

Sea Warrior

Sea Warrior is the cornerstone initiative that will strategically align the Navy's human resources alongside mission accomplishment and systems development and design. It combines a continuous career management, growth and development centered perspective on the Sailor (active and reserve) and civilian workforce that is critical and relevant to the Navy's overall mission. Mission accomplishment through active participation by the Navy's force of professionals is the key concept of Sea Warrior.

TOTAL FORCE MANAGEMENT

Our vision for future combat effectiveness and employment will succeed if we can properly shape the Force to have every Navy team member with the right skills in the right place at the right time. As the Navy becomes more technology-intensive vice manpower-intensive, we have been able to leverage new advances in platform (e.g. ships) and system design to shed non-essential functions and improve productivity and warfighting readiness. Navy is refining the shape of the force and skill mix to provide the high-tech specialized skills needed to respond to new technology and new missions.

The Navy's military personnel strategic focus and initiatives are targeted across the entire manning spectrum.

Balancing the Force profile with quality people, both within and among ratings (skill and experience mix), is a primary focus of the Navy's human capital strategy. Additionally, technological advances in Navy systems require higher quality and more experienced Sailors to succeed in a more complex environment. These efforts to correctly align the skills and experience will enable the Navy to better meet emerging requirements from the Global War on Terrorism, successfully continue the missions in Iraq, and accomplish future mission requirements.

Continued emphasis on recruit quality and priority rating requirements has ensured a strong inventory from which to shape and transform Navy manpower. The Selective Reenlistment Bonus (SRB) continues to be the single most successful tool for shaping the enlisted force. The employment of the Perform-to-Serve Program for First Term Sailors has enabled better alignment of personnel and encouraged migration into undermanned critical skills. Within the officer corps, targeted programs such as



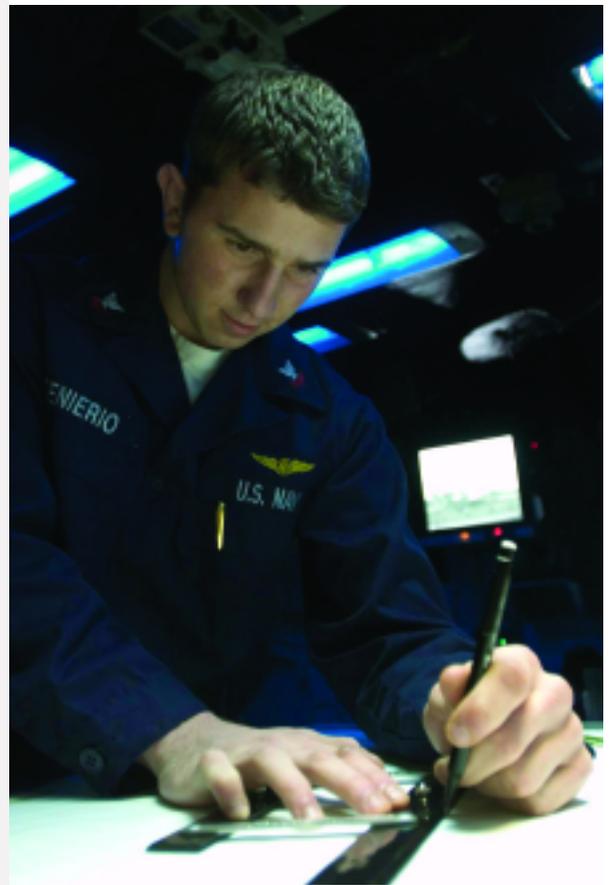
Nuclear Officer Incentive Pay, Surface Warfare Officer Career Incentive Pay, and Aviation Incentive Pay continue to enable retention of critical URL officers and ensure adequate manning levels at specific career points.

We have made great progress toward shaping the force profile and aligning personnel inventory to requirements at all points along the LoS axis. However, additional effort is needed as we transform the force. Transformation challenges will require even greater focus, energy and resources in recruiting, training and retaining the highest quality professionals. The Navy must continue to commit the necessary resources to minimize personnel gaps, which will become critical in achieving a culture of readiness and rapid response. Future success in retention of high-quality officers and Sailors will require Navy's continued strong commitment to targeted retention incentives.

MANNING NEXT-GENERATION WARSHIPS

As the Navy readies to construct new warships such as DD(X) and LCS (see separate DD(X) and LCS program summaries), conserving affordability and still maintaining the highest operational effectiveness have generated a holistic, system-of-systems approach to minimize total ownership costs throughout the lifetimes of these future warships. Indeed, optimizing DD(X) and LCS crews has meant that these programs started with a "clean-sheet-of-paper" approach to surface warship manning. In light of this, the Navy is approaching the future Surface Combatant Family of Ships programs with the Sailors' needs and capabilities fully taken into account, up front, in systems and ship design, well before construction begins.

In order to ensure that these and other new-platform programs' optimal-manning goals can be met, the Navy is addressing the need for changes in manning and training processes and policies to take full advantage of system automation and improvements in shipboard processes. To that end, manpower specialists are working closely with engineers, scientists, researchers, and designers to ensure that they are taking a human-centered approach to meeting manpower and warfighting requirements. Likewise, training experts are focusing on the expectation that Sailors walk onboard a future DD(X) as "full-up rounds," already fully qualified to do their jobs in an individual and team-centered approach. This philosophy is shaping the Navy's approaches to LCS, DD(X), and CG(X) warships, and has application throughout the service. Indeed, the need to address current and future training needs was the focus of the CNO's Executive Review of Navy Training (ERNT), completed in the summer 2001, and the continuing efforts of Task Force EXCEL (Excellence through Commitment to Education and Learning).





SEAPRINT

SEAPRINT (Systems Engineering, Acquisition and Personnel Integration), the Navy's Enterprise approach to Human Systems Integration (HSI), provides a proactive approach to defining, developing and managing the future Naval Force. SEAPRINT is a clearly articulated philosophy that includes specific program management controls and a technical process designed to ensure that human considerations are adequately and timely addressed in system development. The goal of SEAPRINT is to achieve mission success through maximizing human performance while minimizing life cycle costs. SEAPRINT supports the *Sea Power 21* capability pillars (Sea Shield, Sea Strike and Sea Basing) and provides linkage between these and the enabling pillars (Sea Warrior, Sea Trial and Sea Enterprise).

SEAPRINT programs engage Manpower, Personnel, Training and Education (MPT&E) components in capability definition and system development activities. This allows systems engineers, specifically human factors engineers, to trade-off system design features (such as automation) with manpower, personnel and training requirements. The result is a better balance between mission capability, total force management and life cycle cost.

SEAPRINT is rooted in DoD policies and processes, and addresses human capability requirements in terms of knowledges, skills and abilities. As other Services embrace a similar approach, SEAPRINT can be a foundation for a DoD-wide approach HSI and total force management. A SEAPRINT-like approach applied across DoD could facilitate an integrated DoD workforce management strategy.

RECRUITING

The mission of Total Force Recruiting is to attract high-quality men and women into the enlisted and officer programs for the U.S. Navy and Navy Reserve. Headquartered in Millington, Tennessee, Commander, Navy Recruiting Command (CNRC) has authority over five major commands. CNRC is in the midst of a multi-year transformation initiative (consolidation and restructuring) focused on maximizing organizational effectiveness and efficiencies. The consolidation effort called for the total force integration of the Active and Reserve component recruiters and their operational processes, while the restructuring effort produced enterprise wide savings by streamlining the organization and eliminating excess overhead. Effective February 1, 2005, all recruiting activity, both active and reserve, is consolidated in four regional commands. The fifth command, Commander, Naval Reserve Recruiting Region (CNRRR), remains active to provide management expertise and training during the transition.

Officer Diversity also remained a top priority in FY 2004, and the focus led to achieving 22.6 percent active officer new contract diversity, and a 17.4 percent in reserve officer new contract diversity. Navy Recruiting has set a goal of 23 percent diversity in officer new contracts. To assist in achieving this goal, Navy has improved its corporate sponsorship of minority organizations and has increased the attendance by the fleet at minority conferences and workshops. CNRC has also increased partnership with historically Black universities and Hispanic serving institutions.

While Navy Recruiting is enjoying its current success, we are also working to position ourselves for a potentially difficult recruiting market in the future. To ensure the necessary flow of quality recruits, we must maintain a solid team of recruiters. We need to arm them with the support and resources to accomplish their mission with reasonable effort and improved quality of life.

RETENTION

The CNO established Manpower as “Number One” on his “Top Five” list of priorities, and his *Sea Power 21* vision is focused on creating a Navy in which all Sailors are optimally assessed, trained, assigned, and sustained. This is routinely emphasized to all levels of Navy leadership, as is the strong commitment to readiness and quality of service. Initiatives such as Smart Recruiter, Smart Work, and SmartShip reflect the value Navy leadership places on sailors and the importance of convincing them to “Stay Navy.” Positive, personalized leadership and mentoring combined with a variety of innovative programs have resulted in appreciable increases in aggregate reenlistment rates in FYs 2001-2004. This has been most noticeable among the critical first-term enlistment population where the reenlistment rate increased by 12 percent. This record setting reenlistment rate demonstrates the combined effects of leadership involvement in professional development, expanded reenlistment bonuses, enhanced special and incentive pays, increases in advancement opportunity, and significant quality of service improvements.



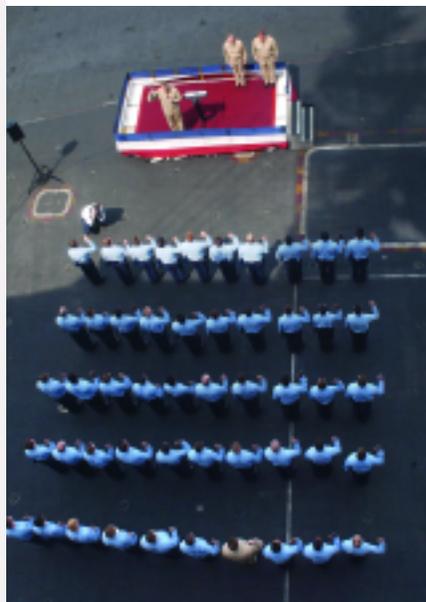
CENTER FOR CAREER DEVELOPMENT (CCD)

One of the most successful elements in supporting the Navy's battle for people is the Center for Career Development (CCD). Established in 2000, CCD has become the centerpiece of the Navy's focus on retention. CCD collects feedback from the fleet and acts as the conduit for integrating their issues in the formulation of retention policy. It funnels energy and resources toward meeting retention challenges and provides the fleet with the necessary tools to strengthen retention efforts. These tools include enhanced professional training for Navy career counselors and retention teams, career management symposiums for Sailors and their families, and comprehensive, easy-to-use interactive products using the latest information technology. Career management symposiums are an excellent example of how aggressively the Navy is engaged in the fight to keep high-quality Sailors. The symposiums take a multi-pronged approach to educating Sailors on their career choices. For example, it provides Sailors with direct comparisons of total Navy compensation with that of civilian counterparts. They also provide an opportunity for Sailors to meet face-to-face with detailers who can discuss career options, conduct community status briefs, and even negotiate orders. Perhaps most importantly, CCD provides career management briefs to leadership teams, Navy leadership schools and quarterly "CNO's Best Retention Practices" messages to share Fleet retention initiatives. Since its inception, the CCD has visited 157 locations, interacted with more than 173,000 Sailors and family members, and convinced over more than 2,000 sailors to reenlist who would have otherwise separated at the end of their obligation.

SELECTIVE REENLISTMENT BONUS

The Selective Reenlistment Bonus (SRB) program directly supports the Navy's Human Capital Strategy by focusing enlisted retention efforts on highly trained and specially qualified personnel, operating in those skills that are critical to a lean, high tech, sea-centric force. In FY 2004, SRB was applied to only 17 percent of active Navy enlisted skill sets; however it resulted in 13,649 reenlistments (41 percent of all Navy reenlistments). These reenlistments were not only for service contracts 1-2 years longer than the majority of Navy reenlistments, they were also in the specialized skills and levels of seniority that the Navy must maintain and in some cases (e.g. special warfare) increase, even as the non-SRB and traditional support skills are targeted for reduction.

As the Navy progressively becomes leaner and more dependent on technological advancements, retention of highly trained, technologically skilled Sailors becomes more critical. The inherent flexibility and responsiveness of the SRB program enables Navy to proactively stay in front of projected changes in evolving Fleet skill-mix requirements. Future success in retention is con-



tingent on the Navy's continued strong commitment to SRB and development of additional incentives that make the Navy the employer of choice for a highly technical workforce operating in an increasingly demanding work environment.

THE NAVY RESERVE

The Navy Reserve was an active participant in the Global War on Terrorism in 2004, with more than 5,800 Navy Reservists mobilized in support of worldwide operations during the course of the year, maintaining a mobilized force presence of about 3,300—Marine Corps medical support, overseas port security, port cargo handling operations, logistic airlift support, Combatant Commander staff augmentation, and CONUS force protection. The Navy Reserve is demonstrating its relevance on a daily basis, and by adapting to a changing world, will remain a key part of tomorrow's Navy.

QUALITY OF SERVICE

The mission of Navy Morale, Welfare and Recreation (MWR) is to provide high quality support and recreational services that contribute to retention and readiness by improving the mental, physical, and emotional well being of our Sailors. MWR enhances Quality of Service for Sailors and their families by providing a variety of programs promoting recreation, social, and community support activities on Navy facilities worldwide. MWR programs provide active-duty, reserve and retired Navy personnel and their families with sports and physical fitness activities, outdoor recreation, value priced tickets to entertainment and tours, and a variety of food and beverage services. Additionally, child development and youth programs provide safe, affordable and quality childcare for almost 47,000 children of Navy families.

DEPLOYED RECREATION

Navy MWR also provides direct support to Commanders deployed in support of the nation's war on terrorism. Every ship is outfitted with a full complement of state of the art fitness, recreation and library equipment. Afloat recreation and fitness coordinators are embarked with many deployed aircraft carrier strike groups and expeditionary strike groups to provide physical fitness and stress-relief opportunities, significantly contributing to improved readiness and morale. As an added benefit, Sailors at sea and in remote forward areas are provided a large library of movies on videotape and DVD and are now seeing motion pictures within a very short time after their release in theaters stateside.



FAMILY SUPPORT

On the home front, the Navy's Fleet and Family Support Program (FFSP) ensures Sailors and their families are ready to meet the challenges of deployments by providing pre-, mid-, and post-deployment programs for use by unit commanders. FFSP is also enhancing its spouse-employment program by providing career training and expanding linkage to employment opportunities. Other major FFSP programs include personal financial management, family advocacy, transition assistance, relocation assistance-crisis intervention, and individual, marital and family counseling, all of which have a direct and positive link to readiness. FFSP programs are accredited by Navy-wide system of quality and service delivery standards. FFSP programs are delivered at 55 sites worldwide. The Navy has augmented current center-based services by offering Navy OneSource, a contract information and referral service, to expand support services to members and families of reserve, recruiting and remote assignment personnel and those requiring "24/7" access by providing 1-800 phone and internet information services.

KEY SEA WARRIOR PROGRAMS

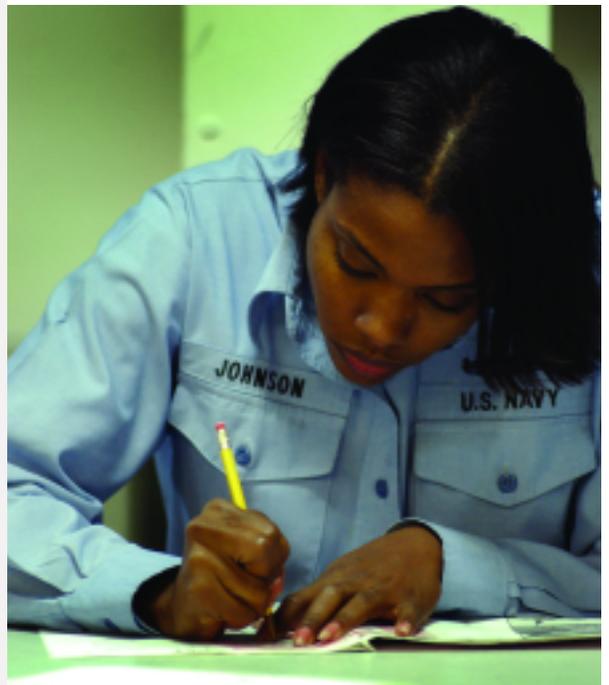
Electronic Military Personnel Record System [EMPRS]

Description

EMPRS is the Navy's solution to the DoD initiative to standardize military personnel record management. It is a digital image-based record management system serving as the repository for all active, reserve, and retired Navy officer and enlisted records. EMPRS supports the functions of career management, promotion, assignment, casualty management, mobilization, and readiness. It is also used to satisfy personnel data requests by local, state, federal, and congressional agencies. In the future, the military personnel record will be expanded to include business functions and processes supporting the entire military personnel lifecycle, with an infrastructure permitting multiple levels of access to that record (eg corporate, field, member). This will move EMPRS significantly towards a "paperless" environment that can be managed across multiple networked architectures (e.g., WWW, LANs, WANs, MANs). Corporate record management, enabled by EMPRS, NSIPS, and eventually DIMHRS will allow the appropriate Functional Area Manager (FAM) of a particular personnel function and the member to update and view content of the military personnel record.

Status

EMPRS began a technology refreshment project in March 2003. The upgrade will ensure a more stable, reliable, and flexible system is in place to support personnel management functions in



both DIMHRS and Sea Warrior initiatives. Major components of the upgrade include IBM Content Management, eRecords COTS applications, and EMC storage equipment. The upgraded system includes the capability to “fail-over” operations to a geographically separate location in the event of an emergency in the prime operational location. The upgraded system will be operational in August 2005.

Developers

SAIC-CST Business Unit, IBM, EMC, and CACI

Operations and Maintenance of the existing and updated EMPRS:
SAIC-CST Business Unit Huntsville, Alabama

Program management support for EMPRS: CACI, INC Federal;
Arlington, Virginia

Contractor developing and installing refreshment of the main EMPRS document repository and Selection Board decision support application: IBM Business Consulting Services, Federal Bethesda, Maryland

Defense Integrated Military Human Resources System (DIMHRS)

Description

The Defense Integrated Military Human Resources System (Personnel and Pay) (DIMHRS (Pers/Pay)) Program is an Acquisition Category (ACAT) I AM program designed to transform the way the Services conduct the business of managing their Human Resources (HR). Based on the needs identified in the Mission Need Statement (MNS) that was approved by the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) on February 24, 1998, DIMHRS (Pers/Pay) will provide the DoD with a single, fully integrated, all-Service, all-Component, military personnel and pay management system. DIMHRS (Pers/Pay) will collect, store, pass, process, and report personnel and pay data for these personnel. In addition, DIMHRS (Pers/Pay) will provide the capability to collect, process, and report appropriate data on DoD-sponsored civilians and designated foreign military personnel deployed to, or in, a theater of operations as required during specified contingency, wartime, and non-combatant evacuation operations. DIMHRS (Pers/Pay) will accommodate up to a 33 percent surge in records maintained. The system will maintain personnel information on approximately three million retirees and survivor personnel.

DIMHRS (Pers/Pay) will transform military personnel and pay management processes and will be the largest personnel and pay system in the world, in both scope and number of people served, and will replace more than 80 legacy systems.



Status

DIMHRS (Pers /Pay) achieved Milestone 0 on February 27, 1998 and Milestone 1 on October 27, 2000. On May 28, 2003, the Program was approved for System Development and Demonstration, Milestone B. At Milestone B, the Program was given authority to purchase and deploy assets required to support Development Test and Evaluation (DT&E) and Operational Test and Evaluation (OT&E). Army will implement first, followed closely by Air Force, Navy, and U.S. Marine Corps. IOC will be no later than FY 2006 and FOC will be achieved in FY 2007.

Developers

During the Milestone I review, the Overarching Integrated Product Team (OIPT) authorized the Program to release a Request for Proposal (RFP) and then award a one-year DoD enterprise license for a Commercial-Off-The-Shelf—Human Resource (COTS HR) product and associated services to evaluate the product. Subsequently, an RFP was released and through full and open competition. PeopleSoft USA, Inc. was awarded the contract. On September 26, 2003, the contract option for development and implementation was exercised on the Northrop Grumman Information Technology (NGIT) contract and NGIT became the system developer and implementer.

Navy Standard Integrated Personnel System (NSIPS)

Description

The Navy Standard Integrated Personnel System is a major automated information system designed to integrate Active, Reserve, and Retired military personnel systems within the Navy. It will improve the military personnel tracking process, consolidate processes and systems within all areas of military personnel, and replace the functionality of four legacy source data-collection systems. NSIPS will deliver field-level pay and personnel data to update corporate databases in peacetime, as well as during recalls, and during both partial and full mobilization. Most importantly, NSIPS will collect, pass, and report timely, accurate data on Active, Reserve and Retired Navy members in the continental United States, overseas, and onboard ships. NSIPS will have the capacity and flexibility to satisfy customer and user needs at all levels. In addition, it will have the capability to support current and future business processes.





Status

NSIPS achieved Milestone I on May 16, 1997 and Milestone II on January 6, 1998. Release 0 was deployed in February 2000 and is currently in use at all Reserve activities. Release 0.2 added Active duty personnel functionality, and Milestone III for Release 0.2 was achieved on September 28, 2001. Milestone IIIA, Release 1 integrated active-duty pay functionality. The final MDA decision, and IOC for NSIPS was achieved in May 2004. Release 1.1, web-enabled NSIPS, is currently supporting all Reserve centers, most active duty Personnel Support Activities, and will begin deployment to ships in February 2005. FOC is currently scheduled for March 2006.

Developers

Lockheed Martin; SPAWAR Systems Center New Orleans (SSC NOLA) in New Orleans, Louisiana, and various other continental U.S. locations; Applied Computer Services, Inc., and APOGEN, Inc., New Orleans, Louisiana.