

*A Mission Well Done ...*



2011

**Bureau of Naval Personnel - Millington**

**Navy Personnel Command**

**2011 Annual Report**



Photo by MC3 Andrea Perez

# Mission First...Sailors Always

All photos provided by Department of Defense unless otherwise noted



*Photo by MC3 Andrea Perez*

Chief Culinary Specialist Felipe Tubera is pinned to CSCS during a frocking ceremony in June, 2011 at Navy Personnel Command in Millington, Tenn.

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# Another amazing year...

Teammates,

Well done to all for yet another year of tremendous accomplishments. A review of my calendar reminds me we gained significant traction in several key initiatives, including our future pay and personnel system, the Enlisted Supply Chain, and the future transfer of PSD work from CNIC to BUPERS. In response to Navy budget decisions, we took on the difficult tasks of executing several involuntary force shaping measures, including the Selective Early Retirement Board for officers and the Enlisted Retention Board for enlisted Sailors. All were executed fairly, objectively, and transparently; a true testament to your professionalism. Our Corrections Office successfully executed all assigned BRAC 2005 actions, under budget and early. Not many affected by BRAC can say that. We dodged a government shutdown, in the process leveraging and refining the Virtual Town Hall technology championed by Bill Wilson, Scott Vallier, Billy Overstreet, Eddy Overstreet and the entire PERS 5 team.

Maybe the most telling fact relative to your character and generosity is that in a time of extraordinary need and economic suffering, you exceeded your contribution goals for both the Combined Federal Campaign and the Navy Relief Campaign. I could expound further about nearly 135,000 sets of orders written; 2,677,376 documents ingested into permanent service records; 150 selection boards executed flawlessly; or the extraordinary feat of getting our entire data center safely behind the NMCI eDMZ. But, I think you get the point: it has been an impressive year of accomplishments under extraordinary conditions that include ongoing combat operations in the Middle East. Well Done!

In this document we attempt to show you what the nation and the Navy got for its investments here in people and resources. We only have space to hit the highlights and while showcasing just a few of our people and what they do for the Navy. It cannot possibly reflect what every individual has done for our Sailors and their families. Know that I fully appreciate your efforts and thank you for them.

I encourage you to use this product to communicate and acknowledge what each of you do. I am extremely proud of your results and all that you did for our Sailors and their families.

Thank you and congratulations to you all for *another amazing year!*

RADM Don Quinn



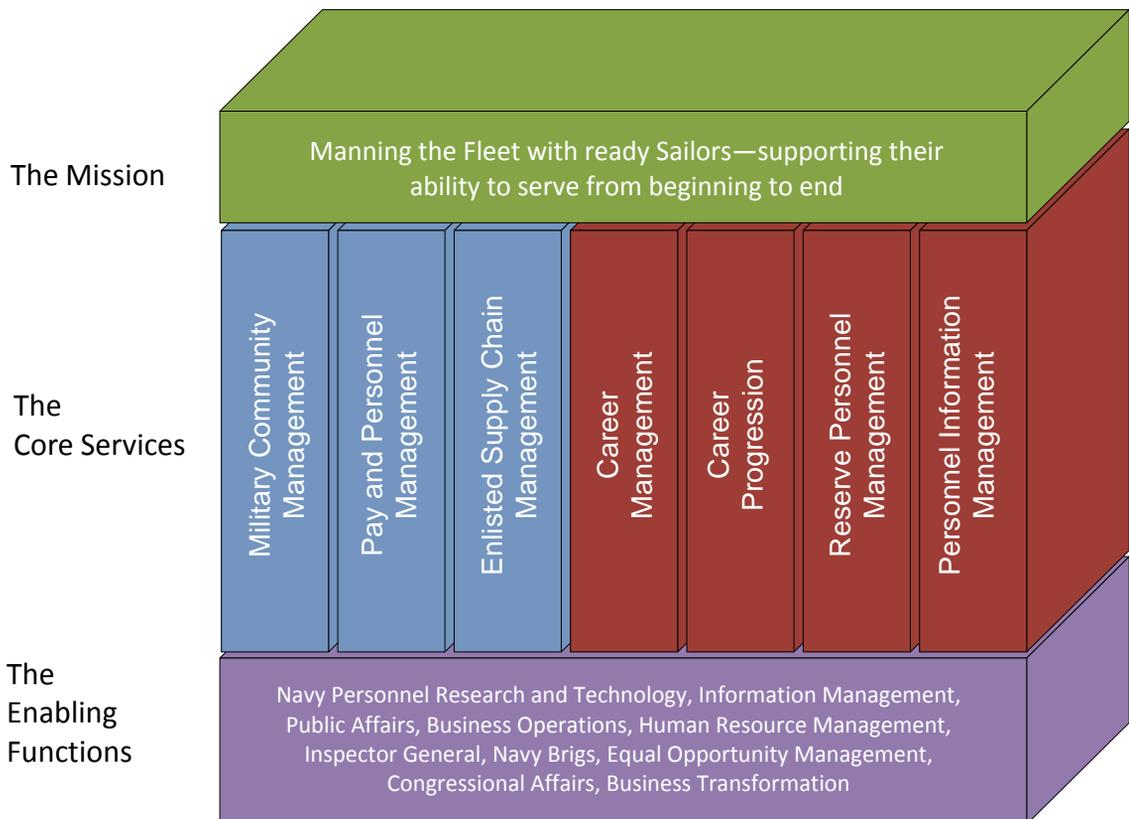
**RADM Donald P. Quinn**  
Deputy Chief of Naval Personnel  
Commander, Navy Personnel Command

# Our Command

As BUPERS-Millington/Navy Personnel Command team works to deliver capable, ready, and valued 21st Century Sailors; the command team is continually improving the way BPM/NPC mans the Fleet with ready Sailors and supports their ability to serve, from beginning to end. The key to success is to remain focused on the core services and value provided to the Navy and its Sailors.

The seven major core services are the means by which the Navy effectively manages the military workforce, manages Sailors' careers, and provides them support throughout their career and beyond.

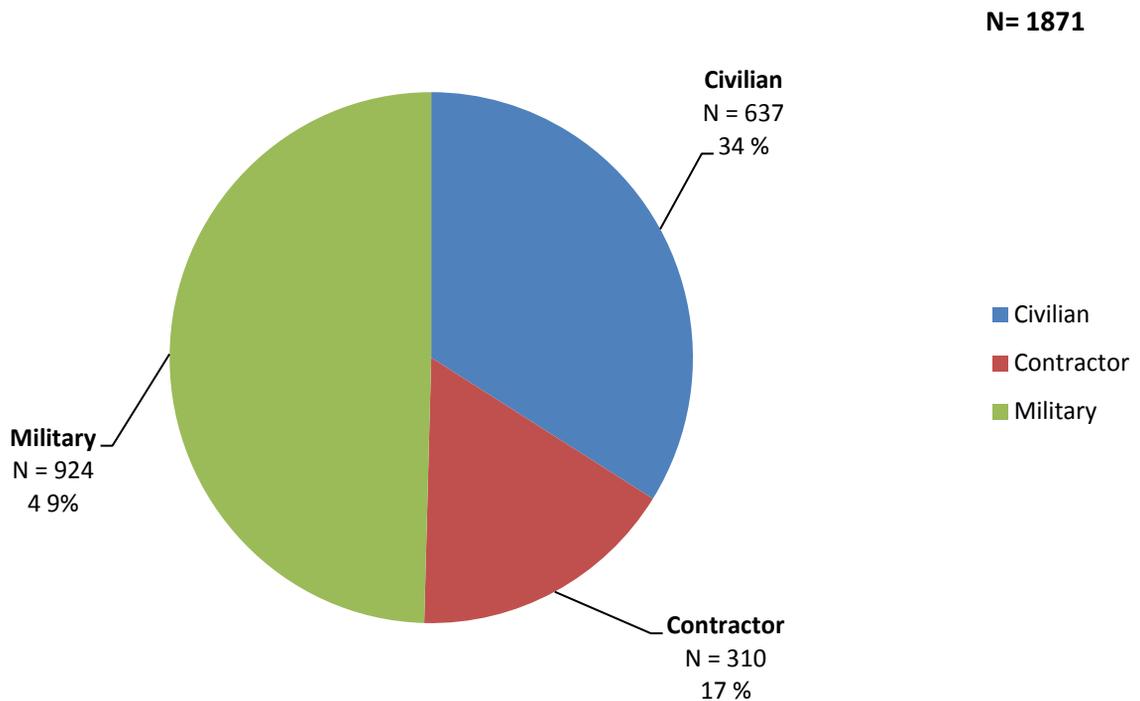
This document highlights the accomplishments in 2011 toward achieving the mission and goals set forth in the *2020 Vision* strategic plan.



# Our People

More than 1800 military, civilians, and contractors work to provide services to Sailors and their families, spread across 15 major departments under either the Echelon II Bureau of Naval Personnel or Echelon III Navy Personnel Command. The table below reflects the distribution of civilian, contractor, and military personnel across our organization.

## Workforce Composition



Source: TWMS

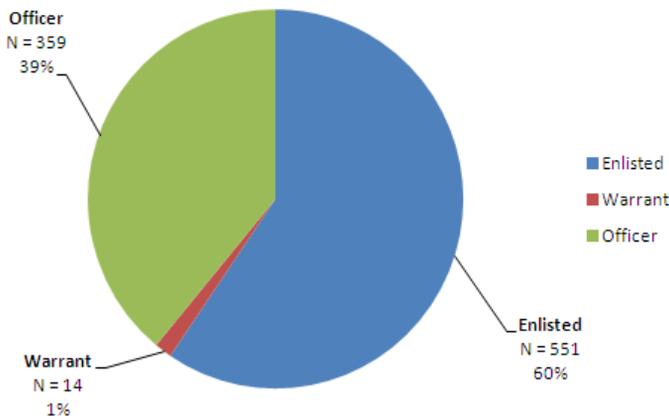
**Note:** The above headcount was the funded headcount as of 30 September 2011  
NPRST manpower data not counted in the above data

# Military Workforce

The quality of our military personnel and the wealth of operational knowledge they bring to the business is crucial to providing the right Sailor at the right time, to the right place, at the right cost.

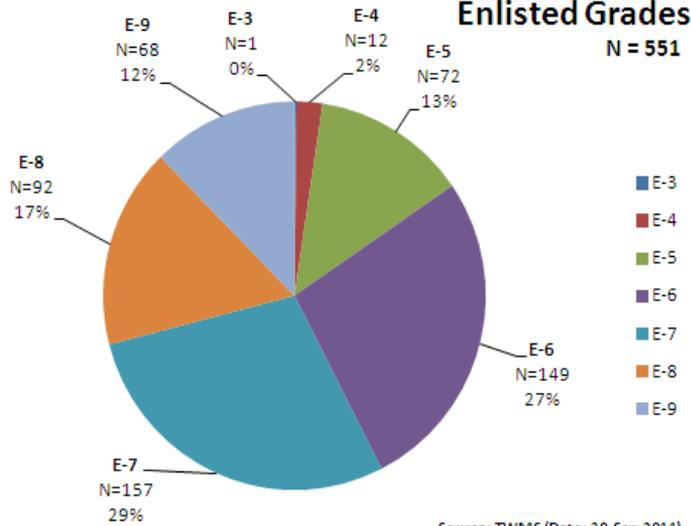
The unique nature of the BPM/NPC mission results in this being one of the most senior staffs in the Navy.

### Military Workforce by Type



### Enlisted Grades

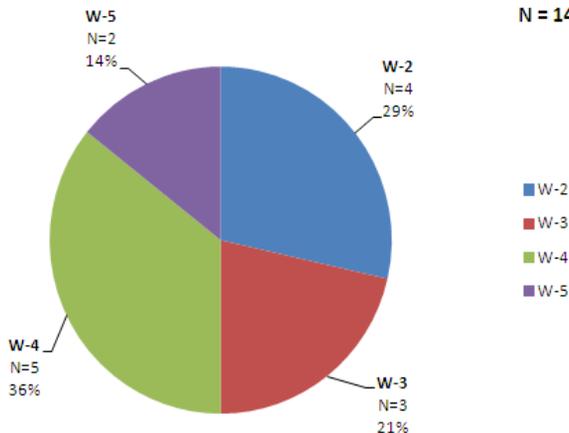
N = 551



Source: TWMS (Date: 30-Sep-2011)

### Warrant Officer Grades

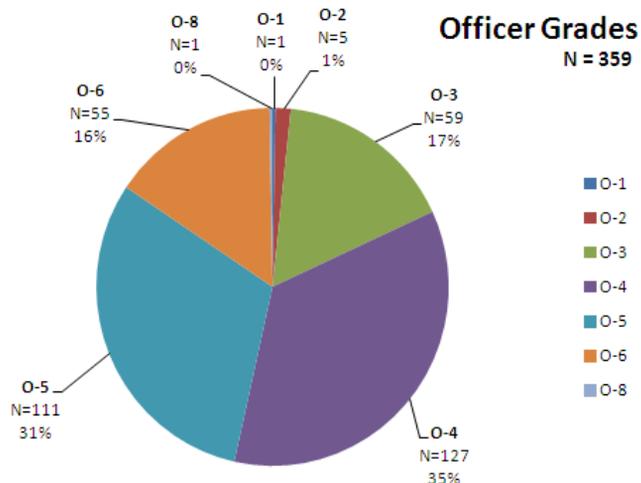
N = 14



Source: TWMS (Date: 30-Sep-2011)

### Officer Grades

N = 359

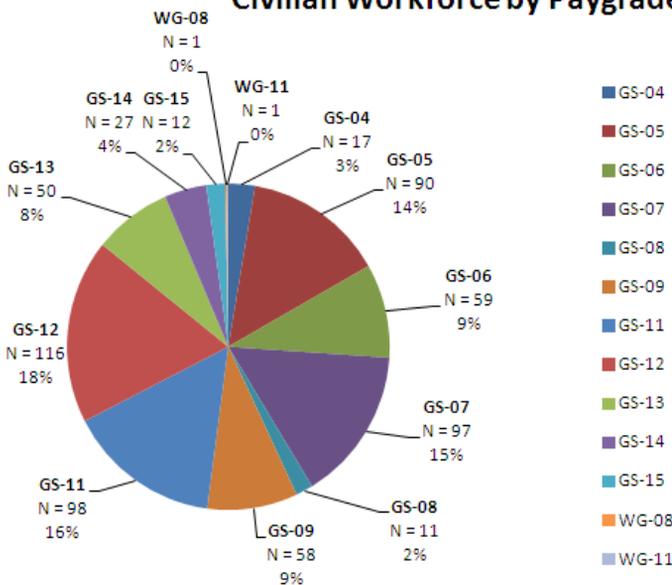


Source: TWMS (Date: 30-Sep-2011)

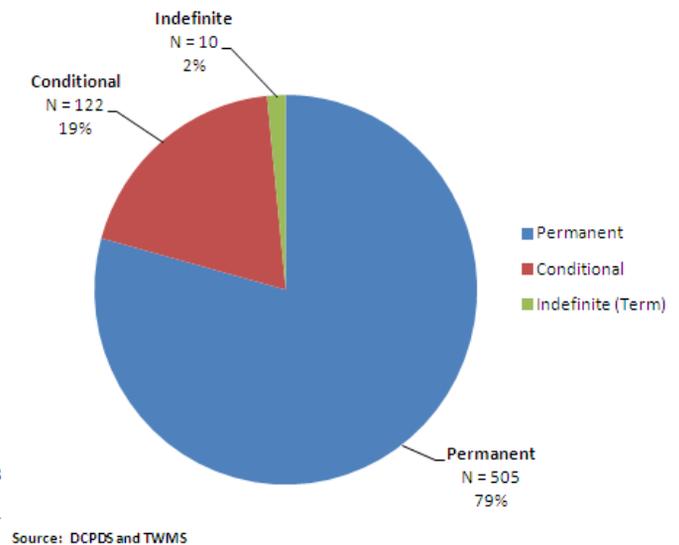
# Civilian Workforce

Civilian personnel are critical to the success of BUPERS-Millington/Navy Personnel Command. They bring continuity and a wealth of expertise and knowledge to the business of providing superior service to the Fleet and to the Sailor.

### Civilian Workforce by Paygrade

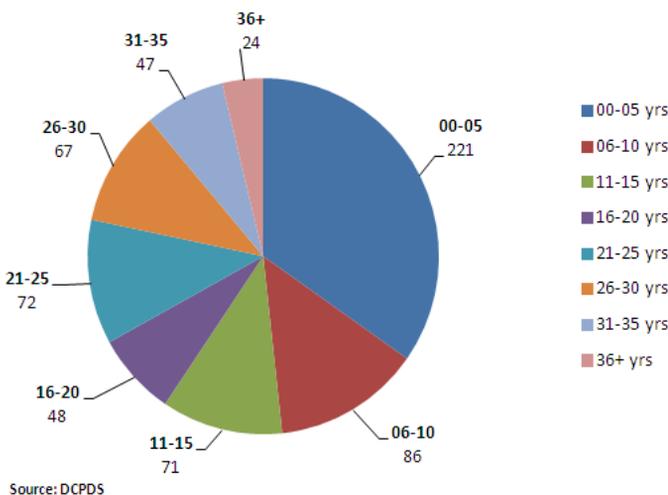


### Civilian Workforce by Tenure



### Civilian Length of Service

As of November 2, 2011



### Civilian Job Series Breakdown

Series	Total	Series	Total	Series	Total
0006	6	0326	1	1082	1
0018	1	0340	11	1106	1
0050	1	0341	3	1654	1
0080	5	0342	3	1702	2
0086	2	0343	107	1712	8
0101	3	0344	10	1810	4
0201	127	0360	1	2003	2
0203	225	0361	1	2005	2
0260	1	0501	33	2010	3
0301	8	0896	1	2150	1
0303	12	0998	9	2210	29
0305	4	1001	1	3359	2
0318	2	1035	3		

Source: DCPDS

# Our Strategy

The *2020 Vision* outlines how BUPERS-Millington/Navy Personnel Command will evolve Human Resource Operations for the Navy. The yearly business execution plan, guided by the long-term strategy, the *2020 Vision*; continually links BPM/NPC to the larger Navy strategic direction.

Five major strategic Focus Areas align efforts across the seven core services of BPM/NPC:

- Military Community Management
- Pay and Personnel Management
- Enlisted Supply Chain Management
- Career Management
- Career Progression
- Reserve Personnel Management
- Personnel Information Management

The next 10 pages expound on the Focus Areas and the projects completed within them during the fiscal year.



# Our Focus Areas



## Focus Area One - Deliver Effective Manning To Support Fleet Readiness and 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.



## 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.



## Focus Area Three - Provide Superior Service To The Fleet and 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.



## Focus Area Four - Supply Information To Support Navy Decision Making and Sailors Careers

We will provide timely, accessible, accurate, and reliable information to support leadership decisions and the personal and professional needs of Sailors.



## Focus Area Five - Foster An Effective Organization and 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 and future needs”

## Overview

In Focus Area One BUPERS-Millington/Navy Personnel Command commits to its key role in achieving and maintaining Fleet readiness by delivering qualified manpower today and planning to support the manning requirements of the future. With global, financial, and technological environments constantly shifting, the Navy must meet those challenges while quickly and efficiently moving Sailors around the globe.

## Project Highlights

BUPERS-Millington/Navy Personnel Command strives to provide Ready Sailors to the Fleet by ensuring the manning process is as efficient and as effective as possible.

By optimizing the efforts of the Production Management Office (BUPERS-00C2), Military Community Management (BUPERS-3), and Career Management (PERS-4) within BPM/NPC; the way Sailors are moved through their career lifecycle will be as efficient as possible to ensure the Navy is able to accomplish its mission.

With progress made toward achieving Billet-Based Distribution by FY20, PERS-4 has defined the direction of future enlisted detailing and distribution. The men and women making this vision a reality are showcased on page 32.

The PMO was able to engage all of the stakeholders of the Navy Supply Chain in a collaborative exercise (page 12) to examine the entire enlisted supply chain. All participants gained insight into the number of organizations that must communicate, coordinate, and synchronize efforts in order to properly man the Fleet.

At the same time, Military Community Management must keep the scope of current and future manpower requirements fully in view to ensure the Navy is able to meet current and future mission needs, balancing requirements with budget resources.

This document also shows how these BUPERS and PERS organizations collaborate with internal and external organizations for optimal results.

# Focus Area One Spotlight

## Scenario-Based Planning and Decision Support Exercise

To man the Fleet with Ready Sailors, multiple organizations and departments must work in concert to ensure the process is as effective and efficient as possible. In an effort to further refine the manning process and to better understand the dependencies within the Manpower, Training, Personnel and Education domain of the Navy; the first Scenario-Based Planning and Decision Support Exercise took place in July 2011.

The exercise was led by BPM/NPC's Production Management Office and the Navy Personnel, Research, Science and Technology Institute. The purpose was to bring together executive leadership and representatives from OPNAV N-1, BUPERS-3, PERS-4, Naval Education And Training Command, Naval Service Training Command, Recruit Training Command, Fleet Forces Command, and Surface Warfare Enterprise to examine the Navy manning process because of their key roles in how Sailors are trained and move throughout the Navy.

The exercise provided greater understanding amongst all of the organizations regarding how their actions and decisions impact one another and the resulting impact on Sailors.

The Scenario-Based Planning and Decision Support capability was sought as a means to learn from the past and not make these same mistakes again by affecting organizational cultural changes, providing greater organizational and Enterprise-wide transparency, exposing gaps and redundancies in business practices and analytics, and creating authoritative data and metrics.



# Focus Area Two

“Enable maximum contribution of all Sailors”

## Overview

BUPERS-Millington/Navy Personnel Command empowers Sailors in their professional career development with accurate personnel data, career guidance, and career processes of the highest integrity and transparency wherein performance is recognized and career flexibility is the norm. Success is measured by enlisted manning FIT in order to maximize readiness and the potential of each Sailor. In order to achieve FIT, BPM/NPC partners with the Warfare Enterprises to train, develop and place the right Sailors in the right place at the right time.

BPM/NPC engages Sailors as active partners with their command leadership and detailers in their career development; building their skill sets throughout their career in the context of Fleet operational priorities. In doing so, BPM/NPC links both the Sailor’s desire to serve with the Navy’s manpower requirements and strive to provide flexible career options that support a continuum of service.

## Project Highlights

BUPERS-Millington/Navy Personnel Command maximizes the opportunities for Sailors to serve by leveraging the capability of active and reserve components to best meet the needs of the Navy and the nation.

The Continuum of Service continues to be a major initiative to provide Sailors opportunities through their career lifecycle in active and reserve positions.

The Fleet Rating Identification Engine/Perform to Serve initiative provided unprecedented transparency between active and reserve components. This integrated view of active and reserve opportunities provides more flexibility for Sailors and visibility to the community managers regarding total force inventories.

# Focus Area Two Spotlight

## Continuum of Service

To balance the Navy's requirements for forces in both the active and the reserve components, BUPERS-Millington/Navy Personnel Command employs a Continuum of Service career model.

Through programs such as Perform-to-Serve with Selected Reserve option and Career Management System/Interactive Detailing with SELRES option, Sailors may seamlessly transition between active duty and a reserve affiliation.

"The Navy has answered the call with the seamless transition of 546 officers and 746 enlisted sailors from AC to RC in FY11," said Cmdr. Anthony Bayungan, Division Director of the Career Transition Office. "Additionally, the ability to execute RC to AC indefinite recalls to undermanned rates, has been achieved through the Career Transition Office and PERS-92. The goal to provide the means for Sailors to change lanes from AC to RC and back again has been successfully executed by PERS-9 in 2011, achieving a true Continuum of Service".

The intent of Continuum of Service is to give an individual Sailor the opportunity to seamlessly move back and forth between components throughout their career to best fit their personal needs and the Navy's force requirements. The flexibility enabled by the continuum of service will allow the Navy to continue to meet the national security needs of the Nation and provide rewarding careers for Sailors with mission critical skills.



*Photo by Ben Alumbaugh*

The men and women of the Career Transition Office ensure the efficiency of transitions between active and reserve components.

# Focus Area Three

“Provide Superior Service to the Fleet and Sailor”

## Overview

BUPERS-Millington/Navy Personnel Command will continually pursue service excellence by implementing improved methods of service and support. To realize this transformation, BPM/NPC gathers feedback from customers to better understand their issues and changing needs. Improving service delivery is dependent upon the quality of personnel data and the inherent design and usability of BPM/NPC’s human resource programs and services. BPM/NPC evaluates critical human resource business practices and measures of performance to identify opportunities for improvement, often benchmarking with industry best practices. BPM/NPC is focused on an enterprise-wide Personnel Service Delivery transformation to enhance the Sailors’ experience with streamlined processes, current technologies, and a well-trained and responsive professional HR workforce.

## Project Highlights

A core function of BUPERS-Millington/Navy Personnel Command is to provide superior service to the Fleet and Sailor.

By modernizing and automating processes, BPM/NPC will provide service excellence that today’s and tomorrow’s Sailors will need to successfully navigate their career and personal services.

Every component of BPM/NPC has a role in providing these services, but the at the forefront are the following departments: The Customer Service Center (PERS-1), which is the gateway into the organization; Personnel Information Management (PERS-3), ensuring each Sailor’s career information is correct; the Pay and Personnel Management office (BUPERS-26) developing and issuing pay and personnel policies; and Reserve Personnel Management (PERS-9) ensuring reserve personnel have timely and effective career support.

Each one of these departments have significant accomplishments spotlighted within this document, moving BPM/NPC toward its *2020 Vision*.

# Focus Area Three Spotlight

## e-Leave Ashore

Every military member has requested leave and gone through the approval process. Due to the work of BUPERS-26, the process of requesting, approving and accounting for leave is now more efficient than ever before.

To fix the problem, electronic leave (e-Leave) was implemented for the entire “ashore” environment.

“Traditionally, we had a system based on a paper chit, completed with a ball point pen and personally walked to each person in the requesting member’s chain of command for approval,” said Capt. Hank Vitali, Director of Pay and Personnel Management (BUPERS-26).

The previous system was problematic for leadership and the organization due to difficulty managing a command or unit’s leave schedule, juggling leave conflicts and poor leave tracking and reporting.

E-Leave transactions now comprise approximately 75 percent of all monthly leave transactions and are virtually 100 percent timely. Overall leave processing timeliness is now 95 percent, which is significantly improved from the 85 percent before e-Leave.

Pay processing timeliness for the entire Navy has improved since the introduction of e-Leave and is now 97 percent (up from 91 percent pre e-Leave).

Now that e-Leave has been embraced in the ashore environment, the next step of BUPERS-26 is to implement e-Leave fully in the “afloat” environment.



*Photo by Ben Alumbaugh*

Jim Courtney, BUPERS-26, spearheads the efforts to bring e-Leave to every Sailor.

# Focus Area Four

“Supply information to support Navy decision making and Sailor careers”

## Overview

Accessible and accurate information is critical to support informed leadership decision making, enterprise-wide human resource management, and effective personnel service delivery. BUPERS-Millington/Navy Personnel Command employs effective data governance policies, programs, and practices designed to migrate to an authoritative data environment. BPM/NPC strives to provide accurate career information and ever-improving tools to help Sailors manage their careers and management tools for HR professionals to access compensation, quality of life, and other benefit information.

## Project Highlights

Complete, accurate and timely personnel data is essential for BUPERS-Millington/Navy Personnel Command to accomplish its mission.

The primary focus of this initiative has been the Information Management Office initiative (BUPERS-07) and the ability to establish the Authoritative Data Warehouse/Authoritative Data Environment. A consistent, reliable, and accessible single source of authoritative personnel data supporting business processes and stakeholders across the Navy enables BPM/NPC to streamline processes and improve decision making.

# Focus Area Four Spotlight

## Authoritative Data Environment

As surely as ineffective decisions degrade warfighting, ineffective data degrades BUPERS-Millington/Navy Personnel Command's ability to support the Fleet and its Sailors.

BUPERS-075 has worked to solve the problem of multiple, conflicting data systems for the Navy by building an Authoritative Data Environment.

Having such a data environment will provide leaders across the Manpower, Personnel, Training, and Education domain and community managers the data necessary to manage and analyze active and reserve force.

"The ADE can provide high returns by decreasing the time to locate data and increasing the visibility of information across the enterprise," said Capt. Mike Rominski, BUPERS-075. "This enterprise-wide visibility will allow analysts and decision makers to analyze the business in new ways and identify issues sooner. The tangible and intangible benefits of the Authoritative Data Warehouse will drive down costs and help MPTE shape and manage the force more efficiently."

By streamlining the number of data systems, establishing authoritative data sources and eliminating the need to validate data; the ADE will provide BPM/NPC the ability to more efficiently and effectively manage the force and provide timely personnel services to all eligible customers and accurate pay and personnel information to the Fleet and Sailors.



*Photo by Ben Alumbaugh*

Carolyn Bahm, Capt. Michael Rominski, Kara Terrell and Bobbie Jackson (not pictured) are making the Authoritative Data Environment a reality for BUPERS-Millington/Navy Personnel Command

# Focus Area Five

“Foster an effective organization and workforce”

## Overview

The goal for Focus Area Five is the internal alignment of the organization, plans, investments, and the workforce to support vision and mission objectives. BUPERS-Millington/Navy Personnel Command created a long range vision based on logic that enables the organization to be more effective and proactive in a continually changing environment. The organization focuses on the need for greater visibility and understanding of the total costs associated with performing mission responsibilities, which will enable more informed business decisions. Workforce planning must be aligned with the organization's vision and mission and empowered through strategic planning, performance plans, and budgets. The command's strategies guide the identification of the required knowledge, skills and abilities of the workforce made possible by effective workforce management and development. Performance management and continuous process improvement is planned for use at all levels of the organization. The alignment of plans, investments, and the workforce to achieve the vision is done by continually evaluating performance against mission objectives.

## Project Highlights

To maximize the personnel and the business processes within BUPERS-Millington/Navy Personnel Command, program funding and personnel resources are meticulously tracked and actively managed.

The Business Operations Office (PERS-5) is vigilant in their performance management approach and finding ways to improve processes to enable business transformation throughout the command.

The migration of IT systems into the NMCI Extended Demilitarized Zone migration is one way BPM/NPC is focusing on the internal alignment of investments and workforce to achieve vision and mission objectives.

# Focus Area Five Spotlight

## Extended Demilitarized Zone

As the Navy transforms the information technology domain, BUPERS/NPC had a key role in enabling the future capabilities and access of personal information for and about Sailors.

PERS-54 was a critical actor in moving older information networks to a modern, approved Navy network security environment. The NMCI extended Demilitarized Zone was the Navy solution for BUPERS and subordinate commands to have a secure network environment and ensure these critical personnel systems were available for all Fleet users.

"We now have significantly more bandwidth," said Randy Wyatt, PERS-541 Application and Engineering Branch Head. "This allows for such functions as improved performance during online record review or submission of board packages along with allowing the potential for customers to experience faster connections to BUPERS applications."

This Pers-54 effort, supported by BUPERS-07, built out a completely separate NMCI infrastructure which isolated the existing legacy network and data without affecting Sailors. Moving more than 50 physical servers, almost 225 virtual servers, more than 3.25 million records (approximately 1 billion documents) and more than a 100 TeraBytes of data during the effort, all systems and information were transferred along with associated selection board results without interruption to existing legacy system users.

"Considering we are responsible for records dating back to before World War II, this migration of information was quite the daunting task," said Wyatt. In addition to migrating hardware and data, more than 40 web based applications were migrated, tested, and transitioned to reside within the eDMZ security container. The seamless transition, a process spanning several months, allowed uninterrupted service to the Sailors and Fleet.

# Department Breakdown

BUPERS-Millington/Navy Personnel Command is a complex organization made up of multiple codes that provide core services to the Fleet and to the Sailor. From community management to personnel services, BPM/NPC provides a wide spectrum of services that enable Navy leadership and human resource professionals the ability man the Fleet and serve Sailors.

On the following pages each major department within the organization is highlighted separately showing an organizational overview with the mission, FY11 spotlights, Manpower and Financial Data, and Key Production Statistics. Operation expenditure totals in the table include Program of Record, NMCI cost share, contracts, travel, and attributable central operations costs. Highlights of each department’s accomplishments are coded with a colored square or triangle (see legend below) to depict alignment with BPM/NPC’s Guiding Principles and Focus Areas.

The three Guiding Principles provide a common framework of beliefs that guide the actions of every team member each day at every level of the organization: Support Sailors, Add Value and Do the Right Thing.

BPM/NPC is able to “Support Sailors” through commitment to customers and service excellence. The BPM/NPC term “Add Value” is defined by seeking innovation and efficiency. Lastly, “Do the Right Thing” is done by exercising good judgment and responsibility.

Each one of these values is illustrated through the accomplishments of the departments that make up this command.

Guiding Principles	Focus Areas
 Support Sailors	 Focus Area One
 Add Value	 Focus Area Two
 Do the Right Thing	 Focus Area Three
	 Focus Area Four
	 Focus Area Five

# BUPERS 00 PERS 00

The data compiled below shows a compilation of the manpower and financial data for the many executive support offices that comprise BUPERS 00 and PERS 00.

- PERS-00C, Command Career Counselor
- PERS-00D, Office of Corrections and Programs
- PERS-00L, Legislative/Congressional Matters
- PERS-00M, Force Master Chief
- PERS-00R, Reserves
- PERS-00S, Secretariat
- BUPERS-00EL, Enterprise Liaison
- BUPERS-00U, Command Deputy Equal Opportunity Officer
- Civilian expenditure data for BUPERS-08, Business Transformation Office
- BUPERS-IG, Inspector General

These codes provide a wide array of critical functions that support the Deputy Chief of Naval Personnel/Commander Navy Personnel Command in properly exercising the complex mission of the command. The codes are responsible for being the conduit to external organizations and being internal consultants within BPM/NPC to ensure the organization is able to effectively and efficiently take care of the needs of the command.

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	29	28	2		59
Expenditure (\$)	3.630 M	3.275 M		1.979 M	8.885 M

# PERS-00D

## Office of Corrections & Programs

### Mission

Provide administrative, programmatic, and policy oversight over naval offender management programs (detention, restriction, correctional custody, confinement, deserter management, and appellate leave processing) as directed by the Commander, Navy Personnel Command and the Deputy Chief of Naval Operations / Chief of Naval Personnel.

### Highlights

- Attained a score of 100 percent on a triennial re-accreditation audit by the American Correctional Association (ACA)
- Memorandum of Agreement (MOA) was signed between the Chief of Naval Personnel and the Marine Corps Deputy Commandant, Plans, Policies, and Operations Department that codifies the confinement services and support to be provided between the Navy and Marine Corps correctional communities

FY11 Production Spotlights	
Opened new wings at Miramar and Charleston	Opened new Brig at Chesapeake
Brigs Average On-board: 569	Brigs End FY-10 / FY-11 On-board Difference: 500 / 552 (+52, +10.4percent)
NACIC (Deserter Processing) End FY-10 / FY-11 On-board Difference: 678 / 534 (-140, -20.65percent)	NAMALA (Appellate Leave) End FY-10 / FY-11 On-board Difference: 764 / 955 (+191, +25percent)

# Navy Brigs Set the Standard

Based on decisions of the 2005 Base Realignment and Closure Commission, PERS-00D completed more than \$120M in construction under budget and ahead of schedule while revamping the DoD and Navy Corrections System.

The significant actions taken by PERS-00D represent the most expansive retooling of the Navy's shore corrections system since 1999 and will impact the DoD and Navy corrections system for the next 40-50 years.

The intent of the 2005 BRAC realignment and consolidation was to facilitate joint service correctional operations, reduce the DoD corrections footprint, and build new facilities which improve safety, security, and efficiency.

PERS-00D led the closure of three Navy post-trial correctional facilities, consolidation of an Army-Navy Joint Regional Correctional Facility, and construction of three major correctional facilities. PERS-00D integrated more than 350 Marines, 120 Sailors and 30 civilians from the closing facilities to the three remaining regional facilities.

As part of the process, PERS-00D reconfigured the entire Navy corrections system with pre-trial confinement facilities becoming a responsibility of the Commander, Navy Installations Command and post-trial confinement facilities a responsibility of Commander, Naval Personnel Command. PERS-00D also developed several Memorandums of Agreement across the Services and Navy major commands to integrate and consolidate correctional functions.



*Photo by Ben Alumbaugh*

Susan Walters, Tim Purcell and Bill Peck represent PERS-00D set the highest standard for Navy Corrections and Programs

# PERS-1

## Customer Service Center

### Mission

The Customer Relations Management Department is the gateway for personnel issues and career management from the Fleet, Reservists, Retirees, Veterans, and families.

### Highlights

- ▲ Provided customer service support for 317,234 interactions through the centralized Customer Service Center
- ▲ Managed more than 195,000 inbound phone calls and processed more than 43,000 Selection Board correspondence packages
- ▲ Added services to support Employment Verification; Systems Access Request; Social media (Face book); and National Personnel Records Center, St Louis

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	4	3	30		37
Expenditure (\$)	506,326	333,670		2.230 M	3.070 M

FY11 Production Spotlights	
First Call Resolution rate: avg. 60.65 percent	Agent assisted 195,203 phone calls; 692 voice mails; 37,149 faxes; 10,541 e-mails; and Face book 496 messages
Customer Satisfaction: avg. 76 percent	Managed 59,087 documents; Selection Board 43,098; Navy Locator 13,144; Employee Verification 1,649; 1,120 System Authorization Access Request-Navy; Shift Colors 76

# Operation Tomodachi

On March 11, 2011 a magnitude 9.0 earthquake and tsunami struck Japan. Within hours the Navy was on the move, re-positioning ships and aircraft to assist the Japanese Self Defense Force in their relief efforts.

Dubbed 'Operation Tomodachi', the U.S. Navy brought more than 20 ships, 130 aircraft and 15,000 personnel to conduct missions as part of Operation Tomodachi.

The military members were not the only ones on the move as more than 7,800 family members stationed at U.S. military bases throughout Japan were flown to various U.S. locations as a result of the catastrophe.

BUPERS-Millington/Navy Personnel Command was critical in support of the relief efforts as multiple departments within the command assisted with the flow of people and information.

PERS-33 coordinated with Commander, Navy Installations Command; Commander, US Pacific Fleet; Navy Recruiting Command; and Defense Manpower Data Center on the reporting of personnel data in response to the disaster in Japan. Due to the number of permanently assigned personnel in Japan and the high potential for health risks associated with this disaster, information was required to establish eligibility for any benefits and entitlements associated with this incident.



# Operation Tomodachi

Reporting was required on daily locations of personnel in order to document potential exposure risks.

PERS-1 worked with the Navy Family Accountability and Assessment System (NFAAS); to account, assess, manage, and monitor the recovery process for the 47,636 personnel and their families affected by the tsunami. The Customer Service Center managed greater than 90 percent of all incoming calls in relation to the event.

BUPERS-00R coordinated timely support with reserves to assist in accomplishing this time critical mission.

According to Japanese Self Defense Minister Toshimi Kitazawa, the work of the U.S. service members and other Americans was testament to the half century of tomodachi – Japanese for friendship - between the United States and Japan.



# PERS-3

## Personnel Information Management

### Mission

Provides comprehensive policy and management and serves as the principal advisor to DCNP/CNPC in the fields of Military Personnel Information Management; specifically, Military Records Management, Federal Benefits, Personnel Evaluation Management, Information/Data Quality Management, and Selection Board Support

### Highlights

- ▲ Processed 6,824,265 pages to the Official Military Personnel File (OMPF)
- ▲ Processed 13,104 requests from active duty members to transfer their Post 9/11 GI Bill benefits to their family members

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	4	111	73		<b>188</b>
Expenditure (\$)	358,394	7.309 M		16.109 M	<b>23.777 M</b>

FY11 Production Spotlights	
Corrected 4,627 Military records	Researched and responded to 2,254 Congressional inquiries
498 Naval Discharge Review Board corrections	9,889 OMPF technical corrections
Processed 40,224 notices of claims for unemployment benefits	Processed 662,052 evaluations and fitness reports
Processed 430,088 error corrections in corporate legacy systems	Facilitated more than 148 Statutory and administrative promotion and selection boards

# One Person Makes a Difference

Almost 30 years after retirement, an aviator was able to hear again thanks to the efforts of PERS-3.

Leonard 'Robbie' Robinson, Commander (USN, Retired), was injured in a plane crash in 1952 while flying a mission during the Korean War.

After his crash Robinson 'escaped' the Naval Hospital with a broken back in order to return to his aircraft carrier and fly missions. In 1952, Lt. Cmdr. Robinson flew six strikes before the gravity of his injury was discovered and he was grounded for the remainder of his time in Korean operations.

Several years ago Robinson's daughter noticed her father's hearing was in decline. After being told the Veterans Administration would provide hearing aids if Robinson had a Purple Heart in his record, his daughter asked for help in getting his records reviewed for Purple Heart eligibility.

Robinson received his decoration after Dena Martin, Head of Retired Records Analysis Section (PERS-312) in the St. Louis, MO office requested his medical record from the VA. Martin was able to locate some medical documentation that corroborated the event and she promptly authorized and issued the Purple Heart, amongst other awards and decorations.

Being awarded the Purple Heart was not the focus of the efforts, but what the Purple Heart enabled Robinson to do. It gave him the ability to hear again.



*Photo by John Martin*

Dena Martin has been helping Navy, Marine Corps, and Coast Guard veterans with their awards for almost 37 years.

# Enlisted Sailor information moves to the 21st Century

As the Navy continues to transition personnel services to be fully online and accessible to Sailors, one project from Personnel Information Management (PERS-3) provides Sailors more visibility over their information.

The close out of Enlisted Field Service Record was spearheaded by PERS-3 to transition to the Electronic Service Record. Once the ESR is created through Navy Standard Integrated Personnel System, it allows the personnel offices to electronically enter transactions for Sailors' medals and awards, training and education, personnel qualification standards, routine administrative remarks and creates electronic forms that can be printed and signed when a hard copy is required for the Official Military Personnel File.

"Now Sailors can view their personnel records online. Both are available through a quick link on the NPC website, 'My Personnel Info', the ESR, which is maintained similarly to the old paper field service record via transactions, and the OMPF, which contains the document images of a permanent nature that is more commonly known as the record used by Selection boards for promotions," said Jim Tanner, Assistant Commander for Personnel Information Management.

As personnel services evolve, PERS-3 will continue to empower Sailors with the ability to have as much access as possible and to control their personal information.



*Photo by Ben Alumbaugh*

Back row (L-R): Tyrus Buford, Bob Thompson, Shayne Cooper, Terry Higy, Terry Henderson, Cameron Walker, Corey Nichols, Alan Young, Larry Sokoloski, John Fleenor, Michael Buck, Lance Hilliard, Randy Kurschner

Third row (L-R): Don Stinson, Sandra Goforth, Carma Whorton, Michelle Irwin, Darlene Gemuend, Katie McIntyre, Patrice Hall, Veronica Richman, Donna Gilliland, Pam Carter, Tracy Kelly

Second row (L-R): Teresa Hilbert, Iris Robinson, Valerie Jones, Kathy Wardlaw, Tonya Harris, Michelle Diggs, Jessica Payne, Sherrie Lenahan, Maria White

Front row (L-R): Cynthia Fayne, Carol Fister, Lakiesha Chalmers, Wanda Rutledge, Gloria Brent, Glenda Cole

# PERS-4

## Career Management

### Mission

Responsible for assigning Sailors to job vacancies, effectively responding to Fleet demands, and advancing personal career development in order to maximize the manning readiness of naval forces

### Highlights

- ▲ Managed all aspects Afghanistan/Pakistan Hands, the Chairman of the Joint Chiefs' number one manpower requirement
- ▲ Stand up of Ft. Belvoir Community Hospital in Washington, D.C.
- ▲ FIT Optimization

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	583	128	6		717
Expenditure (\$)	77.761 M	8.993 M		192.527 M	279.282 M

FY11 Production Spotlights	
Detailer to Sailor Ratios: Enlisted (1:1491) & Officer (1:537)	88,660 PCS Orders written and released
15,205 Individual Augmentation Orders written and released	11,782 Mobilization Orders written and released

# The Future of Sailor Distribution

As part of the distribution and detailing efficiencies within the Focus Area One, the Billet-Based Distribution project was kicked off in FY11.

Billet-Based Distribution is an initiative that will allow for the distribution of enlisted Sailors to discrete billets, based upon the current identifiable billet information in the Total Force Manpower Management System, and enable a more efficient usage of finite Manpower Personnel Training and Education resources to maximize Fit and enlisted personnel readiness.

"The goal of BBD is to align every distributable Sailor in the Navy to a specific Billet, sustain the alignments over time, and generate a more accurate demand signal for detailers," said Mr. Scott Barbier, PERS-4013.

Even though the project resides in PERS-4, the Billet-Based Distribution Team has members from departments throughout the MPT&E domain enabling the project's success.

Within BPM/NPC, researchers from Navy Personnel Research Studies and Technology have developed a Computer Assisted Slating tool which may help detailers more effectively distribute Sailors through integration of multiple data systems and the use of optimization techniques. This tool is also being evaluated by the Billet-Based Distribution Team for possible integration with BBD to provide an optimization and slating capability for all enlisted assignments.

"There is no good reason a detailer shouldn't be able to identify candidates for assignments the way you and I find things on Google," said Colin Osterman, Ph.D.; NPRST. "It is time to bring enlisted detailing into the 21st century."



*Photo by Ben Alumbaugh*

Standing (L-R): Todd Anderson, PERS-4013; John Hardgrave, PERS-455; Tracy Hancock, PERS-455; Carlos Jones, PERS-455; Criss Minich, PERS-455; Ryan McGarity, PERS-455; John Doss, PERS-4013  
Seated (L-R): Jim Christy, BUPERS-074; Colin Osterman, NPRST; Scott Barbier, PERS-4013; Larry Hoehn, PERS-455

# PERS-5

## Business Operations

### Mission

Provide timely, accurate, high quality, cost effective and customer-focused business and technical services for internal and external customers

### Highlights

- ▲ Successfully implemented the Manage to Payroll (M2P) concept for managing the FY11 Civilian Personnel labor budget
- ▲ Engineered the migration of more than 40 supported systems from the legacy network to the NMCI Extended Demilitarized Zone network
- ▲ Implemented the Adobe LiveCycle platform providing capability, digital signature, workflow, and the ingestion of .pdf documents into EMPRS

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	15	106	82		<b>203</b>
Expenditure (\$)	1.939 M	9.539 M		54.442 M	<b>65.922 M</b>

FY11 Production Spotlights	
<p>Provided training for approximately 6,098 students and conducted 418 classes</p>	<p>Deployed several key IT applications including: Official Military Personnel File View (OMPF View), Full Time Support Application (FTS) update to Reserve Recall ,Physical Readiness Information Management System (PRIMS) rewrite and upgrade, Officer Promotion Calculation Models (OPCM) to support NPRST requirements</p>
<p>Processed more than 100 requests for Personnel Recruitment Action (RPAs) for BPM/NPC, more than 1200 performance and time-off awards for approximately 700 GS and NSPS civilian employees.</p>	<p>Processed more than 2,500 supply requisitions totaling approximately \$600,000; 54 contracts totaling \$1.1 million, 43 Mortuary contracts totaling \$159,000</p>

# PERS-8

## Career Progression

### Mission

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

### Highlights

- ▲ 5,206 Enlisted separations processed (Favorable and Unfavorable)
- ▲ 2,127 Officer separations processed (Resignations)
- ▲ 47,000 Officers screened in support of pay grade O-3 to O-8 active and reserve boards

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	57	69	0		126
Expenditure (\$)	7.942 M	4.388 M		991,890	13.322 M

FY11 Production Output	
\$19,514,113.03 Enlistment Bonus funds distributed	11,500 Officers promotions
98 SPOT promotions	Processed 343 Cases for possible Administrative Separations/Detach For Cause (Officers)
195 Administrative separations (Officers)	Completed Detach for Cause cases Enlisted: 94 Officer: 132
Processed 2866 Joint DoD/DVA Disability Evaluation System decisions	Processed three Intentional Misconduct-Willful Neglect authorizations

# Force Management

As the Department of Defense faces unprecedented budgetary constraints, the Navy has had to rebalance the force to meet congressionally mandated end-strength requirements. BUPERS-Millington/Navy Personnel Command was responsible for the analysis and conducting the selection boards to meet those end strength numbers. In actuality, pro-active management of the force occurs continually, but larger scale force management actions were needed in FY11 to affect FY12.

While a difficult process for all personnel involved, the professionals of BPM/NPC were committed to ensuring every affected Sailor was given fair and equitable treatment throughout the process.

"The Navy's selection board process has proven time and again to be an extremely fair process and the Enlisted Retention Board followed in that tradition," said Capt. Fred Harr, PERS-80 Division Director. "Our ability to develop and execute such a difficult assignment is a testament to the abilities of my enlisted board and eligibility departments, coupled with two very capable board presidents and the 149 officers/senior enlisted personnel from the fleet who comprised the membership for the two board phases".

In total more than 3,000 Sailors, officer and enlisted, will be leaving the active service by the end of FY12 via some form of involuntary force management action.

"The purpose of current force shaping policies is not to get rid of Sailors just to reduce numbers and costs," said Capt. Stephen Holmes, Director of Military Community Management. "The primary objective is to retain the right Sailors to meet the assigned naval operational missions while staying within fiscal constraints. In some cases it does mean releasing dedicated, hard working Sailors but it also means retraining Sailors, both officer and enlisted, to serve where we need them the most." This was evident both in the opportunity for qualified Sailors to convert to undermanned ratings during the ERB process and the redesignation of junior officers in the Probationary Officer Continuation and Redesignation Boards.

"We value every Sailor and family, so the decision to establish the Enlisted Retention Board was made after careful consideration," said Rear Adm. Don Quinn, Deputy Chief of Naval Personnel. "Unlike the drawdown nearly ten years ago, we are providing the opportunity this time, on a level-playing field, for all to compete to stay."

# PERS-9

## Reserve Personnel Management

### Mission

Coordination and administration of personnel matters concerning members of the Navy Reserve to include the Selected Reserve (SELRES), Individual Ready Reserve (IRR), Standby Reserve (S1/S2), and Retired Reserve, ensuring maximum readiness in the event of mobilization or recall

### Highlights

- ▲ 40 percent reduction in open Line of Duty cases from 630 to 388
- ▲ 85 percent reduction in process time for determination for Medical Benefits Issuance from 135 days to 20 days
- ▲ Reduction in processing time from more than 120 days to less than 90 days for inter-service transfers

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	78	60	0		<b>138</b>
Expenditure (\$)	8.957 M	3.170 M		8.721 M	<b>20.849 M</b>

FY11 Production Spotlights	
Maintained 1,759,500 records	Issued 2,000 Officer Appointment Certificates
Issued 60,000 Officer Status/IRR Letters	Affiliated 576 Officers with SELRES
139,557 Officer/Enlisted Administrative Personnel Actions	Affiliated 746 Enlisted to SELRES

# Reserve Medical Review provides New Standard of Excellence

PERS-9 conducted a comprehensive review of Reserve Medical Programs in 2011, which highlighted two areas for improvement: Line of Duty and Medical Hold.

PERS-95 identified two major concerns with LOD. The first was the delay in approval of benefits and the second was inadequate knowledge of LOD policies/procedures by the chain of command.

To fix these concerns, PERS-95 revamped the LOD Desk-top guide to simplify requests and making them electronic. They instituted electronic records management and added reporting capabilities into the Medical Records Reporting System, which ultimately enabled an 85 percent reduction in LOD request process time.

PERS-95 and the Reserve Force Surgeon performed MedHold site visits assessing process and best practices. This collaboration resulted in sites now following a standardized and more efficient process.

Also, based on these site visits, PERS-95 provided recommendations that were instituted by the Force Surgeon, and drafted a NAVADMIN clarifying MedHold procedures.

The effects of the Comprehensive Review and the procedural changes that were implemented created a culture of continuous process improvement within PERS-95.

“This results of this review will help Reserve Sailors receive the best medical care the Navy has to offer in a timely fashion and will improve readiness of the Navy Reserve Force for years to come,” said Cmdr. Matt Gibbons, PERS-95 Division Director.



*Photo by Ben Alumbaugh*

Back row (L-R): HM2 Zachary Veese, HMCS Mauro Pedrozo, LCDR Michael Watson, CAPT William Nooney, HMCM Michael Wentzel, HM1 Nathaniel Mitchell, HMC Christine Moore, YN1 Chris Capuano, HMC Eric Sowell  
Seated (L-R): Senetria Harris, Sami Bolton, HM2 Marcus McClain, CDR Matthew Gibbons, HA Justin Davis, CAPT Rick Snyder, HM3 Ashley Conner, HM2 Jami Bevers, Joe Moore, (not pictured) HM1 Tracy Morton

# BUPERS-IG

## Inspector General

### Mission

The Office of the Inspector General provides services directed at the prevention or detection of fraud, waste, abuse and mismanagement, and serves as program manager for Command Inspection; Managers' Internal Control; Audit Liaison; and Hotline Investigation programs

### Highlights

- ▲ Reduced cycle time in cases by 9 percent
- ▲ Coordinated 29 audits
- ▲ Closed 102 cases

FY11 Production Spotlights	
Two Command inspections conducted	More than 210 Inspection recommendations for improvement
66 inspection recommendations closed from previous year	31 audit recommendations tracked
One major Internal control weakness identified	32 major internal control accomplishments

# Collaboration Provides New Benchmark

A new inspection process for the Naval Consolidated Brig was developed through a joint inspection team of BUPERS Inspector General and PERS-00D.

This collaborative effort between the two organizations was planned, coordinated and executed based on the inspection framework of people, process, and technology. The joint effort focused on inspection, training, process improvement, internal controls, and established a baseline for future consolidated efforts.

“This inspection involved the seamless integration of personnel from multiple organizations and services, performing a detailed process,” said Sandy Taylor, Deputy Director of BUPERS IG. “Basing the inspection on those three aspects helped focus the alignment on a common goal”.

By conducting the inspection in this manner, the Navy was able to save money and time through reduced travel costs and streamlining the man hours required.

Collaborating on the processes allowed the organization to better standardize and apply technology in a unifying manner.

This joint effort showed the collaborative effort of BPM/NPC to meet the mission needs of the Navy.



*Photo by Ben Alumbaugh*

From L-R: Sheila Pena, BUPERS-IG; Kim Sund, BUPERS-IG; Sandy Taylor, BUPERS-IG; Bill Peck, PERS-00D; and Tim Purcell, PERS-00D work together to improve the efficiencies and processes of inspections to benefit both departments.

# BUPERS-00C2

## Production Management Office

### Mission

Serving as the subject matter expert for supply chain business processes, the PMO collaborates with organizations across Manpower, Personnel, Training and Education to identify barriers and inefficiencies, perform analysis based upon industry standards for supply chain management, and recommend solutions to more effectively deliver Sailors to meet Navy workforce needs

### Highlights

- ▲ Completed Phase I and began Apprentice pilot test with one Learning Center and three rating pipelines for the DCNP sponsored Integrated Production Plan process developmental work
- ▲ Developed and validated the vacancy based demand tool that aligns the push and pulls demand signals
- ▲ Reclassified 3,756 Sailors into needed ratings

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	10	11	10		31
Expenditure (\$)	1.322 M	1.480 M		2.940 M	5.742 M

FY11 Production Spotlights	
Managed 37,124 Work-in-Progress accessions	Managed 240,000 Quotas
	Managed 54,000 School seat reservations

# BUPERS-1

## Navy Personnel Research Studies and Technology

### Mission

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

### Highlights

-   Navy analysts for the “Don’t Ask, Don’t Tell” Survey
-   Completed first-ever Navy Total Force Survey
-   Delivered and performed initial testing of a Community Management Analysis Tool for BUPERS-3

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	6	40	4		50
Expenditure (\$)	874,000	3.865 M		1.978 M	6.717 M

FY11 Production Spotlights	
Transitioned the Navy's Officer Flow Point Calculation Tool to the BUPERS Online production environment	Transitioned the CNRFC N1 Manpower Decision Support System
Developed the Navy's Reserve Promotion Planning Tool	Developed new C-SORT cut-scores for screening SEAL candidates
Transitioned the Recruiter Assessment Battery (RAB) to Navy Recruiting Command	

# BUPERS-3

## Community Management

### Mission

Holds primary responsibility for strategic-level military community management and forecasting for the Navy

### Highlights

- ▲ The development and implementation of an enhanced Perform To Serve Quota Management Tool
- ▲ Established retention quotas accurately reflecting inventory needs by Year Group and Rate
- ▲ Identified a "talent-to-task" billet-level review and way ahead for all 59 designators in the LDO and CWO communities
- ▲ Conducted in-depth reviews of numerous officer communities to validate requirements in support of accession and strategic planning

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	103	29	5		137
Expenditure (\$)	15.054 M	2.387 M		7.237 M	24.678 M

FY11 Production Spotlights	
Processed 280,282 PTS Applications	Processed 2,394 Fleet Reserve Requests
Staffed AC 367 / RC 1,964 Redesignation requests	Developed AC 38 / RC 27 Promotion plans
Staffed 2,852 Billet Change Requests	Conducted 11 Probationary Officer Continuation and Redesignation Boards

# Command Website increases Capability and Information

As the second most visited Navy website, BPM/NPC upgraded the capabilities and the information available to customers.

BUPERS-3/NPC Public Affairs Division spearheaded the NPC website transition to SharePoint. The NPC Webmaster, Mr. Don Koehler, managed more than 200 web authors and a 20 person “tiger team” to accomplish the transfer of 13,000 files from the legacy system to SharePoint.

“85 percent of the website's content is contained nowhere else to include NAVADMINs, MILPERSMAN articles, Boards and Detailing information,” said Lt. Cmdr. Delmy Robinson, Navy Personnel Command Communication Office. “Because every webpage and document had to be individually transferred, we were able to eliminate outdated content improving validity and currency.”

The successful collaboration of the Public Affairs office, BUPERS 3, PERS 5 and BUPERS 07 resulted in meeting the transition deadline and Navy-wide mandate without interruption to the website's 1.2 million monthly visitors.



*Photo by MC3 Andrea Perez*

From L-R – Pam Warnken, Lt. Cmdr. Delmy Robinson, Vicky Gallagher, Don Koehler, and Lt. Jonathan Williams show the fruits of their labor of the website transition

# BUPERS-05

## Human Resource Management

### Mission

Advises and assists Chief of Naval Personnel and Deputy Chief of Naval Personnel on all matters relating to "Total Force" Human Resources (HR) program/policy development, implementation, assessment, and evaluation for BUPERS headquarters and field activities

### Highlights

- ▲ Led the development of BUPERS Future Civilian HR Service Delivery Model
- ▲ Conducted BUPERS second annual Civilian Human Capital assessment
- ▲ Finalized Navy Consolidated BRIG BRAC 2005 manpower, organizational and personnel actions. Conducted Law Enforcement Officer position review for Navy Consolidated Brigs
- ▲ Established BUPERS Workforce Council to serve as a forum to address BUPERS-wide HR, EEO, Manpower initiatives and best practices

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	0	6	0		6
Expenditure (\$)	0	711,184		37,692	<b>748,876</b>

FY11 Production Spotlights	
Coordinated review of telework eligibility for all BUPERS civilian positions	Coordinated 42 Individual Augmentation (IA) assignments for BUPERS activities
Developed BUPERS policy for Interim Performance Management System (IPMS) throughout BUPERS.	Developed a BUPERS Inspection guide for Civilian Personnel, Manpower, and Organization reviews
Reviewed and approved 2,204 Manpower changes in the Total Force Manpower Management System	Served as the manpower, organization and civilian HR SME for the NPC command inspection
Updated BUPERS policy on the establishment and disestablishment of BUPERS organizational structures	Developed POAM for Manpower, Organizational and Personnel actions/timelines associated with the transition of the PASS program to BUPERS

# BUPERS-07

## Information Management

### Mission

Works to provide secure, reliable, next generation information technologies and business capabilities to enable Navy mission accomplishment

### Highlights

- ▲ Achieved full Certification and Accreditation for 24 BUPERS Federal Information Security Management Act (FISMA) systems
- ▲ Completed Unneeded Account Cleanup, representing a potential overall NMCI program cost avoidance of \$25,428 per month
- ▲ Reduced incidents by 96 percent within Navy Personnel Command

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	10	25	20		55
Expenditure (\$)	1.630 M	2.760 M		2.273 M	6.664 M

FY11 Production Spotlights	
Processed 16,980 NMCI invoices and pre-invoices (~1,415 per month) with no more than 2 percent of the pre-invoices processed as 'Non-Validated' (includes Recruiting)	Continued support of new NMCI Mobile Recruiting Initiative (MRI), 4,800+ ordered and deployed against 30 Navy Recruiting task orders.
Processed and obligated 438 BUPERS IT funding documents which includes NMCI orders & modifications and other non-labor IT associated requirements	Reduced number of networks from five to two
116 Requests for Information Services filed	Reduced servers registered in DADMS from 366 to 23

# BUPERS-08

## Business Transformation

### Mission

Serves as program manager, principal business architect and technical advisor for all business transformational initiatives within the Pay, Personnel and Career Management business lines

### Highlights

- ▲ Developed 963 As-Is Business Process artifacts detailing the business processes and sub-processes for 91 core personnel and pay processes
- ▲ Translated 207 DoD and DoN policies into more than 20,000 business rules to facilitate alignment of policy statements to individual process steps to support Business Process Reengineering efforts
- ▲ Developed a simulation and modeling capability for conducting business process reengineering to include identification of current process labor costs and hours

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	1	1	69		71
Expenditure (\$)	144,700	*		8.439 M	8.584 M

FY11 Production Spotlights	
Completed Subject Matter Expert validation, metrics collection and cost allocation for eight core business processes within the Separations, Retirements, and Retention business lines	Validated 100 percent of the new CMS/ID functionality represented in 20 OPNAV approved Change Requests

\* BUPERS-08 civilian pay is collected in BUPERS-00/PERS-00 financial data

# BUPERS-26

## Pay and Personnel Management

### Mission

Develops and issues operational/execution pay and personnel policies for execution by Personnel Support Detachments, Pay & Personnel Afloat Detachments, personnel/pay offices of other operational units

### Highlights

- ▲ Refined e-Leave Ashore and rolled-out assessment process to afloat community
- ▲ Distributed and socialized Personnel Service Delivery Transformation strategy document
- ▲ Lead for Tier I Personnel Support Professional Community certification in support of the repeal of “Don’t Ask Don’t Tell”

Manpower and Financial Data					
	MIL	CIV	CTR	Ops	Totals
Headcount	6	3	0		9
Expenditure (\$)	1.002 M	164,610		278,320	1.445 M

FY11 Production Spotlights	
4,600 out of 4,956 commands have implemented e-Leave ashore	Identified 140 additions or changes to Personnel Specialist "A" School training
Formalized Personnel Service Delivery Transformation strategy document	Developed and disseminated 33 Pay/Personnel Information Bulletins



**BUPERS MILLINGTON**



**NAVY PERSONNEL COMMAND**