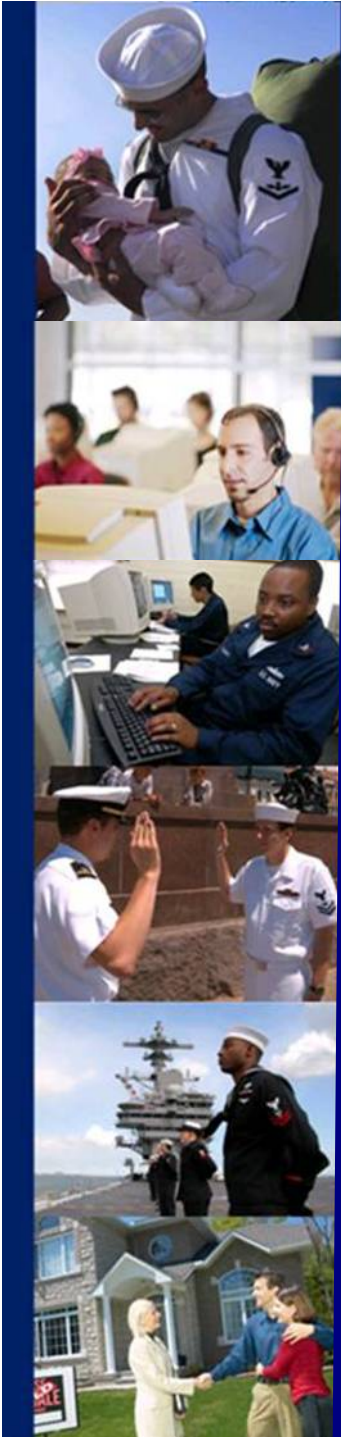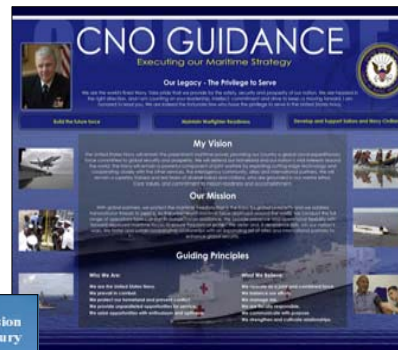# Navy Personnel Service Delivery Transformation

Navy Personnel Service Delivery Transformation

Personnel Service Delivery Transformation is aligned with strategic DoD and Navy goals and will result in evolved methods of personnel service delivery in a resource constrained environment.

Ensure the trust of the Total Force, their families, and the nation through superior care and support
- DoD Strategic Management Plan

We will pursue those policy initiatives and information systems, such as a single integrated pay and personnel system that facilitates a true continuum of service for our Sailors over their careers.

We will assess the ROI in all we do, appreciating that our people, time and money are finite. Total ownership and manpower costs will be key components of all programmatic discussion and decisions."
- "Executing our Maritime Strategy" CNO Guidance (CNOG 2010)

To deliver a Total Force to meet the joint demand, Navy must manage its people through agile and flexible human resource programs, services, and solutions.
- Navy's Total Force Vision for the 21st Century

We must be innovative and identify new methods of service delivery to invigorate the way in which we support the Fleet and individual Sailors.
- BUPERS / NPC 2020 Vision

Table of Contents

Executive Summary

Navy Personnel Service Delivery Transformation's (PSDT) vision is the delivery of simple, accessible and easy to use capabilities and processes enabled by technology for enhancing the quality and accuracy of customer service and improving operational efficiency.

Personnel Service Delivery in the Navy is manpower centric utilizing legacy IT systems. Current methods of delivering personnel service including the Pay/Personnel Administrative Support System (PASS) are unsustainable because they are unable to provide modernized, responsive personnel services to technology savvy Sailors and are too costly. Antiquated personnel services delivery methods do not meet the needs of Sailors, commands, and senior Navy leaders. Responsibility and authority to deliver personnel services is fragmented across Bureau of Naval Personnel (BUPERS), Navy Personnel Command (NPC), Commander Navy Installations Command (CNIC), and Commander Navy Reserve Forces Command (CNRFC). Especially problematic for Sailors is a confusing, redundant, and sometimes conflicting array of service providers and information sources making it extremely difficult to obtain basic human resources support.

PSDT will fundamentally change service delivery methods from primarily human to human based interaction with limited self-service to a self-service, centralized transaction execution model with a Sailor Service Center component. Sailors receive feedback throughout each phase of the service delivery process. PSDT spans the Navy enterprise and integrates well-intentioned disparate, unsynchronized and uncoordinated activities into a comprehensive and coherent future service delivery model responding to the needs of individual Sailors. PSDT's complexity requires coordination between multiple organizations, stakeholders, and key partners. No single organization currently has total visibility over the numerous initiatives and working groups underway affecting personnel service delivery. This document describes the vision, mission, goals, objectives and action plans for Navy PSDT efforts and enterprise level strategy for delivering transformed personnel services. Service delivery transformation is a mandate pursued with a broad collaborative focus fully aligned with both DoD and Navy strategy.

Four guiding principles provide foundational concepts directing transformational priorities and efforts for personnel service delivery transformation:

- **Simplified programs, processes and interfaces.** Strive for clarity, directness and ease of use in capabilities and processes for all Sailors. Provide for high quality, accurate and timely data supporting metrics and analytical foundation driving personnel services policy and processes by senior decision makers.

- **Remove barriers to executing Sailors' intent by streamlining processes and providing timely feedback.** Ensure service delivery mechanisms provide successful resolution of desired or required events recognizing the variability of the Sailor initiated actions.

•**Service delivery in Afloat and Deployed environments must acknowledge bandwidth considerations.** Afloat and deployed environments and operational considerations may potentially limit access to functionality of evolved service delivery methodologies.

•**Enable the continuum of service for all personnel (AC to RC, RC to AC, AC to GS, etc.)** Transformation of personnel services delivery allows the Sailor to enhance their quality of service by facilitating transition between Navy components.

Transformation priorities will be based on a business case approach utilizing transaction level analysis. Manpower costs account for the vast majority of personnel service delivery expenses providing significant opportunity for cost management and reduction. Foundational analysis supporting transformation will combine a thorough understanding of personnel service delivery requirements throughout a Sailor's career lifecycle and a cost per transaction methodology.

Transformation of Navy personnel service delivery is vital for providing a "true continuum of service' for Sailors and becoming "a leader in human resource solutions." Additionally, PSDT strategy and execution will be guided by mechanisms ensuring that we "assess the ROI in all we do, appreciating that our people, time and money are finite."

This new service delivery model leverages modern communications and information technologies as well as streamlined business processes standardizing and integrating active and reserve component personnel actions. OPNAV N1, with the help of CNIC, U.S. Fleet Forces Command (USFF), CNRFC and other stakeholders will be responsible for developing, implementing and executing the newly developed personnel service delivery model.

Goals of Transformation

The comprehensive PSDT strategy encompasses all aspects of personnel service support, from policy formulation to field level service delivery. Four main goals were established for managing, directing and focusing transformation efforts. These overarching focus areas are:

1. Drive enterprise wide transformation of Navy personnel services delivery programs, policies, and processes.

2. Build, enhance and sustain the Human Resources professional workforce to successfully deliver transformed personnel services at all organizational levels.

3. Ensure the successful identification, implementation, and adoption of modernized personnel services that fully support Fleet needs.

4. Develop and deploy responsive, integrated technical capabilities to achieve optimal personnel services delivery and consistent customer experiences.

Problem Context

The Navy's current personnel services delivery methodology is not meeting the needs of Sailors and senior leaders and suffers from some key problems:

- Confusing Array of Service Providers and Career Tools
- Service Delivery Standards that are Not Meaningful to Sailors
- Inconsistent Execution at Many Levels Leads to Non-Standard Outcomes
- Struggling to Meet OSD Performance Standards
- Bandwidth Considerations for Afloat and Deployed Units
- Conflicting and Inaccurate Data Contained in Corporate Systems
- Cost, Including Manpower, Per Transaction is Unsustainable

The Bureau of Naval Personnel is the Navy's sponsor for human resource and personnel management services to the Fleet and individual Sailors. BUPERS holds this responsibility, however, it relies on service delivery providers and mechanisms that are not centrally managed, lack standardization, and require extensive "face-to-face" transactional support in the field. Execution of Navy personnel service delivery processes including PASS are the responsibility of field activities. Frequently these field activities execute personnel services delivery processes in a non-uniform manner, with service delivery and technology employment occurring inefficiently, placing an undue burden on Sailors. Current personnel services delivery methods fail to consistently meet OSD mandated performance standards and are unresponsive to the expectations of Sailors, commands, and the Navy enterprise. Policy and management decisions span multiple organizations making it difficult to coordinate actions, capture costs, and manage manpower and total infrastructure required to execute the personnel services function.

Multiple efforts are attempting to improve present conditions but they lack overarching strategy, executive sponsorship, and coordinated program management. By developing and funding a cohesive and overarching Personnel Service Delivery Transformation (PSDT) effort, the Navy will be able to more effectively manage required enterprise change, implement new technologies, and recapitalize savings further enhancing service delivery standards.

OPNAV N1 leadership understands that attempting to improve the enterprise's capability requires a formalized and overarching transformation strategy aligning key organization design elements, processes, and systems with a vision for a future personnel services delivery model. OPNAV N1 also realizes that pursuing such a transformation effort requires significant coordination across the Navy enterprise and planned investments over a multi-year period.

Issues / Background

- Navy lacks a cohesive PSDT strategy that encompasses all aspects of personnel service support, from policy formulation to field level service delivery.

- Funding reductions to legacy personnel and pay systems in anticipation of DIMHRS development have stalled Navy's forward progress toward a large scale effort to dramatically upgrade to a more modern personnel service delivery model.

- As Navy prepares for development and deployment of Future Pay and Personnel Solution (FPPS), and responds to continuing labor reductions, Navy needs to identify not only what the system is required to do, but how the new system will be integrated into service delivery model that includes self service, centralized transaction processing, and a robust Sailor support center.

- N1, BUPERS, CNIC, and associated stakeholders need to form a more cohesive governance structure to ensure plans and decisions impacting personnel service delivery and the implementation of FPPS are fully vetted, and action plans are carefully coordinated across the entire spectrum of manpower management and personnel support.

Current Delivery Model

Sailors

Personnel Transactions and Inquiries

<2% → Minimal Self-Service Capabilities

<2% → Lack of Centralized Customer Service

>95% → Multiple Service Providers & Non-Standardized Processes

High Total Ownership Costs, Labor Intensive, Redundant Services/Systems/Data

Duplicative & Complex Array of HR Systems

Face-To-Face Intensive Delivery

Increased Cycle-Time, Inaccuracy & Variability

Reliance Upon Paper-based Business Processes

Vision & Strategy for Navy Personnel Service Delivery Transformation

The vision for Navy Personnel Service Delivery Transformation is to deliver simple, accessible and easy to use capabilities and processes enabled by technology for enhancing the quality and accuracy of customer service and improving operational efficiency. This vision moves the Navy beyond the current decentralized, non-standardized, face-to-face transactional model of pay and personnel services into a future where human resource management becomes a critical strategic asset and enterprise enabling function.

The mission of Personnel Services Delivery Transformation is to provide reliable, responsive, and timely service delivery in support of all Navy Sailors. PSDT strategy utilizes an iterative and cascading approach for achieving the mission while driving toward the overriding PSDT Vision.

Moving from the current personnel service delivery model requires effectively developing strategies and implementing action plans which are crucial to successfully accomplishing the transformational change envisioned by PSDT. Given today's operating environment, strategic drivers, and fiscal constraints, unifying Navy-wide efforts and resources is important to ensure effectively meeting collective mission responsibilities while applying sound investment decision-making and planning to realize the future business capabilities and results desired. The PSDT strategy provides the necessary framework to effectively align goals, objectives, roadmap action plans, and resources and investments to drive transformation and make the PSDT Vision a reality.

This vision moves the Navy beyond the current decentralized, non-standardized, face-to-face transactional model of pay and personnel services into a future where human resource management becomes a critical strategic asset and enterprise enabling function.

Strategic Planning Approach

Formulating PSDT strategy involves an iterative and cascading approach, concentrated on five elements – vision, mission, goals, objectives, and roadmap action plans with defined performance measures for each element. The PSDT vision is the starting point for this cascading methodology describing the future of desired Navy personnel service delivery capabilities. The PSDT mission supports the vision by defining purpose and functions. Goals define the high-level strategic elements necessary for accomplishing this vision, with objectives providing the detail regarding how the Navy will work to accomplish each goal and achieve the desired effects.

Detailed roadmap action plans will provide specificity to the objectives. These roadmap action plans will contain the tactical level activities and schedules required for developing and implementing desired capabilities critical and essential for realizing successful transformation. Performance measures will ensure continual evaluation of strategy execution by providing the means to manage transformation utilizing a performance based approach.

PERFORMANCE MEASURES

Execute and Manage from a Performance Based Standpoint

- VISION → Identified Future State Environment
- MISSION → PSDT Purpose and Function
- GOALS → Defined and Prioritized Broad Direction
- OBJECTIVES → Identified Targets & Desired Effects
- ROADMAP ACTION PLANS → Tactical Level Activities and Schedules

VISION:
Simple, accessible, easy to use capabilities and processes enabled by technology for enhancing the quality and accuracy of customer service and improving operational efficiency

MISSION:
To provide reliable, responsive, and timely personnel service delivery in support of all Navy Sailors

GOAL ONE
Drive transformation of Navy personnel services delivery programs, policies, and processes

GOAL TWO
Build, enhance, and sustain the HR professional workforce to successfully deliver transformed personnel services at all organizational levels

GOAL FOUR
Develop and deploy responsive, integrated technical capabilities to achieve optimal personnel services delivery and consistent customer experiences

GOAL THREE
Ensure the successful identification, implementation, and adoption of modernized personnel services that fully support Fleet needs

PROGRAM & PROCESS TRANSFORMATION

HUMAN RESOURCES PROFESSIONAL WORKFORCE

INTEGRATION OF ENABLING TECHNOLOGIES

CUSTOMER INTERACTION & SUPPORT

Change Management
Policies & Procedures
Process Design & Integration
Organization & Strategies
Knowledge Management
Enabling Technologies
HR Services Portal
IT Planning & Integration
Training & Support
Deployed Forces Delivery
Service Preference & Expectations
Workforce Management
Workforce Development
Workforce Planning

PEOPLE
INFRASTRUCTURE
GLOBAL DELIVERY
PROCESS
TECHNOLOGY

Goal One

Drive transformation of Navy personnel services delivery programs, policies, and processes

Goal one is focused on ensuring development and implementation of a unified strategy for Navy PSDT efforts to realize improvement and transformation of programs and processes to realize the desired capabilities and benefits envisioned by the future delivery environment. To ensure more effective programmatic success, goal one involves enterprise-wide transformation planning and management, instituting formalized governance to provide direction and oversight for transformation efforts, as well as a focus on clarifying organizational roles, responsibilities, and accountabilities to more effectively manage the delivery of personnel services. Additionally, goal one includes efforts to evaluate current business processes and related policies, and work to optimize these through standardization, centralization, redesign to incorporate the future delivery model and integrate enabling technologies, and institutionalize continuous process improvement methodologies. Finally, development of enterprise-wide change management strategies designed to effectively engage stakeholders across the Navy enterprise and at all organizational levels will be used to support transformation efforts and ensure buy-in, stakeholder involvement, successful implementation and adoption of transformed service delivery mechanisms.

Supporting Objectives

1.1 ORGANIZATION & STRATEGY:

Establish Navy-wide PSDT plans, governance and organizational structures to support transformation of personnel service delivery *(Key Components: Transformation Planning, Governance Structure, Organizational Design)*

1.2 PROCESS DESIGN & INTEGRATION:

Standardize, centralize, integrate, and streamline personnel delivery processes and supporting mechanisms *(Key Components: Standardization, Centralized Customer Service, Continuous Process Improvement)*

1.3 POLICIES & PROCEDURES:

Update, synchronize, and implement polices, instructions and procedural guidance that enable enterprise-wide transformation *(Key Components: Policies, Guidance, Procedures)*

1.4 CHANGE MANAGEMENT:

Plan, manage and continually support enterprise-wide organizational change to ensure the adoption of transformed personnel services *(Key Components: Change Readiness, Strategic Communications, Change Management)*

DESIRED EFFECTS

➢ *Single personnel services strategy and organizational structure that is centrally managed.*

➢ *Consistent processes and standardized service levels that are measurable and continually improved.*

➢ *Centralized and integrated customer service supports customer needs across the enterprise*

➢ *Complimentary policies and procedures support more efficient and effective service delivery.*

➢ *Clear and consistent communications on key initiatives affecting the Fleet from a single source*
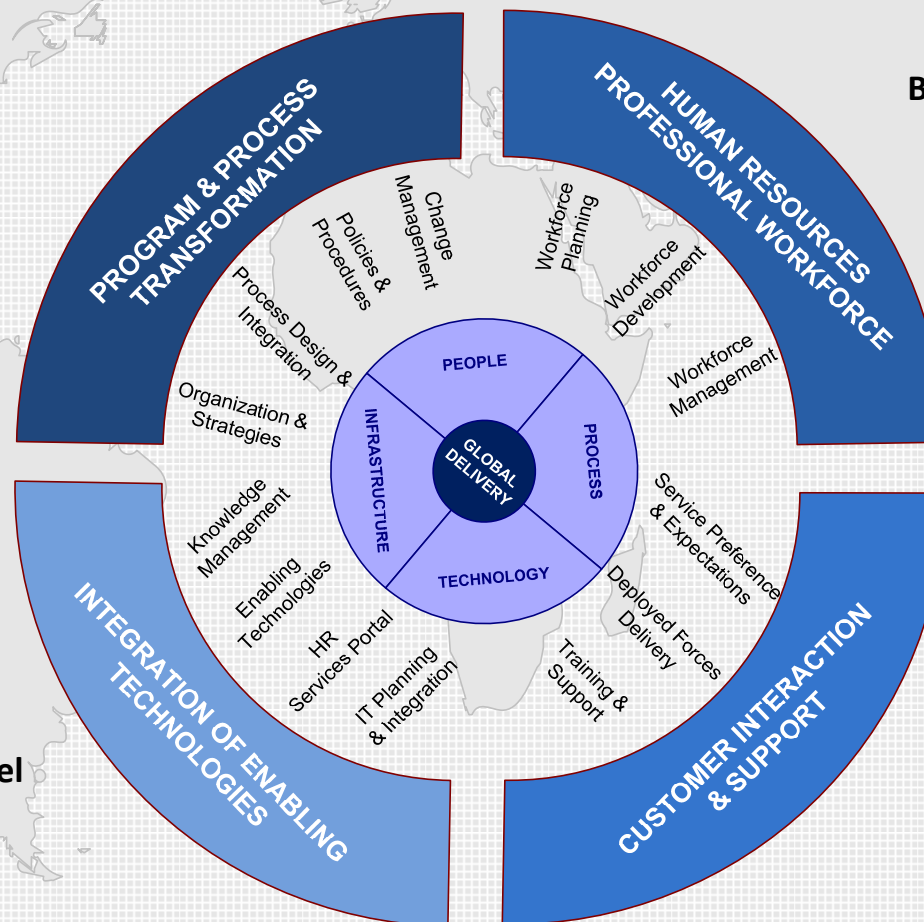
Goal Two

Build, enhance, and sustain the HR professional workforce to successfully deliver transformed personnel services at all organizational levels

Realizing the customer value and benefits of the future delivery environment ultimately relies upon the people supporting it. The intent of goal two is to define, build, and continually enhance a human resource professional workforce capable of providing the level of service needed to become a leader in HR solutions. Goal two involves focusing upon the entire value-stream of activities involved in future Navy human resource service delivery, and using this analysis to more clearly identify future workforce requirements, required skill sets and competencies, and clearly defined career paths and roles (mil, civ, ctr). Critical to the success of goal two will be thorough workforce risk analysis related to today's workforce model and development of a sound workforce strategy capable of both mitigating current manning issues while simultaneously defining, planning and evolving the HR professional workforce of the future. This is also true for efforts related to workforce development, which will be focused on both near-term training needs to close existing gaps and improve consistency of delivery, while working to define the competencies, career paths, and development plans required to ensure an effective and sustainable workforce for the long-term. Finally, strong leadership and sponsorship will be used to further galvanize members of the Total Force (mil,civ, ctr) HR workforce, and build a community of practice where mentoring, knowledge sharing, and continual support enables continual enhancement of the workforce at all organizational levels.

Supporting Objectives

2.1 WORKFORCE PLANNING:
Define HR workforce roles and responsibilities, Total Force composition, and competencies required to support future delivery model concepts *(Key Components: Workforce Risk Analysis, Workforce Strategy, Workforce Modeling)*

2.2 WORKFORCE DEVELOPMENT:
Develop and deliver the training and professional development necessary to build and maintain an HR workforce *(Key Components: Competencies/Career Paths, Training, Education)*

2.3 WORKFORCE MANAGEMENT:
Ensure effective sponsorship of the HR workforce through leadership, professional career paths, and continual support *(Key Components: Leadership, Community of Practice, Talent Management)*

DESIRED EFFECTS

➢ *The right mix of Military, Civilian and Contractor personnel with the right skill-set is created to deliver superior personnel management services at all organizational levels.*

➢ *Human resource professionals are provided the right tools, training, and information needed to effectively manage the workforce.*

➢ *HR professionals are effectively nurtured and developed to ensure they understand and embrace their impact on the Navy Total Force.*

➢ *A strong community of practice enables knowledge management, sharing of best-practices, and provides access to subject matter expertise across the HR professional workforce.*

Goal Three

Ensure the successful identification, implementation, and adoption of modernized personnel services that fully support Fleet needs

Central to goal three is the assurance of both Sailor and Fleet involvement in the design, implementation, and evaluation of transformed business processes and service delivery mechanisms. Efforts will focus on ensuring capability solutions are derived and informed by the "voice of the customer" by taking a Sailor-centric design approach. Additionally, thorough analysis of design concepts will be performed to ensure delivery mechanisms support both the Ashore and Afloat environments, with a major focus on defining service level agreements to continually monitor and evaluate performance and quality of service. Finally, change management activities will be directed to effectively communicate and engage with Sailors and stakeholders across the Fleet regarding transformation efforts, provide a strong focus on end-user training and support as new capabilities are implemented, as well as use of feedback mechanisms to evaluate adoption and effectiveness.

Supporting Objectives

3.1 SERVICE PREFERENCE & EXPECTATIONS:
Identify and manage stakeholder expectations to establish achievable performance standards and determine change readiness *(Key Components: Customer Design Input, Performance Management, Service Level Agreements)*

3.2 DEPLOYED FORCES DELIVERY:
Ensure delivery mechanisms support deployed and disconnected members of the Force without disadvantage *(Key Components: Accessibility/Usability, Platforms & Infrastructure, Integrated Testing & Implementation)*

3.3 CUSTOMER TRAINING & SUPPORT:
Deliver effective communications, training and support to Sailors and the Fleet in order to access and use PSDT services and capabilities *(Key Components: Customer Awareness, Customer Training, Customer Feedback)*

DESIRED EFFECTS

➢ *Performance levels are clearly defined and established based on stakeholders needs*

➢ *Service delivery and accessibility is seamless regardless of Afloat, or Ashore environment.*

➢ *Standardized training and communications are delivered through a variety of media and are accessible to all.*

Goal Four

Develop and deploy responsive, integrated technical capabilities to achieve optimal personnel services delivery and consistent customer experiences

The ability to leverage and integrate enabling technologies is critical for realizing the desired capabilities described in the future delivery environment and effectively transforming from today's reliance upon manual intervention for transactional processing and service delivery. Goal four involves close coordination with Navy IM/IT provider organizations to ensure IT planning and integration efforts result in responsive design, development, and delivery of capability in support of Navy PSDT. From a planning perspective, goal four will be focused on further defining required service component capabilities and working to ensure delivery of solutions is occurring in both an incremental and continuous fashion, as well as fully integrated with longer range enterprise plans such as FPPS. As many of the identified capability needs are not unique to PSDT (i.e. unified portal, self-service, customer relationship management, process automation, digital signature, knowledge management, etc…) planning efforts will focus upon leveraging enterprise-wide investments and plans to ensure timely, cost-effective solutions are deployed and available for re-use across the Navy enterprise.

Supporting Objectives

4.1 IT PLANNING & INTEGRATION:

Plan, develop, and implement reliable, integrated, and cost effective information technology solutions to enable personnel service delivery transformation *(Key Components: Enterprise Planning & Integration, Authoritative Data Management, Future Pay Personnel System)*

4.2 HR SERVICES PORTAL:

Utilize portal consolidation to provide a singular access point for Sailors to fulfill their personnel needs and enable self-service options *(Key Components: Single Point of Access, Content/Relevance, Usability/Uniformity)*

4.3 ENABLING TECHNOLOGIES:

Design and deliver secure and accessible IM/IT capabilities that meet Sailor's expectations and reduce the costs associated with face-to-face delivery *(Key Components: Web-based Applications/Service, Customer Initiated Self-Service, Process Automation)*

4.4 KNOWLEDGE MANAGEMENT:

Provide an integrated capability for creating, capturing, organizing, accessing, and using the knowledge needed by Sailors, the Fleet, and HR professionals to successfully use and deliver personnel services *(Key Components: Knowledge Management Strategy, Knowledge Capture, Knowledge Sharing)*

DESIRED EFFECTS

➢ *Technologies employed to more quickly adapt to changing needs and requirements*

➢ *HR system that is fully integrated eliminating duplicative processes and utilizes singular source of authoritative data*

➢ *Single access point for help, information, and virtual customer service support*

➢ *Sailor's are able to complete simple personnel transaction's independently at any time from any place*

➢ *Processes, policies, and supporting information are released and maintained from a single source*

Navy's Future State Human Resources Delivery Environment

Purpose

The intent of this future delivery model and operating concept is to provide an initial comprehensive view of the desired environment and capabilities for Navy personnel service delivery, serve as a baseline to stimulate stakeholder discussions, and provide a blueprint for further analysis, planning, and development of desired capabilities.

Future Human Resources Delivery Environment & Operational Concept

Navy personnel and pay functions support active and reserve service members throughout their careers and beyond their military service. The accuracy and timeliness of these functions inform Navy's ability to effectively manage the force and help to facilitate assessments of the impact to emerging requirements. This future state delivery model involves enterprise-wide personnel service delivery transformation designed to realize more effective and efficient service delivery, reduced transaction costs, effective use of technology, and enhancement of the end user experience and associated service satisfaction. Fundamental to the design of this operating concept is a focus on customer needs and expectations for both individual Sailors as well as the unique requirements faced by deployed units and platforms, ensuring quality of service in both Ashore and Afloat scenarios. Additionally, this view of the future service delivery environment moves beyond the current transactional model of pay and personnel services to a future end state where human resource (HR) management is viewed as a critical strategic asset and enterprise enabling function.

Conceptually, the future delivery model is designed to fundamentally change the way in which personnel services are provided, transitioning from primarily face-to-face interactions with a Sailor to a tiered service delivery model. This tiered service model enables the end user to access and perform the majority of HR services through a consolidated Navy Personnel HR Portal providing reliable access to information and self-service capabilities, resulting in timely personnel services delivery twenty-four hours a day, seven days a week, from any location around the world. For those HR inquiries or processes requiring direct customer service interaction and support, the primary interface will be a centralized Navy Personnel Customer Service Center providing access to services based upon standardized processes, consistent and accurate information, enabled by seamless customer relationship management to ensure customer issue identification, tracking, and resolution. This model effectively transitions the majority of transactions away from face-to-face delivery, allowing personnel supporting field level and deployed units more time to focus their efforts on providing value added human resource advisory and support services to their local commands versus time consuming manual processing of pay and personnel transactions.

This future delivery model construct will be enabled by the integration and use of complementary technologies, such as self-service and automation to enhance the access, timeliness, and quality of service available to individual Sailors, operational units and commands, and improve the quality of information available to Navy's personnel planners and leaders. The required technical transformation will need to result in an integrated HR systems environment, based upon authoritative data, and providing the necessary service components and infrastructure to support the future delivery environment.

The ability to move toward and realize this level of enterprise change will rely upon the inherent design and quality of HR programs, organizational structures, and capabilities of the workforce supporting service delivery under this operational concept. The future delivery model is designed to better align organizational roles to ensure more effective delivery, as well as provide the HR professional workforce with a defined career path and development continuum, and a strong community of practice focused on best-practices.

The following chart provides a comprehensive view of the operational concept and framework for the HR Future Delivery Environment:

NAVY PERSONNEL SERVICE DELIVERY TRANSFORMATION
(FUTURE STATE HUMAN RESOURCES DELIVERY ENVIRONMENT OPERATIONAL CONCEPT)

CUSTOMER INITIATED SERVICE

SHORE BASED DELIVERY

DEPLOYED FORCES DELIVERY

TIER ZERO
(CONSOLIDATED NAVY PERSONNEL HR PORTAL)

HR PROFESSIONAL WORKFORCE

| SELF SERVICE | SECURE ACCESS | USER AUTHENTICATION |

HUMAN RESOURCES INFORMATION   WEB-ENABLED APPLICATIONS

HR ORGANIZATIONAL ROLES

HR Support Specialists

KNOWLEDGE MANAGEMENT

CUSTOMER INTERACTION & SERVICE DELIVERY

SERVICE COMPONENT CAPABILITIES

Face-to-Face Delivery Organizations

FAQs

TIER ONE
(NAVY PERSONNEL CUSTOMER SERVICE CENTER)

eFORMS

POLICIES/ PROGRAMS

TIER TWO
(NAVY PERSONNEL CUSTOMER SERVICE CENTER)

ROUTING & WORKFLOW

HR Customer Service Specialists

Centralized Customer Service Center

STANDARDIZED PROCESSES

TIER THREE
(HR FUNCTIONAL DOMAIN)

DIGITAL SIGNATURE

SUBJECT MATTER EXPERTISE

FACE TO FACE
(FIELD-LEVEL SUPPORT)

CUSTOMER RELATIONSHIP MANAGEMENT

HR Case Managers

Program Management

BEST PRACTICES

*field-level support where face-to-face interactions are required or necessary

CASE MANAGEMENT

INTEGRATED HUMAN RESOURCE SYSTEMS ENVIRONMENT

| FISCAL | MANPOWER | RECRUITING/ ACCESSIONS | TRAINING/ EDUCATION | CAREER MANAGEMENT | PAY/PERSONNEL | HR PROFILE/ RECORDS |

AUTHORITATIVE DATA ENVIRONMENT

MODELING, ANALYTICS, & BUSINESS INTELLIGENCE

HR Program & Policy Managers

Policy Formulation & Resourcing

ENTERPRISE INFRASTRUCTURE

| FACILTIES | TELEPHONY | CONSOLIDATED DATA CENTER | NETWORKS |

HUMAN RESOURCES CAREER PATH & DEVELOPMENT CONTINUUM

HUMAN RESOURCES COMMUNITY OF PRACTICE

HUMAN RESOURCES PROGRAM PERFORMANCE & QUALITY MANAGEMENT

HUMAN RESOURCES PROGRAM EXECUTION, MANAGEMENT, OVERSIGHT, & RESOURCING

Current State

Vision & Strategy

Future Delivery Model

Way Ahead

Appendices

12

End User Delivery & Support

End User Delivery

The future delivery concept will provide Sailors with similar methods of delivery they have come to expect and regularly use on an everyday basis (i.e. on-line banking, web-portals, enterprise customer service centers, etc…) and based upon the operational realities of available platforms and infrastructure. The Sailor's voice, to the maximum extent possible, will have input to existing, developing, and planned service delivery models.

In the future, the Sailor's (Afloat & Ashore) primary interface will be through a consolidated Navy Personnel HR Portal providing an accessible self-service delivery platform. This portal will provide the Sailor with all HR related information and the ability to perform the majority of pay and personnel related transactions via web-enabled applications supporting such things as personnel records management, benefits, leave, re-enlistments, retirements, separations, and more.

Complimenting this self-service capability will be a centralized customer service center to support customer interaction, transaction processing, and issue resolution. Face-to-face transactional support will only be required to perform tasks that cannot be automated, such as validating identity, collecting biometric data, or presenting documentation that cannot be collected electronically.

Navy Personnel HR Portal

SHORE BASED DELIVERY

DEPLOYED FORCES DELIVERY

Navy Personnel Customer Service Center

- Single Point of Entry to HR Services and Information
- Self-Service Capabilities Complimented by Centralized Customer Service Center and Storefronts to Accommodate User Preference and Need
- Enhanced User Experience Supported Through Communications, Training, and Evaluated Through Customer Feedback and Satisfaction Measures

Face to Face Support

- Increased Focus on HR Related Business Processes Prior to Deployment
- HR Support Specialists (PS) Utilized to Close Capability Gaps
- Comprehensive Pilots and Rigorous Testing Prior to Implementation
- Service Level Agreements Defined to Include KPI's for HR Delivery Service Levels, Support Personnel, and IT

Within the future delivery model, thorough analysis of design concepts will be performed to ensure delivery mechanisms support both the Ashore and Afloat environments, providing personnel services to deployed and disconnected members without disadvantage. Particular attention will be placed upon the business processes associated with pre-deployment and evaluation of technical gaps between Ashore and Afloat environments. This analysis will then be used to more effectively use HR support personnel in specific operational scenarios and clearly define service level agreements related to HR Delivery, Personnel, and IT/Infrastructure. The use of comprehensive pilots, rigorous operational testing, and Sailor provided feedback will guide the integration and implementation of process design changes in all environments.

End User Support & Satisfaction

Critical to the successful implementation, adoption, and use of transformed business processes and modes of delivery will be Sailors' ability to utilize the HR services provided via the future delivery model. End user recommendations, various information exchange mechanisms and platforms should be experimented with to identify the most timely and effective potential service delivery solution sets. To enhance and support the end user experience, centralized coordination of communications and training will be required to more effectively support the implementation of new business processes, provide consistency of information, and capture important feedback from the Fleet to continually understand their needs, gauge customer satisfaction, and prioritize future enhancements.
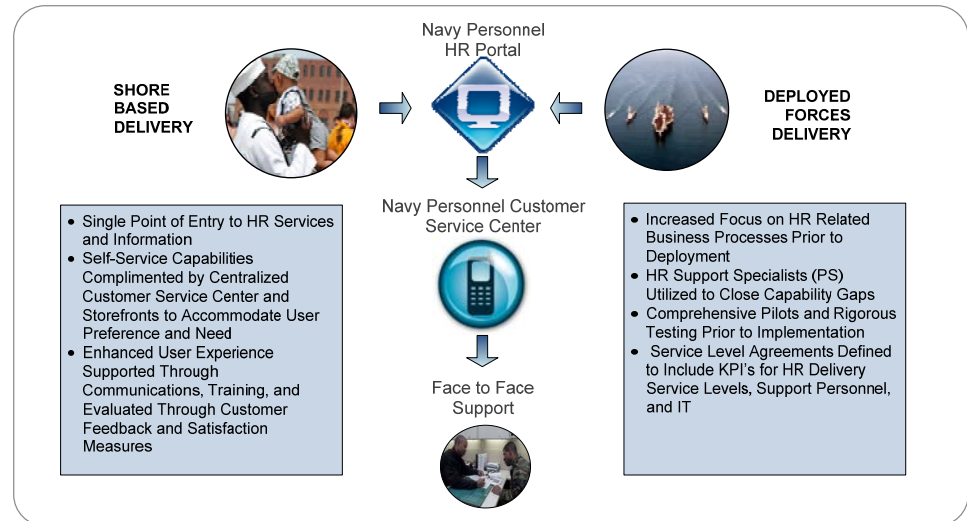
Tiered Service Delivery Model

Service tiers within the future delivery environment include Tier Zero, Tier One, Tier Two, Tier Three, and Face to Face (Field-level Support). Tier Zero support is initiated and completed entirely through self-service using a consolidated Navy Personnel HR Portal. The majority of all Tier One support will be provided through a centralized Navy Personnel Customer Service Center greatly reducing the need for Face to Face service support at the field-level. Tier Two support will involve more complex questions that cannot be resolved at the Tier One level using mid-to-more senior level HR specialists as case managers. Tier Three support refers to inquiries and processes requiring specific HR functional domain expertise and authority to review, interpret, and apply applicable policy and make final determinations regarding service issues and requests. The following chart provides an overview of the mode of delivery as well as the nature of service provided at each tier, the pyramid serving to depict the volume of work at each service tier level (i.e. majority of all service occurring at Tier Zero (HR Portal) and Tier One (Customer Service Center) with a greatly reduced need for Tier One (Face to Face) type services occurring at the field level.

Delivery Mode & Service Type

TIER ZERO
(NAVY PERSONNEL HR PORTAL)

HR Portal
Self Service

TIER ONE
(NAVY PERSONNEL CUSTOMER SERVICE CENTER)

HR Customer
Service Specialists

TIER TWO
(NAVY PERSONNEL CUSTOMER SERVICE CENTER)

HR Case
Managers

TIER THREE
(HR FUNCTIONAL DOMAIN)

HR Program &
Policy Managers

FACE TO FACE
(FIELD-LEVEL SUPPORT)

HR Support
Specialists

*field-level support where face-to-face interactions are required or necessary

Enterprise Customer Relationship Management

Service Characteristics

- Provide single point of access to HR information and services via consolidated Navy Personnel HR Portal and self-service capabilities
- Support customer initiated inquiries/requests and automated transaction processing through self service capabilities
- Transaction routing based upon automated business rules

- Provide initial customer interaction and service delivery via centralized Navy Personnel Customer Service Center
- Support customer inquiries/requests, transaction assistance, issue identification, resolution, and tracking
- Route transactions and un-resolved issues to Tier Two/Three

- Support transaction processing and issues not resolved at Tier One
- Perform case management based upon functional HR domain and subject matter expertise, applying applicable policies and procedures to complete transactions and resolve issues
- Route transactions and un-resolved issues to Tier Three

- Support transaction processing and issues not resolved at Tier One/Two
- Perform case review based upon functional HR domain and subject matter expertise, reviewing applicable policies and procedures to make final determination
- Review/Interpret applicable DoD/DoN policies, develop and promulgate HR policies, guidance and procedures

- Provide face-to-face interactions at storefronts/deployed units
- Support direct customer inquiries/requests and transaction assistance requiring manual processing
- Serve as customer advocate through advisement and support
- Route transactions and un-resolved issues to Tier One (Customer Service Center)/Two/Three providers

Navy Personnel Human Resource Portal

CUSTOMER INITIATED SERVICE

SHORE BASED DELIVERY

End User Logins To Unified Portal

DEPLOYED FORCES DELIVERY

TIER ZERO
(CONSOLIDATED NAVY PERSONNEL HR PORTAL)

| SELF SERVICE | SECURE ACCESS | USER AUTHENTICATION |

HUMAN RESOURCES INFORMATION   WEB-ENABLED APPLICATIONS

| KNOWLEDGE MANAGEMENT | CUSTOMER INTERACTION & SERVICE DELIVERY | SERVICE COMPONENT CAPABILITIES |

Single Point of Access to HR Information & Services

The Navy Personnel Human Resource Portal is a central feature of the desired future delivery environment and model. Accessed world-wide by both Ashore and Afloat environments, the portal will provide a single access point for Sailors to fulfill their personnel needs. By consolidating current user interfaces from a range of applications, the portal will present a unified look, feel, and ease of use that enables the self-service aspect of future state processes. Additionally, the portal will provide seamless access to both HR information and automated business processes, as well as other tiers of customer service. This will be facilitated through service capabilities designed to integrate information, applications, HR back office functions, and supported through enterprise customer relationship management to ensure effective delivery of service.

For example, within the future delivery environment, the Portal would support the redesigned process by which Sailors could request reenlistment. The Sailor would log into the Navy Personnel HR Portal to access information about reenlistment policy, eligibility, criteria, and documentation requirements. They would then complete the reenlistment application by entering required data electronically. The completed application is then electronically routed to the Sailor's chain of command for approval and then to the centralized reenlistment organization where it is checked for errors and processed. Once processed, the Sailor, and the Sailor's command designated representative, would be electronically notified that the reenlistment document is available for printing and executing. The HR Portal could be further used to provide amplifying instructions to understand the next steps after the reenlistment is executed (i.e. disposition of the executed reenlistment document). At any time, if the Sailor has questions or needs assistance during the application process, they can request additional information by searching on FAQ's, or by calling the centralized Navy Personnel Customer Service Center to speak to an HR customer service specialist.

Delivery Through Service Capabilities

Value of a Service-Based Approach

A critical foundation of the entire future delivery environment and model is the implementation of a service-based approach towards transformation of the Navy's HR business capabilities. The old paradigm of functionality aligned to specific systems will need to be replaced by one in which multiple "services" are orchestrated to provide and enable the inter-workings of capabilities across the HR value stream and enterprise. This approach provides a new way of thinking about business capability development and the investments required to develop technological solutions.

Taking this service-based approach, each time a new capability is needed by the organization, the central issue will not be how to modify a specific IT system, but instead how best to assemble existing or new services to provide that capability, extend it across multiple business processes, and realize enterprise-wide benefit and return on investment. Utilizing this approach will provide transformation efforts with improved agility and flexibility to institute change across the enterprise by focusing on the interplay between HR programs, services, and IT solutions, and make the most out of required investments through modular design, acquisition, and integration.

Required Service Capabilities

The integration of enterprise-wide service capabilities are vital to realizing and enabling the Navy's desired future delivery environment. These service capabilities range from direct customer facing service mechanisms supporting self-service, process automation, and customer relationship management to enterprise-wide capabilities such as knowledge management, records management, and business analytics.

Using the DoD Service Component Reference Model, service capabilities and key components seen as vital to enabling the future delivery environment have been identified, and are listed in the following chart:

SERVICE CAPABLITIY	KEY COMPONENTS
CUSTOMER SERVICES	•Customer Preference •Customer Initiated Assistance •Customer Relationship Management •Case Management
PROCESS AUTOMATION SERVICES	•Tracking and Workflow •Routing and Scheduling
DIGITAL ASSET SERVICES	•Content Management •Knowledge Management •Document Management •Records Management
SUPPORT SERVICES	•Search •Communication / Collaboration •Forms Management (e-forms) •Security Management (secure access, digital signature)
BUSINESS MANAGEMENT SERVICES	•Process Management •Organizational Management
BACK OFFICE SERVICES	•Human Resource Management (personnel) •Human Capital/Workforce Management (manpower) •Data Management
BUSINESS ANALYTIC SERVICES	•Knowledge Discovery •Business Intelligence •Analysis and Statistics •Reporting

Customer Interaction & Service Delivery

Centralized Navy Personnel Customer Service Center

With the portal providing Sailors with their first line of access to service, the next layer of the future delivery model will be provided via a centralized Navy Personnel Customer Service Center supporting customer contact, interaction and assistance. The centralized customer service center will constitute an enterprise-wide customer service capability providing multiple tiers of service to support processing, resolution, and/or escalation of customer inquiries/issues between these tiers and back office HR functional domains (i.e. functional departments such as Retirements/Separations, Promotions/Advancement, Re-Enlistments, etc…).

Like the HR portal, the customer service center will provide a single place for Sailors to contact when in need of direct support to answer questions or assist in processing or tracking business transactions. In the future, if a Sailor has a question while using the portal, they will be able to contact (via phone, email, live-agent chat) the centralized Navy Personnel Customer Service Center to interact directly with an HR customer service specialist who will identify their need and provide assistance based upon standardized business processes and customer service protocols. Upon receiving a customer request, the HR customer service specialist will be able to capture the caller's information using an integrated customer relationship management capability, be able to view the caller's personal profile, categorize the nature of the request/need, provide tailored customer assistance, and create a "trouble-ticket" tracking number to ensure successful issue routing and resolution.

The service components described previously will provide seamless integration and flow between HR portal transactions, customer service center interaction, and back office processing of HR transactions and inquiries. For example, if a Sailor had previously used the portal to process a request for reenlistment and was becoming concerned while awaiting notification that the request had been completed, he/she could call 1-800-UASKNPC, speak to a HR customer service specialist, and inquire as to the status of the reenlistment request. Upon receipt of the call, the HR customer service specialist would view a pre-populated screen containing both the caller's profile information as well as the nature of the call based upon initial call prompts (i.e. "press one for inquiry, press 3 for reenlistments"). The HR customer service specialist would then proceed to provide assistance using carefully scripted answers provided by the knowledge management repository which would be based upon policies and standardized business process associated with the reenlistment program. During this time, the HR customer service specialist would access the integrated human resource systems environment to further check the status of the Sailor's reenlistment package, identifying the appropriate channel to escalate the "trouble-ticket" for additional status information or problem resolution. Upon completion of the call, the HR customer service specialist would continue to track the trouble-ticket and coordinate resolution in collaboration with Tier Two and Tier Three providers. The Sailor would then be able to log back into the HR portal to check the status of the inquiry, or call the customer service center, and using the ticket-number request further status.

Face-to-Face Interactions & Support

In the future delivery environment, the Navy Personnel HR Portal and Navy Personnel Customer Service Center will effectively transition the majority of interactions away from face-to-face delivery, allowing personnel supporting field level and deployed units more time to effectively handle those transactions requiring direct interaction and manual intervention. The need for face-to-face transactional support will only be required to perform tasks that cannot be automated, such as validating identity, collecting biometric data, or presenting documentation that cannot be collected electronically or perform functions manually when there is no access to web-based capabilities due to technical constraints. An example of this would be (under current policies) the need for a Sailor to show physical proof of marriage by bringing a copy of his/her marriage certificate to a local store-front to initiate spouse benefits. The HR support specialist would then verify this documentation and process the transaction via the same tools and integrated service environment used by the Navy Personnel Customer Service Center. The future delivery environment will result in a substantial reduction of the manually processed transactions that take place today, alleviating the work load for field-level HR support specialists who can then focus their efforts on providing value added HR advocacy, advisory, and support services to their local commands.

Knowledge Management

Knowledge Management (KM) is an integrated, holistic approach to creating, capturing, organizing, accessing, using, and re-using the knowledge needed by Sailors to successfully access and use HR services, and by Navy HR professionals to successfully deliver personnel services within the future delivery environment.

Effective HR KM is foundational to the realization of the future delivery model. Self-service depends on customers having access to the contextual information needed to effectively use the HR portal to transact their personnel services and manage their careers. Similarly, HR providers, whether at the Navy Personnel Service Center or the field level must have shared access to the same knowledge base, policies, standard operating procedures, and subject matter expertise to respond to customer inquiries and provide a consistent customer experience. Robust KM capabilities, processes, and tools for creating, sharing, accessing, and re-using HR knowledge will:

- Save Sailors time spent searching for information about how to access and use personnel services. Reducing time spent searching for information will in turn reduce time spent on personnel processes and increase Sailor productivity in the field.

- Save the HR professional workforce time spent searching for knowledge about how to deliver personnel services. Reducing provider time spent searching for information will increase provider productivity and improve the accuracy of service delivery to the Sailor and Fleet. Additionally, improved communications, collaboration, and sharing of best practices will support the HR workforce in becoming a *Leader in HR Solutions*.

Shore Based Delivery

Deployed Forces Delivery

HR Portal

CUSTOMER INTERACTION & SERVICE DELIVERY
(Centralized Navy Personnel Customer Service Center)

Centralized Point Of Service Via Phone, E-mail, Live-agent Text

HUMAN RESOURCES INFORMATION	WEB-ENABLED APPLICATIONS

KNOWLEDGE MANAGEMENT

- FAQs
- POLICIES/ PROGRAMS
- STANDARDIZED PROCESSES
- SUBJECT MATTER EXPERTISE
- BEST PRACTICES

TIER ONE
(HR Support and Customer Service Specialists)
- Provide initial customer contact and support via centralized customer service center and face-to-face interactions at storefronts/deployed units
- Support customer inquiries/requests, transaction assistance, issue identification, resolution, and tracking
- Route transactions and un-resolved issues to Tier Two/Three

TIER TWO
(HR Case Managers)
- Support transaction processing and issues not resolved at Tier One
- Perform case management based upon functional HR domain and subject matter expertise, applying applicable policies and procedures to complete transactions and resolve issues
- Route transactions and un-resolved issues to Tier Three

TIER THREE
(HR Program & Policy Managers)
- Support transaction processing and issues not resolved at Tier One/Two
- Perform case review based upon functional HR domain and subject matter expertise, reviewing applicable policies and procedures to make final determination
- Review/Interpret applicable DoD/DoN policies, develop and promulgate HR policies, guidance and procedures

SERVICE COMPONENT CAPABILITIES

- eFORMS
- ROUTING & WORKFLOW
- DIGITAL SIGNATURE
- CUSTOMER RELATIONSHIP MANAGEMENT
- CASE MANAGEMENT

INTEGRATED HUMAN RESOURCE SYSTEMS ENVIRONMENT

Human Resource Organizational Roles

Improving our organization and building our workforce is vital to our future success.
- BUPERS / NPC 2020 Vision

HR ORGANIZATIONAL ROLES

HUMAN RESOURCES PROGRAM PERFORMANCE & QUALITY MANAGEMENT

HUMAN RESOURCES PROGRAM EXECUTION, MANAGEMENT, OVERSIGHT, & RESOURCING

Face-to-Face Delivery Organizations

Centralized Customer Service Center

Program Management

Policy Formulation & Resourcing

Organizational Alignment & Effectiveness

The Navy Total Force Vision for the 21st Century identifies the desire for the Navy to become "a leader in human resource solutions" as one of its five strategic imperatives. In order to achieve that vision and fully realize the benefits of the future delivery environment, organizations across the Navy's HR value stream will need to be more effectively aligned and managed than they are today. The following section outlines the organizational roles, responsibilities, and alignment involved in effectively managing HR service delivery and support within the future delivery environment.

Face-to-Face Delivery Organizations: Responsible for field-level support where face-to-face interactions are required and handle manual HR processing when access to web-based services is not available. Primary role is to assist customers with unresolved issues, service concerns and provide customer advisory support. Additionally, these organizations will provide field-level communication and training to end users to effectively manage stakeholder acceptance and adoption of the future delivery model.

Centralized Navy Personnel Customer Service Center: Serve as the enterprise-wide and accessible provider for centralized customer interaction and service delivery. Primary role is customer service delivery and coordination across all service tiers, communication with customers, tracking of unresolved issues, and coordination with functional domain case and program managers. Additionally, responsible for coordinating HR related knowledge capture and dissemination across the Navy enterprise.

HR Program Management (Service Delivery): Accountable for the management and oversight of HR provider organizations and programs. Responsible for program management, program evaluation/performance management, and HR workforce management. Manages the implementation of HR policies, process standardization, workforce training, and coordination and communication across both the HR provider and functional domains. Leads and promotes enterprise-wide HR transformation and change management efforts across the Navy enterprise.

HR Program Management (Functional Domain): Responsible for the functional management of Navy HR programs (i.e. Reenlistments, Exceptional Family Member, Casualty Assistance, Retirements, etc..). Interacts with HR provider organizations to facilitate customer service delivery and make final determinations (tier three) for unresolved customer issues and transactions. Additionally, supports the coordination and promulgation of respective HR policies, processes, and information to ensure the accuracy of information within the HR knowledge management repository. Supports HR transformation through engagement in continuous process improvement efforts focused on streamlining and/or automation of HR business processes.

HR Policy Formulation & Resourcing: Responsible for the review, interpretation, and development of HR policies and guidance for promulgation and application throughout the Navy enterprise. Responsible for resourcing and review of HR programs (Service Delivery and Functional Domain) to ensure program compliance and effectiveness. Additionally, supports HR transformation efforts through the identification of policy impediments and development of proposed policy and legislative changes.

Human Resource Professional Workforce

The ultimate success of Navy PSDT efforts will be dependent upon structuring, building, and continually developing an HR professional workforce capable of implementing the business and organizational changes required to realize the future delivery environment. Transitioning from the current delivery construct that is highly dependent upon manual processing to a multi-tiered service delivery model presents the opportunity to completely transform the human capital strategies associated with the Navy's HR workforce. Members of the future Navy HR professional workforce will not only have a clearer view of their individual job functions, but will have increased visibility and awareness of HR functions and career progression opportunities across the entire HR value stream (both service provider and functional domains). Within the future workforce model, a junior employee (military, civilian, or contractor) starting in his/her career as an HR Support or Customer Service Specialist, will be presented with a more viable HR career path and development continuum that could grow this member of the workforce from a tier one service delivery position, to become a tier two HR Case Manager, and then ultimately into a Program or Executive Management role within the HR functional domain.

Another important aspect for the future will be the creation of a formalized HR Community of Practice with the goal of capturing and sharing information and experiences across the entire HR workforce, presenting members with the opportunity to learn from each other, capture best practices, and provide mentoring to assist in both personal and professional growth within the HR field. Studies have shown that workers spend a third of their time looking for information and are five times more likely to turn to a co-worker rather than an explicit source of information (book, manual, or database) (*Davenport & Prusak 2000*). The HR Community of Practice will not only save time, but build a greater sense of cohesion within the HR professional workforce, and improve service levels. For example, one person can share the best way to handle a situation based on his experiences, capture this within the HR knowledge management repository, which may enable another person to avoid mistakes and shorten the learning curve.

HR Workforce Career Path Levels

LEVEL ONE: **(HR Support Specialists and Customer Service Specialists)**

Primary job function is to utilize customer service skill sets to interact with customers in either face-to-face or virtual environments and perform Tier One related HR services. Required skills include: (basic understanding of HR functions, attention to detail, communications, conflict resolution)

LEVEL TWO: **(HR Case Managers)**

Primary job function is to utilize case management and customer service skill sets to interact with both customers, other customer service professionals, and HR functional domain subject matter experts to perform Tier Two related services. Required skills include: (advanced understanding of HR functions, attention to detail, communications, conflict resolution, problem solving, and decision making)

LEVEL THREE: **(HR Program Managers)**

Primary job function is to utilize program management skill sets to execute HR service and functional domain policies and business processes. Interact with both customers, customer service professionals, case managers and HR functional domain subject matter experts to perform Tier Three related functions. Required skills include: (advanced HR subject matter expertise, attention to detail, communications, collaboration, conflict resolution, team building, advanced problem solving, and decision making)

LEVEL FOUR: **(HR Executive Management)**

Primary job function is to oversee the review, interpretation, development, and promulgation of HR policies, and interact with HR service and functional domain program managers to ensure program effectiveness. Required skills include: (advanced HR subject matter expertise, understanding of legislative processes, financial management, leadership, communications, business analysis, advanced problem solving, and decision making)
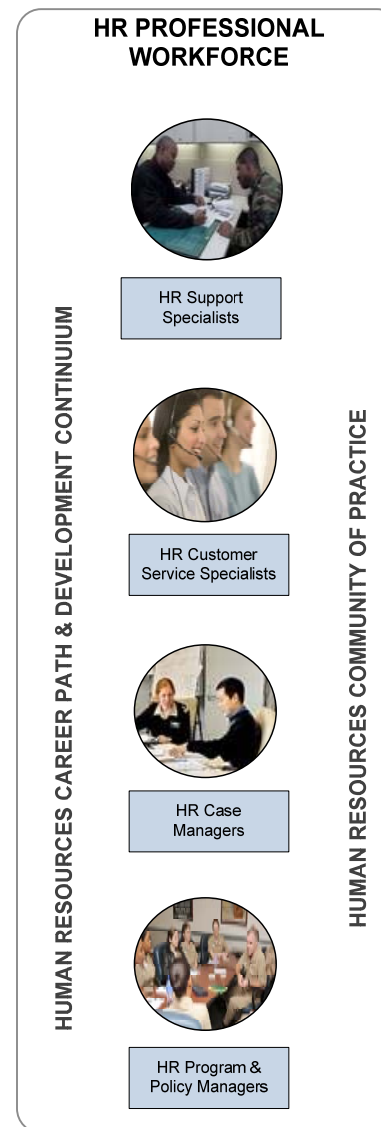
HR PROFESSIONAL WORKFORCE

HR Support Specialists

HR Customer Service Specialists

HR Case Managers

HR Program & Policy Managers

HUMAN RESOURCES CAREER PATH & DEVELOPMENT CONTINUUM

HUMAN RESOURCES COMMUNITY OF PRACTICE

Enabling Technology & Infrastructure

To realize an improved and fully integrated human resource IM/IT environment, business transformation and technology integration must occur together.

Driving Business Value Through Information

The systems in the current MPTE IM/IT portfolio are not adequate to meet the desired capabilities of the future delivery model and require transition towards an environment capable of delivering shared enterprise services, authoritative data sources, and an enabling and interoperable IT infrastructure. The future IM/IT environment will need to be characterized by: open architecture; common, authoritative data stores; server and web-based technology; information that is accessible across the domain; a common web access point; robust Sailor self-service; and ubiquitous support for a mobile workforce.

Currently efforts are underway to transition to a Navy Future Pay and Personnel Solution, but to fully operationalize the future delivery model requires not only a focus on Pay and Personnel capabilities, but an integrated HR systems environment that spans across all functional lines of business; Recruiting and Accessions, Workforce Development and Training, Distribution, Fleet and Family Support, Position Management, and Enterprise Business Services. Additionally, critical for future success will be enterprise-wide accessibility to a single source of authoritative data supporting both back office systems and service delivery capabilities such as customer relationship management, forms automation, routing and workflow, and digital signature.

MPTE Systems Environment
(Current Environment)

It is important to understand that business and IM/IT capabilities converge, and in today's world, that convergence is entirely intertwined and interdependent. As transformational efforts proceed, it is critical to understand this interdependence and approach both business and technical planning with the realization that neither will be successful without the other. To realize an improved and fully integrated human resource IM/IT environment, business transformation and technology integration must occur together. This will ensure that future business process changes and technical solutions are designed in concert to effectively deliver functionality and service seamlessly across the entire HR value stream—from initial Recruitment and Accessions (Street), to Distribution (Fleet), to Reserves (Continuum of Service), and even full retirement and separation (Continuum of Care).
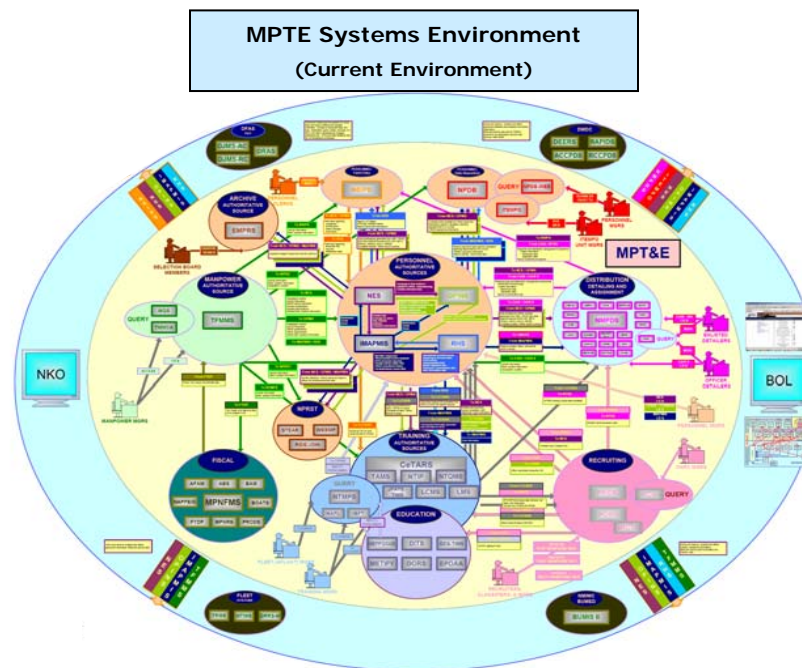
Desired IM/IT Outcomes

- An integrated and standardized human resource delivery capability enabling effective management of the Total Force, able to quickly adapt to changing needs and requirements.

- A consistent, reliable, and accessible single source of authoritative data that supports business processes and stakeholders across the Navy.

- Information, self-service, and automated solutions deliver superior human resource programs and services efficiently and cost effectively.

- Pertinent career management information guides career decisions and supporting professional growth is readily available to Sailors, commands, career counselors, and detailers.

- Accurate personnel information enables timely access to proper compensation and benefits for Sailors and their families.

- Human resource professionals are provided full visibility of the spectrum of information needed to effectively manage the workforce.

- Strategic manpower forecasting, modeling, and analytic capabilities enable sound Navy decision making and policy formulation.

Integrated Human Resource IM/IT Environment

SHORE BASED DELIVERY

DEPLOYED FORCES DELIVERY

SERVICE DELIVERY INTEGRATION
Fully integrated portal and customer relationship management capabilities

CUSTOMER SELF SERVICE
Transformation of business processes, modes of delivery, and service component capabilities designed to provide web-based customer initiated service, access to a full spectrum of HR information, and use of web-enabled applications that fully integrate with back office HR systems and an authoritative data environment

CONSOLIDATED AFLOAT NETWORKS AND ENTERPRISE SERVICES (CANES)
Afloat strategy designed for reducing server footprints, migration of existing shipboard hardware into a centralized managed process, greater ability to collaborate and share information, and provide enhanced reach-back to shore infrastructure

HUMAN RESOURCES INFORMATION | **WEB-ENABLED APPLICATIONS**

| KNOWLEDGE MANAGEMENT | CUSTOMER RELATIONSHIP MANAGEMENT | SERVICE COMPONENT CAPABILITIES |

INTEGRATED HUMAN RESOURCE SYSTEMS ENVIRONMENT

| FISCAL | MANPOWER | RECRUITING/ ACCESSIONS | TRAINING/ EDUCATION | CAREER MANAGEMENT | PAY/ PERSONNEL | HR PROFILE/ RECORDS |

AUTHORITATIVE DATA ENVIRONMENT

MODELING, ANALYTICS, & BUSINESS INTELLIGENCE

ENTERPRISE INFRASTRUCTURE

| FACILITIES | TELEPHONY | CONSOLIDATED DATA CENTER | NETWORKS |

Managing Transformation

Successful transformation will require applying a strategic management approach that effectively unifies and directs transformation planning, guides development and implementation of new capabilities, and ensures stakeholder buy-in and adoption of transformed service delivery mechanisms. To guide execution of the PSDT vision and strategy, a management framework has been defined in terms of three concurrent processes and perspectives used to ensure both long-range transformation, ongoing capability delivery, and continual enterprise-wide change management. This management approach involves; Transformation Management, Capability Delivery, and Enterprise Change Management.

STRATEGY → **ENABLING MANAGEMENT PROCESSES** → **FUTURE ENVIRONMENT**

Execution of the PSDT Strategy

Concurrent Management Processes

Transformation Management

- Governance & Oversight
- Strategy Formulation & Business Planning
- Roadmap Development, Integration & Coordination
- Performance Measurement & Evaluation

Multi-Year Planning & Management

Unified & Coordinated Management

Overarching transformation planning, program management, roadmap integration, stakeholder coordination, evaluation of strategy execution and performance

Strategy Performance & Evaluation

New capabilities and enhanced existing systems and applications

New Capability Delivery

- Project Planning & Control
- Process Optimization
- Solution Design & Development
- Testing & Implementation
- Solution Evaluation & Continuous Improvement

Capability Delivery

Roadmap implementation through prioritized, time-phased action plans, emphasizing incremental and ongoing capability delivery

Capability A
Capability B
Capability C

Solution Implementation & Stakeholder Training

Enterprise Change Management

- Stakeholder Identification & Engagement
- Change Readiness Evaluation & Planning
- Communication Strategies & Management
- Change Implementation & Evaluation

Stakeholder Engagement & Input

Ongoing stakeholder engagement, evaluation of change readiness, communication strategies, ownership building, end-user support and training

Stakeholder Validation & Feedback

Ongoing Change Management

"Realization of the future delivery environment"

Current State

Vision & Strategy

Future Delivery Model

Way Ahead

Appendices

Enabling Management Processes

To guide execution of the PSDT vision and strategy, a management framework has been defined in terms of three concurrent processes and perspectives used to ensure both long-range transformation, ongoing capability development, and enterprise-wide change management.

Transformation Management: Leadership engagement and strategy formulation designed to provide overall strategic direction and governance to identify, integrate, and coordinate activities to achieve enterprise-wide transformation.   These efforts will ensure a unified strategic approach to transformation planning supported by sound business case development and management. Vital to success, will be the development of integrated roadmap action plans used to coordinate capability development and integration in support of the PSDT strategy. Additionally, implementation of a performance based management approach will result in the ability to continually measure and evaluate progress being made.

New Capability Delivery: Implementation of roadmap action plans involving tactical level solution design, development , deployment, and management of future state capabilities to achieve and implement the PSDT vision. This approach will include both near-term and long-term work initiatives ensuring continual progress and delivery of desired capabilities. Key activities will include employing rigorous project planning and control, business process optimization, solution testing, implementation, and evaluation. This will include applying a doctrine, organization, training, materiel, leadership, personnel, and facilities (DOTMLPF) approach to ensure capability development occurs in the most cost-effective and sustainable manner.

Enterprise Change Management: Securing of stakeholder understanding, involvement, and commitment to drive and manage transformation throughout the Navy enterprise and at all organizational levels. An enterprise approach to change management will be required to ensure effective stakeholder management, evaluation of change readiness, and development of clear communications and messaging, education and outreach efforts. Critical for ensuring transformation efforts result in lasting and meaningful change, will be the development of feedback mechanisms to capture the "voice of the customer" and provide the means to evaluate the degree to which changes are being adopted and used to guide further implementation to the new environment and support a successful transition.

Personnel Services Delivery Transformation will:

Manage transformation:
• Use an analytical foundation to support strategy and action plans
• Change the delivery method of personnel services to be more efficient and effective
• Provide a tiered service model
  • Minimize face to face interaction
  • Emphasize support for deployed Sailors
  • Centralize appropriate transactions in a customer service center
  • Evaluate customer satisfaction with meaningful metrics
• Align organizational roles/responsibilities, define and develop the required HR workforce, and streamline processes

Manage execution:
• Lower cost per transaction
  • Implement tiered service delivery model
• Electronic applications eliminates paper and increases timeliness and accuracy by reducing variability
• Transition appropriate work to a central service center that can process transactions and facilitate personnel service delivery
  • CRM Department established to centralize, integrate, automate and assess performance standards
  • Requires growth in personnel, process reengineering, and advanced technologies

Facilitating Transformation

The PSDT effort will require coordination across multiple organizations, stakeholders, and key partners. This includes bringing together disparate working groups with similar missions and intent, but currently operating without an overarching strategy or executive sponsorship to guide them. To overcome these challenges an effective governance and management structure must be in place to manage and coordinate transformation activities across the Navy enterprise.

Governance Structure will:

- **Define hierarchy and oversight responsibilities**
- **Identify critical capabilities and functionality to support transformation**
- **Empower participants to advocate for their respective enterprises**

Personnel Service Delivery Transformation Office (PSDTO)
06 led organization responsible for transformation planning and program management; coordination, integration planning, and evaluation of program results; escalation of concerns for resolution by PAC.

Executive Management Board (EMB)

3 star level meets annually or as needed to set the vision & strategic direction

CNP (Chair), CNIC, OCNR

Performance Management Board (PMB)

Flag/SES level meets semi-annually as needed to approve major PSDT deliverables and provide recommendations to EMB

CNPC (Chair), Deputy CNIC, CNRFC, USFF N1, PACFLT N1

PSDT Advisory Council (PAC)

Expanded O-6/YC-3 level meets quarterly to review PSDT progress, prioritize PSDT efforts, and review & resolve issues. Should meet at least once per year in person

DCNPC (Chair), CNIC N1, PSDTO, DFAS, CNRF N1, USFF N1B, PACFLT N1B, SURFOR N1, SUBFOR N1, AIRFOR N1, NECC N1, PMW240, OPNAV (N16)

Service Delivery Focus Areas

| HR Workforce | Policies & Process | Service Access & Delivery | Enabling Technology |

FA leads meet as necessary to work through issues and develop integrated action plans

Enterprise-wide SMEs as applicable and required

The PSDT effort will require coordination across multiple organizations, stakeholders, and key partners…to overcome these challenges an effective governance and management structure must be in place to manage and coordinate transformation activities across the Navy enterprise.

Proposed PSDT Governance Structure

The proposed governance model provides the structure to ensure executive sponsorship, policy guidance, advice, and assistance in the definition, design, and implementation of transformation efforts. In order to ensure coordination and strategic management of PSDT efforts going forward, PSDT governance will be organized into four layers that work together to collectively ensure the integrated execution of program activities by monitoring the cost, schedule, and performance of PSDT to achieve successful transformation. This governance structure involves a combination of oversight, execution and advisory panels with responsibilities as follows:
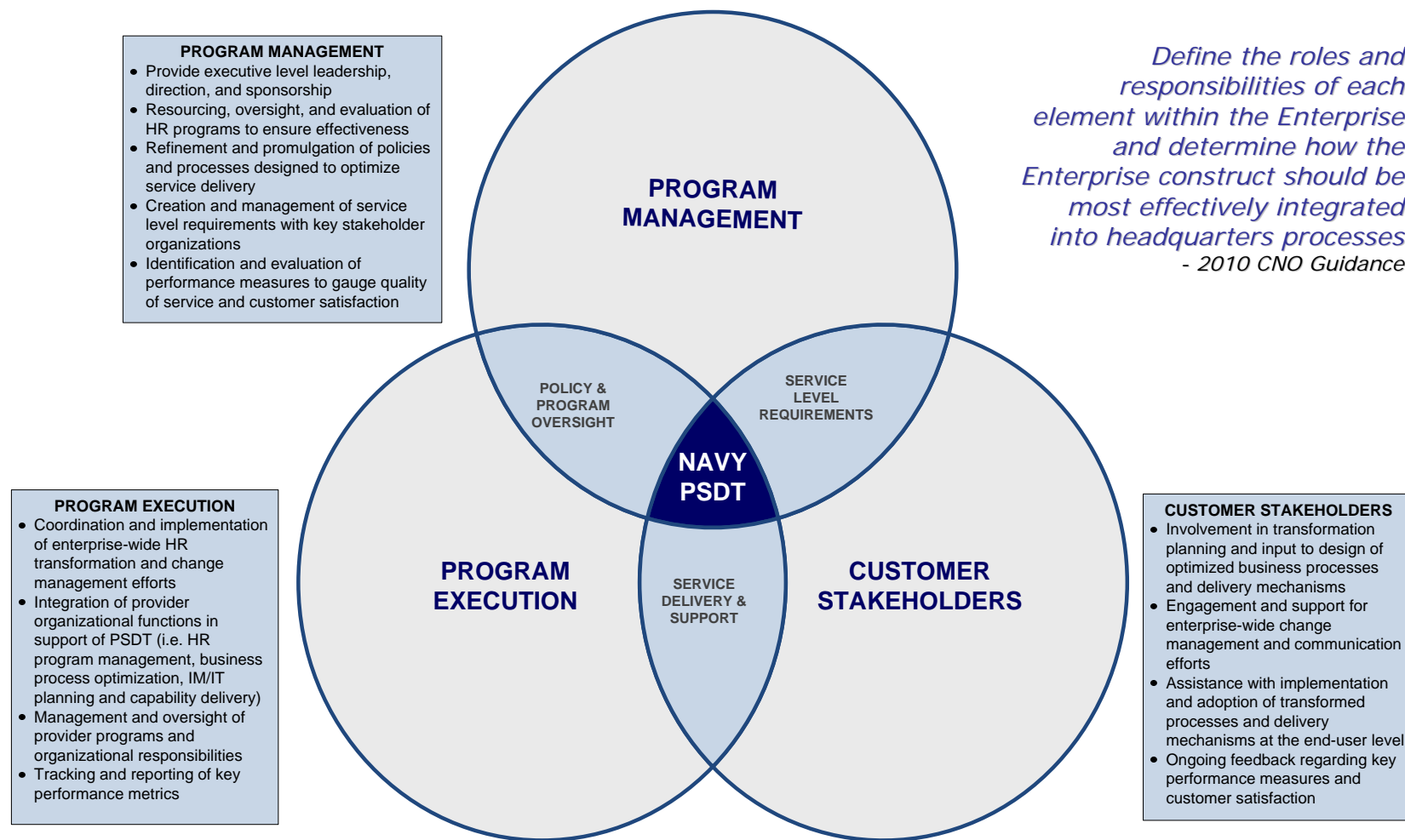
The Executive Management Board (EMB): The EMB will consist of Flag level members who set the overall strategic direction of PSDT and represent the interests of the program to the overarching Navy Enterprise. The EMB will be chaired by the Chief of Naval Personnel (CNP) and consist of three-star Flag level members including representation from U.S. Fleet Forces Command (USFF), Commander Navy Installations Command (CNIC), and the Chief of Navy Reserve (CNR). The EMB will meet annually or more frequently if required.

The Performance Management Board (PMB): The role of the PMB will be to validate, prioritize, and approve stakeholder recommendations, approve major deliverables, and serve as the primary senior decision making body within PSDT. The PMB will be chaired by the Deputy Chief of Naval Personnel (DCNP)/Commander Navy Personnel Command (CNPC) and will consist of one or two-star Flag level representatives from USFF, CNIC, and Commander, Navy Reserve Forces Command (CNRFC). The PMB will meet semiannually or more frequently if required.

The PSDT Advisory Council (PAC): The PAC will monitor program progress, resolve specific cross-functional issues pertaining to implementation, prioritize work efforts, and serve as the key decision making body within PSDT. The PAC will also serve as the "voice of the customer" ensuring Fleet needs are considered during solution design and implementation, and working in conjunction with provider organizations. The PAC will be chaired by the Assistant Deputy Chief of Naval Personnel (ADCNP)/Deputy Commander, Navy Personnel Command (DCNPC) and consist of O-6 level members (primarily representing N1s). Membership will include USFF, CNIC, CNRF, Commander, Navy Surface Force (SURFOR), Commander, Navy Air Force (AIRFOR), Commander, Navy Submarine Force (SUBFOR), Space Warfare Systems Command (SPAWAR), Defense Finance and Accounting Service (DFAS), and PSDTO. The PAC will meet at least quarterly or as necessary to build a responsive battle rhythm.

Integrating Transformation

PSDT is the intersection of program management, program execution and enterprise stakeholders. The Personnel Services Delivery Transformation Office (PSDTO) is the integrating mechanism for successful achievement of PSDT Goals and Objectives across the full spectrum of stakeholders and initiatives. PSDTO working with PERS-1's customer relationship management functionality including the Sailor Service Center will strive to continuously improve personnel service delivery through a collaborative process by garnering enterprise-wide support for transformation and focus collective efforts on improving and enhancing service delivery to the Fleet and Sailor.

PROGRAM MANAGEMENT
- Provide executive level leadership, direction, and sponsorship
- Resourcing, oversight, and evaluation of HR programs to ensure effectiveness
- Refinement and promulgation of policies and processes designed to optimize service delivery
- Creation and management of service level requirements with key stakeholder organizations
- Identification and evaluation of performance measures to gauge quality of service and customer satisfaction

Define the roles and responsibilities of each element within the Enterprise and determine how the Enterprise construct should be most effectively integrated into headquarters processes
- 2010 CNO Guidance

PROGRAM MANAGEMENT

POLICY & PROGRAM OVERSIGHT

SERVICE LEVEL REQUIREMENTS

NAVY PSDT

PROGRAM EXECUTION

SERVICE DELIVERY & SUPPORT

CUSTOMER STAKEHOLDERS

PROGRAM EXECUTION
- Coordination and implementation of enterprise-wide HR transformation and change management efforts
- Integration of provider organizational functions in support of PSDT (i.e. HR program management, business process optimization, IM/IT planning and capability delivery)
- Management and oversight of provider programs and organizational responsibilities
- Tracking and reporting of key performance metrics

CUSTOMER STAKEHOLDERS
- Involvement in transformation planning and input to design of optimized business processes and delivery mechanisms
- Engagement and support for enterprise-wide change management and communication efforts
- Assistance with implementation and adoption of transformed processes and delivery mechanisms at the end-user level
- Ongoing feedback regarding key performance measures and customer satisfaction

Personnel Service Delivery Transformation Office

The PSDT Transformation Office (PSDTO) was established in January 2010 and will play an integral role in the management of PSDT efforts. The primary role of the PSDTO will be to serve as the lead change agent for transforming the delivery of Navy personnel services by modernizing programs, processes and capabilities to enhance support to the Fleet and Sailors.   By serving as the integration agent, the PSDTO has an overall mission of developing a reliable, responsive, and timely personnel service delivery model. PSDTO will proactively address the imperatives for change, by planning, managing, and coordinating enterprise-wide efforts to enable the N1 domain in becoming a Leader in HR Solutions for the 21st Century.

> **Chief of Naval Personnel – Echelon I**

> **Navy Personnel Command – Echelon II**
> **(Deputy Chief of Naval Personnel)**
> **PSDTO Resides within BUPERS (BUPERS 26)**

> **Execution Level Agencies**
> **Echelon III Commands**

Echelon alignment and a clear understanding of roles and responsibilities across the enterprise increases effectiveness and meets the needs of Sailors, commands and senior Navy leaders.

Delivery of transformed personnel services and realization of a future delivery environment includes both the critically important concurrent management processes and knowledgeable, well functioning field level business units singularly focused on providing superior service to individual Sailors. Alignment and a clear understanding of roles and responsibilities across the enterprise increases effectiveness and meets the needs of Sailors, commands and senior Navy leaders.

> **Personnel Services Delivery Transformation =**
>
> **Analytically Driven Management Processes + Evolved Capabilities**
>
> **+ Effective, Resourced, Execution Focused Agencies**

Driving Transformation Across the Four Main Goal Areas

The PSDTO is actively working to formalize executive sponsorship, governance, and stakeholder engagement around the PSDT strategy to ensure forward progress and momentum for Navy-wide transformation efforts. The following outlines PSDTO's current activities and near-term focus, which are viewed as critical next steps:

PSDTO Will Manage Transformation

- **Obtain Sponsorship and Establish Governance**: PSDT strategy has been briefed to senior Navy leadership to establish leadership direction and sponsorship. The proposed governance structure has been documented as a draft OPNAV instruction, and is under review by key stakeholders.
- **Formalize Personnel Advisory Council and Integrated Teams:** Initial meeting was held in early March to discuss and formalize both the PAC and integrated teams to begin execution of the PSDT strategy.
- **Identify Resourcing for PSTDO**: The PSDTO was established in January 2010, with an accompanying POM 12 submission. Additional efforts are underway to define a shared-resource model to identify available personnel across current provider organizations.
- **Develop Business Case and Determine ROI to Guide Roadmap Development**: A critical next step will be further development of the PSDT strategy and a formalized business case analysis to guide tactical level planning in the form of roadmap development.

Current Transformation Management Activities:
- Draft OPNAVINST
- Inaugural Meetings of PSDT Governing Bodies
- Identification of Goal Area Leads
- Establishing PSDT "Battle Rhythm"

PSDTO Will Monitor Capabilities Delivery

- **Promote Short Term Initiatives to Demonstrate Results**: Multiple initiatives are currently underway (i.e. E-Leave, Electronic Service Record, etc..) and will be integrated and leveraged to demonstrate transformation benefits and build momentum for PSDT efforts.
- **Further Define Required Capabilities and Identify Associated Plans**: Currently working with provider organizations to further analyze capabilities described in the future delivery environment and identify enterprise-wide plans underway to ensure compatibility and eliminate duplication of effort (i.e. FPPS, forms automation, customer relationship management, etc…).
- **Integrate and Build Upon Current Investments**: PSDTO is working to be fully engaged with efforts related to FPPS, Sailor-Centric Design, Digital Signature, Authoritative Data, CANES and other related initiatives to ensure full integration of IM/IT planning and associated work efforts.

Current Capability Delivery Activities:
- E-Leave, Digital Signature, Elimination of Field Service Record, Forms Automation
- Evaluation of Current Customer Service Center Capabilities
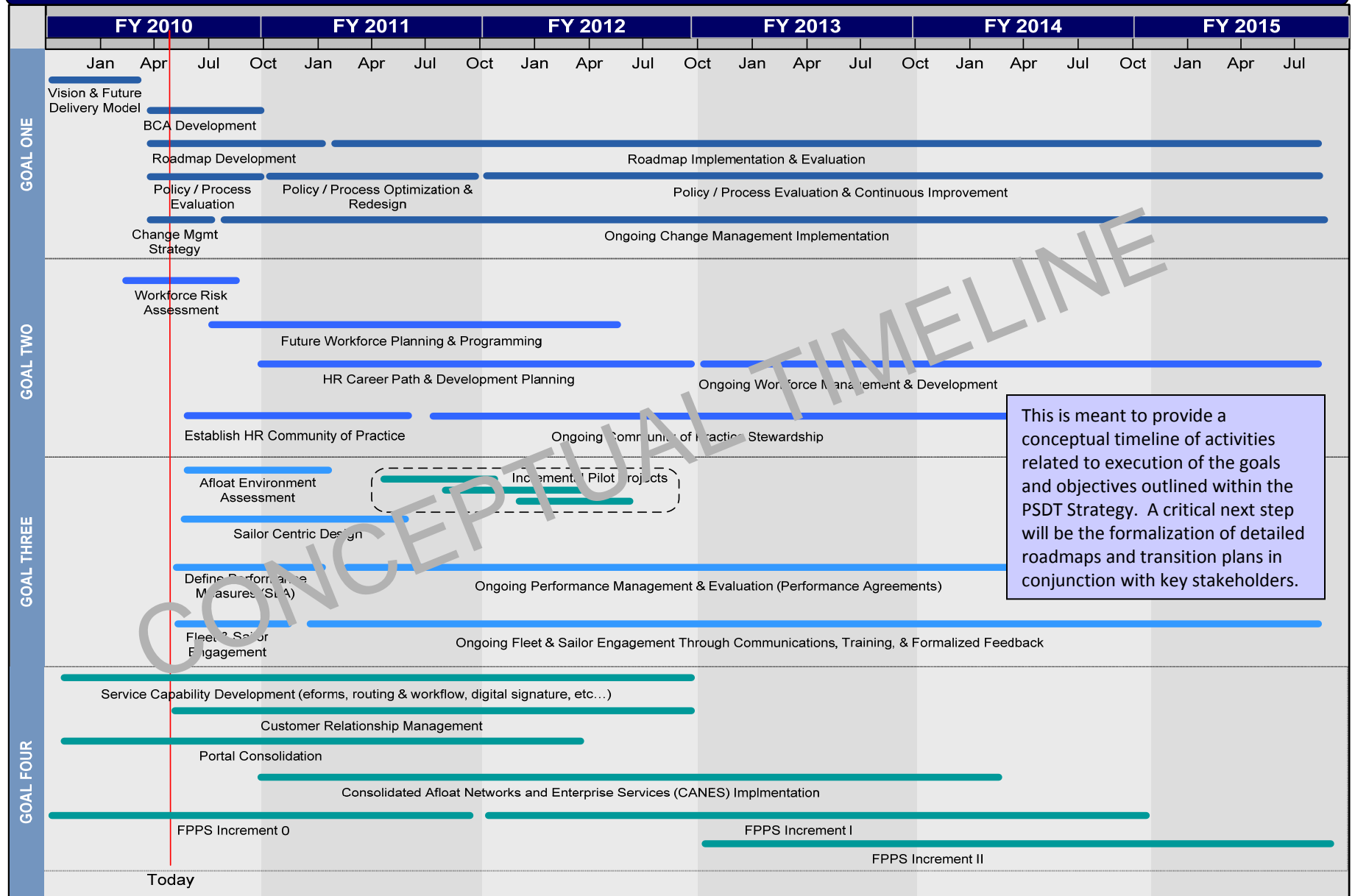- Senior PS Led Process Improvement Analysis

PSDTO Will Be the Lead Agent for Change

- **Identify Key Stakeholders and Socialize PSDT Strategy**: Efforts are underway to identify key stakeholders and begin socializing the PSDT vision and strategy—this is viewed as a high-priority item and was a focus of initial PAC meeting and Pay/Personnel Conference. Recent briefings include the NTF Working Group and NTF Flag Working Group.
- **Evaluate Change Readiness and Implement Meaningful Change Validation Measures**: A critical next step will be to formally evaluate change readiness associated with PSDT and begin development of an enterprise-wide change management and communication strategy designed to engage Navy stakeholders at all organizational levels.
- **Develop Comprehensive Communication Strategies:** Critical to overall transformation efforts is the development of coordinated communications to effectively inform PSDT stakeholders and promote collaboration enterprise-wide.

Current Change Management Activities:
- Stakeholder Identification, Evaluation, and Engagement
- Socialization of PSDT Strategy and Future Environment Concepts
- Communication Planning

Navy Personnel Service Delivery Transformation: Conceptual Multi-Year Timeline

FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul Oct	Jan Apr Jul

GOAL ONE

Vision & Future Delivery Model

BCA Development

Roadmap Development — Roadmap Implementation & Evaluation

Policy / Process Evaluation — Policy / Process Optimization & Redesign — Policy / Process Evaluation & Continuous Improvement

Change Mgmt Strategy — Ongoing Change Management Implementation

GOAL TWO

Workforce Risk Assessment

Future Workforce Planning & Programming

HR Career Path & Development Planning — Ongoing Workforce Management & Development

Establish HR Community of Practice — Ongoing Community of Practice Stewardship

GOAL THREE

Afloat Environment Assessment — Incremental Pilot Projects

Sailor Centric Design

Define Performance Measures (SLA) — Ongoing Performance Management & Evaluation (Performance Agreements)

Fleet & Sailor Engagement — Ongoing Fleet & Sailor Engagement Through Communications, Training, & Formalized Feedback

GOAL FOUR

Service Capability Development (eforms, routing & workflow, digital signature, etc…)

Customer Relationship Management

Portal Consolidation

Consolidated Afloat Networks and Enterprise Services (CANES) Implmentation

FPPS Increment 0

FPPS Increment I

FPPS Increment II

Today

This is meant to provide a conceptual timeline of activities related to execution of the goals and objectives outlined within the PSDT Strategy. A critical next step will be the formalization of detailed roadmaps and transition plans in conjunction with key stakeholders.

CONCEPTUAL TIMELINE

30

NAVY PSDT VISION:
Simple, accessible, easy to use capabilities and processes enabled by technology
for enhancing the quality and accuracy of customer service and improving operational efficiency

NAVY PSDT MISSION:
To provide reliable, responsive, and timely personnel service delivery in support of all Navy Sailors

GOAL ONE	GOAL TWO	GOAL THREE	GOAL FOUR
Drive enterprise wide transformation of Navy personnel services delivery programs, policies, and processes	*Build, enhance, and sustain the HR professional workforce to successfully deliver transformed personnel services at all organizational levels*	*Ensure the successful identification, implementation, and adoption of modernized personnel services that fully support Fleet needs*	*Develop and deploy responsive, integrated technical capabilities to achieve optimal personnel services delivery and consistent customer experiences*

1.1 ORGANIZATION & STRATEGY: Establish Navy-wide PSDT plans, governance and organizational structures to support transformation of personnel service delivery *(Key Components: Transformation Planning, Governance Structure, Organizational Design)*

1.2 PROCESS DESIGN & INTEGRATION: Standardize, centralize, integrate, and streamline personnel delivery processes and supporting mechanisms *(Key Components: Standardization, Centralized Customer Service, Continuous Process Improvement)*

1.3 POLICIES & PROCEDURES: Update, synchronize, and implement polices, instructions and procedural guidance to enable enterprise-wide transformation *(Key Components: Policy & Regulatory Analysis, Policy & Procedural Design, Policy Implementation)*

1.4 CHANGE MANAGEMENT: Plan, manage and continually support enterprise-wide organizational change to ensure the adoption of transformed personnel services *(Key Components: Change Readiness, Change Management, Strategic Communications)*

2.1 WORKFORCE PLANNING: Define HR workforce roles and responsibilities, Total Force composition, and competencies required to support future delivery model concepts *(Key Components: Workforce Risk Analysis, Workforce Strategy, Workforce Modeling)*

2.2 WORKFORCE DEVELOPMENT: Develop and deliver the training and professional development necessary to build and maintain an HR workforce *(Key Components: Competencies, Career Paths, Training & Education)*

2.3 WORKFORCE MANAGEMENT: Ensure effective sponsorship and management of the HR workforce through leadership, talent management, and continual community support *(Key Components: Leadership, Talent Management, Community of Practice)*

3.1 SERVICE PREFERENCE & EXPECTATIONS: Identify and manage stakeholder expectations to establish achievable performance standards and determine change readiness *(Key Components: Customer Design Input, Performance Management, Service Level Agreements)*

3.2 DEPLOYED FORCES DELIVERY: Ensure delivery mechanisms support deployed and disconnected members of the Force without disadvantage *(Key Components: Accessibility/Usability, Platforms & Infrastructure, Integrated Testing & Implementation)*

3.3 CUSTOMER TRAINING & SUPPORT: Deliver effective communications, training and support to Sailors and the Fleet in order to access and use PSDT services and capabilities *(Key Components: Customer Awareness, Customer Training, Customer Feedback)*

4.1 IT PLANNING & INTEGRATION: Plan, develop, and implement reliable, integrated, and cost effective information technology solutions to enable personnel service delivery transformation *(Key Components: Enterprise Planning & Integration, Authoritative Data Management, Future Pay Personnel System)*

4.2 HR SERVICES PORTAL: Utilize portal consolidation to provide a singular access point for Sailors to fulfill their personnel needs and enable self-service options *(Key Components: Single Point of Access, Content/Relevance, Usability/Uniformity)*

4.3 ENABLING TECHNOLOGIES: Design and deliver secure and accessible IM/IT capabilities that meet Sailor's expectations and reduce the costs associated with face-to-face delivery *(Key Components: Web-based Applications/Service, Customer Initiated Self-Service, Process Automation)*

4.4 KNOWLEDGE MANAGEMENT: Provide an integrated capability for creating, capturing, organizing, accessing, and using the knowledge needed by Sailors, the Fleet, and HR professionals to successfully use and deliver personnel services *(Key Components: Knowledge Management Strategy, Knowledge Capture, Knowledge Sharing)*

Navy Personnel Service Delivery Transformation

"The desired effect of Personnel Service Delivery Transformation is to enhance the quality of personnel service while lowering the cost per transaction."

Transformed personnel service delivery reduces the burden on Sailors thereby providing more time for Sailors to be Sailors on duty or off duty!

U.S. Navy photos.

Navy Personnel Service Delivery Transformation

Personnel Services Delivery Transformation Office
PSDTO – BUPERS 26
901-874-4768, DSN 882-874-4768
http://www.npc.navy.mil/CommandSupport/PayPersSupport/PASS/