2020 VISION
Looking To Our Future

BUPERS MILLINGTON
NAVY PERSONNEL COMMAND
Earlier this year we embarked on a strategic planning process with three phases involving all levels of the organization from senior leadership to junior personnel. First, we engaged members of our workforce to refine our Mission, Vision, and Guiding Principle statements to ensure they would be understood and embraced by all members of our organization. A watershed event in this process was the participation of our junior personnel in refining the definition of our mission and guiding principles. The second phase focused on defining a long-term “Agenda for Change”, where our leadership team worked diligently to clearly identify our strategic focus areas and the desired effects required to achieve mission success. The third phase of our strategic planning process is focused on execution: aligning our efforts to the plan, prioritizing resources and execution, and continually improving the relevance of our plan.

This document plots the course we intend to steer for the next ten years. It defines five strategic focus areas that are intended to keep us all aligned in our efforts to execute our mission and support Sailors. The focus areas provide the framework around which we will plan, evolve, and improve, enabling us to achieve our 2020 vision. If you understand this vision and the focus areas and align your efforts to them, you will be a more effective member of our organization and share in its achievements. This document is intended to assist you in understanding where we are going, the results we desire, how you “fit in”, and how your day-to-day activities can enable mission success.

This vision is our organization’s future as well as your future. I am determined to stay focused on it every day. I ask that each of you make a similar commitment. Read this 2020 Vision; understand it and the future it describes. Find your place in our future and do your part to make our vision a reality. Thanks.

Looking to our future,

RADM Don Quinn
Our Vision

Deliver capable, ready, and valued 21st Century Sailors

Our Vision identifies the value we strive to deliver to the US Navy, both today and into the future.

Our ultimate objective is to deliver the right people with the right skills, at the right time and place, and at the best value, to support and accomplish 21st Century naval missions.

This vision defines our traditional mission responsibilities, but with an increased focus on proactively addressing the changing warfighting environment and the need to balance workforce requirements with an increasingly constrained fiscal reality.

To continue to meet the challenges of the 21st Century, we must find new ways to deliver the human element of naval warfighting. In focusing on our role within the Navy’s workforce supply chain, we will transform the way in which BUPERS Millington / Navy Personnel Command delivers manpower readiness today and contributes to the success of the United States Navy of tomorrow.
The foundation of our mission has not changed. We have always had, and will continue to have, the responsibility for managing and supporting the world’s greatest naval workforce.

What is changing over time is how this fundamental mission is executed. Achieving our vision requires us to focus our work efforts and examine current practices to improve our ability to deliver qualified manpower world-wide while ensuring a lifetime of support to our greatest warfighting asset—Sailors.

We will maximize the effectiveness of the way we execute plans and policies for distribution, administration, and career progression of Navy personnel to produce the required levels of Fleet personnel readiness.

We will work to support Sailors’ needs and quality of life, through meaningful and rewarding career paths, promotion opportunities, and a continuum of service that recognizes their value to the nation.

As we carry out our mission, we will strive to become a leader in Human Resource solutions through unmatched professionalism and commitment to Sailors, their families, and the United States Navy.
Our Guiding Principles & Core Values provide the common framework of beliefs that will guide our actions every day, at every level in the organization.

We have established our vision for the future, focused our mission, and identified a set of priorities and actions we will use to transform our organization. To successfully realize our vision, we must work together to become a high-performing organization, unified around a common set of beliefs and behaviors. Our success is ultimately confirmed by the overall satisfaction of those we serve. In order to ensure that we meet their expectations, each one of us must commit to professional excellence in all that we do.

“Support Sailors”, “Add Value”, and “Do The Right Thing” will guide us in everything we do. These principles in action will produce a high-performing organization, enabling accomplishment of our mission and realization of our vision.
2020 VISION

Associated Core Values

**Commitment**
- Demonstrate an appreciation for the sacrifices and challenges our Sailors confront everyday by personally following through to ensure their needs are addressed.

**Service Excellence**
- Understand how your performance directly supports the needs of Sailors and take personal pride and responsibility in providing superior service.

**Innovation**
- Foster change by challenging standing assumptions and identifying new ideas for meeting our constituents' changing needs. Work to identify and deliver solutions that produce positive results.

**Efficiency**
- Search for ways to improve the efficiency, effectiveness, and quality of our services to the Fleet and Sailors.

**Good Judgment**
- Use good judgment to determine the best course of action, for the best possible result, keeping in mind your responsibility to be a good steward of government resources.

**Responsibility**
- Create trust with our stakeholders by accepting personal responsibility and accountability for your daily actions and decisions.

Every member of our workforce must ingrain these values into their daily performance to enhance our ability to serve the needs of the Navy, our Sailors, and their families.
We will use this 2020 Vision to guide our work efforts as we strive to transform the “business” behind Navy Readiness.

In preparing our 2020 Vision, we took into account the challenges facing the Navy today and also sought to understand the dynamics shaping its future.

We took guidance from overarching operational strategies and focused our planning to align with the strategic imperatives identified in the Navy Total Force Strategy for the 21st Century.

We will combine our efforts to deliver a smaller, yet increasingly talented, diverse and capable workforce. We will focus on effects-based outcomes that enable us to deliver and manage an increasingly agile, flexible and robust warfighting force.

We will listen to our partners and constituents to better understand their needs, working with them to streamline business processes and improve service delivery. We will pursue the use of enabling technologies, such as self-service and automation to enhance the access, timeliness, and quality of service available to the individual Sailor. We will also improve the quality of information available to Navy leaders and human resource professionals by providing more accessible, accurate, and reliable data, enabling improved decision making and management capability.

As we move forward, we will use this 2020 Vision to guide our efforts, management focus, and investment decisions, transforming the “business” side of the Navy to realize greater operational efficiencies, enhanced alignment, and transparency.
The Following Strategic Focus Areas Outline Our Intentions and the Desired Effects We Seek Over the Next 10 Years.

**Deliver Effective Manning To Support Fleet Readiness & Future Needs**
We will contribute to Fleet Readiness by effectively delivering qualified manpower world-wide to meet today’s requirements and proactively plan to support the needs of the future.

**Enable Maximum Contribution Of All Sailors**
We will engage Sailors in their professional development, recognizing performance and providing flexible and attractive career opportunities, enabling a lifetime of service to the Nation.

**Provide Superior Service To The Fleet & Sailor**
We will continually pursue service excellence, implementing improved methods of service and support, partnering with our constituents to better understand their needs while building a culture of trust with those we serve.

**Supply Information To Support Navy Decision Making & Sailors Careers**
We will provide timely, accessible, accurate, and reliable information to support leadership decisions and the personal and professional needs of Sailors.

**Foster An Effective Organization & Workforce**
We will align our plans, investments, and workforce to achieve our vision, continually evaluating our performance against mission objectives.
Focus Area One

Deliver Effective Manning To Support Fleet Readiness & Future Needs

We will contribute to Readiness by effectively delivering qualified manpower world-wide to meet today’s requirements and proactively plan to support the needs of the future.

DESired EFFECTS:

- **1A:** Maximized manning effectiveness through targeted assignments that meet agreed upon manpower and personnel readiness goals.

- **1B:** Navy-wide consensus on a manpower/manning construct aligned to a sustainable billet base / distributable inventory that minimizes overhead and distribution inefficiencies to the maximum extent possible.

- **1C:** Enhanced ability to rapidly and seamlessly transition qualified personnel between active and reserve components to meet changing needs.

- **1D:** Future manpower planning and community management based upon documented requirements with the differences between requirements and budget resources available fully understood.
We are focused on the delivery of Sailors to meet today’s operational requirements and the planning to properly cultivate, develop, shape, and manage the Navy workforce of the future.

By refining our understanding of the relationship of Fit to readiness, we will improve our ability to satisfy the personnel needs of the Fleet. We will work to optimize the assignment process to effectively provide manning effectiveness through targeted assignments that meet agreed upon manpower and personnel readiness goals.

We will continue to work with the Warfare Enterprises to define meaningful performance agreements and use supply-chain principles to create a unified and integrated planning process based upon validated demand signals. By improving transparency across the entire workforce value stream, we will create a more sustainable manpower/manning construct that considers distributable inventories, and enhance our ability to identify barriers and distribution inefficiencies that keep us from our goals.

For us to be successful in our efforts, we must more effectively integrate the active and reserve components. We will work to realize a Total Force that is able to operate as one integrated team in support of required warfighting capabilities and emergent needs.

We will work to realize a Total Force that is able to operate as one integrated team in support of required warfighting capabilities and emergent needs.

We will continue to build upon and leverage our capabilities in community management to align the Navy workforce to requirements and create executable and sustainable future manpower plans.
Focus Area Two

Enable Maximum Contribution Of All Sailors

We will engage Sailors in their professional development, recognizing performance, and providing flexible and attractive career opportunities, enabling a lifetime of service to the Nation.

DESIRED EFFECTS:

- **2A**: All Sailors provided with defined career paths that enable them to understand the milestones they must attain to have a successful Navy career.
- **2B**: All Sailors provided with opportunities for personal and professional growth across a lifetime of service.
- **2C**: Incentive programs retain a workforce with the critical skills needed to meet mission requirements, recognizing and rewarding performance.
- **2D**: Sailors have the opportunity to seamlessly transition between Active and Reserve status in ways that enhance retention, increase career flexibility, and directly support Navy operations.
The talent of Sailors enables the Navy to succeed in every operational scenario.

To retain this Navy competitive advantage, we must ensure that we maximize the potential of each and every Sailor. We will focus on providing Sailors with defined career paths that enable them to see the milestones they must attain in order to have success in their chosen field.

We must promote an approach that engages Sailors as active participants with their detailers in their career development, working in partnership to place them in positions that complement and build their skill sets, providing professional growth and opportunity throughout their careers.

To enable mission readiness, we must continually improve the effectiveness of our retention and compensation programs. We will design these programs to respond quickly and effectively to changing market conditions and critical mission requirements, and link incentives to individual performance.

Flexible career options that support a continuum of service are vital to achieving our vision. We envision a system that permits our people to easily transition between statuses (i.e. active, reserve, and government civilian) and acknowledges that each transition is another opportunity to continue their service to the Nation.
Focus Area Three

DESIRED EFFECTS:

- **3A:** The effectiveness of human resource programs and services is quantifiably measured and opportunities for improvement are identified through feedback from our constituents.

- **3B:** An integrated and standardized human resource delivery capability enabling effective management of the Total Force, able to quickly adapt to changing needs and requirements.

- **3C:** Human resource professionals are effectively trained and supported to deliver superior personnel management services at all organizational levels.

- **3D:** Information, self-service, and automated solutions deliver superior human resource programs and services efficiently and cost effectively.
We must be innovative and identify new methods of service delivery to invigorate the way in which we support the Fleet and individual Sailors.

To realize this transformation, we will focus on feedback from our customers to better understand their issues and changing needs.

Improving service delivery is dependent upon the inherent design and quality of our human resource programs and services. We evaluate our current business practices and measure performance to identify processes that are broken or in need of improvement.

The ability to manage the Active and Reserve Force using a more aligned and integrated human resource system is critical to our success. We will continually assess our systems and methods to ensure that our investments produce personnel support systems that utilize modern management approaches, are more adaptable to changing business requirements, and cost effective to maintain.

We will pursue enterprise-wide personnel service delivery transformation to realize a future delivery model that provides more effective and efficient services, minimizes transaction costs, increases speed, and leverages technology to enhance the Sailor’s experience and satisfaction.

The ability to realize improved service levels ultimately relies upon the capabilities of the workforce providing the service. We will recruit, develop, and support the professional workforce required to become a leader in human resource management.

Improving service delivery is dependent upon the inherent design and quality of our human resource programs and services.
We will provide timely, accessible, accurate, and reliable information to support leadership decisions and the personal and professional needs of Sailors.

**DESIRED EFFECTS:**

- **4A:** A consistent, reliable, and accessible single source of authoritative data that supports business processes and stakeholders across the Navy.
- **4B:** Strategic manpower forecasting, modeling, and analytic capabilities enable sound Navy decision making and policy formulation.
- **4C:** Pertinent career management information that guides career decisions and supports professional growth is readily available to Sailors, commands, career counselors, and detailers.
- **4D:** Accurate personnel information enables timely access to the proper compensation and benefits for Sailors and their families.
- **4E:** Human resource professionals are provided full visibility of the spectrum of information needed to effectively manage the workforce.
Accessible, Accurate, And Meaningful Information Is Critical For Accomplishing Our Mission

Accessible and accurate information is a critical enabler in effective management of our large and diverse workforce. It supports informed leadership decision making, enterprise-wide human resource management, and effective personnel service delivery.

A fundamental desired effect of this focus area is the implementation of a foundational structure and strategic framework for effective data management. This consists of establishing effective data governance policies, programs, and practices designed to support and realize integration and migration to an authoritative data environment.

Personnel related decisions and policy formulation are becoming increasingly complex with potential impacts being multifaceted and far reaching. They must also be conducted quickly to compete in today’s world. We intend to continually enhance our manpower forecasting, modeling, analytic capabilities and toolsets to more effectively shape and manage the Navy’s military workforce.

Full visibility on personnel information also plays a vital role in career management for Sailors, commands, career counselors, and detailers. We will continue our efforts to provide more information and tools to help Sailors manage their careers, while ensuring we protect the privacy of this information.

We will move beyond our antiquated corporate systems and provide Navy human resource professionals with more modern management tools that enable them to more effectively manage the military workforce.

Additionally, we will improve the information flow to support timely access to compensation, quality of life, and other benefits for Navy personnel and their families.

We will continue our efforts to provide more information and tools to help Sailors manage their careers, while ensuring we protect the privacy of this information.
Focus Area Five

We will align our plans, investments, and workforce to achieve our vision, continually evaluating our performance against mission objectives.

**DESired EFFECTS:**

- **5A:** Formalized strategic planning and business management capabilities effectively support our organization’s ability to meet mission requirements and achieve its vision.

- **5B:** Decisions based on a thorough understanding of the total costs associated with performing our mission.

- **5C:** Workforce planning is aligned with the organization’s vision and mission, and integrated into strategic plans, performance plans, and budgets.

- **5D:** Mission priorities are used to identify the required knowledge, skills and abilities of our workforce and drive effective workforce management and development.

- **5E:** Performance management and continuous process improvement are used at all levels of the organization to enable business transformation.
Improving Our Organization And Building Our Workforce Is Vital To Our Future Success

We will focus on the internal alignment of our plans, investments and workforce to achieve our vision and mission objectives.

We will enhance our use of formalized strategic planning and business improvement processes to ensure our ability to meet mission requirements and achieve our vision.

We will increase our visibility and understanding of the total costs associated with performing our mission to enable more informed business decisions.

We will work to ensure that our workforce planning aligns with our organization’s vision and mission, and guides identification of the required knowledge, skills and abilities of our people.

We will strive to develop all members of our workforce, executing workforce strategies and plans focused upon leadership development, succession planning, knowledge management, talent management, and workforce development.

Finally, we will utilize performance management and continuous process improvement to identify and implement business transformation opportunities at all levels of the organization.
The BUPERS Millington / Navy Personnel Command leadership team has established our vision for the organization's future and begun the process of working together toward it. The Strategic Focus Areas described in our 2020 Vision provide our long-term planning context and identify the specific desired effects we intend to produce.

Each year we will establish a business plan that guides our daily work efforts, the measures of effectiveness we will use to evaluate our progress, and the required plans that align our efforts and resources to achieve our vision.

Given today's operating environment, strategic drivers, and fiscal constraints, it is more important than ever that we align our organization's efforts and resources.

To achieve our vision, we must apply sound business practices and decision making to produce the future capabilities we require.

Strategic planning is our management tool. It is a disciplined process of creating a vision for the future, defining the path to get there and making midcourse adjustments to achieve the vision with the resources we are given. It is an effective way to align our long-term goals, annual investments, and daily efforts.

### 2020 Vision: Strategic Focus Areas

<table>
<thead>
<tr>
<th>Long-term Desired Effects</th>
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<tbody>
<tr>
<td><strong>Strategic Focus Areas</strong></td>
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<tr>
<td><strong>Annual Business Plan</strong></td>
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<tr>
<td><strong>Strategic Priorities</strong></td>
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<td>(Supporting Work Initiatives)</td>
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<td><strong>Position Management Plan</strong></td>
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<td>(Workforce Resourcing)</td>
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<td><strong>Financial Management Plan</strong></td>
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<td>(Funding/Spend Plan)</td>
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<td><strong>Information Resource Plan</strong></td>
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<td>(IM/IT Work Plan)</td>
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<td><strong>Performance Based Management</strong></td>
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Our senior leadership has worked together to provide this overarching vision and direction for the organization. From here, everyone must understand where and how their specific functional areas fit and support attainment of our desired long-term effects.

The following is designed to start you thinking of how you might align and contribute to the 2020 Vision through your actions:

<table>
<thead>
<tr>
<th>Doing this will support…..</th>
<th>Strategic Focus Area</th>
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<tr>
<td>• Work to better develop, deliver, and manage the Navy military workforce in support of Fleet Fit and personnel readiness</td>
<td>Deliver Effective Manning To Support Fleet Readiness &amp; Future Needs</td>
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<tr>
<td>• Anticipate emerging mission requirements, understand war fighting and workforce trends and develop proactive plans to deliver the necessary military workforce</td>
<td>Enable Maximum Contribution Of All Sailors</td>
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<tr>
<td>• Ensure Navy career paths support mission needs, communicate them clearly to Sailors, and assist them in their personal career management</td>
<td>Provide Superior Service To The Fleet &amp; Sailor</td>
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<tr>
<td>• Work to increase Sailor career flexibility options and opportunities, enabling them to continue their service to our Nation</td>
<td>Supply Information To Support Navy Decision Making &amp; Sailors Careers</td>
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<tr>
<td>• Enable Sailors and their families to understand and easily access their records and benefits</td>
<td>Foster An Effective Organization &amp; Workforce</td>
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<tr>
<td>• Map out, measure and improve the performance of our human resource processes, programs, and services</td>
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<tr>
<td>• Deliver the data and technical toolsets required for effective military workforce planning and human resource management</td>
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<tr>
<td>• Continually improve the collection, validation and dissemination of information used by leadership to make informed decisions and effectively manage the Navy military workforce</td>
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<tr>
<td>• Focus available resources and people on our highest priority activities</td>
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<tr>
<td>• Identify the knowledge, skills and abilities needed to improve individual and team performance. Create the capacity to develop them in our workforce.</td>
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Capabilities Of Our Organization

As we work toward our ultimate vision, continually improving the way we carry out our mission, we will remain focused on the core services and value we provide to the Navy and individual Sailors.

Our core services provide Navy leadership and human resource professionals the ability to effectively manage the Navy military workforce. We deliver Sailors and their families the services and support they need throughout their careers.

We will focus our efforts on continually improving the overall effectiveness of our human resource programs and solutions. More effective solutions deliver higher morale. Higher morale produces increased combat readiness.

The following sections describe these capabilities and the organizations supporting them.
Military Community Management (BUPERS-3) manages Navy Officer and Enlisted personnel communities through the development and execution of personnel policies, accession and promotion planning, in-year execution of personnel policy and plans, manpower forecasting and detailed analysis. Additionally, this group collects, analyzes and exchanges information regarding the retention of Sailors, providing the Navy with the tools to ensure retention and development of personnel for sustained readiness and combat effectiveness.

Pay & Personnel Management (BUPERS-26) develops and issues pay and personnel policies for execution by Personnel Support Detachments (PSD’s), Pay & Personnel Afloat Detachments (PAPA), and the personnel/pay offices of operational units. BUPERS-26 interprets policies, and develops and issues field procedures to comply with Federal statutes, legislative changes and pay, personnel and transportation regulations. They manage benefit programs and provide policy guidance for GI Bill education programs and ID-card entitlements for active duty members, reservists, retirees, veterans and their family members.

Supply Chain Management (BUPERS-00C2) ensures the processes that produce the Navy enlisted workforce are as efficient and effective as possible. Serving as the subject matter expert (SME) for supply chain business processes, the Production Management Office (PMO) collaborates with MPTE organizations to identify barriers and inefficiencies, perform analysis based upon industry standards, and recommend solutions to more effectively deliver fully qualified Sailors to the Fleet. PMO manages training quotas for the enlisted accession pipeline, as well as the reclassification process to ensure the personnel entering the Navy satisfy critical Fleet needs.

Career Management (PERS-4) assigns Sailors to valid billets to satisfy Fleet demands and maximizing Navy readiness, while providing individual Sailors career guidance in order to develop their careers. They help develop, retain, and distribute Navy military personnel to the jobs best suited to each individual’s potential to excel. They support Active and Reserve component military personnel by implementing and administering statutes, regulations, and policies regarding major career milestones, ensuring that the Navy continues to offer rewarding career choices to Sailors.

Career Progression (PERS-8) administers and implements the statutes, regulations, and policies regarding Active duty and Reserve officer promotions and appointments, enlisted advancements/selection boards, reenlistments, extensions, rating conversions, officer/enlisted retirements, Fleet Reserve transfers, and officer in-service procurement and transfers from Navy Reserve to regular Navy. PERS-8 participates in the formulation of Navy policies related to personnel performance and military discipline, and provides guidance regarding the administration of personnel security programs, performance evaluations, disciplinary matters and post selection board screening.

Reserve Personnel Management (PERS-9) provides administration of personnel matters concerning members of the Navy Reserve, including the Individual Ready Reserve, Standby Reserve, and Retired Reserve, to ensure readiness in the event of mobilization. These services include screening and assignment of Reserve personnel for mobilization; managing the Medical Hold program; processing Line of Duty determinations; assigning Physical Risk classifications to Navy Reservists on inactive duty; maintenance of retirement point credits; management of information for Reserve Component personnel; recording all reservist participation in drills; and distribution and control of enlisted personnel on active duty in the Full Time Support program.

Personnel Information Management (PERS-3) is the military personnel records manager for the Navy, maintaining Official Military Personnel Files (OMPF), including active duty, reserve and former members. Records management supports numerous Navy business processes including benefits administration, distribution, mobilization, casualty assistance, and promotion. External customers of record information include DoD organizations, the Veterans Administration (VA), federal, state and local law enforcement agencies, the Department of Labor, and others. PERS-3 also manages the NPC Customer Service Center, a leading edge service provider that supports Sailors and their families around the world with 24/7 access to information and support.
Enterprise Liaison (BUPERS-00EL) aligns efforts between the Navy Total Force organization and the Warfare Enterprises within the Navy Enterprise construct. The Enterprise Liaison Office (ELO) seeks to improve communication and create transparency, utilizing performance agreements that define expected levels of performance and measures of progress related to manpower readiness within each warfighting enterprise.

Inspector General (BUPERS-00IG) provides the Chief of Naval Personnel an independent capability to inspect, evaluate and investigate all subordinate echelons to ensure efficient and effective operations. The Office of the Inspector General (IG) provides services directed at the prevention or detection of fraud, waste, abuse and mismanagement, and serves as the program manager for Command Inspection, Managers’ Internal Control, Audit Liaison, and Hotline Investigation Programs.

Legislative/Congressional Matters (PERS-00L) is responsible for researching and preparing responses to congressional, special and Flag level inquiries. Provides liaison between upper echelons and NPC to review and/or initiate proposed legislation and coordinate and review testimony to Congress involving Navy manpower and personnel policies.

Naval Personnel Research Studies & Technology (BUPERS-1) is the Navy’s people-focused research laboratory, dedicated to shaping the Navy’s human resources vision while providing the research and useful products to solve challenges to the Navy. By blending deep functional knowledge with scientific and technical expertise, NPRST develops and validates new technologies, methods, and business processes to improve the readiness, performance, retention, and Sailor quality of life. NPRST provides the tools, data, methods, and forecasts necessary to anticipate and manage change, to understand what Sailors think and feel regarding how policies and practices, and to predict changes in satisfaction and continuation behavior.

Strategic Plans & Implementation (BUPERS-02) is responsible for coordination of BUPERS Millington / NPC business strategy, organizational change initiatives and continuous process improvement projects. Facilitates cross-departmental coordination and communication to successfully implement strategies and best-practices, increasing organizational effectiveness and efficiency.

Human Resource Management (BUPERS-05) provides internal “Total Force” Human Resource (HR) planning, position management, workforce shaping, program assessment and evaluation, civilian personnel program/policy development and implementation. Conducts studies to design, analyze, and evaluate the efficiency of organizational structures, operating procedures, and position management. Additionally, provides the services and support required for effectively managing and supporting the needs of BUPERS-NPC, CNRC, and NAVMAC.

Information Management (BUPERS-07) provides secure, reliable, next generation information technologies and business capabilities to enable BUPERS Millington / NPC mission accomplishment. Services include IT capital planning, portfolio management, enterprise architecture, data management, information assurance, and project management.

Business Transformation (BUPERS-08) serves as program manager, principal architect and technical advisor for all business transformation initiatives within the Pay, Personnel and Career Management business lines. Directly responsible for the planning, management and oversight of work supporting the accomplishment of these initiatives and delivery of desired future pay and personnel business capabilities.

Public Affairs (BUPERS-332) communicates information regarding personnel policies and programs that impact the lives and careers of Sailors. Public Affairs provides support and strategic communications advice to the Navy leaders who are responsible for the issues that matter most to our Sailors. This team of communication professionals works closely with the Chief of Naval Personnel public affairs office in Washington, DC and the Navy’s career management leaders in Millington, TN, to provide the tools, knowledge, and information needed to satisfy the personal and professional needs of Sailors and their families.
Business Operations (PERS-5) provides timely, accurate, high quality, cost effective and customer-focused business and technical services for our customers.

Human Resource Management (PERS-51) designs, analyzes and evaluates the organizational resource utilization, reviews organizational realignment proposals to ensure the use of sound organization and position management principles; and directs all command A76/Commercial Activities (CA)/Competitive sourcing efforts. They process all actions impacting "Total Force" manpower resources for NPC and subordinate organizations. Evaluates position management/staffing plans to ensure efficient/effective use of human capital. Coordinates with the responsible HR Offices, Service Centers, and Personnel Support Detachments to facilitate prompt resolution to personnel related issues.

Financial Management (PERS-52) serves as the principal advisor concerning all Planning, Programming, Budgeting and Execution (PPBE) of resources. Establishes and maintains administrative control of appropriated funds, develops and implements budget policy, manages the Program Objective Memorandum (POM) and Program Review (PR) development processes, integrates command generated civilian personnel management changes into the Programming and Budget System Cycles, and provides policy, guidance, and assistance in development of cost benefit, cost effectiveness, and cost trade-off studies.

Command Support Services (PERS-53) satisfies the various logistical needs of the Millington campus in the areas of telecommunications, supply, purchase card, contracts, facilities, transportation, and inventory management. Coordinates and supports the organization’s health, safety, key custodian, and recycling programs. Additionally supports workforce development and training by administering and coordinating both mandatory and elective training programs as well as individual development plans, mentoring and job-shadowing programs.

Information Technology (PERS-54) manages technology resources and systems, measuring the performance of systems to ensure customer satisfaction, and ensuring compliance with standards and policies. Manages and supports systems that provide critical business capabilities including personnel records management, selection board execution, and Sailor career management and distribution.
Glossary

Glossary of Terms

**Vision:** A statement that describes the organization’s aspirations; what it intends to become and achieve in the future.

**Mission:** The primary purpose and reason for the organization’s existence. It serves as an ongoing guide without timeframe.

**Guiding Principles:** A common set of belief statements that define the culture of the organization.

**Core Values:** Specific descriptors of the organization's rules of conduct and required behaviors that support and provide evidence of the guiding principles.

**Strategic Drivers:** Overarching direction provided by DoD and DoN leadership, and other external factors that affect the operating environment and shape the organization’s strategy.

**Strategic Focus Areas:** Broadly defined strategic direction and long-term objectives, towards which the organization is working. The desired end-result that closes the gap between the organization's vision and its current situation.

**Desired Effects:** The description of intended results that would be realized by achieving the objectives set forth within a specific strategic focus area.

**Core Services:** The organization’s primary business/mission areas, that produce specific outputs and services for external customers.

**Enabling Functions:** Functions performed within the organization that provide value-added support to the core service providers.
MISSION FIRST
SAILORS ALWAYS