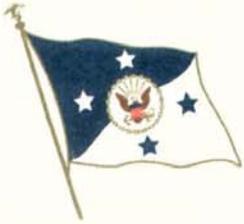


Navy Civilian Workforce Framework



Version 1.0
October 2016





CHIEF OF NAVAL OPERATIONS

September 27, 2016

One Navy Team

“A Design for Maintaining Maritime Superiority” speaks to the operational and warfighting advantage strengthened by developing high performing, fast learning teams. Leveraging our diversity - from around the country and around the world – is key to reaching our potential and maintaining our advantage against our adversaries.

Respect for the dignity of all in the Navy Team, as well as our many partners, is essential to conducting ourselves according to our core attributes of accountability, integrity, toughness and initiative, as the expression of our core values of honor, courage, and commitment.

In our Navy, we have individuals from many different cultures, ethnicities, and histories. We must recognize this advantage and include the broadest-possible spectrum of people and perspectives.

As well, we often work with organizations that have different cultures than ours. Expanding and strengthening our partnerships requires us to welcome these partners as far as possible into our trust and confidence. We must work hard to forge unity of effort as one team.

Generating success as a team means going beyond merely understanding the unique perspectives of different people and cultures - understanding is too passive. Achieving top performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.

This is harder than it sounds. We all have built-in biases that unconsciously influence our choices and decisions. Putting measures in place to help us overcome these biases will help us first to form a diverse team and then to include that team to achieve the fullest advantage.

Trust is the foundation of strong teams – we cannot win tough fights without it. In our business, trust is earned by demonstrating competence and character. We welcome verification and validation of that trust. Including diverse views and perspectives, and appreciating everyone for what they bring to the team, helps us improve trust - and therefore performance - throughout all phases of naval operations. Creativity and new ideas are important in the beginning, when our plans are just forming, to ensure we don't miss something. During execution, we must communicate openly, trust each other, and hold each other accountable. Finally, we should listen intently to all contributions during rigorous post-event assessments. Different perspectives shine lights into our blind spots and illuminate things we wouldn't otherwise see. In this way, we will learn and improve faster.

Actively being inclusive and open to diverse perspectives will produce leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards, to be ready for decisive operations and combat. Let's get to it.



J. M. RICHARDSON
Admiral, U.S. Navy

Introduction

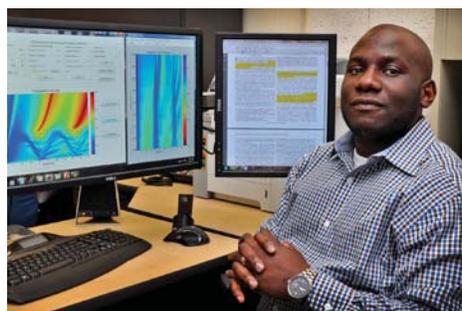
As specified in U.S. Code, the United States Navy is charged with being ready to conduct “prompt and sustained combat incident to operations at sea.” A Design for Maintaining Maritime Superiority Version 1.0 elaborates further on the changing environment in which this mission must now be conducted. We have entered a new age of competition, and a defining feature of that competition is the pace and complexity of change.

To remain competitive - indeed superior - amidst that change, we will need a highly capable Navy Team. The Navy Team is defined in the Design as “a diverse mix of active duty and reserve Sailors, Navy civilians, and our families.” Our Team is our competitive advantage and is the key to our success.

As with our Sailors, our Navy civilians are drawn to our core values of honor, courage, and commitment. They share the responsibility to act in accordance with those values by consistently demonstrating our core attributes of integrity, accountability, initiative, and toughness. Like our Teammates in uniform, our civilians must develop and consistently demonstrate not only competence in their chosen career specialties, but also the character that inspires the trust and confidence that enables the Navy to win.

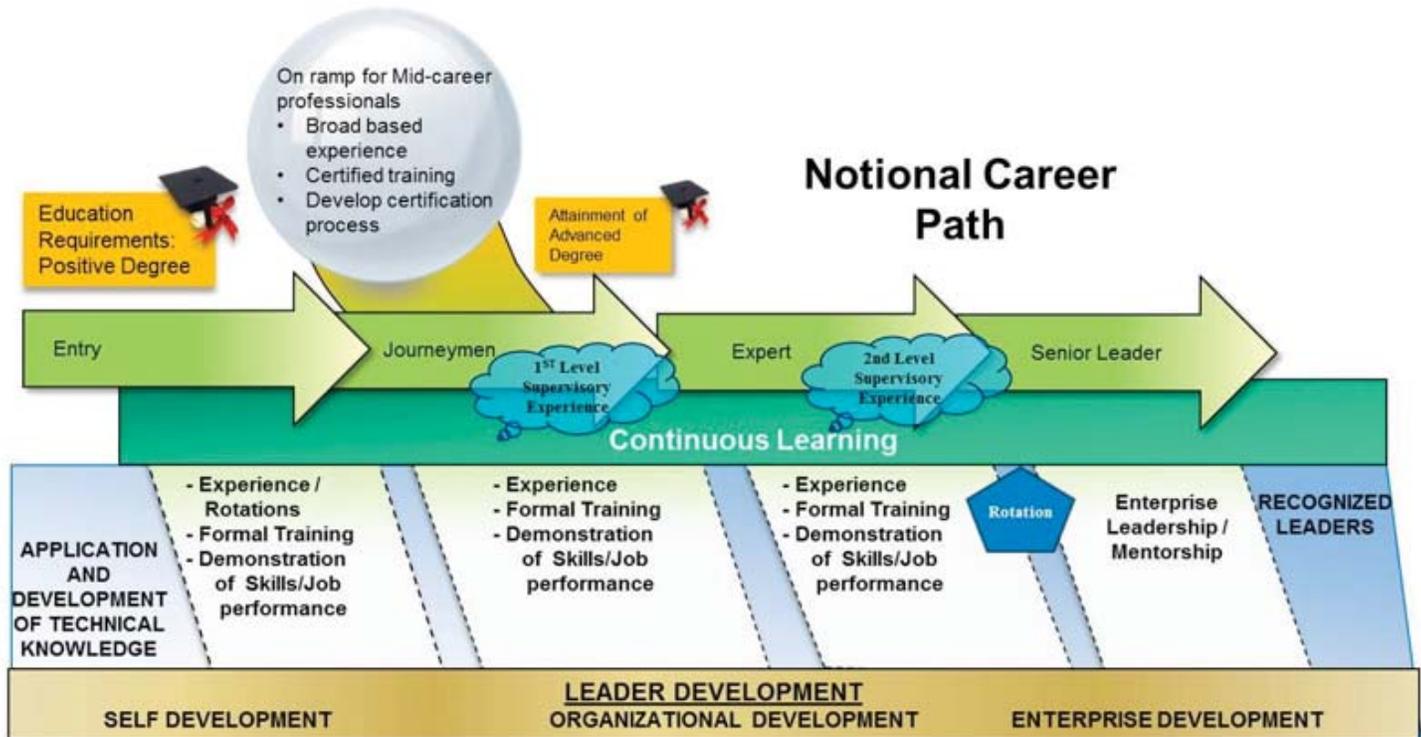
This Framework is the first step toward identifying what we as a Navy can do to strengthen our civilian workforce, and by extension the Navy Team as a whole. This is an opportunity we cannot afford to miss. Navy civilians offer unique technical expertise, continuity of knowledge and experience, and diversity of thought and perspective. We must fully leverage those contributions in order to succeed in our mission. The full plan to strengthen our Navy civilian workforce will be outlined in this Framework, and will be further developed by more specific strategies that specify the actions each command within the Navy will take to meet the objectives outlined below. All of these efforts will be overseen by a Civilian Workforce Advisory Board to drive alignment and accountability, and to ensure we learn rapidly as we take a more deliberate approach to strengthening this key element of the Team.

This Framework lays out our institutional obligations to the civilians who chose to join our Team, and the expectations we have in return. The aim is that the Framework further strengthens the bonds within our Team, setting the conditions for maintaining maritime superiority.



Navy Civilian Career Path

Navy civilians bring a broad spectrum of knowledge, skills and abilities to the Team, from shipyard and aircraft maintainers to budget analysts to high-end scientists and engineers to communications specialists and so much more. Some of these communities have clear developmental pathways. For others, however, the steps for progression are much less clear. A general model for a civilian career path should comprise of the basic elements described in the discussion below:



The model describes four basic phases of development from entry level to senior leader, and lays out how professional competence and character continue to grow during each phase, through combinations of on the job and formal training. At the same time, it illustrates how the focus of leader development expands from the individual employee early in a career to a larger organization in mid-career to the entire Navy at senior positions. With that evolution comes the responsibility to develop and mentor subordinates, growing future leaders as we go. All of these activities are enriched by a commitment to continuous self-learning, motivated by a strong desire for improvement.

As individuals progress through their careers, the Navy is responsible for career path management and the functions that support it. These functions include:

- Workforce planning. We can and must improve in our ability to place the civilian with the right skills in the right position at the right time, across the entire Navy.

- Recruiting and hiring. Current practices to bring new members to the Team are unduly burdensome and take too long. We must find ways to streamline these processes to compete for the best talent.
- Employee engagement. An assumption of this Framework is that our Navy civilians are internally motivated to give their very best effort to their work. No other model will do. The margins of victory are razor thin - we need full engagement to stay ahead.
- Performance management. Surveys indicate that too many civilians perceive the performance management system as opaque and inconsistent. Leaders must take steps to provide deeper shared understanding of their subordinates' performance, including the system by which it is formally assessed, and ensure equity in its application.
- Professional development. To support the notional model described above, the Navy must invest in the necessary tools to enable professional and personal development, both in formal programs and individually. We must ensure Navy civilians have opportunities to gain diverse experiences consistent with their individual career goals.
- Succession planning. We must continuously and comprehensively account for the evolution of our civilian workforce, planning ahead to ensure there are multiple qualified candidates for each position over time.

Too often, these functions are managed at the individual command level, with little insight into the broader Navy perspective. While the Navy must continue to provide sufficient flexibility to meet diverse command needs, we must also do more to share best practices and provide effective tools where required.

The effective performance of these functions must also be underpinned by current, effective human resource management tools. These tools can vastly improve Navy-level insight into workforce issues that will enable rapid action and continued improvement.



Navy Civilian Strategic Goals

As we evolve our civilian career path model and the Navy-level functions that enable its applications, we will be guided by four strategic goals. These goals reflect the value of our civilian team by ensuring that we empower, encourage, and motivate, and have been written broadly enough to apply at each of our commands.

GOAL 1: AN INTEGRATED MILITARY-CIVILIAN TEAM, WITH THE BEST PEOPLE IN THE RIGHT JOBS, ALL WITH A CLEAR FOCUS ON THE NAVY MISSION

We will be successful when we see...

- Routine acknowledgment of critical mission contributions from the entire Navy Team
- Workforce structure that maximizes the optimum military and civilian workforce, and forecasts workforce demand requirements and capabilities
- Application of and commitment to the Navy's core values and attributes throughout the military and civilian workforce

GOAL 2: NAVY CIVILIAN WORKFORCE EDUCATION, TRAINING AND DEVELOPMENT OPPORTUNITIES THAT SUPPORT CAREER PROGRESSION AND GROWTH

We will be successful when we see...

- Increased retention of high-performing employees
- Increased mentoring, training, rotation, and education participation; diverse experiences; and rewarding opportunities
- Civilian career progression and growth road maps by community or career field

GOAL 3: CONTINUAL IMPROVEMENT IN ALL STAGES OF THE CIVILIAN WORKFORCE CAREER PATH

We will be successful when we see...

- Enhanced Navy civilian recruiting
- Recognition of the Navy as a Federal employer of choice
- Policies, programs, and funding responsive to mission needs
- Improved hiring speed, efficiency, and flexibility
- Development and routine use of analytical tools and information technology for workforce career management and decision-making

GOAL 4: A GOVERNANCE MECHANISM TO OVERSEE PROGRESS AND ENSURE A NAVY-WIDE PERSPECTIVE

We will be successful when we see...

- Each Navy command with a strategy to align their command mission and workforce initiatives with this Framework
- A Navy-wide implementation strategy reflecting the consolidated command strategies
- Commanders accountable for achieving the strategic goals set out in this framework.
- OPNAV N1 established as the lead navy staff advocate for the overall health of our Navy civilian workforce
- OPNAV N1 supported by a Civilian Workforce Advisory Board, comprised of civilian and military leaders that represent the diversity of the civilian workforce
- Clear metrics to evaluate progress

Way Ahead

The development and execution of strategies to implement the goals in this Framework are what will make it real. Commands will be accountable for execution of their respective strategies and report to Navy leaders on the status of their efforts quarterly. This reporting frequency will be adjusted as the strategies mature.

The Civilian Workforce Advisory Board will report to the Chief of Naval Personnel, and will be responsible for evaluating workforce progress, understanding and addressing common issues across commands, facilitating the sharing of best practices and lessons learned, providing advice on Navy-wide initiatives, and updating the Strategic Framework as required. OPNAV N1 will serve as the Navy's central advocate for civilians, providing an assessment of the health of the workforce and working closely with the Department of the Navy (DoN) to ensure continuous alignment with DoN activities.



Conclusion

In order for our Navy to reach its full potential, leaders must assume full ownership for the entire Navy Team. Navy civilians play a vital role in the execution of our mission, the success of our operations, and in our warfighting effectiveness. This Framework provides the Navy's goals to ensure we empower, enable, and develop our civilian teammates to the maximum extent possible. We are one, unified Navy that must produce leaders and teams who learn and adapt to achieve maximum possible performance, and who achieve and maintain high standards to be ready for decisive operations and combat.

Handwritten signature of John M. Richardson in blue ink.

JOHN M. RICHARDSON
Chief of Naval Operation

