



Aligning Human Resources to Naval Power 21

“What's different today is our sense of urgency – the need to build this future force while fighting a present war. It's like overhauling an engine while you're going at 80 miles an hour. Yet we have no other choice.”

President George W. Bush, December 2001

Meeting the 21st Century Naval Challenge ~

The Navy and Marine Corps are transforming to meet tomorrow's national security challenges while actively fighting the Global War on Terrorism. Sea Power 21 and Marine Corps Strategy 21—the enabling strategies of Naval Power 21—articulate how the Services will meet current and future challenges in an uncertain and dynamic global environment. Naval forces will leverage innovative concepts, cutting-edge technologies, and joint-integrated operations to enable the President of the United States to project military capability around the globe—at short notice and with unprecedented accuracy and lethality. Highly networked, information-centric warfighting capabilities will deliver superior combat readiness against a wide range of threats. Fully realizing these opportunities will require also transforming our business and management practices to meet head-on the new realities of the Information Age and the 21st century.

Confronting New Realities ~

Future strategic tactical, operational, and support environments will place greater demands on personnel performance. We will require all naval personnel (active, reserve, civilian, contractor) to master a wider range of competencies and exercise keener situational awareness and judgment than ever before. We will expect our people, and the human resource systems used to manage them, to respond with greater speed, flexibility, and accuracy. Today's naval human resource policies, organizations, and systems—built during the Cold War with Industrial Age business processes and technologies—will be unable to meet the requirements of Naval Power 21.

We must design and implement a new human capital strategy and a new approach to human resource (HR) management.

To address this challenge, the Department of the Navy (DoN) hosted the Workforce Planning and Analysis Offsite conference on 27-28 October 2003 to outline the new human capital strategy for the Navy and Marine Corps. Invested participants were CNP/N1, DCMRA, BUMED, MARCORRES, CNR, NETC, and N51.

A strong, urgent mandate was reached to transform current naval human resource policies and systems in order to meet the new challenges of the 21st century. Participants committed their energies and support to this endeavor.

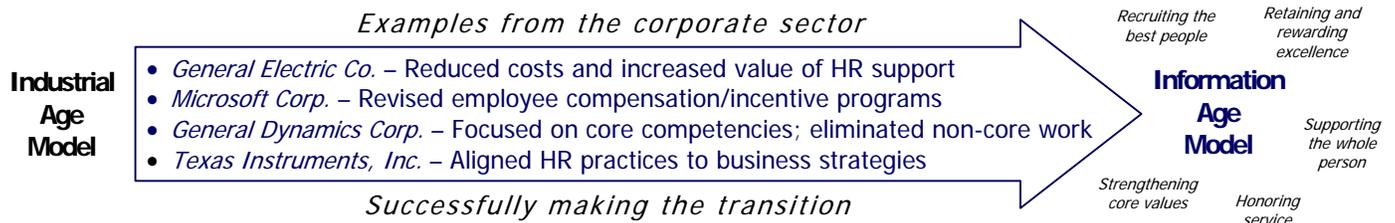
COMPARISON OF CURRENT HR SYSTEM AND NAVAL POWER 21

<i>Capabilities</i>	Today's System <i>~ Sub-optimizes skills, mix, size ~</i>	Required for Naval Power 21 <i>~ Efficient and effective ~</i>
Workforce Structure	Hierarchical “one size fits all”	Flat organizations that empower employees
HR Technology	Fragmented, slow to deploy	Embedded smart technology
Using Information	Costly to acquire and held by few	Workforce of “knowledge workers”
Decisions & Processes	Inflexible, labor intensive	Agile, flexible, accurate, fast, decentralized
Cost	Inability to determine true costs	Accurate HR cost data to support decisions
Effectiveness	Unaligned or mismatched efforts	Strategic alignment to requirements

A new human capital strategy is required to ensure attainment of the visions, goals, and objectives of Sea Power 21 and Marine Corps Strategy 21 ... of Naval Power 21.

Transforming Human Resource Systems ~

Innovative business leaders have successfully applied the human sciences to predict human behavior and optimize the employment of human capital in large enterprises. The highest performing organizations have applied best practices, aligning operations and processes, to improve human performance and workforce productivity. They have employed new information technologies to facilitate organizational networking, share information more efficiently, and develop individually-tailored compensation packages that incentivize diverse workers who have varying career and professional expectations.



DoN Human Capital Strategic Plan for the 21st Century ~

In early 2004, DoN will publish the human capital strategic framework with a plan of action and milestones (POA&M). It will identify critical transformation policy areas, opportunities and obstacles, sponsors and partners, and resource requirements necessary to assure success.

Transforming DoN human capital management is a cooperative effort between the Secretariat and the Services, directed through the Force Management Oversight Council, requiring new principles for effectively and efficiently managing the total naval workforce. The new human capital strategy will emphasize flexible and adaptive systems that produce and sustain a workforce aligned with the goals and requirements of the naval services.

DoN Human Capital Transformation Policy Areas	
<i>Focus Areas</i>	<i>Target Policies and Programs</i>
Workforce Structure	Labor-capital tradeoffs: Division of labor among components (active, reserves, civilian, contractors); Human System Integration.
Cost of Manpower	Compensation, career lengths, retirement system, medical benefits.
Total Workforce Management	Portability & flexibility among all manpower components. Work validation and metrics.
Civilian Workforce Management	Implementation of National Security Personnel System (NSPS). Senior Navy workforce.
Joint Force Management	Resource support, mission support and integration with other services. Homeland Defense/Security support.

The plan will establish the vision and strategy for a fundamental change in how Navy and Marine Corps conceptualize, manage and resource their people. This change is profound: people will no longer be an afterthought, but will be at the core of all strategic and operational decisions. Only in this way can we unlock the full range of human capabilities needed to realize Naval Power 21.

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“We must, can, and will implement modern and more effective ways to manage our people and the workforce. We are counting on our Naval leaders to make it happen.”

Secretary Gordon R. England, November 2003