sailors by:

- Maximizing reenlistment opportunities for all retention-eligible Sailors and expanding conversion opportunities for Sailors to move from overmanned to undermanned ratings to help balance community health.
- Broadening advancement opportunities for Sailors to fill priority billets via Advancement-to-Position (A2P) while maintaining our Meritorious Advancement Program (MAP) to keep top talent in the Navy.
- Stabilizing the current accession mission to sustain end strength requirements, as the previously recruited enlisted accessions are arriving to the Fleet to address apprentice pay band gaps.
- Continuing production of optimal by-rating community health plan to rebalance ratings within 98-102% inventory-to-Enlisted Programmed Authorization by the end of any given FY.
- Continuing utilization of RC personnel supplementing the AC workforce. Navy recalled over 200 Reserve Sailors to help with the recruiting mission—training recruits at boot camp and entry-level schoolhouses—and to fill vacant/gapped sea duty manning requirements with experienced and technically-proficient Sailors.
- Continuing to evolve A2P incentives via the distribution system. The MyNavy Assignment (MNA) system will continue to advertise opportunities for E4 and E5 Sailors to permanently advance by accepting orders to critical sea and high-priority shore-duty billets.
- Expanding opportunities for Sailors to receive special and incentive pays, such as Selective Reenlistment Bonuses (SRB) and Sea Duty Incentive Pay, to help with sea-duty manning.
- Maximizing High Year Tenure waiver opportunities for Sailors who want to remain at sea, go to sea, or remain in critical ratings and Navy Enlisted Classification Codes (NECs).
- Offering early separation opportunities for eligible Sailors via the Enlisted Early Transition Program, early separation in lieu of Forced Conversion, and early separation to further

advancement or to pursue commissioning in another branch of service and transfer to the Fleet Reserve prior to the end of FY-21.

Advancement

The Navy was forced to adjust the Navy enlisted advancement processes during 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 mitigation 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 a score from a proctored exam. This proved the Navy can execute advancement to E4 without an exam and still maintain required proficiency and expertise as well as preserving community health. It also provided critical insight as we move forward to modernize our advancement system. For example, we piloted the Occupational Advancement Requirement Standards (OARS) across the Fleet as a potential online tool to help commands and Sailors measure E3 Sailors' rating knowledge, skills and abilities, and readiness. Additionally, MyNavy HR is looking to implement some of the advancement lessons learned and flexibility identified from the COVID-19 pandemic for the long-term, leveraging both the successful completion of the OARS Pilot and other technical solutions to find a suitable and enduring future for E4 advancement.

We also continue to use advancement via A2P to incentivize Sailors to volunteer for hard-to-fill billets across the Fleet by linking service in the position to advancement to the next paygrade. What started with 15 advertised billets in October 2019 has matured to a consistent 75 advertised billets each MNA cycle. As of October 2021, NPC has seen over 400 Sailors selected for advancement under the program. It has also expanded to include shore duty positions at RTC, overseas duty stations, and certain instructor billets. Navy is looking at evolving the program's use to include filling critical NECs in operational units.

While the NWAE remains the current primary path for advancement and accounts for approximately 74% 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-21 MAP Season followed the same two-season construct that we executed in CY-20 and targeted 20% of the total advancement. However, CY-21 MAP Season II was shortened to a 45-day execution window to better fit into the semi-annual advancement cycles.

Distribution

In late 2020, MyNavy HR, with the support of Fleet and Type Commanders (TYCOM) stakeholders, established the Detailing Marketplace Campaign Plan (DMCP) to fundamentally transform talent management across the Navy. This multi-year plan will provide improved structure to support our efforts to address systemic issues contributing to Fleet gaps and billet mismatches that limit Sailor career planning and flexibility. The campaign plan established specific goals to improve Fleet manning; enhance incentive systems; improve career management via skill and expertise-based promotion and an A2P policy to improve at-sea command flexibility; improve Sailor experience; and integrate personnel policies across MyNavy HR. Attainment of the plan's goals will be achieved by working across five lines of operation:

- **Incentives:** Guide Sailor choice through personalized incentives, sea-shore flow alternatives, skill retentions and application, and revised decision guidelines.
- **Advancement:** Assess and select Sailors for the next level of responsibility by evaluating expertise, A2P, and the needs of the Navy.

- **Career and Community Management:** Continuously develop and retain talent relevant to the Navy through flexible retention and conversion, and by providing clear career development expectations/potential paths for career success.
- **Assignment Matching:** Select/slate the right Sailor with the right attributes for future roles by using roller streams vice roller pools, flexible market entry based on skill portfolio, and linkage between assignment offer and obligation.
- **IT System Development and Process Integration:** Develop the platform by supporting changes to how we manage the marketplace through continued development of MNA capabilities supporting rating conversion and reenlistment, Sailor proficiency indicators, integration with Authoritative Data Environment (ADE), integration with Navy Personnel and Pay (NP2), and improved analytics.

Detailing Marketplace Assignment Policy

The Detailing Marketplace Assignment Policy (DMAP) represents a significant unifying line of effort within the DMCP, bringing together rotation timing and elements of incentives and advancements. At its core DMAP replaces long established policy to limit sea duty tours to 60 months. The 60-month limitation is a significant contributor to systemic gaps at sea for sea-intensive ratings since the limitation is not aligned with the realities of the billet base and Navy needs. These policy-induced gaps amplify the already arduous nature of sea duty due to undermanning in operational units. DMAP eliminated the 60-month limitation, which helps to ensure the health and welfare of our Sailors by improving operational unit manning levels. DMAP integrates incentives and increased advancement opportunity as part of the Sailor’s decision to seek longer operational tours. We anticipate implementing DMAP as the replacement for our existing sea-shore flow model in the first half of calendar year 2022. Implementation will occur in phases, with future phases dependent on the outcome of phase 1. DMAP is expected to improve operational manning (fit and fill) and not be a driver of negative retention.

Offer, Accept, Obligate

Offer, Accept, Obligate will modify enlisted contract management, making it an Officer-like model which amends reenlistment control policy by tying obligated service to acceptance of orders, and the associated tour length. Negotiating for assignment indicates intent to reenlist or extend. Acceptance of assignment will constitute agreement to reenlist/extend and accept an obligation for the prescribed tour length. Some exceptions are provided for Sailors eligible for SRB; they may reenlist for longer periods-beyond the tour of duty-to maximize the monetary benefits received.

Advancement-to-Position

As part of DMAP, A2P is being rolled out to incentivize top-performing Sailors in certain ratings to remain at critical sea-going skillsets through the Detailing Marketplace. As Sailors enter the detailing window, A2P quotas for which they are eligible will allow them to advance to the next highest paygrade and will reward their decision to remain at sea by providing them with continuous sea duty credits and detailing marketplace incentive pay.

Command Advancement-to-Position (CA2P)

For certain ratings under DMAP, CA2P replaces MAP advancement opportunities, and allows commanding officers/officers in charge to reward top performers with both an advancement and the geographic stability allowed by a guaranteed follow-on three-year assignment at the same unit. This feature will allow Sailors to leave for any journeyman-level schools required (“C” schools) and return back to the same command at a higher paygrade. Because CA2P is initially being scoped to sea-intensive ratings, the Sailor will additionally receive detailing marketplace incentive pay for agreeing to remain at

sea for an additional three years. This program gives both commands and Sailors the flexibility needed to continue to fill critical needs at sea.

MyNavy Assignment

In December 2021, we delivered MNA release 4.8c, which provides Sailors visibility of rating conversion opportunities and the ability to apply for specific billets in a different rating. Sailors selected to a billet are converted to the new rating at the same time. This process provides more transparency for the Sailor, meets the needs of the Navy, and streamlines the rating conversion process. In 2022, we will shift our focus towards developing capabilities linking reenlistment/extension decisions with assignments. In addition, 2022 will see continued efforts to clarify requirements for future processes and integrate MNA with NP2.

Enlisted Retention

Although FY-22 aggregate end strength requirements are slightly lower than FY-21, we must continue to retain the right talent, with the right mix of skills, in the right communities to ensure we have the personnel needed to maintain our advantage at sea.

Retention numbers remained strong in FY-21. Our retention levels exceeded Zone A (0-6 years) forecasts and fell slightly below forecasted amounts in Zones B (6-10 years) and C (10-14 years) because of uncertainty due to the COVID-19 pandemic. While the retention behavior shows Sailors are choosing to wait until closer to End of Active Obligated Service to make a reenlistment decision, overall retention during FY-21 remained strong.

Years of high retention have driven the need to rebalance overmanned ratings, while ensuring the Navy retains top talent. Building upon the retention gains of the last few years, the Navy remains committed to retaining the right talent and experience in the right pay grades and ratings. Competition for talent remains high, with continued challenges in the high-demand and low-density communities of nuclear, information warfare, and special warfare. We continue to use monetary and non-monetary incentives – bonuses, special duty assignment pays, and high-year tenure waivers – to keep talented individuals in the Navy.

The nuclear community observed a downward trend in retention over the past two years in its execution of SRB Zone B. To improve this behavior, the nuclear community plans to adjust its sea shore flow career path to improve alignment between the sea/shore rotation and SRB Zone B eligibility requirements. Additionally, SRB Zone B multiples are continuously updated to maximize monetary incentives.

Officer Talent Management

Competition remains significant as we continue to use every tool to recruit America's top talent into our officer corps, train them with cutting-edge technology and techniques, and retain their expertise to preserve our competitive advantage in the global security environment. We continue to employ the expanded Defense Officer Personnel Management Act authorities enacted in the FY-19 National Defense Authorization Act. These critical officer personnel management modernization authorities greatly enhance our ability to attract and retain a talented officer corps and include:

- Promotion Merit Reorder allows for placement of up to 15% of those selected for promotion (O4/O5/O6 Unrestricted Line/Restricted Line/Staff Boards) at the top of the list, demonstrating the value and primacy of merit over simple time in service.
- Expanded continuation authority ("Up & Stay") permits certain control-grade officers serving in targeted skills to remain on active duty beyond the traditional statutory 30-year active duty limit.
- Modified career paths provide needed expertise to the Fleet. 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 six Professional Flight Instructor (PFI) boards, yielding 52 PFIs slated out of 245 applicants. This program is a career path initiative that allows highly-qualified pilots and naval flight officers to serve continuously as flight instructors beyond their department head milestone.
- Provision of an "Opt-out" option for officers in zone for promotion enables retention of top talent by allowing an officer to submit a request to opt-out of promotion consideration in order to complete a career broadening assignment, advanced education, or a career progression requirement delayed by one of these assignments (e.g., White House Fellows, Marshall, Rhodes, or Olmsted Scholars). Navy approved twenty eight officers to opt-out of the FY-22 (January 2021) promotion cycle (one SWO (1110) LCDR, one Special Warfare (1140) LT, one Aviation (1310) LT, seven Aviation (1310) LCDR, one Aviation (1310) CDR, sixteen Aviation (1320) LCDR, and one Aviation (1320) LT).
- 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). Two boards were convened in FY-21 to fill nine (O5) and 12 (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.
- Modified entry-grade credit matrices, which allow officers with specific education requirements to be accessed at senior pay grades for Active Cyber Warfare Engineer, Engineering Duty Officer, and Reserve Cryptologic Warfare and Information Professional competitive categories.
- Relaxed requirements for original officer appointments for individuals with critical skills. This allows individuals who are unable to complete 20 years of commissioned service before age 62 the opportunity to serve.

Navy Command Leadership Assessment and Selection Program

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

on that information, the board votes on where the candidate falls within a rank order of other candidates. This process has been effective but does not paint the full picture of the candidate in terms of leadership attributes and potential. NCLASP is intended to augment the command qualification process and/or the Administrative Command Screen Board to provide human factor, data-driven information to inform leadership decision making and talent management. The Navy does not envision this as a substitute for the screening process, but rather an enhancement to provide more fidelity into the results and assist in the leadership selection and slating process.

NPC is currently in the testing phase of the development and implementation of NCLASP. The current and primary focus is on completing scientifically valid job analyses to define each community's definitions of leadership before assessments are integrated into leadership decision making. Personality and cognitive assessments have been administered for data collection program development and validation. These assessments are standard assessments utilized in personnel selection programs in both the military and civilian corporate sector. In the future, the purpose of these assessments will be to identify leadership strengths and vulnerabilities related to the job role, to aide in smarter, data-driven talent management. The first pilot was conducted from November 2020 through January 2021 with the Explosive Ordnance Disposal (EOD) community. The Naval Special Warfare (NSW) Leadership Assessment Program (NLAP) executed their first pilot in February/March 2021, and the Submarine Force executed their first pilot June-August 2021. Multiple pilot iterations have been conducted or are planned for these communities for continued data collection and validation as their programs mature.

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

Our Naval officers are one of the Department of Defense's most valuable commodities and it is essential to place our best talent in the leadership roles that will have the greatest impact on our warfighting imperatives. NCLASP has the potential to make a substantial positive impact on the Navy by providing decision makers with a flexible, community-driven program with new and more pertinent information for selection and slating. Increasing the likelihood of placing those who have the best attributes for essential leadership positions and passing on those who are least suited (due to toxic, weak, ineffective leadership) will ensure that the best leaders are selected for the right jobs, reducing the impact to the Fleet due to misconduct and toxic leadership, and promoting a culture of leadership that will produce an even stronger, more lethal Navy.

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 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 a DH.

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 NSW officers. Additional information on communities of interest is provided below.

Naval Aviation

Naval Aviation saw an improvement in overall retention in FY-21, but challenges still persist for certain T/M/S platforms. Selectivity rates improved on the FY-22 Aviation Department Head Screen Board with 12 of 15 communities ultimately meeting goals. Unfortunately, this improvement was tempered by a DH opt-out rate, which remained above the historical average, and a drop in both DH and Post-Commander Command (PCC) bonus take rates. The strike fighter community remains a priority concern with all squadrons facing officer manning deficits and 22 of 34 squadrons experiencing DH gaps.

In FY-21, we continued 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. It has been successful in providing an avenue for greater career choice/flexibility while augmenting our pressurized inventory of instructor pilots. Additionally, Naval Aviation selected the first Aerial Vehicle Operator (AVO) Warrant Officers to attend OCS and follow-on flight training in Pensacola, FL. These AVOs will ultimately operate the MQ-25 Stingray, the Navy’s first carrier-based unmanned platform.

The Aviation Bonus program remains an essential tool for combating low retention. The FY-21 DH bonus program approved monetary increases for three pilot T/M/S platforms with four others remaining at the maximum tier. The FY-21 program saw a slight decrease in take rates from 48.9% in FY-20 to 47.8% in FY-21. The FY-21 Aviation Command Retention Bonus experienced a 30% reduction in take rates compared to FY-20, which coincided with an increase in Aviation PCC retirements. The combination of high DH opt-out rates, increased PCC retirements, and lower bonus take rates is an area of concern as reduced COVID restrictions lead to an increase in airline hiring. Sustained support and evaluation of monetary incentives are critical to retaining our highly trained and experienced mid-level and senior aviators.

Surface Warfare

Surface Warfare is focused on accessing and retaining the necessary talent to meet control grade requirements but continues to face challenges. Surface Warfare fell slightly short of the 1,034 FY-21 officer accession goal due to higher-than-expected attrition from OCS but remains the most diverse and inclusive of the URL communities. SWO retention to DH rose slightly this year, compared to recent past performance, due to COVID-19 pandemic effects and modifications to the DHRB payment scheme. The three-year DHRB taker to Years of Commissioned Service (YCS) 3 rate is 35.0% compared to the 10-year average of 35.6%. Future force structure requires significant DH billet increases, which in turn increases the required retention since accessions have not kept pace with the shipbuilding plan. The next several accession year groups (YGs) (YG 14-18) are insufficient, requiring an average DHRB/YCS 3 retention rate of at least 39.5%. YGs 19-21 include greater accession numbers, but the SWO community faces an accelerating shipbuilding schedule with significantly reduced accession numbers projected in YGs 22-27. If the projections are executed, a minimum DHRB/YCS 3 retention rate of 40.2% is required to meet future afloat DH requirements in corresponding years. We are taking several steps to mitigate these shortfalls, including reduced out-quotas for lateral transfer and redesignation (to influence current inventory retention) and updated new accession program authorization standards to influence 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 welcome elements in the SWO community. However, the aggregate effect makes SWOs considerably more competitive for civilian maritime employment. Given planned growth from the current 300 to a future of 355 (or more) ships, considerable effort will continue towards retaining our high quality SWO talent.

The Secretary of the Navy approved the Surface Warfare Community's proposal for a Senior Officer Retention Bonus (SORB). The SORB will pay \$48,000 over four installments to all post-Executive Officer/Executive Officer-Special Mission milestone O5s, starting with YG02. Officers will be eligible to sign at YCS-19 and agree to serve through YCS-23. The goal is to increase the number of CDRs we retain beyond 20 YCS to decrease our current CDR shortfall and increase our selection numbers for the O6 board.

Nuclear

The Submarine Force continues to be challenged in meeting its DH retention goals, falling short of the target number of Submarine DHs for the previous seven years (FY-15 through FY-21). This shortfall is being addressed through several monetary and non-monetary measures to ensure DH sea tours are maintained near nominal tour lengths (32 months). These efforts contributed to an observable increase in retention numbers for recent year groups.

Expanding on a 2020 Division Officer Survey and Symposium, the Submarine Force conducted its inaugural Department Head Survey and Symposium this past year. The Submarine Force continues to implement Division Officer and Department Head-recommended initiatives to improve warfighting effectiveness and improve officer quality of service. As of FY-21, the Submarine community implemented 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.

Following several years of shortfalls, the Surface Warfare Officer (Nuclear) Community met FY-16 through FY-21 retention requirements. 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 YGs 16 and 17, the most recent year groups 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.

Explosive Ordnance Disposal

The EOD officer community continues to be challenged to meet DH retention goals. The DH bonus take rate has not met its goal of 22 officers since FY-16 and has averaged 61% over the last three years. The DH bonus take rate continues to be the best predictor of retention, which has averaged 58% for the last five years when measured at 8 YCS. The DH bonus structure has largely remained unchanged since its establishment in 2005, and the EOD community is updating the business case analysis to propose a more effective retention tool.

Naval Special Warfare

NSW achieved 100% overall officer authorizations in FY-21, for the first time since 2003, filling in Officer Programmed Authorization growth mandated by the 2006 Quadrennial Defense Review. Despite overall positive community health, NSW still has shortfalls in key leadership paygrades at Lieutenant Commander (85%) and Commander (94%). NSW renewed both of its officer bonus programs in FY-20 to more effectively target these historically undermanned paygrades and maintain officer inventories to

meet operational requirements. NSW is also closely monitoring DH bonus take rates as a leading indicator of retention issues post-10 YCS. NSW has attained less than 80% of its DH bonus take rate goal in the past three FYs but continues to fill all DH requirements, despite a shortfall in officers under a bonus obligation.

Maritime Space Officer

The Maritime Space Officer (MSO) designator was established on 4 August 2021. MSOs will be the maritime space integration and planning professionals of the Navy, providing a unique combination of prior warfare qualification, operational experience, fundamental knowledge, and background in space-related capabilities. Developing the Navy MSO community is critical to achieving national security objectives through the integration of space capabilities into maritime operations and plans. MSOs will be members of the Information Warfare Community and will be assigned globally to fill key space-oriented positions throughout the Fleet, to include Navy Maritime Operation Centers, Navy Warfighting Development Centers, U.S. Space Command, the National Intelligence Community, and the Information Warfare Type Command. The initial tranche of MSO Officers have been selected and the community will grow via subsequent phased selection boards to an eventual end strength of 72 officers by 2025.

Evaluating Performance

Executing our maritime strategy requires the consistent, accurate measurement and reinforcement of the behaviors that support our collective success. It also requires a modernized performance appraisal interface, one that allows for streamlined web-based submission and catches errors before reports are finalized. The last major revision to Navy performance appraisals (including Evaluations, Chief Evaluations, and Fitness Reports) occurred in 1996, and the forms used in Navy performance appraisal have been mostly consistent since then. The process has been one that relies upon paper generated by NAVFIT98A software. Additional challenges associated with the current process include needing wet signatures, manual scanning into the Official Military Personnel File (OMPF), up to 45 days required for validation, high rejection rates (24% of reports in FY-20), and Personal Identifiable Information (PII) routing concerns when working within geographically-dispersed teams.

To address these challenges, Performance Evaluation Transformation – Talent Management (PET-TM)/eNavFit is working across four lines of effort:

- **Line of Effort 1:** eNavFit release to the RC. Following communication to the Fleet, we released eNavFit – a web-based software interface that will eventually replace NAVFIT98A, which is set to sunset in late FY-22. The software was built in Adobe Experience Manager and is available through BUPERS Online. eNavFit facilitates the creation and submission of evaluations and fitness reports in fully-connected online, intermittently-connected online, and disconnected environments.
- **Line of Effort 2:** eNavFit AC user experience (UX) testing and release. Following the release of eNavFit to the RC, we completed UX testing with the AC. This testing focused upon ensuring the interface functioned appropriately in operational environments, including aboard submarines and smaller surface combatants. AC implementation of eNavFit is set for early in CY22.
- **Line of Effort 3:** PET-TM research studies. Beyond the technological upgrade delivered by eNavFit, we designed and launched two robust research studies in collaboration with the Naval Postgraduate School. We designed these studies to provide an evidence-based approach toward developing the next generation of Navy performance appraisal. Both projects began in October 2021 and will continue throughout FY-22, in close collaboration with the PET-TM/eNavFit team. The studies focus upon distinct-yet-related areas: (1) a needs assessment to gather stakeholder inputs regarding the future of Navy performance appraisal and (2) a validation of previously developed trait and value statements for potential use in future evaluations. The findings from both studies will combine to provide a scientifically valid roadmap for the design and content of performance appraisals in the future.
- **Line of Effort 4:** Communications and training support. Alongside our efforts, we developed and contributed to communications and training support materials related to eNavFit. These include knowledge articles, FAQs, user guides, references, and step-by-step video guides.

Maintaining Operational Readiness

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

End Strength

While operating in the COVID-19 environment, Navy employed mitigations across our accession supply chain and targeted voluntary force management levers, to achieve Navy's personnel growth of 7,300 in FY-20 (340,500) to FY-21 (347,800) to support planned shipbuilding, modernization, and aircraft procurement. The President's Budget for FY-22 fully funds Navy's AC end strength requirements of 346,200, while supporting Navy's operational requirements.

AC retention numbers continued to remain strong in FY-21 with increased retention driven by Sailor 2025 policies. Our efforts in recruiting and retention allowed Navy to end FY-21 slightly above authorized strength levels, which positions us well for FY-22 sustainment. However, we will need to expand efforts to continue a healthy level of retention by retaining the right Sailors in the required skillsets and recruiting the right number of accessions to meet Fleet manning requirements.

A combination of COVID-19 factors and the success of active duty retention efforts resulted in Navy Reserve end strength finishing FY-21 at 98% of congressional control, or 57,632. Goal adjustments, expanded retention efforts, and broader AC2RC quota availability earlier in FY-22 enable us to project Navy Reserve end strength finishing FY-22 at 100.2% of the President's Budget for FY-22 strength controls, or growth of 1,085. These efforts position the Navy Reserve to support ongoing mission requirements while maintaining a ready MOB-to-billet posture for strategic depth.

Fleet Manning

The Navy has more Sailors on Operational Sea Duty units today than we have had since 2014. As we shape our force, we project to remain above FY-20 manning levels. When we started FY-21, the Navy had 135,502 Sailors in 141,350 funded billets on Operational Sea Duty or 95.88% fill. This accounts for all Sea duty units (Sea Shore Code 2, 3, 4) that are not 1) in the shipyard for overhaul, 2) undergoing a billet restructure or 3) part of precommissioning or decommissioning. We have achieved this through a combination of increasing the authorized end strength along with multiple Sailor-focused process improvements, incentives, and policy mechanisms.

When we shift focus to the manpower aspect – Billets Authorized (BA) – we encounter a moving target, which is demonstrated by a review of 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-21, on average, DDGs had 25 more Sailors on board as compared to FY-12. With a relatively steady number of billets over the last nine months and projected in the short-term, we finished the year slightly over the

NDAA-mandated controls (while staying within acceptable statutory limits) to ensure we remain at targeted fit and fill manning Fleet wide. For more detail on operational gaps at sea, see Figure 11 below.

Operational Gaps at Sea – Historical Detail					
Month	Current On Board	Billets Authorized	Fill Gaps	Fill %	Gap %
Oct-21	135,502	141,860	6,358	95.5	4.5
Oct-20	137,588	149,825	12,237	91.8	8.2
Oct-19	136,244	145,727	9,483	93.5	6.5
Oct-18	133,600	141,380	7,780	94.5	5.5
Oct-17	133,627	141,018	7,391	94.8	5.2
Oct-16	134,963	138,661	3,698	97.3	2.7
Oct-15	132,148	133,927	1,779	98.7	1.3
Oct-14	137,309	141,375	4,066	97.1	2.9
Oct-13	132,288	141,369	9,081	93.6	6.4

Figure 11 - Operational Gaps at Sea

Given the long lead times associated with manpower actions that lead to manning gains, reducing operational gaps at sea continues to remain a challenge. Operational gaps at sea reflect the total number of Sailors in operational units against the number of billets resourced to fill those units.⁵ 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, Sea Duty Incentive Pay, and Incremental Sea Duty Incentive Pay.
- Policy levers, such as reclassification, high-year tenure flexibility, the Enlisted Early Transition Program, and directed detailing (extending Sailors on sea duty and curtailing Sailors ashore).
- A new personnel policy replacing Sea Shore Flow that leverages the detailing marketplace and other transformation initiatives (e.g., A2P) to more efficiently and effectively man the Fleet while providing Sailors with transparent career options. With the policy result of longer sea tours, risk to retention will be offset through an enhanced incentive system.

At the start of FY-21, we set a goal of reducing the number of operational sea duty gaps to below 7,500 by September 2021 to meet a milestone goal of 95% fill, and we accomplished this earlier than predicted in July 2021. We have maintained fill above the goal ever since. However, we must continue to use enhanced incentives to attract Sailors to remain at sea, filling critical roles while maximizing efficiency in our accessions pipelines and ensuring new accessions arrive in a timely manner to their units. Gaps at sea

⁵ 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.

are the result of multiple overlapping manpower, manning, and circumstantial decisions, e.g. deployment cycle, timing, and prioritization. To better address this complexity, MyNavy HR has adopted the Performance to Plan (P2P) framework to diagnose the highest leverage areas to affect outcomes, communicate barriers with accountability, and collaborate across partners.

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, to ensure the deployment team is onboard and able to support the entire training cycle.

We will achieve these results with both (programmatic) funding 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 may 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-22 to FY-25 shortfall remains approximately 2,000 billets annually (pre-COVID predicted execution). COVID-19 related impacts and mitigation efforts have also increased IA execution in the near term, further exacerbating the IA imbalance of more Sailors than billets by an additional approximately 3,000. Combined, we expect approximately 5,000 sea duty gaps, attributable to underlying IA mismatch, 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 to identify and correct the keydrivers of operational gaps at sea to ensure our Sailors contribute to the Navy's Advantage at Sea.

Reserve Support

The Navy Reserve encompasses over 100,000 personnel; to include 49,000 Selected Reserve (SELRES); 50,000 Individual Ready Reserve (IRR); 10,000 Training and Administration of the Reserve personnel; and 431 civilians. Chief of Navy Reserve's number one priority is generating warfighting readiness, which will be achieved along three principal lines of effort: Design the Force, Train the Force, and Mobilize the Force. The Navy Reserve is transforming from a force postured to provide ad hoc operational support during the global war on terror era to a force that is designed and ready to surge the capabilities and capacities Navy needs to fight and win in an era of long-term strategic competition.

Design the Force

The Navy Reserve assessed 33,747 SELRES billets across 935 reserve readiness units, consolidated 101 units, relocated 15 units, and reduced 34 CO/OIC billets to streamline readiness generation and better align readiness units and personnel to their mobilization commands. Additionally, Chief of Navy Reserve's designation as Executive Agent of the IRR will now allow for it to be responsible for the oversight and management of IRR readiness and activation processing.

Train the Force

The establishment of a mobilization-to-billet processing pathway allows for the development of a seasoned team of naval warriors by using the Navy's reserve component in critical roles at sea and ashore rather than as Individual Augmentees. This line of effort focuses the training requirements for our reserve

force on necessary requirements to prepare them for their programmed mobilization billets, which will allow them to be ready to activate and fight on “day one” of a conflict.

Mobilize the Force

This year, in coordination with CNP, Chief of Navy Reserve (CNR) adopted Adaptive Mobilization as a processing paradigm that uses multiple mobilization pathways tailored to the mission requirements of the ultimate duty station. Adaptive Mobilization enables the Navy Reserve to respond with speed and quantity of personnel in support of large-scale contingency operations by distributing mobilization processing across Navy Reserve Readiness and Mobilization Commands (RMC), Navy Reserve Centers, reserve operational units, and the Expeditionary Combat Readiness Center. CNR realigned four Navy Reserve Centers, assigning associated manpower to RMCs in support of adaptive mobilization. In January 2021, CNR declared initial operational capability for distributed activation/deactivation. The development of distributed activation processing enables activation of the 49,000 SELRES population in 30 days.

Total FY-21 mobilization support included 2,688 mobilizations filled by Reserve Sailors to meet validated Joint and Navy contingency operations requirements. These included support to the Horn of Africa, Navy Expeditionary Combat Command, Maritime Expeditionary Security Forces, and Joint Special Operations Command. Additionally, Commander, Navy Reserve Force released a PLANORD that directed the Force to test its ability to rapidly activate 49,000 SELRES. Testing took the form of regional Mass Activation Exercises, which identified and simulated activation of 10% of the force. Additionally, the PLANORD required participation in Large Scale Exercise 2021, in which Commander Navy Reserve Force and Commander, Navy Reserve Forces Command tested C2 coordination between USFF, PACFLT, and NAVEUR Maritime Operation Centers.

FY-21 COVID mission demobilizations included 1,320 Surge Maintenance Sailors deployed to four shipyards to support aircraft carrier and submarine maintenance, personnel support for staff and COVID-19 response planning, mobilization processing support personnel, and medical support teams for Recruit Training Depots. As demand for COVID-19 support diminished, 1,651 Reserve Sailors were demobilized from FY-20 COVID missions, utilizing a new Navy instituted distributed demobilization process to expedite deactivation requirements for Sailors returning to reserve commands.

Following direction from CNR’s “Navy Reserve Fighting Instructions”, Commander, Navy Reserve Forces Command and the Navy Reserve Executive Committee developed new business rules to focus discretionary funding execution toward warfighting readiness. This is a significant change in a direction away from operational support to one of developing individual and unit warfighting readiness in a new era of strategic competition.

Providing Exceptional Service to Sailors & Families

MyNavy HR Service Delivery

The Navy continues to progress with MyNavy HR transformation by replacing decades' worth of unchanged processes and outdated technology with a modern, world-class personnel services delivery system. Although transformation on this scale takes time, in 2021 we have made significant progress toward our future state vision. Throughout FY-21, we continued to develop and refine the HR Tiered Service Delivery Model to enable MyNavy Career Center (MNCC) to better serve Sailors.

MyNavy Career Center

In FY-21, an increased focus on the Personnel and Pay organizations that support Sailors and their families led the Chief of Naval Personnel to establish MyNavy Career Center as a one-star command, formally listed in the Standard Navy Distribution List, effective 3 September 2021. This decision merged NPC's Pay and Personnel Management department (PERS-2), the Human Resources Service Center (HRSC) (formerly MyNavy Career Center Operations Center or "call center"), and Navy Pay and Personnel Support Center (NPPSC) into one organization, to better serve Sailors and their families with top-notch customer service for personnel and pay transactions.

Further, a thorough examination of MNCC workflow processes and workforce organization was conducted to determine if the new HR Tiered Service Delivery model was supporting Sailors and their families efficiently and effectively. This led to a revised Concept of Operations which includes several organizational realignments from previous plans and will lead to an increased resolution of cases. Most notably, the establishment of three additional Transaction Service Centers (TSC) (for a total of six TSCs), is essential to the execution of warm hand-offs from the HRSC (Tier 1) to TSC agents (Tier 2) around the clock, primarily enabled through the use of Salesforce/eCRM. Assigning each TSC as a center of excellence for at least one of the highest volume transaction types (e.g., extensions, reserve issues, gains and losses, retirements and separations, etc.) will increase proficiency and institute standardization in those transactions, reducing errors and improving processing time. Additionally, MNCC will establish 13 Regional Support Centers (RSC) with the primary purpose of providing Command Pay and Personnel Administrator (CPPA) training, supporting command triads, and other regionalized, in-person services. The organizational realignment of all Personnel Support Detachments to TSCs and RSCs will be completed no later than January 2022.

To further expand the quality of customer service, the CPPA Pro Cell was established within the HRSC to assist CPPAs and command triads throughout the Navy. The CPPA Pro Cell provides 1) training and information to CPPAs, 2) transparency into pay/per transactions, 3) travel voucher breakdown, and 4) mission critical Government Travel Charge Card authorizations and assistance with case resolution.

MNCC is aligned to deliver world class Human Resources Services to Sailors and their families. Through the newly established one-star command, the tiered service delivery model will be the top Human Resources model all Services will want to emulate.

The Modern Sailor Experience & Capabilities

MyNavy HR is modernizing the way our Sailors and families access HR services. This includes the development of a Single Point of Entry (SPOE) to transactional systems via MyNavy Portal (MNP) (Tier 0 or self-service) and mobile applications.

MyNavy Portal

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

- MyNavy Portal Public Presence – Laid the technical foundation and navigation structure for content migration from a restricted site behind CAC to a new public site, which will greatly expand access to MyNavy HR resources and self-service HR capabilities to Sailors and families.
- Advancement & Promotion – Continued to develop a personalized display of a Sailor’s eligibility to participate in enlisted advancement and officer promotion activities by adding more data, checklists, training tools, notifications, and results.
- Career Planning – Based on Fleet user feedback, delivered workflow improvements for Command Career Counselors and added new capabilities for Commanding Officers to review and recommend approval of Sailor electronic Personnel Action Requests.
- MyRecord – Updated the interactive “Personnel Records Review” tool that enables Sailors to conduct a methodical review of their OMPF and Electronic Service Record, and then electronically submit necessary updates to MNCC.
- Pay & Benefits – Implemented the NP2 Resources page to provide Sailors and Navy commands a single location for NP2 policy guidance, user aids, and resources.

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

Mobile Applications

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

- Center for Language, Regional Expertise, and Culture Navy Global Deployer – a RRL tool to help Sailors and their families meet requirements for cultural awareness-to include language, history, geography, people, ethnic groups, religious institutions, and social norms for 68 countries and territories.
- MyNavy Uniforms – Provides Sailors with official information and guidance on how to wear Navy uniforms, components, and accoutrements properly.
- Navy Credentialing Opportunities On-Line (COOL) – Provides information for making enlistment decisions, roadmaps to career advancement and retention, and in-Service civilian/industry certification and licensing opportunities. The new MILGEARS-Powered By COOL web tool allows Sailors to identify credentialing pathways based on their unique learning, experience and related skills that they have gained during their service.
- Official Navy PFA – Provides all the Physical Readiness Program information Sailors need to maintain optimal health, fitness, and readiness according to Navy standards.

Delivering Modern Capabilities

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

Authoritative Data Environment

Essential to our strategy is the continued development of the 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 to 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 two years. 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.

The offices of MyNavy HR Chief Data Officer and Chief Analytic Officer have been established to enhance and govern data and analytic services within the enterprise. To date, we have identified 98 internal and external data sources that are essential to the MyNavy HR enterprise; these are each a part of the data ecosystem upon which our analysts rely, and additional data sources are likely to be identified and incorporated over time. Of these, 37 have been loaded into our “data lake” through migration or data feeds, and made available for MyNavy HR use. MyNavy HR IT Solutions and MyNavy HR Enterprise Information Management teams have converted 30 of these sources into clean “analyst-ready data,” which is directly usable by MyNavy HR enterprise experts. Six “purpose-built data marts” have been prepared to further facilitate the work of analysts, supporting such initiatives as Performance to Plan-Human Resources (P2P-HR), DON Sexual Assault Prevention and Response Business Intelligence Tool, and the Commander’s Risk Mitigation Dashboard.

Finally, several commands within the MyNavy HR Enterprise have embraced robotic process automation (RPA) to automate repetitive and mundane workflows, thus allowing personnel to focus on more value-added work. These software robots are speeding up processes and attacking backlogs, resulting in the provision of more accurate and timely service to our Sailors.

Navy Personnel and Pay

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

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.

In September 2019, we delivered MyPCS, a component of NP2, as a pilot program. MyPCS provides Sailors access to Permanent Change of Station (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 a mobile device, and the ability to submit PCS travel vouchers electronically from a mobile device utilizing an electronic signature. This capability significantly enhances the PCS experience for our Sailors and their families. Since rollout, just over 1 million MyPCS accounts have been created. Prior to this NP2 capability deployment, between 25 and 40% of PCS travel claims were rejected and returned back to members. MyPCS has revolutionized the processing travel claims and resulted in a zero percent rejection rate for claims submitted through MyPCS. MyPCS provides drop-down menus which prevent a Sailor from submitting an incomplete claim. MyPCS is scheduled for phased implementation; beginning 1 January 2022 it will be the primary process for MNCC customers to submit PCS travel claims.

MyNavy HR continues to provide new incremental releases of NP2 functionality. Due to Congressional marks in FY-20, NP2 development progress was postponed. With funding restored in FY-21, work on the NP2 Minimum Viable Product began in earnest in October 2020. In October 2020, we improved the Sailor experience through delivery of the MySailor Data product. This function provides a new electronic display of the human resources data NP2 needs to support pay and personnel transactions for Active and Reserve Sailors. In 2020, we also improved travel voucher processing through the expansion of Assignment, Leave, and Travel, including 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; they can now 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.

NP2 AC/RC Treasury Direct Disbursing 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 activation and adaptive mobilization within the timelines established in Combatant Commander War Plans. In its final state, NP2 will enable Sailors to manage their own personnel and pay needs online while improving pay timeliness and the HR professional user experience.

While the work to get NP2 delivery continues, teams are also looking at additional areas for automation. One area is the implementation of RPA that performs a triage and quality check of Record of Emergency Data/Dependency Application submissions, 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, with a projected 50% reduction in required human labor at TSC Norfolk.

Supporting our Families

Family readiness is a key element of overall mission readiness; it is essential to equip families to meet the obligations and challenges of Navy life. Family readiness affects Sailors' job satisfaction, job performance, and retention. The Navy provides robust support to our families through our Fleet and Family Support Centers (FFSC), Ombudsman Program, spouse employment, and spouse Licensure Reimbursement programs. Our FFSCs provide support to equip spouses so they can successfully navigate the military lifestyle. Additional programs include:

- Employment assistance
- Family Advocacy Program and New Parent Support
- Non-medical individual and family counseling
- Personal financial counseling
- Information and referral

- Relocation Assistance Workshops
- Virtual Training
- MyNavy Family Mobile Application

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

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

Conclusion

To maintain our advantage at sea, MyNavy HR will attract, develop, manage, and retain the leaders and talent to build a Navy that will fight and win in long-term strategic competition. Through our optimization of talent management, MyNavy HR will achieve talent acquisition excellence, provide Sailor-centric initiatives, and reshape the Navy into a leader of diversity, equity, and inclusion. By modernizing the Sailor experience and exemplifying the Culture of Excellence, we will provide exceptional service to our Sailors and families, and we are actively engaging, elevating, and inspiring all personnel to be their best by leveraging our diversity of talent and people. Finally, we will continue to transform the MyNavy HR enterprise through improved analytics, new and innovative tools and processes, increased transparency, and focused efforts to improve Navy climate and culture. Through these endeavors, we will fight and win with the strength of our greatest asset: our people.

Acronyms

A2P – Advancement-to-Position	ISPP – In-Service Procurement Program
AC – Active Component	JODO – Junior Officer Diversity Outreach
ADE – Authoritative Data Environment	LDO – Limited Duty Officer
ARI – Alcohol Related Incident	LFPR – Labor Force Participation Rate
AVO – Aerial Vehicle Operator	LOE – Line of Effort
AY – Academic Year	M&A – Marketing and Advertising
BA – Billets Authorized	MAP – Meritorious Advancement Program
BDCP – Baccalaureate Degree Completion Program	MNA – MyNavy Assignment
BMT – Basic Military Training	MNCC – MyNavy Career Center
BOOST – Broadened Opportunity for Officer Selection and Training	MNP – MyNavy Portal
CA2P – Command Advancement-to-Position	MSO – Maritime Space Officer
CNO – Chief of Naval Operations	NAPS – Naval Academy Preparation School
CNR – Chief of Navy Reserve	NCLASP – Navy Command Leadership Assessment and Selection Program
COE – Culture of Excellence	NEC – Navy Enlisted Classification Code
COOL – Navy Credentialing Opportunities Online	NETC – Naval Education and Training Command
COVID-19 – Coronavirus Disease 2019	NLDF – Navy Leader Development Framework
CPPA – Command Pay and Personnel Administrator	NLAP – Naval Special Warfare Leadership Assessment Program
C-WAY – Career Waypoints	NLEC – Naval Leadership and Ethics Center
CWO – Chief Warrant Officer	NP2 – Navy Personnel and Pay
CY – Calendar Year	NPC – Navy Personnel Command
DDG – Guided Missile Destroyer	NPD – Navy Promotional Days
DEI – Diversity, Equity, and Inclusion	NPP – NROTC Preparatory Program
DEP – Delayed Entry Program	NPPSC – Navy Pay and Personnel Support Center
DH – Department Head	NPS – Non-Prior Service
DMAP – Detailing Marketplace Assignment Policy	NRC – Navy Recruiting Command
DMCP – Detailing Marketplace Campaign Plan	NROTC – Naval Reserve Officers’ Training Corps
DUI – Driving Under the Influence	NSI – Naval Science Institute
eCRM – Electronic Customer Relationship Management	NSTC – Naval Service Training Command
ELD – Enlisted Leader Development	NSW – Naval Special Warfare
EOD – Explosive Ordnance Disposal	NTAG – Navy Talent Acquisition Groups
E-OSC – Expanded Operational Stress Control	NWAE – Navy Wide Advancement Exam
FAP – Family Advocacy Program	OARS – Occupational Advancement Requirement Standards
FFSC – Fleet and Family Support Center	OCS – Officer Candidate School
FY – Fiscal Year	ODS – Officer Development School
HR – Human Resources	OMPF – Official Military Personnel File
HRSC – Human Resources Service Center	OSC – Operational Stress Control
HYT – High Year Tenure	OTC – Officer Training Command
IA – Individuals Account	P2P – Performance to Plan
IRR – Individual Ready Reserve	PCC – Post-Commander Command
	PCS – Permanent Change of Station

PET-TM – Performance Evaluation
Transformation-Talent Management
PFI – Professional Flight Instructor
PII – Personal Identifiable Information
PS – Prior Service
RC – Reserve Component
RDC – Recruit Division Commander
RMC – Navy Reserve Readiness and
Mobilization Command
ROM – Restriction of Movement
RPA – Robotic Process Automation
RRL – Ready Relevant Learning
RSC – Regional Support Center
RTC – Recruit Training Command
SELRES – Selected Reserve
SPOE – Single Point of Entry
SRB – Selective Reenlistment Bonus
STA-21 – Seaman to Admiral
STEM – Science, Technology, Engineering, and
Math
TA – Tuition Assistance
TF1N – Task Force One Navy
T/M/S – Type, Model, Series
TSC – Transaction Service Center
TYCOM – Type Commander
URL – Unrestricted Line
USNA – United States Naval Academy
USNCC – United States Naval Community
College
UX – User Experience
WT – Warrior Toughness
YCS – Years Commissioned Service
YG – Year Group

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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
<https://www.navy.mil/CHIEF-OF-NAVAL-PERSONNEL-BUPERS/>
- CNP Department Exclusives
<https://www.navy.mil/Leadership/Chief-of-Naval-Personnel/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:
<https://www.navy.com/explore-the-navy/faces-of-the-fleet>
- MyNavy HR Facebook:
<https://m.facebook.com/MyNAVYHR>
- MyNavy HR Twitter:
<https://twitter.com/MyNAVYHR>
- MyNavy HR Instagram:
<https://www.instagram.com/mynavyhr/>
- MyNavy HR YouTube:
<https://www.youtube.com/channel/UCaCmzfzFW9qB629qvbQ2-sw>
- Defense Visual Information Distribution Service
<https://www.dvidshub.net/unit/CoNp>
- MyNavy HR Culture of Excellence
<https://www.mynavyhr.navy.mil/Support-Services/21st-Century-Sailor/Culture-of-Excellence/>
- Warrior Toughness
<https://www.netc.navy.mil/Warrior-Toughness/>