



DEPARTMENT OF THE NAVY

TALENT MANAGEMENT INITIATIVES

“What we’ve always known is that the way we recruit, develop, retain and promote Sailors and Marines is critical to our success. To fight and win, we need a force that draws from the broadest talent pools, values health and fitness, attracts and retains innovative thinkers, provides flexible career paths, and prioritizes merit over tenure. Whether we are talking about systems and tactics in the digital age or personnel management, we must evolve to meet the needs of the future battle space and the needs of our people. Today we shift from ‘what-ifs’ to what’s next...”

Secretary of the Navy Ray Mabus

UNITED STATES NAVAL ACADEMY INITIATIVES

- *Optimized Service-Assignment for USNA (2016)* – The USNA will continue to evolve our service assignment process by moving further away from a class-rank based selection model to a more market-based system that pairs the natural talents and interest of USNA graduates with the focused skills needed in our warfare communities.
- *Office of Talent Optimization at USNA (September 2015)* – New office will be funded by and report to the Chief of Naval Personnel. Those in this office will provide critical advice on labor market conditions and new proposals, informed by the private sector and academia, to keep our personnel systems competitive. Those in this office will work to further flatten our personnel system, coordinating efforts with warfare communities, manpower planners, and USNA faculty to create a true marketplace of talent.

CULTURE OF FITNESS

Navy fitness initiatives (2016-2017) - The Navy and Marine Corps’ fitness culture should focus on producing warfighters capable of accomplishing any mission any time and supporting healthy lifestyles to reduce overall medical costs. To do so, we will make the following changes:

- When measuring body fat, we will evaluate health, not shape.
- Incorporate physical fitness spot-checks to augment cycles, promoting the year-round culture of fitness.
- Performance scores documented on FITREP / Evals
- Expand Navy gym hours, including many CAC accessible 24/7 beginning in 2016
- Issue Navy fitness suit by the end of 2016
- Authorize the “Outstanding Fitness Award” for those who perform at an outstanding level over 3 consecutive cycles, with corresponding badge to be worn on the new fitness suit
- Begin “Fuel to Fight” healthy eating pilot programs at sea and ashore, fleet implementation 2017.

UNIFORMS

- *One Uniform* – Navy and Marine Corps are trending toward uniforms that don’t divide us as male or female but unite us as Sailors and Marines. The Department of the Navy has conducted a thorough review and both services have initiated the transition to the same uniform for both males and females.

ADAPTIVE WORKFORCE

- *Continue to increase female enlisted accessions (2015)* – Navy and Marine Corps should reflect the nation they serve. As American industry teaches us, greater integration produces vast improvements in innovation, adaptability, and resilience – all powerful forces for an even stronger Navy. The Department of the Navy will continue to place emphasis on attracting, recruiting and retaining women to work in ratings in which women are under-represented.
- *Opening all operational billets to women (2016)* – The Secretary of the Navy supports the Navy and Marine Corps' efforts to provide data-based gender integration recommendations to the Secretary of Defense. He is personally committed to opening all operational billets to women and believes in imposing one standard for both sexes, a standard that matches the needs of the job.
- *Environment intolerant of sexual assault* – The Department of the Navy will continue to offer programs of prevention, advocacy and accountability. The Navy and Marine Corps have instituted an extensive Sexual Assault Prevention and Response program which has led to increased reporting and has provided critical support to those who come forward, including regulations prohibiting any form of retaliation against those reporting sexual assaults.
- *Update co-location policy (2015)* – New policy will promote career progression and opportunity for each member serving our Navy and Marine Corps families and support joint and reserve co-location initiatives.
- *Extended Child Development Center hours (2015)* – To accommodate the needs of Navy and Marine Corps families subject to high operational tempo, we will begin hiring immediately so that we can extend the operating hours of CDCs worldwide by four hours – two hours in the morning and two in the evening.
- *Proposal to extend maternity leave (2016)* – Propose legislation that will double paid maternity leave from 6 to 12 weeks.
- *Expanded Career Intermission Program (2015, 2016)* – Have proposed legislation this year that will allow us to expand CIP from 40 billets to 400. Next year we will propose legislation developing a customized menu of compensation, length of intermission and payback options.
- *Increased bonus opportunities* – Propose legislation allowing Department of the Navy leaders to selectively grant bonuses based on specific skill-sets and talent, rather than across the board.

PERFORMANCE-BASED ADVANCEMENT

- *Establish Meritorious Advancement Program (MAP)(2015) (Will replace Command Advancement Program)* – Will grow the number of meritorious advancement opportunities to further empower command triads to directly pick their best Sailors, rather than relying on a bureaucratic points system. Allows commanding officers to petition for more meritorious advancements or surrender those they don't need, and expands the MAP to include shore units.
- *Altered promotion selection board process (2016)* – Replace zones with weighted milestone achievements to ensure the best officers are promoted regardless of zone placement and prior selection board decisions. Ending an all-or-nothing, “up-or-out,” system, allowing all to compete based on professional success.
- *Revised Year Group management (2017)* – Propose legislation to eliminate officer management by year group to ensure performance determines timeline and eligibility for promotion and leadership assignments. Allows those who are not ready for promotion to continue to serve in same paygrade longer, or for those ready, to advance through the system faster.
- *Squad Leader Development Program (Implemented)* – Will mature the Marine Corps at the field grade level by identifying superior junior enlisted Marines and providing them with increased opportunities for education and advancement.

WARRIOR SCHOLAR

- *General Military Training changes* – Ending GMT as we know it. Will allow commanding officers to determine what DoN-directed training is necessary and when. Will also develop a mobile app for relevant training and continued education (2017).
- *Increased opportunities for graduate education (2015)* – Expand fully-funded, in-residence graduate degree opportunities at civilian institutions by 30 billets. TYCOMS will identify proven operators to represent the Navy at our nation's top institutions and bring knowledge and expertise back to the Fleet.
- *SECNAV Industry Tours (2015)* – Establish SECNAV Industry Tours, which allow commanding officers to send their best qualified officers to work at some of America's top civilian companies, gaining valuable experience and further enriching the talent pool of the Navy and Marine Corps with the competitiveness of the corporate business cycle.