

On Course



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N-MAPS: BUPERS new way of measuring, managing success

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N-MAPS, or Navy Manpower and Personnel Strategy, is our N1 version of the Balanced Scorecard strategic management and measurement system widely used throughout the business world. Part of the N1 plan to tightly align all the organization's activities and finances with our strategic objectives, it defines logical inter-relationships across four business perspectives: financial, customer, internal/external processes and learning/growth.

"This is all about measuring the things we do against the kind of performance outcomes we expect," explained VADM Gerald Hoewing, Chief of Naval Personnel. "We can't just say we are going to improve the quality of the force, for example, we have to be able to say how we are going to do it, and more importantly, how we will know when we've successfully done it."

N-MAPS holds true to the original Balanced Scorecard construct, which was developed in 1990 by Harvard accounting professor Robert Kaplan and Boston consultant David Norton to help improve measures of performance for businesses. Over the next few years, this "scorecard" approach to aligning virtually all of an organization's activity to its strategy caught hold, and

now over half of all Fortune 1000 organizations use a form of it as a key tool in their strategic planning.

The N1/BUPERS initiative also traces its origins to the public sector focused methodology established by Mr. Paul Niven, the widely read author of "Balanced Scorecard: Step-by-Step for Government and Non-profit Agencies." Mr. Niven has conducted supervisory training for a number of our N1/NPC personnel involved in this early stage of Balanced Scorecard implementation, both in Washington D. C. and Millington, TN.

In concert with the other organizations within the N1 claimancy, NPC is currently working on its own N-MAPS plan. Each pillar (Business Operations, Career Management and Fleet Support) has been tasked to come up with its own strategy map that will spell out its objectives for each of the four business perspectives mentioned above, and to associate a series of measures to gauge progress towards measurable goals associated with each objective. Over time, this way of doing business is planned to "cascade" down throughout the command, with most every level having its own N-MAPS strategy map and related key measures.

"The N-MAPS plan will help

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News You Can Use

NPC re-organization plan takes shape; New organizational charts show breakout

CNP says Navy to get smaller, but capability will grow

Q and A with VADM Hoewing, CNP

Sea Warrior e-Learning: One Stop Shopping

NKO paves the way for web training

TAR Officer Distribution has new name, new PERS code

EBACS access system upgrade to be completed in April

Navy MWR and Navy Recruiting host Family Day event in Jacksonville

Navy absentee voting information

Recent NAVADMINs

054/04 Women's History Month

043/04 CTN Rating Establishment

052/04 AIP Expansion to include Guam

037/04 Navy Family Care Policy and Readiness

048/04 2004 Petty Officer First Class Leadership Seminar

017/04 Navy One Source

047/04 Implementation of Defense Travel System (DTS)

015/04 Job Advertisement and Selection System (JASS)

044/04 Officer Retirement Policy Changes

013/04 Voting Assistance Officer Web Site

... NMAPS

NPC move into the future by giving us an accurate and informative tool that everyone from the personal level to the top level will be able to better judge our goals and objectives and how successful we are at accomplishing them,” said RADM John W. Townes III, Commander, Navy Personnel Command.

N-MAPS is both a measurement and management tool. It functions most effectively in allowing organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes to continuously improve strategic performance and results. Each of the four business perspectives addresses an important part of the puzzle, with organization strategy at the center of everything. Once that strategy is formed, N-MAPS gives the organization a way to effectively translate it into measurable goals and implement effective plans to reach those goals.

Once the organization’s overarching mission is determined, the four business perspectives must be analyzed and clearly defined. For example, in the “Customer” quadrant, before goals for mission success can be established, it must be determined who the customers are and how best to serve their needs, while still keeping true to the needs of the Navy. Concurrent with the development of the “Customer” quadrant, the “Financial” quadrant must also be developed, insuring complete alignment and interconnection of sound financial objectives with those for the “Customer” quadrant.

The next quadrant to develop is that of

the Internal Processes. This quadrant represents the day-to-day activity of the organization. In the case of N1/BUPERS, this represents the “flow” of activity through our organization, also known as our “supply chain.” As you look at this “Internal Process” quadrant of our strategy map, you should see a clear representation of what happens within our organization, from determination of Navy manning requirements, through recruiting to distribution to caring for our Navy personnel – Active, Reserve, Government Service and Retirees.

But you will also see that we have included an additional “External Process” objective, something not normally seen in balanced scorecards in either the private or public sectors. The reason for this is that our strategy map, in covering the full spectrum of the Navy’s Human Resource, or Human Capital, processes must also include the important component of Training and Education; without it, our “supply chain” is incomplete. Most organizations would include that training and education function within the HR organization; Navy’s is located within the Naval Education and Training Command (NETC). By including it in our BUPERS Strategy Map, we have ensured that our internal processes that overlap those of NETC and the objectives associated with those process stages, fully recognize the importance of close coordination with NETC in these processes to ensure that our Navy gets the most efficient and economical HR system possible.

Lastly, we address the employee learning and growth perspective, where we ensure that N1/BUPERS personnel have gained the

appropriate skills and experience to conduct our business properly. Without that aspect, no organization would succeed, because the right mix of tools and people skills results in an organization that is well equipped to accomplish its mission. The direct interrelationship of all four of these perspectives (quadrants), represented on our Strategy Map, and the identification of realistic, achievable and measurable objectives, is key to the success of N-MAPS.

Overall, the N1 strategy map (click [here](#) to view strategy map) has been developed in an effort to clearly define our organizational objectives, and to link each objective to metrics that challenge N1/NPC personnel to continually improve their “outputs” or results. The N1 plan has begun the process of “cascading” down to the next level of the chain of command where organizational objectives have been identified. The strategy will continue to cascade down to the division level and beyond. At each point, metrics will be identified to support those objectives. Once these are developed at each level, processes will be designed to collect the required information relevant to them so they can be measured and analyzed appropriately. This strategy is meant to be a living, breathing document that will adapt to meet future changes.

CNRC and N13 will be the first to have their objectives and measures automated through use of new software tools, drawing on authoritative data contained within the N1 enterprise database currently under construction. The results of these efforts will provide us with a high level “dashboard” of key, strategic metrics for CNP to monitor the performance of his organization.

The N-MAPS tools and measures will keep our team on track to improve Fleet readiness and meet current and future CNO guidance. Each of us will be involved to some extent in the N-MAPS effort, ensuring everyone in the organization has a clearer view of how his or her individual efforts contribute to the overall mission.

NPC know what is communicated from their areas via the web. Stay tuned for more developments in this area, as the Dell team reports onboard, and we begin the initial phases of implementation and content conversion in the coming months.

Web CMS implementation will improve NPC communications capabilities

A recent study of the NPC web site determined that approximately 19,000 pages of content were posted there. Much of it is outdated or inaccurate, or simply no longer aligned with today’s guidance.

Indeed, some of the material posted is not even in compliance with Navy web policy. In addition, approximately 140 personnel across NPC use at least some of their time to maintain a web presence, often with little training. After many months of research, coordination, and review, GSA has awarded Dell a contract to implement a Web Content

Management System (WCMS) across NPC.

Benefits of Web CMS implementation include real-time content delivery to our customers, streamlined workflow and approval process, a standardized look/feel for the NPC web site, improved communication/feedback with/from end-users, reduced technical knowledge required to manage web communications and compliance with statutes/Navy web policy.

This system will also automate review of content at the division and pillar level, streamlining the process, and ensuring all levels of