



USMEPCOM Strategic Plan

2010-2025

October 2007



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Foreword

Strategic Planning at the United States Military Entrance Processing Command (USMEPCOM) is a continuous process conducted in cooperation with our customers and stakeholders. The Government Performance and Results Act (GPRA) of 1992 established the requirement for strategic planning and performance measurement for all federal agencies by September 30, 1997. USMEPCOM published its first strategic plan, Order 96-1, on October 31, 1995.

Since that time, USMEPCOM has routinely conducted internal and external environmental scans to engage the best ideas of leadership and employees at all organizational levels. These scans have given insights into the strategic direction, needs, and desires of customers and stakeholders. They have helped us understand impacts of emerging trends, assess opportunities and need to improve or reengineer business practices, and find ways to leverage technology to improve productivity. Senior leadership continually reviews and updates the Strategic Plan. Each iteration of the Strategic Plan will move our organization closer to its vision.

The current strategic plan advances USMEPCOM's agenda of providing superior service and support to the Armed Services Recruiting Commands and the men and women who want to join the Armed Services. It presents an important shift in thinking about how men and women are qualified for service. The mission of USMEPCOM remains the same – *“Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.”* What will change is the way we perform that mission. We will see the effects of this change as we implement transformational goals, strategies, and objectives driven by the Command's vision:

“USMEPCOM is recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.”

To achieve this vision, we must change the process of qualifying men and women for military service. In fact, we are transforming every aspect of that process from administrative tasks to determination of physical, mental, and moral qualification. The transformation will take processing to the applicant by enabling anytime, anywhere processing. Making this paradigm shift a reality is what USMEPCOM's strategic plan is all about.



Commander's Intent

I am pleased to present the USMEPCOM Strategic Plan for Fiscal Years 2010-2025. This plan builds on the successes of past plans. It presents the vision of USMEPCOM's direction with goals and strategies to guide implementation.

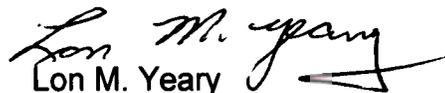
Our current Strategic Plan was developed using the Balanced Scorecard approach. This approach translates strategy into actionable objectives aligned across the command to build upon the cornerstones of our business – our people, our business practices, and the supporting technology. This alignment and the National Security Personnel System (NSPS) make the strategic plan everyone's job as we continuously manage goals and update strategies to keep ahead of the demands of our changing business environment. It lets leaders manage strategically.

The USMEPCOM Strategic Plan Strategy Map is available to all USMEPCOM employees. It is an interactive document that provides "one-stop-shopping" for information regarding:

- USMEPCOM's vision, mission and values
- Core competency visions and measure
- Corporate goals and strategies, and
- Campaign plans which incorporate all of the specific objectives

The plan is managed through weekly progress reports to senior leaders who are committed to full development and implementation. Our Strategic Program helps ensure that USMEPCOM will provide first-rate service to the Department of Defense into the 21st Century.

I greatly appreciate the effort that all have put into this critical process. I am confident it will pay off for both USMEPCOM and our customers. With the professional contributions of the members of this Command and our stakeholders, the maximum benefit will result. Thank you for your support.


Lon M. Yeary
Colonel, USMC
Commanding

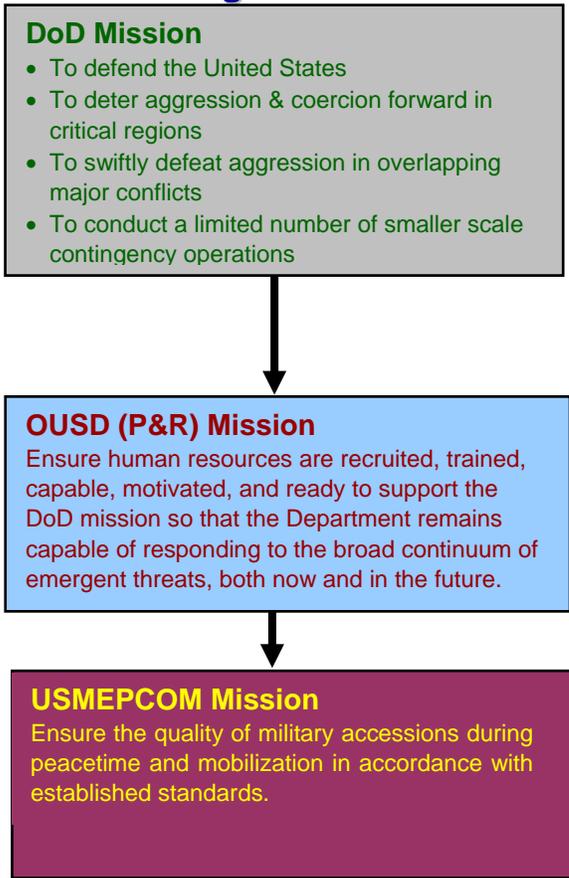


USMEPCOM's Mission and Role within DoD

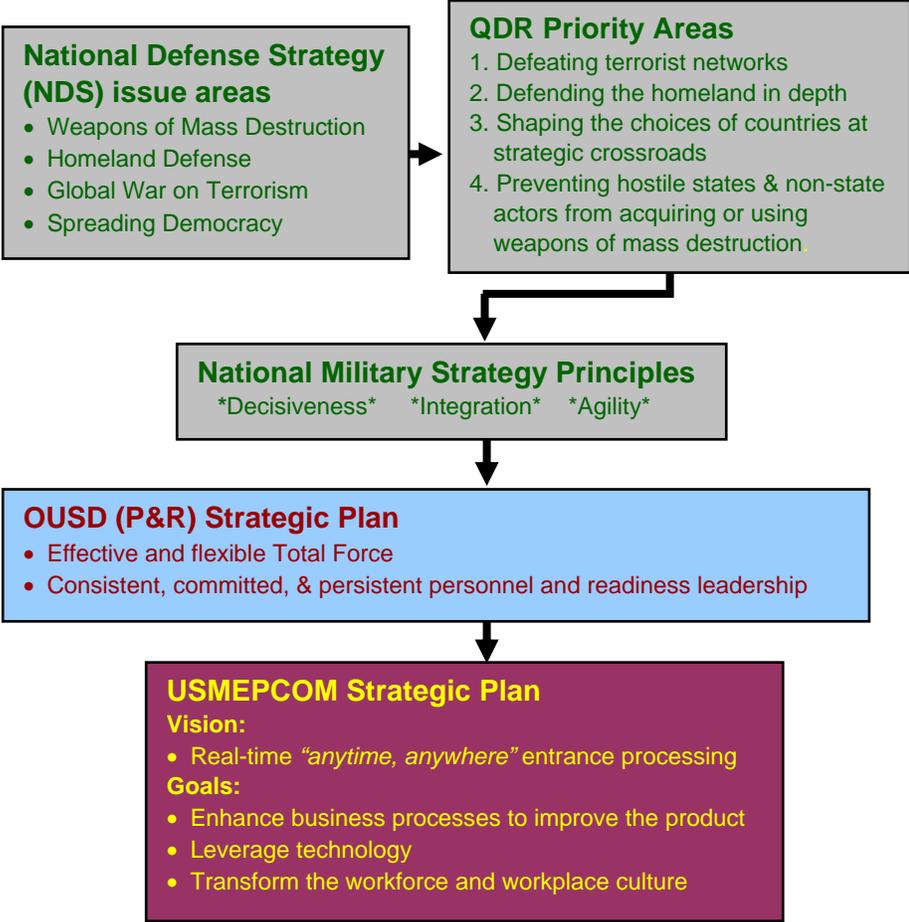
USMEPCOM is one of the Department of Defense's most strategic and critical assets in the military personnel accession system. It is "Freedom's Front Door" with the mission of *ensuring the quality of military accessions during peacetime and mobilization in accordance with established standards.*"

To further support the overall accession system, USMEPCOM's established vision and goals align with DoD's National Defense Strategy, Quadrennial Defense Review, and National Military Strategy; and with OUSD (P&R's) Strategic Plan.

Cascading DoD Missions



Cascading Strategic Priorities/Plans



USMEPCOM reports directly to the Deputy Under Secretary of Defense for Military Personnel Policy (DUSD (MPP)) and serves as accessor of men and women who are interested in serving in the Armed Forces, supporting its accession system partners – the recruiting and training commands.

Additionally, USMEPCOM's strategic plan supports the March 2006 National Security Strategy which describes how America's military force must transform for operational and national success. USMEPCOM's strategic plan supports the President's Management Agenda that focuses on cross-cutting initiatives, particularly the strategic management of human capital initiative.



Strategic Analysis

The early 21st century is characterized by revolutionary social and technological changes. DoD responses include transforming Department business practices, military force structures and doctrine, and human capital management.

As part of this DoD environment, USMEPCOM analyzes how these changes will affect USMEPCOM's service to its customers – the Recruiting Services, Training Bases, and the men and women applying for Service – and service to its major stakeholder, OUSD (P&R). USMEPCOM's strategic plan addresses these changes by outlining an aggressive road map for achieving its own transformation that will provide a process for accessing men and women into the Armed Forces that is adaptable, flexible, and reduces applicant processing time. This road map includes re-engineering business processes and leveraging technology.

USMEPCOM's strategic analysis includes surveying and interviewing customers and stakeholders. Analysis of this data has revealed that stakeholders and customers want processing to be efficient, convenient, and seamless in a paperless environment that allows for "just-in-time" accessions to meet force manning needs. They want initial qualification for service to be determined electronically by establishing partnerships with police departments, medical facilities, and so forth to enable easier and more complete access to applicant processing data. They want standardized data and better communications among those who deal with the front-end of personnel management to include a solid linkage between recruiters and trainers. They want USMEPCOM to explore all means that will enable those results, particularly optimizing the use of technology and investigating outsourcing.

In addition to the external analysis, USMEPCOM's assessment of its current operating environment reveals that the Command's current systems and business practices are outdated, and unable to deliver the types of processing capabilities described above. Attributes of the current environment include the following:

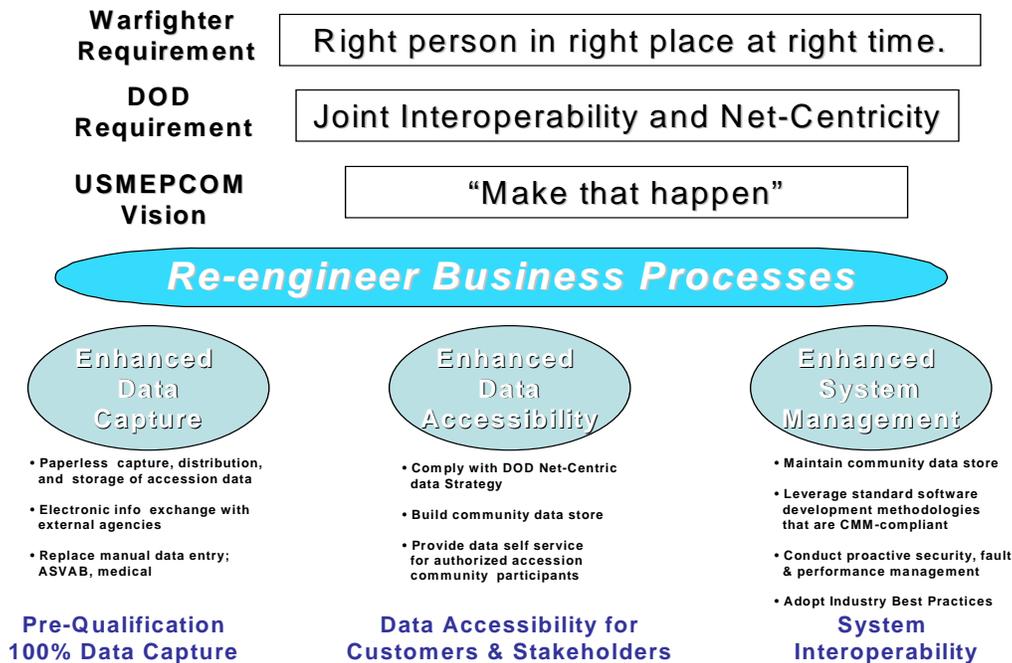
Current Environment:

- **MEPCOM Integrated Resource System (MIRS)**
(FY 07 over 2,600 end users)
 - Cannot keep pace with Stakeholders' demands
 - Partial automated accession data collection
 - Requires excessive Operation & Maintenance (O&M) support
- **Paper & Pencil/Computerized Applicant Testing**
(FY07 1.1+ million tests)
 - Over 70 percent of the tests are manual (paper and pencil)
 - Significant costs to score, record, & report manually
- **Medical Processes**
(FY07 347,627 exams)
 - Least automated function in the command
 - No on-line research and reference
 - No interfaces with outside systems
 - No ability to integrate electronic medical devices



Through this strategic analysis, the Command established its vision for “...*real-time entrance processing and qualification – anytime, anywhere.*” This vision has been the guiding force behind USMEPCOM’s strategic plan, which sets out the road map for transformation. This vision requires USMEPCOM to look at new required capabilities of entrance processing as illustrated below.

Entrance Processing Required Capabilities



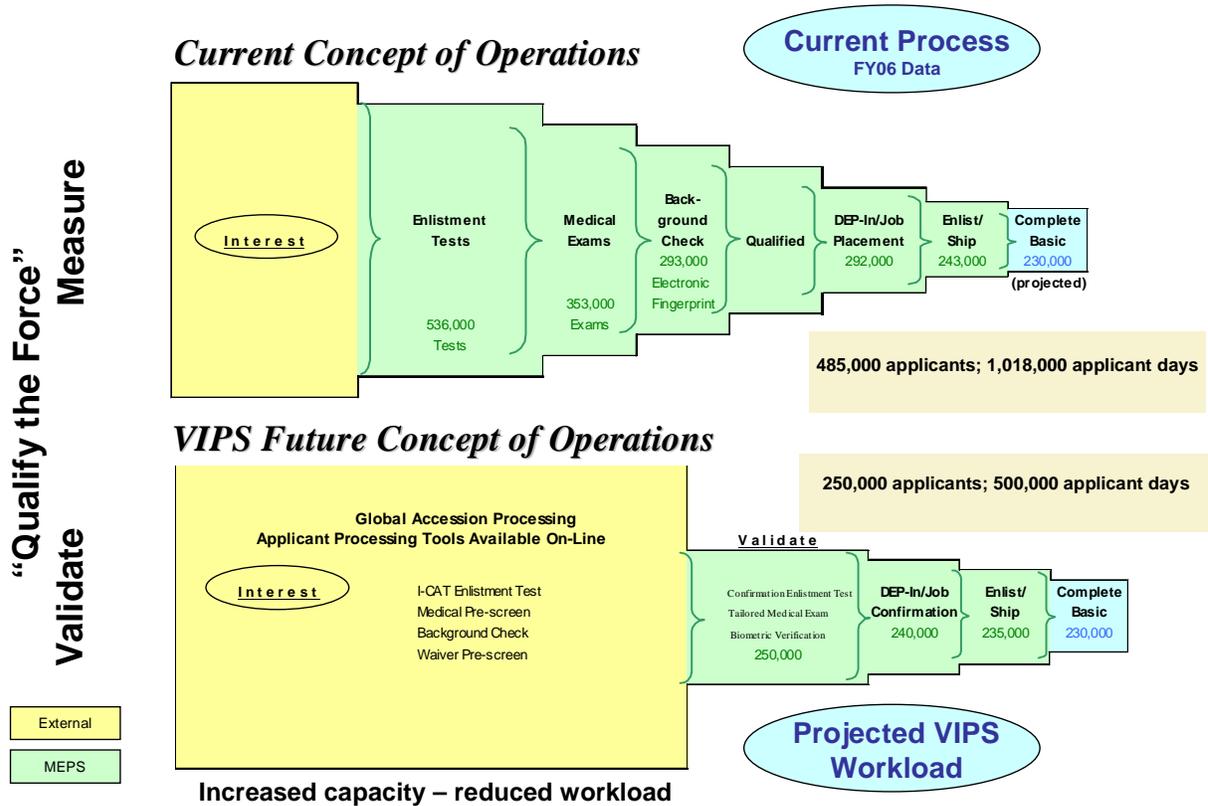
This vision presents a new paradigm for re-engineering business processes. Under USMEPCOM’s current entrance processing paradigm, USMEPCOM employs its 65 Military Entrance Processing Stations (MEPS) and approximately 500 Military Entrance Testing (MET) sites located across the country to perform the required qualification assessments to “measure” whether or not a person is qualified for service. These assessments – enlistment aptitude/special testing, administering a physical, and conducting background checks – are currently performed at a MEPS or at a MET Site (for enlistment aptitude testing only). Under the new entrance processing paradigm, USMEPCOM no longer performs the qualification assessments, but “validates” qualifications as follows:

- Reviewing an individual’s existing medical and moral screening information on-line via links for provider and law enforcement databases
- Reviewing an individual’s enlistment test results on-line
- Administering a validation enlistment test, and
- Tailored medical exam, as needed

This paradigm shift represents the key change to USMEPCOM’s business process and is enabled through USMEPCOM’s Virtual Interactive Processing System (VIPS) initiative. This new way of processing applicants is depicted below:



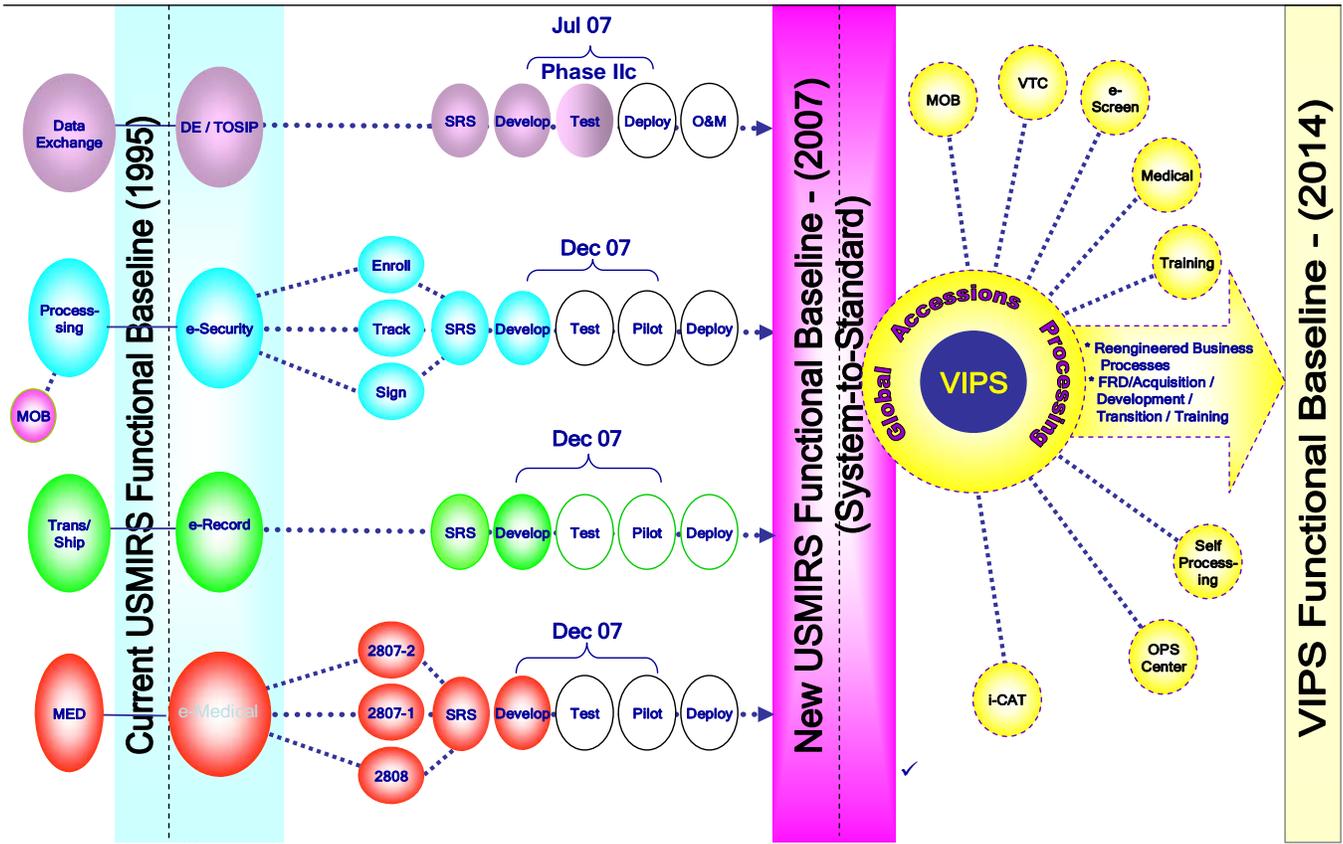
VIPS Applicant Processing



USMEPCOM has also realized that its current “computing environment” must be overhauled in order to support revolutionary changes. The key is bringing USMEPCOM’s current computing environment up to industry standard, or System-to-Standard (StS). In conjunction with a Service-Oriented Architecture (SOA), System-to-Standard (StS) initiative includes enabling electronic sharing of information between USMEPCOM, the Recruiting Commands, the Training Bases, and data sources external to DoD providers and agencies. It is this type of information sharing that will enable entrance qualification to be accomplished more rapidly and flexibly with greater agility in adapting to changing business requirements. Electronic security will also be enabled through the StS initiative which will provide for the biometric capture of an individual’s identification. The ability to electronically transmit the documentation associated with an individual’s qualification will provide for a “paperless” information flow environment, both internal and external to USMEPCOM. Illustrated below are progressions from enhanced current systems to future virtual interactive processing capability in a fully SOA.



Evolution - StS / VIPS



By exploiting the opportunities for business process and practice changes that are represented by these StS Initiatives, USMEPCOM is poised for providing the “*...real-time entrance processing and qualification*” envisioned. USMEPCOM’s StS Initiatives enhance the current system and address the current technical needs, while USMEPCOM’s Virtual Interactive Processing System (VIPS) initiative is the vision and the key enabler to applicant initiated virtual processing.

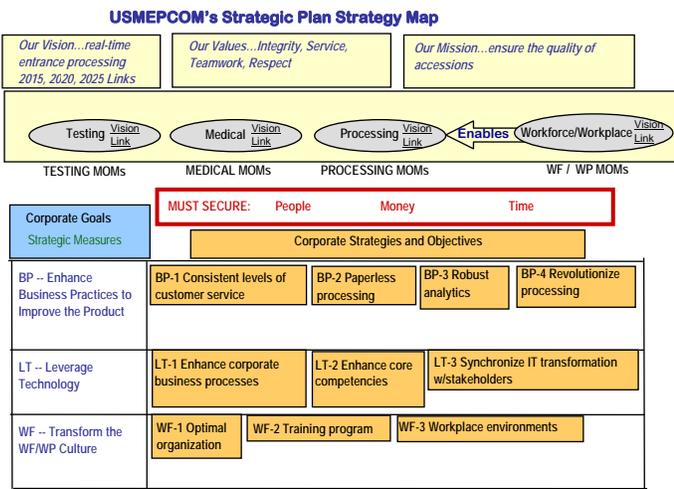
USMEPCOM is fully engaged with its customers and stakeholders to ensure that the Command’s strategic analysis of qualification processing needs continues to keep in step with the current and future needs of its accession system partners and customers.



Overview of the Strategic Plan Strategy Map

USMEPCOM's Strategic Plan Strategy Map was developed based on the balanced scorecard thinking and carries with it the characteristics of a balanced scorecard by tying metrics and resourcing to each strategy (operational vision).

found directly under the strategic tenets articulating the key operational components required for qualifying young men and women for service. USMEPCOM's workforce is depicted as an enabling core competency. Each core competency has an accompanying vision that provides an operational concept of how that core competency will be performed in 2010 through 2015.



The strategy map is an interactive document that provides all of the information related to USMEPCOM's strategic plan. It allows the user to "drill down" on any aspect of the map to receive full supporting text, measures, action plans, etc.. USMEPCOM articulates and markets its strategic plan via the strategy map, which is available to USMEPCOM employees via the USMEPCOM MEPNET.

USMEPCOM has developed Measures of Merit (MOM) that are outcome measures of quality, time, and cost associated with each core competency. Most of the MOMs are tracked on a monthly basis, and the trend data provides the measure of whether or not implementation actions produce the desired outcomes.

The strategy map is purposefully laid out as shown above. The driving strategic tenets are at the top of the map – USMEPCOM's vision, values, and mission – and are provided in abbreviated form. USMEPCOM's core competencies – testing, medical, and processing – are

USMEPCOM recognizes that no strategic plan will be successful unless the needed people, money, and time are appropriated to implementation actions. USMEPCOM ensures that the needed resources are secured and then tracks implementation progress through weekly senior leadership briefings of the corporate goals.

USMEPCOM's corporate goals represent the key transformational pillars that the Command has adopted. The corporate goals address USMEPCOM's workforce and workplace, the foundation of the organization, the need to leverage technology, and the need to enhance business practices in order to improve the product – the quality and cost of an accession decision; the time to make an



accession decision; and the quality of the associated accession paperwork, which is the front-end of the personnel record.

Each corporate goal has accompanying strategies, which outline the way in which the goals will be attained. Implementing objectives outline who does what by when to achieve each strategy. The objectives can be found by “drilling down” into the interactive strategy map and each objective has a corresponding quad chart, an example of which is shown below.

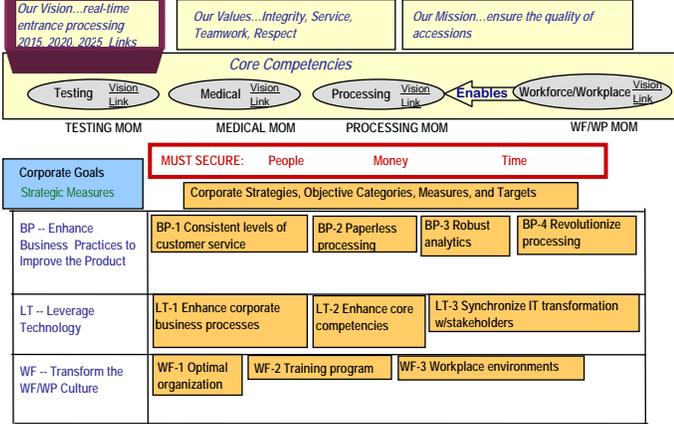
e-Security System-to-Standard

<ul style="list-style-type: none"> • Description: The e-Security operational concept is to create a Biometric process that can positively identify 100% of applicants processing for enlistment T1.3b Index print/digital photo to ASVAB = system to standard (e-Security is part of e-Record P3.1/2) • Policy/Regulation Change Required: Yes; at least ,USMEPCOM Reg 601-23 and 680-3 • Support SP Strategy: BP-2 Implement Paperless Processing (Data Exchange/Data Capture). • POC: Mr. Maravola/Mr. Tatro, J-6/MIT, ext. 7765/7725 	<ul style="list-style-type: none"> • Major Milestones: <ul style="list-style-type: none"> – Prepare Baltimore; Field Test Implementation Jun-Jul 06 – Vendor Selection-Design, Development Kickoff Jan 07 – System Requirements Review (SRR) complete Feb 07 – Preliminary Design Review (PDR) complete Mar 07 – Critical Design Review (CDR) Apr 07 – Unit Testing & System Integration Testing (SIT) Sep 07 – User Acceptance Testing at HQ Nov 07 – Operational Field Testing Jan 08 – Operational Field Testing (Option) Jan/Feb 08 – Full Implementation Mar 08
<ul style="list-style-type: none"> • Resource Impact: <ul style="list-style-type: none"> - \$2M for Pilot: 6 MEPS & 21 MET sites - \$288K from RAI-NC - \$3.34M transferred to G6 for Cmd Implementation (returned to USMEPCOM Mar 06) - Total Required to Complete Project Funding: \$6.4M • Benefits Expected: Positive ID (reduce professional test takers), tracking of applicants in the MEPS, provide e-Signature for paperless processing; provide improved customer service by reducing processing time. • Benefits Gained: TBD • Unexpected Outcomes: TBD 	<ul style="list-style-type: none"> ▪ Current Status: ON TRACK ▪ What's Next: <ul style="list-style-type: none"> - In Progress Review – Product Demo Aug 07 - Unit Testing & SIT Sep 07 ▪ RISK (Potential) <ul style="list-style-type: none"> - Upgrades <ul style="list-style-type: none"> ▪ Weblogic, Oracle 10g (Oracle Forms) ▪ SCP's to upgrade MIRS to new Oracle Forms ▪ Facility Power Requirements - Testing <ul style="list-style-type: none"> ▪ Test Case generation and execution - MIRS Terminals (Migration to Dell Workstations) - Network Infrastructure ▪ Commander's Decision: FYI



USMEPCOM's Vision

USMEPCOM's Strategic Plan Strategy Map



VISION

USMEPCOM's vision describes the end result toward which transformational efforts are directed. The Command's vision does not change why USMEPCOM is in business, but rather changes how that business is conducted.

USMEPCOM Vision

“USMEPCOM is recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.”

Vision Descriptions

Customer Centered: Focus on the current and future needs and expectations of external as well as internal customers. Change policies, procedures, & processes with imagination and speed to meet customer needs. Always be courteous to our customers; providing a standard level of service.

Future Focused: Continually look to the future for new opportunities: The Command is not satisfied with the status quo; reinvents itself on a continuous basis.

Learning Organization: Every individual is committed to being better tomorrow than they are today. Honesty, self-awareness, cooperation, and acceptance are the foundation.

Best Practices, Cutting Edge Technologies, Real-Time Entrance and Processing Qualification: Continuously assess ourselves. We conduct our business in a paperless, web-based/net-centric environment from processing travel orders to medically qualifying an applicant.



2010 through 2025 Operational Visions

To “operationalize” USMEPCOM’s vision, concept papers and pictorals have been developed that describe how the qualification process is envisioned to be accomplished in the years 2010 through 2025. These depictions, or “cartoon charts,” not only provide descriptions of future applicant processing, but also articulate the new results that are being sought. Accompanying each “cartoon chart” is a concept paper that further describes the vision.

2010-2015 Operational Vision

Tomorrow . . . 2010-2015 Cartoon Chart”

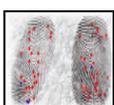
65 High-Tech MEPS – Nearly Asymmetric Processing



e-Testing
Applicant can take test “anytime, anywhere.” Home, school, library ... only requires Internet access.



Electronic Check-In & Tracking
-Facilitated by biometrics
-Verification & enrollment
-Self-applicant processing
-Index print



Background Check
-10 prints
-Office of Personnel Management



Pre-Enlistment Interview
Automated.



Medical Exam
Results recorded on wireless PDA and fed to main database.



e-Pre-screening/History
Done on tablet PC; results fed directly to Database.



Verification Test
Quick verification test when they arrive at MEPS for processing (20 minutes).



Qualification/Informatics
Chief Medical Officer reviews information & results from system; available for trending analysis.



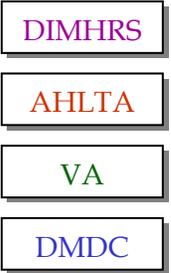
Swear-In
Applicants take oath of enlistment.



Electronic Contract
e-Signature/Biometric Signature; all paperwork in electronic format.



Departure
Official record uploaded to DIMHRS, CHCS II, VA, DMDC, and “EXPECT” Report sent electronically to training base.



DMDC



AHLTA



VA



DIMHRS



Elec. Orders & Tickets
Automated system interfacing with travel agencies.

Vision Concept Paper

USMEPCOM has successfully implemented its modernization. **Applicant processing and qualification is done paperless** via **optimized use of technology** in the areas of **pre-screening** (moral screening, aptitude testing, medical pre-screening), medical examination, and creation of an e-record for each applicant that begins at the time of initial contact with an applicant and then travels with that individual throughout his/her military service. Before applicants ever get to a MEPS, they are medically, morally, and attitudinally prescreened providing a **90% pre-qualified applicant**. By **collecting the information in advance**, there has been a **significant decrease in the number of applicant return visits to the MEPS**. This 90% pre-qualification rate is accomplished through linkages with and **queries to medical provider databases and FBI databases**, and through **on-line aptitude testing via Internet-Computerized Adaptive Testing (I-CAT)**. With applicants taking the Armed Services Vocational Aptitude Battery (ASVAB) over the Internet prior to their arrival at a MEPS, they merely take a **20-minute verification test** at a MEPS. **Biometric thumbprint capture** by the recruiter and at the MEPS **ensures data accuracy and positive identification of the applicant** throughout the entire process.

Applicants process at 65 MEPS throughout the country where they receive high-tech, appealing, expedient, and convenient customer service. **Medical qualification screening** is accomplished using a combination of **in-house physicians at a MEPS, or contracted out local physicians**. **Consults** are accomplished using the same combination of in-house or **physical screening closer to home**

New Results

- Significant time savings (recruiter no longer pre-testing, transporting and waiting on applicants)
- e-background checks “many to many database checks”
- Links to healthcare providers, medical insurers
- Single data entry; data immediately available
- Creates e-medical record - efficient, data available for analysis
- Global testing provides for anywhere, anytime testing - paperless, fast, efficient



or contracted specialists. The result is the ability for applicants to obtain a physical screening closer to home providing increased customer support and service to them and recruiting partners. Applicants processing at the **prototype “virtual MEPS”** process via contracted out physicians, specialists, and labs with the **“virtual MEPS” conducting final review of electronic results** of the medical, testing, and background check pre-screening, and medical physical evaluation to establish a qualification decision.

Applicants and recruiters now know whether or not they are qualified for military service by the end of the day. Once qualified, the **applicant electronically signs** his or her enlistment contract, is **administered the oath by an officer at the Recruiting Station** or the MEPS, and **either ships to the training base, using an e-ticket, or enters the Delayed Entry Program (DEP)**. Once in the DEP, the new recruit **can go through the DEP qualification program** as an incentive before entering training (like doing physical training program, moral conditioning, etc.) to enter basic training at a higher level. After completion of the DEP time, the applicant either returns to a **MEPS for a final inspect** prior to shipping or the applicant is shipped directly to his/her recruit training base.

The workforce and workplace at USMEPCOM, its supporting Sectors, and at the MEPS has changed to support the efficiencies gained from the new way in which business is conducted. **With streamlined, paperless processing in place**, USMEPCOM has **realized cost savings**. MET sites are no longer needed with the fielding of I-CAT, saving USMEPCOM and the taxpayers the costs associated with them. With medical pre-screening and screening accomplished in a paperless environment, onsite physicians at the MEPS have been **trained to work within the new environment and electronic links have been established** with offsite physicians and specialists for paperless transmission of physical exam results. **The MEPS have adjusted to a 20/80 military to civilian mix**. USMEPCOM was able to successfully make this personnel transformation **by using innovative civilian personnel hiring, training, retraining, and reward and recognition practices**. USMEPCOM's **staff and structure at headquarters** has been adjusted to ensure that the requisite **data management, mining, and analysis occurs** to support paperless processing and support innovative business practices fielded at headquarters. **Sectors have been successfully downsized, realigned, and collocated at Headquarters**, and are responsible for providing oversight and command-and-control to their associated MEPS, which are organized in **clusters**. **Centralized customer service** is provided to the MEPS through the **MEPCOM Operations Center (MOC)**, collocated at headquarters, **providing one-stop support** for MEPS. There is a **clear training strategy that supports required knowledge, skills, and abilities (KSAs)**. USMEPCOM is viewed by its employees, customers, and stakeholders as a great place to work and as an organization that is an innovative service provider focused on providing flexible, expedient, thorough customer support while ensuring the quality of its qualification decisions.

Staffing:

- 20/80 military to civilian mix (747 military/2004 civilians)
- Eliminated OPM contract for MET site testing
- Reduced number of personnel in testing section
- Mix of in-house and contracted out local physicians and specialists
- Staffing at HQ:
 - Reduced in J-1/MHR (less military personnel) and J-8/MRM (consolidated at MEPS; implemented automated tools at HQ)
 - Increased in J-7/MMD with personnel having the KSAs to conduct data mining and analysis and provide more oversight
 - Fully staffed J-3/MOC with personnel having the KSAs to provide MEPS customer service support
 - Different mix in J-3/MOP with personnel having the KSAs to conduct data mining and analysis, and provide more oversight
 - Different mix in J-6/MIT (in-house/contracted out) with personnel having the KSAs to perform data administration and management, data warehouse management, general J-6/MIT support, and J-6/MIT architecture design and support
 - Different mix in J-5/MAE with personnel having the KSAs to perform longitudinal analysis, data mining and analysis, command-wide performance assessment, modeling and simulations, and studies and analysis

Training:

- Centralized and standardized MEPS training through J-1/MHR
- Clear training strategy that supports required KSAs
- Priority in budget
- Provided when needed

Culture:

- Innovative civilian personnel programs
- Rewards, recognition and personnel evaluations based on measured job performance, teamwork, risk taking, innovation, and encouraging others
- Customer-centered, future-focused, learning organization

Organizational Structure:

- 65 high-tech MEPS organized in clusters
- Sectors flattened, collocated with Headquarters responsible for the Command and Control of their MEPS.
- Downsized military at MEPS and HQ
- J-3/MOC collocated at HQ responsible for one-stop operational customer support to the MEPS



2015-2020 Operational Vision

Tomorrow . . . 2015-2020 Cartoon Chart

MEPS Screening Centers- Asymmetric Processing

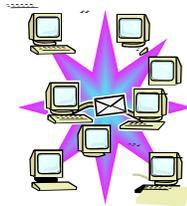
Recruiter Role

- Recruiter can initiate process via internet with/without the prospect
- Meets with the prospect
- captures biometric
- administers and proctors verification test (20 min's)
- sets up medical practitioner appointment/consult if needed
- negotiates job selection & signing bonuses
- schedules date for entry to training
- contract e-signed pending med results
- issues e-ticket
- Medical qualification confirmed, DEP-in/Ship
- Recr takes the prospect to MEPS screening center for inspect



USMEPCOM Role

- Still interfaces with applicant
- Does not "measure" but "validates" pre-processing
- Transitioning to Information Broker
- Bought into medical, security, criminal databases
- Maintains all accession data
- Data mining capabilities & algorithms



Information Technology Systems

- Administered by USMEPCOM
- Data mining of medical, insurance, security, criminal databases
- Algorithms correlate data
- VIPS houses all accession data
- Official electronic record travels with recruit throughout career

Individual Initiates Process "anytime, anywhere"

- Internet access
- Fills out application, medical history questionnaire, takes ASVAB (English or multilingual)
- Receives test scores, qualification status, & best-fit career fields
- Searches job opportunities
- Given Lab address for HIV/DAT - results sent to recruiter
- Recruiter POC info
- Simultaneous notification to recruiter



Medical Exam

- Still required by Services
- Anywhere medical practitioners, local, DoD/ gov't agency, MEPS screening center--Recruiter scheduled
- Consult scheduled based on data-mined information

New Results

- Self/Recruiter initiated processing
- Gives recruiter ability to work with a qualified market pool
- Significantly reduced down-time/travel time
- Significant return of military billets
- Sophisticated data mining of medical, insurance, security, criminal databases
- Waiver process no longer needed/OBE
- Contract closed upon first contact

Vision Concept Paper

National and world trends have driven changes to the type of individual the military Services enlist. Gone is the warfare model of force-on-force engagements by nation-states' massed armies, replaced by the Irregular Warfare (IW) model. It is an asynchronous battlefield requiring individuals who are intelligent, physically fit, able to quickly adapt to change, psychologically and morally strong, and able to assimilate and analyze data and information quickly in order to succeed in multi-spectrum conflicts. Intellectual capital is the name of the game and competition for this type of individual is at a premium. The military is competing with industry, universities, foreign countries, international business, etc., for these individuals.

In order to compete, the way in which people are brought into the military has changed significantly. The standards have been scrubbed and updated to reflect the new type of individual that is needed. The Services **are piloting new assessment instruments that measure more than just aptitude, but also measure attributes, traits, and the "soft skills" that have become so important.** Qualifying individuals who are volunteering to serve has become as effortless as possible to that individual. **Young men and women are no longer tolerant of duplicative processes and procedures that require too much of their time.** They can now either **initiate processing on-line or a recruiter can do it.** Individuals interested in serving can find out if they pre-qualify on-line by filling out an application and medical history questionnaire. Because of the data mining capabilities that are in place and administered by USMEPCOM, that on-line **request triggers a search of medical provider databases, insurance provider databases, criminal databases, security databases (Social Security Administration (SSA), US Citizenship and Immigration Services (USCIS), etc.).** Individuals can also take the **ASVAB on-line, in either English or another language,** and get their score to



know whether they passed and for what career fields are best suited. They can even search for jobs in those areas. The response back to them tells them whether or not they are pre-qualified, and tells them that they need to get some testing done. They are told which lab to go to for a **5-minute HIV/DAT test**. Recruiters are electronically notified of the lab results so that they can follow-up with the individual to complete the qualification process.

The Services still require a medical exam, but that exam is now **performed by any medical practitioner** who has signed up to become a part of the Military Physician Network, by any DoD or government agency medical practitioner, or at a MEPS screening center. The recruiter also knows in advance whether or not a consult is required by a local specialist. Waivers are a thing of the past; no longer needed because of the scrubbed standards and data mining. The recruiter meets with the young man or woman, **captures his or her biometric identifier**, administers and proctors a verification test, sets up an appointment with a local practitioner for a medical exam and a local specialist, if needed, **negotiates job selection and signing bonuses, schedules the date for entry into training with the training base, have the individual electronically sign his or her contract pending the medical exam results, and issues him or her an electronic ticket**. Once the medical results are in, the recruiter contacts the prospect to tell him or her that they have qualified, and that they are either to ship or enter into the Delayed Entry Program (DEP). In the DEP, the new applicant can go through the DEP qualification program as an incentive before entering training (like doing P/T program, moral conditioning, etc.) to enter basic training at a higher level. After completion of the DEP time, recruiters take the applicant to a **MEPS screening center for a final inspect** prior to shipping.

Structure:

- Still location dependent
- Structure is the bridge to 2020-2025
 - Modular, agile, processing provides flexibility to do processing in three Mega MEPS, 175 small 7-8 person MEPS (civilian), etc.
 - Only have pre-ship MEPS – young men and women never step into a MEPS until they ship
- No Sectors
- Downsized military and civilian at MEPS and HQ

Processing:

- Either self-initiated or recruiter-initiated
- Asymmetric processing
- Modular means for MEPS processes, capability to deliver services in a more customized fashion
- Biometrics
- Eye-to-eye contact done by recruiter or MEPS
- Military doing the oath – by recruiter or training center
- Pre-screening done by the recruiters via data mining
- Individuals fill out application on-line and are told to go to X lab at X time to get HIV/DAT done for qualified/disqualified gate – labs under contract are outfitted with biometric capture stations
- Goal is to close the contract on first contact, recruiter has the tools and is empowered, recruiter has the e-file of the applicant's data (ASVAB test scores, HIV/DAT results, medical search results, criminal background search results), recruiter administers and proctors verification test, makes appointment with a hometown doc, recruiter searches for a job, asking what the individual is interested in, where he or she would like to be stationed, searches for date to enter training, gets an e-ticket, tells the individual his or her bonus signing options, and gets the individual to sign pending result of medical exam

Testing:

- No MET sites
- Totally web-based
- Multilingual ASVAB
- Verification test administered and proctored by the recruiter
- Working on fielding the "son of the ASVAB" – the Attribute Emotional Quotient

Medical:

- Applicant does not have to go to a MEPS for a certified medical exam; can go to any local doctor who is part of the military physician network, any DoD-related or government facility for physicals, or at a screening center
- Applicants go to a certified lab for testing
- Assessment of the individual's history is done other than at a MEPS

Information Technology:

- VIPS houses all accession data
- Algorithms that correlate the medical and criminal databases
- High speed connections to all databases

USMEPCOM's Role:

- Still in the business of interfacing with the applicant
- No longer "measuring" but validating pre-processing
- Transitioning toward being the information broker, a processing data warehouse with tons of data exchange and analysis capability
- USMEPCOM has bought permission into all of the medical, security, and criminal record databases possible
- USMEPCOM maintains all accession data, buying permission into all of the applicable databases that come open to the public, data mining, improving data mining techniques, data analysis, etc.; gathers, validates, and manipulates accession relevant data



2020-2025 Operational Vision

Tomorrow . . . 2020-2025 Cartoon Chart

Virtual Processing



Recruiter Role

- Recruiter can initiate process via internet with/without the prospect
- Meets with the prospect
- validates identity via biometric
- administers and proctors enhanced Attribute Emotional Quotient (AEQ) assessment verification test
- sets up medical practitioner appointment/consult if needed (10%)
- negotiates job selection & signing bonuses
- schedules date for entry to training
- contract e-signed
- issues e-ticket
- Final inspect prior to shipping



USMEPCOM Role

- Out of the business of interfacing with applicant
- “Validates” qualification
- Information Broker
- Added education databases
- Continues to maintain all accession data
- Data mining capabilities & algorithms
- Prime labor force is ORSAs
- All DoD info activities report through USMEPCOM
- Profiles high school kids so Services go after only the kids they want



Individual Initiates Process “anytime, anywhere”

- Internet access
- USMEPCOM database grabs identifier-biometric/name and SSN for data mining
- Database responds with qualification status and best-fit career field
- Searches job opportunities
- DNA capture at kiosk/ virtual recruiting station/or with recruiter
- Takes enhanced Attribute Emotional Quotient (AEQ) assessment
- Recruiter POC info
- Simultaneous notification to recruiter



Information Technology Systems

- Any kind, anywhere, anytime, data exchange
- Optimized net centricity in accession community
- Administered by USMEPCOM
- Data mining of education, medical, insurance security, criminal databases
- Algorithms correlate data
- VIPS houses all accession data
- Official electronic record travels with recruit throughout career



Medical Exam

- Services require medical exam only when data available on an individual is insufficient

New Results

- Attribute vice aptitude testing
- DNA capture/analysis
- Medical exam phases out (10% market)
- Additional return of military billets
- Added education databases to data mining
- Virtual processing

Vision Concept Paper

National and world trends continue to drive changes to the type of individual the military Services enlist. The Irregular Warfare (IW) model still prevails and the asynchronous battlefield still requires individuals who are intelligent, physically fit, able to quickly adapt to change, psychologically and morally strong, and able to assimilate and analyze data and information quickly in a multi-spectrum conflict. Intellectual capital remains the name of the game and the military is still competing with industry, universities, foreign countries, international business, etc., for these individuals.

In order to compete, the way in which people are brought into the military has changed significantly. The standards have been scrubbed and updated to reflect the new type of individual that is needed. The Services now use assessment instruments that measure attributes, traits, and the “soft skills” that have become so important. **Aptitude testing is no longer done because of the ability to data mine education databases and get test scores on individuals from schools, secondary colleges, universities, and the administrators of standardized tests.**

Qualifying individuals who are volunteering to serve has become effortless to that individual. Young men and women do not tolerate processes and procedures that require too much of their time. **The individual can virtually self-process or can be assisted by a recruiter.** Individuals interested in serving can find out if they are qualified as a candidate for military service over the Internet because of the data mining capabilities that are in place and administered by USMEPCOM. Medical provider databases, insurance provider databases, education databases (schools, standardized test administrators, universities), criminal databases, and security databases (SSA, USCIS, etc.) are searched through the USMEPCOM host. The individual takes the enhanced Attribute Emotional Quotient (AEQ) assessment. The database response back to the individual tells him or her whether or



not he or she is pre-qualified and for what jobs he or she is suited. **He or she searches on-line for the jobs** that he or she wants. **The biometric capture establishes/validates identity.** If the individual used a **kiosk/virtual recruiting station or met with a recruiter, finger scrapping for DNA analysis is done for HIV/DAT/etc.** If the individual pre-qualified “at home,” then DNA is taken when he or she meets with a recruiter. Services **only require a physical examination if the data that is available on an individual is insufficient** to make a qualification decision.

The **Services still want eye-to-eye contact with candidates** to ensure that the “lights are on.” So a recruiter meets with pre-qualified candidates to administer and proctor the enhanced AEQ assessment verification test, negotiate job selection and signing bonuses, schedule the date for entry into training with the training base, electronically sign their contracts, and issue an electronic ticket. The candidates then either ship or enter into the Delayed Entry Program (DEP). In the DEP, the new applicant can go through the DEP qualification program as an incentive before entering training (like doing P/T program, moral conditioning, etc.) to enter basic training at a higher level. After completion of the DEP time, recruiters do a final inspect prior to shipping.

Structure:

- Location independent; unconstrained footprint; not constrained by physical location
- Virtual capability – totally virtual environment
- Take people out of the loop – people in the loop only as needed
- MEPS become obsolete
- Civilian USMEPCOM headquarters

Processing:

- Virtual processing – all digital, all virtual, all asymmetric
- Fully distributed processing – self-initiated or recruiter assisted
- Eye-to-eye contact done by recruiter to determine that the “lights are on”
- Beginning to profile
- All processes will be talked about collectively because they are now virtual, no longer separation of medical, processing, testing
- Biometric capture via thumbprint or retinal scan, and at the same time DNA capture through hair sample
- Individuals can initiate by doing self pre-checks at kiosks as to whether or not they are prime candidates for military service – biometric capture of thumbprint sends pre-check request to USMEPCOM database which searches all databases it has permission to access, algorithm analyzes, and response given back to kid – kiosk tells kid yes, go see a recruiter or no (done like a credit check)
- Individuals interface with kiosks and virtual recruiters, doing most of the processing themselves (testing, job selection, etc.)
- Individuals can also initiate on-line “at home”
- Recruiter can initiate by typing in an individual’s name and SSN, hits go, and gets back from USMEPCOM, “ask the individual these questions,” the recruiter does, gives USMEPCOM the answer and USMEPCOM says, “go for contract”
- Goal is to not take data that has already been taken somewhere else
- Military doing the oath – done by the recruiter or training center or virtual oath

Testing:

- Not using the ASVAB – doing attributes testing (critical thinking, etc.), attitude testing (service is a heart thing, not a head thing), cognitive skills testing, trait testing, psych profiling (like sports teams do – Wonderlic) – this is biggest change in 2020 through 2025 – now doing enhanced Attribute Emotional Quotient (AEQ) assessment
- Testing for how well a person can handle/manage change by doing test runs (fish bowl testing)
- Linked with school and standardized test databases to get test scores
- Recruiter administers and proctors AEQ verification test

Medical:

- Medical, if done at all, not done at a MEPS
- Data mining of medical history with algorithms in place for decision making
- Distributed medical testing
- Because the entire medical history is data mined, applicant may not go to a doctor at all or if no/limited medical history exists applicant goes to anyone for medical exam, any doctor anywhere
- An individual fills out a medical history questionnaire on-line that is reviewed by a centralized physician and if a consult is deemed necessary, the individual is sent to a hometown specialist. This is 90% solution.
- Using DNA analysis - test using hair or skin samples, no longer drawing blood, and testing for “state-of-the-art” drugs and steroids, increase in number of test results

USMEPCOM’s Role:

- USMEPCOM is out of the business of interfacing with the applicant - No longer “measuring,” but rather, validating qualification
- USMEPCOM is the information broker, a processing data warehouse, a smart decision maker with tons of data exchange capability
- USMEPCOM has added education databases to data mining network
- Continues to maintain all accession data, buying permission into all of the applicable databases that come open to the public, data mining, improving data mining techniques, data analysis, etc., gathering, validating, and manipulating accession relevant data
- Labor force is now made up of people maintaining the system and databases, and people doing the assessments/analyses/algorithms
- All DoD information activities (Information Systems Command, etc.) report through USMEPCOM
- USMEPCOM profiles individuals in High School so that the Services can go after only the kids that they want...USMEPCOM has built the databases of what makes a good candidate for military service



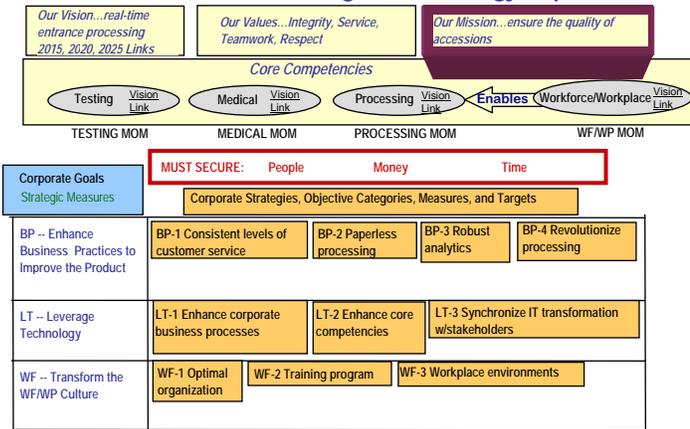
Information Technology:

- Optimized, net-centricity in the accession community = any kind, anywhere, anytime data exchange
- All databases will be tied together.
 - Medical provider databases (insurance providers, doctors, hospitals, etc.)
 - Education databases (schools, standardized testing, etc.)
 - Criminal databases (FBI, police, etc.)
 - Security (SSA, USCIS, etc.)
- High speed connections to all databases



USMEPCOM's Mission and Values

USMEPCOM's Strategic Plan Strategy Map



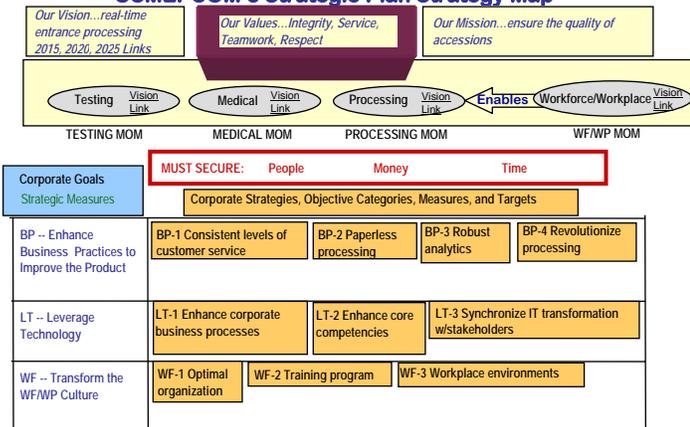
MISSION

USMEPCOM's mission describes the Command's purpose. USMEPCOM's mission has remained constant since the Command's inception in 1979. USMEPCOM's mission does not change over time and provides the Command's constancy of purpose in peacetime and war.

USMEPCOM Mission

“Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.”

USMEPCOM's Strategic Plan Strategy Map



VALUES

USMEPCOM's values articulate how the Command expects its members to interact. The Command's values outline the professional tenets for USMEPCOM's workforce, and provide the core philosophy for how members are to approach their work, each other, and their customers and stakeholders.

USMEPCOM Values

Integrity

Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence and customer trust.

Service

We take care of our customers (applicants, recruiting services, reception centers, and American people) as we would expect our families or ourselves to be treated.

Teamwork

We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers and stakeholders.

Respect

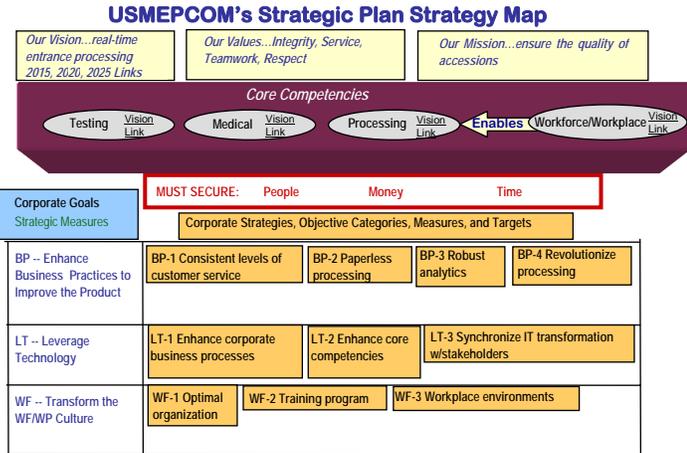
We foster an environment of mutual respect, and open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.

DO WHAT'S RIGHT!



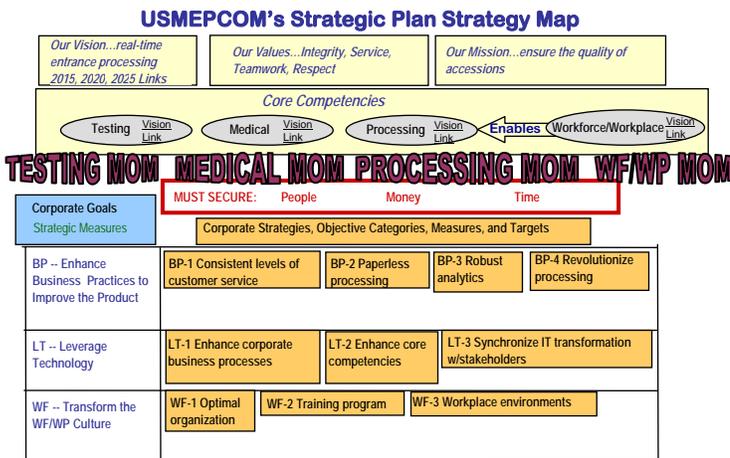
USMEPCOM's Core Competencies and Measures of Merit

CORE COMPETENCIES



USMEPCOM's motto, "Freedom's Front Door," symbolizes the command's mission of determining the mental, physical, and moral qualifications of young men and women who apply for Service in the United States Army, Navy, Air Force, Marine Corps, Coast Guard, Reserve, and National Guard units. These are USMEPCOM's core competencies for qualifying applicants.

MEASURES OF MERIT



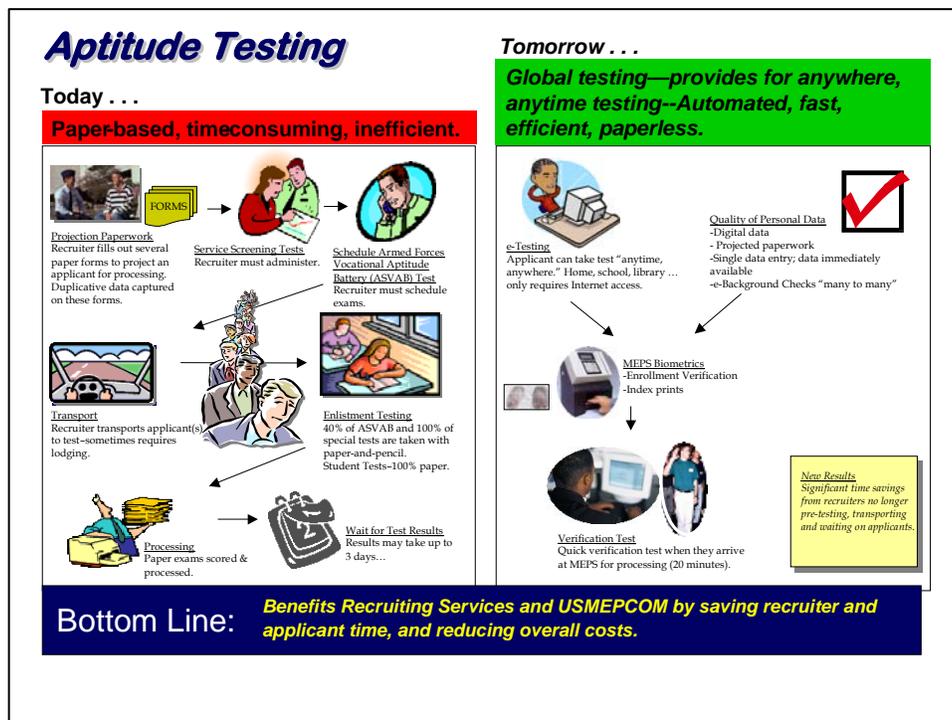
USMEPCOM has established measures of merit (MOMs), displayed on a dashboard, as a means to indicate USMEPCOM's success in the three-key areas of concern to its customers and stakeholders: quality, time, and cost. These MOMs have been tied to USMEPCOM's core competency areas: aptitudinal qualification (Testing), physical qualification (Medical); moral qualification (Processing); and the workforce/workplace. As USMEPCOM implements its strategic plan transformation efforts, these MOMs provide feedback as to how the fielded changes affect the quality, time and cost associated with qualification, and how the workforce/workplace is shaping to support transformational change in the command.

Testing Core Competency

Current: USMEPCOM administers the ASVAB to all enlisted candidates, for the most part as a paper and pencil test at MET sites, or as a Computerized Adaptive Test (CAT-ASVAB) at the MEPS. USMEPCOM also administers more than 650,000 student ASVAB tests a year. The current process is paper intensive, inefficient, and location dependent.

Future: Global "anytime, anywhere" testing using an Internet-Computerized Adaptive Test (I-CAT) with results fed directly into a centralized database and applicants taking a quick validation test to confirm results. The future process is electronic, efficient, and location independent.





Testing Measures of Merit: USMEPCOM has established three Testing MOMs (TMOMs):

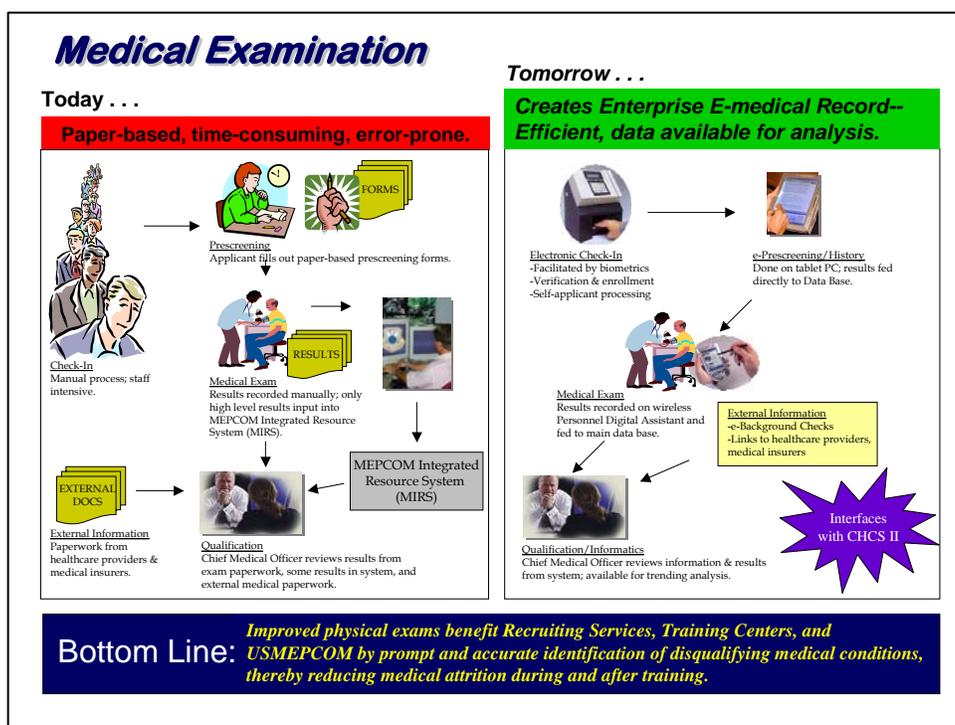
- **Average Testing Cost (TMOM1)** – The average USMEPCOM testing cost (for enlistment, student, and special testing) per applicant and per accession. These metrics allow USMEPCOM to baseline the cost it takes to reach a final testing result and to evaluate whether or not improvements or changes to the processes result in cost savings. At the headquarters-level, these metrics aid in the evaluation of process improvements; the evaluation of the efficiency by which testing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, these metrics aid in tracking efficiency of testing processes. These metrics provide trend data over time and help USMEPCOM determine testing cost per applicant and per accession. As an efficiency metric, testing cost helps evaluate MEPS workload. As an effectiveness metric, testing cost per accession ultimately shows how much it costs to test per accession.
- **ASVAB TLC Outcome Score (TMOM2)** – The number of enlistment ASVAB test losses or compromises (TLC) identified. The quality and effectiveness of the metric allows USMEPCOM the ability to monitor enlistment ASVAB policy adherence, and MEPS policy execution. This metric provides trend data.
- **Recruiter Leads Ratio (TMOM3)** – The number of recruiter leads generated divided by the Student Testing Program (STP) recruiter lead goal. This metric allows USMEPCOM to determine the effectiveness of administration of the student testing program. This metric measures a key DoD goal of the student testing program – recruiter leads.



Medical Core Competency

Current: All applicants undergo a thorough medical screening at a MEPS which is used to determine the applicant's physical qualifications for enlistment. USMEPCOM performs roughly 350,000 medical examinations a year. Specialists are used as consults to clarify physical qualification in cases where the medical exam reveals potential disqualifying physical conditions, such as, an orthopedic issue. The current process is paper-based, time-consuming, and error-prone.

Future: Electronic pre-qualification of applicants prior to arrival at a MEPS through linkages with healthcare databases allowing for tailored medical exams/consults. Electronic capture of medical results allowing for the electronic generation and distribution of the initial Service member's medical lifecycle record. The future process is electronic with a 90% pre-qualified applicant arriving at a MEPS.



Medical Measures of Merit: USMEPCOM has established three Medical MOMs (MMOMs):

- **Medical First Visit Qualification Rate (MMOM1)** – The rate at which applicants are medically qualified during their first visit to a MEPS. This efficiency metric allows USMEPCOM and its stakeholders to gauge the number of applicants medically qualified during their first visit to a MEPS. This high level metric indirectly measures the quality and impact of accurate pre-screens and the provision of salient medical documentation.
- **Average Medical Cost (MMOM2)** – The average USMEPCOM medical processing cost per applicant and per accession. This metric allows USMEPCOM to baseline the cost it takes to reach a final medical qualification decision, and to evaluate whether or not improvements to the process result in decreased medical processing cost. At the headquarters-level, this metric aids in the evaluation of process improvements; the evaluation of the efficiency by which medical processing is accomplished; and, in the



identification and implementation of process improvements/policy changes. At the MEPS-level, this metric aids in tracking efficiency of the medical qualification process. As an effectiveness metric, this metric provides trend data over time and helps USMEPCOM determine medical processing cost per applicant and per accession.

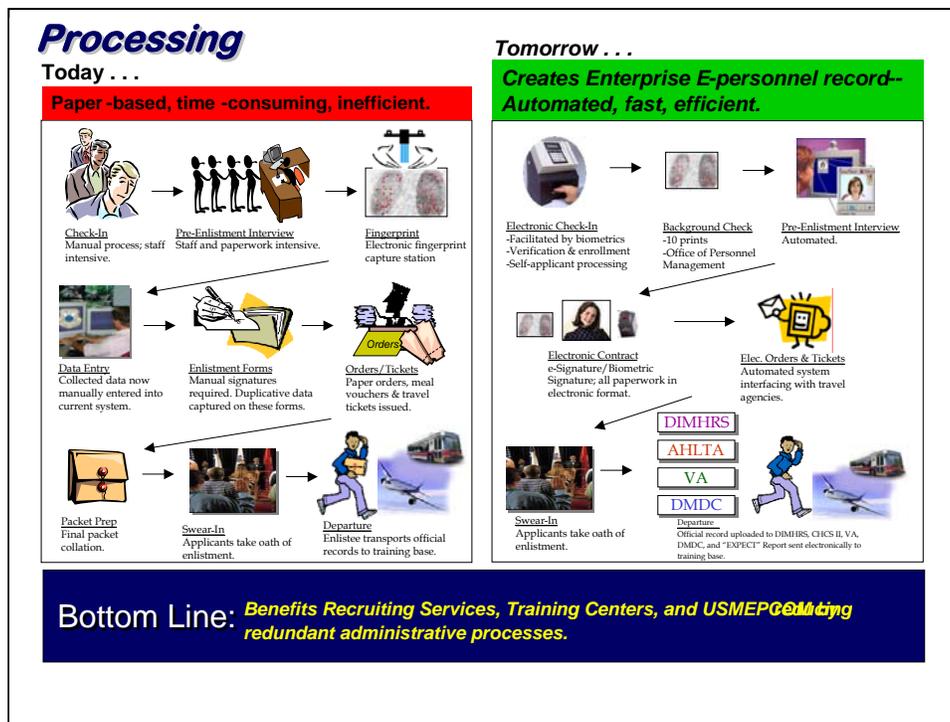
- **Quality of Medical Decisions (MMOM3)** – The quality of medical decisions is measured against objective criteria set by Headquarters Medical Directorate in areas such as, administrative accuracy of medical records, clinical accuracy of medical records, and quality of consults. This quality metric ties medical decisions to accurate medical processing, increasing the quality of accessions. This data is critical to establishment of evidence-based medical standards and elimination of arbitrary standards that prevent applicants from enlisting. With respect to consults, the accurate articulation of consult requests results in correct clinical diagnosis, prognosis, and identification of restrictions.



Processing Core Competency

Current: Applicants undergo background checks while at a MEPS through pre-enlistment interviews, fingerprinting, and Entrance National Agency Checks. Administrative functions are also performed such as reviewing documentation, coordinating applicant meals and lodging, administering the DEP-In (Delayed Entry Program) of applicants, coordinating applicant shipping to a training base, administering the oath, and tracking an applicant throughout the qualification process. The current process is paper-based, time-consuming, and inefficient.

Future: Electronic pre-qualification prior to arrival at a MEPS through biometric capture of signatures at first contact with a recruiter, and electronic data exchange with law enforcement agencies. Virtual interactive enlistments and electronic validation of applicant self-disclosed information with electronic personnel records established and distributed. The future process is automated, fast, efficient, and creates an electronic personnel record.



Processing Measures of Merit: USMEPCOM has established five Processing MOMs (PMOMs):

- **Applicant & Accession Processing Time (PMOM1) (2 measures)** – The average USMEPCOM qualification processing time per applicant and per accession. These metrics allow USMEPCOM to baseline the time it takes to reach a final qualification decision, and to evaluate whether or not improvements to the process result in decreased processing time. At the headquarters-level, these metrics aid in the evaluation of process improvements; evaluation of the efficiency by which processing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, these metrics aid in tracking efficiency of the qualification process. These metrics provide trend data over time and help USMEPCOM determine processing time



per applicant and per accession. As an efficiency metric, applicant processing time evaluates MEPS workload. As an effectiveness metric, time per accession ultimately shows how much time is required for an average accession.

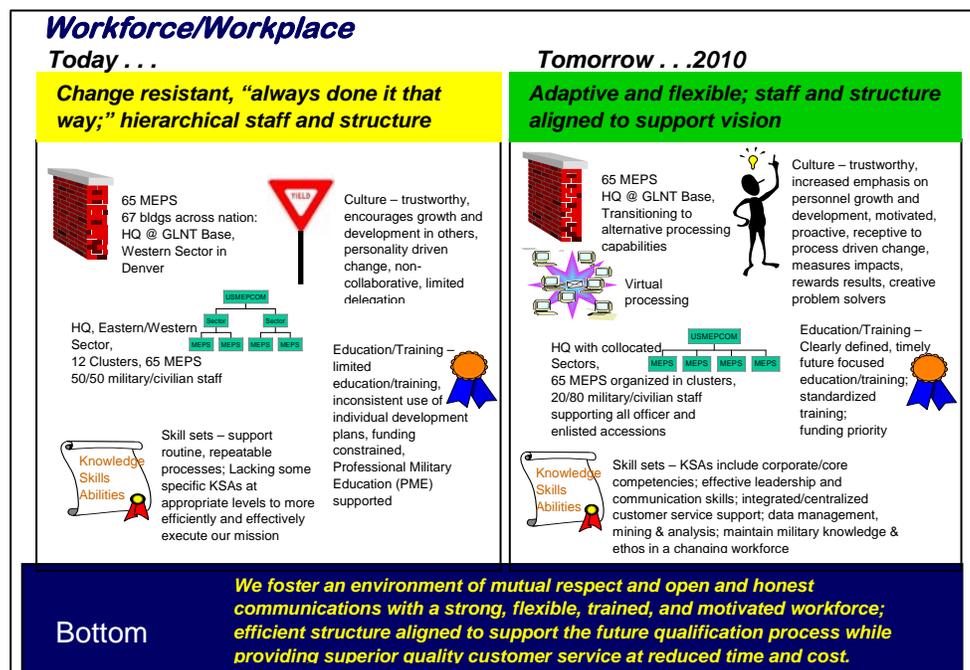
- **USMEPCOM Applicant Processing Cost (PMOM2)** – The average USMEPCOM applicant processing per applicant and per accession. This metric allows USMEPCOM to baseline the cost it takes to reach a final qualification decision, and to evaluate whether or not improvements to the process result in decreased processing cost. At the headquarters-level, this metric aids in the evaluation of process improvements; the evaluation of the efficiency by which processing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, this metric aids in tracking efficiency of the qualification process. This metric provides trend data over time and helps USMEPCOM determine processing cost per applicant and per accession. As an efficiency metric, USMEPCOM applicant processing cost helps evaluate MEPS workload. As an effectiveness metric, cost per accession ultimately shows how much it costs for an average accession.
- **Visits Per Accession (PMOM3)** – The number of accessions grouped by the number of visits required. This efficiency metric triggers analysis to determine causes for increases in number of MEPS visits required. USMEPCOM process improvements are targeted at driving this number down.
- **Customer Satisfaction (PMOM4)** – Customer satisfaction is defined as the quality of service provided to applicants, recruiting services, and reception centers from their perception. This qualitative performance metric aids USMEPCOM in evaluating whether or not its processes meet the needs of its customers, and to make adjustments as deemed necessary and appropriate. This metric allows USMEPCOM customers to provide feedback on their experience with USMEPCOM as a service provider.



Workforce/Workplace (WF/WP) Enabling Core Competency

Current: USMEPCOM employs over 2,750 people: 277 at the headquarters located in North Chicago, Illinois, 34 at the Sectors (collocated with the headquarters); and 2,441 at the 65 MEPS. USMEPCOM's current workforce is a 25/75 military to civilian ratio; with a target of 20/80. USMEPCOM's workforce is the Command's most valuable asset and is competent at performing and supporting USMEPCOM's current qualification process methodology.

Future: USMEPCOM's workforce and workplace are aligned with and support the new way in which qualification processing is accomplished. The workforce has the required skill sets to support the changes to how young men and women are qualified for service and provides that support in an efficient, effective, and responsive manner to enable *"real-time' entrance processing and qualification – anytime, anywhere."*



Workforce/Workplace Measures of Merit: USMEPCOM has established four Workforce/Workplace MOMs (WMOMs):

- **Personnel Turnover (WMOM1)** – Turnover rate includes civilian and military. This quality measure allows USMEPCOM to evaluate its structure and staffing relative to the appropriateness of personnel policies (pay grades (low turnover at high pay grades and high turnover at low pay grades), work hours, Saturday openings). Employee turnover has important consequences including organization performance and cost (training, recruiting). The amount of turnover can serve as an indication to management of employee satisfaction.
- **NSPS Performance (WMOM2)** – An average that measures the skills, value, and performance of USMEPCOM civilian personnel. The NSPS Performance rating is based on major job objectives to accomplish the USMEPCOM mission. The job objectives



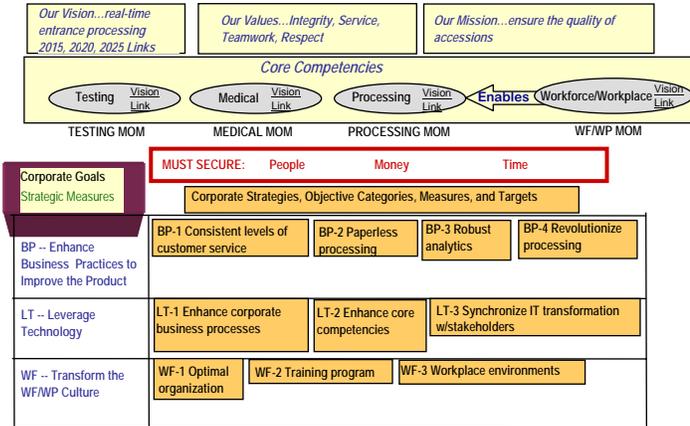
include a series of contributing factors that influence the accomplishment of the objective. It addresses the WF/WP category, skills. This metric does not include military personnel or contractors. This quality measure allows USMEPCOM to evaluate its staffing in terms of knowledge, skills, abilities, and performance to ensure that the staff is aligned to support the mission and vision.

- **Culture Index (CI) (WMOM3) – Under development**
- **Training (WMOM4) – Under development**



USMEPCOM's Corporate Goals and Strategies

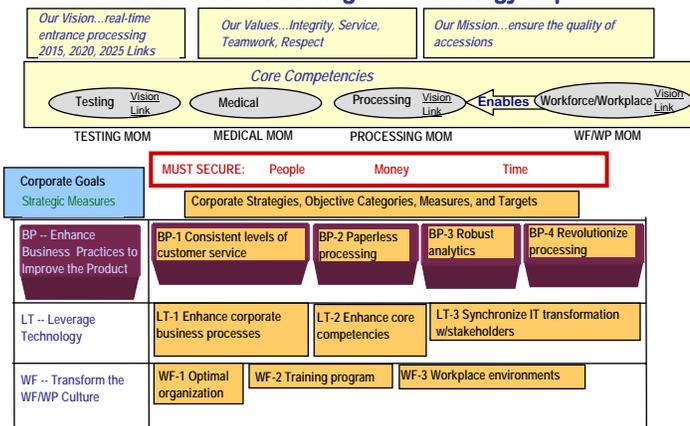
USMEPCOM's Strategic Plan Strategy Map



CORPORATE GOALS AND STRATEGIES

USMEPCOM has three corporate goals that form the Command's transformation pillars. Each goal has associated strategies that articulate the main methods by which the goal will be attained. Each strategy, in turn, has associated initiatives that represent the specific projects, time frames, responsibilities, and measures required to achieve the strategy.

USMEPCOM's Strategic Plan Strategy Map



BUSINESS PRACTICE GOAL: Enhance Business Practices to Improve the Product

USMEPCOM's Business Practice (BP) goal focuses on transforming the way business practices and processes are conducted to improve the product provided to customers and stakeholders. The product is defined as both information and a qualification decision. The BP goal has four implementing strategies.

BP Strategies

BP-1: Provide consistent levels of effective, efficient service to applicants and stakeholders

“The applicant processing experience and outcome is the same at every MEPS. The stakeholder experience with USMEPCOM is professional, responsive, and timely.”

BP-1 Representative Initiatives:

- **MEPCOM Operation Center (MOC)** – a centralized one-stop-shop for the MEPS for answering processing questions, and assisting with processing issues.
- **Revamp Medical Service Contracting** – improves management controls for consult physicians, increasing awareness of variance in consult methodologies.



BP-2: Implement paperless processing

“All applicant processing documents and transactions are electronically processed, signed, and transmitted.”

BP-2 Representative Initiatives (System-to-Standard (StS) projects):

- **Top-of-the-System-Interface Process (TOSIP)** – eliminates redundant data entry and moves the accession process towards a paperless Net-Centric/Web Services environment.
- **e-Record** – transitions USMEPCOM to an electronic records management system to continue forward movement to paperless processing with electronic data and scanned images.
- **e-Medical** – transitions to paperless processing with electronic data to ensure the integrity of medical records, and facilitate accurate data transfer to medical waiver review authority and to training base medical treatment facilities.

BP-3: Implement robust business management analytics

“Decision makers have accurate, comprehensive analysis at their fingertips for every policy decision that impacts applicant processing.”

BP-3 Representative Initiatives:

- **Activity-Based-Costing (ABC)** – provides USMEPCOM with a method of allocating costs to products and services providing a tool for planning and control, offering an improved means of identifying high overhead costs per activity, and finding ways to reduce the costs.
- **Command Metrics** – provides USMEPCOM with a measurement and reporting system, or dashboard, for the Measures of Merit (MOMs) identified.
- **Interactive Customer Evaluations (ICE)** – a survey and reporting tool to solicit and collect feedback from the applicants being evaluated for qualification.

BP-4: Serve as a catalyst in revolutionizing processing

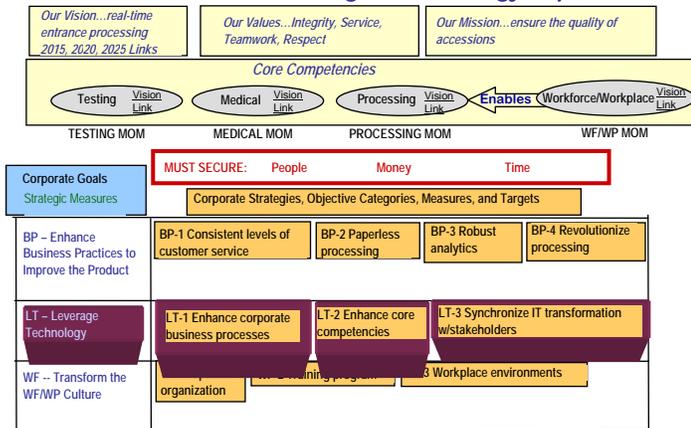
“USMEPCOM is a major change agent transforming the business of processing applicants; sets the conditions to enable applicant initiated, virtual processing.”

BP-4 Representative Initiatives:

- **e-Security** – an StS project that fields a biometric mechanism to protect the integrity of the enlistment process, heighten security within the accession process, track the applicant, and enable a paperless environment.
- **Virtual Interactive Processing System (VIPS)** – modernizes the processing of applicants for military service through 1) re-engineered business processes, and 2) information technology enterprise modernization providing an “anytime, anywhere” entrance processing environment.
- **Medical Informatics** – an expert system that can reason effectively about complex medical problems and provide a “look up” component to MEPS physicians for information on diseases, diagnostic evaluations, graphical diagnostic information, accession rules, and Service waiver authority positions.



USMEPCOM's Strategic Plan Strategy Map



LEVERAGE TECHNOLOGY GOAL: Leverage Technology

USMEPCOM's Leverage Technology (LT) goal focuses on implementing technology to improve how the Command functions and performs its mission. The LT goal has three implementing strategies.

LT Strategies

LT-1: Implement technology to enhance corporate business processes

“USMEPCOM actively seeks, acquires, and implements optimal technology solutions to improve corporate business processes.”

LT-1 Representative Initiatives:

- **IT Systems Continuity of Operations (COOP)** – the ability for USMEPCOM to sustain information technology support in the event of a system shutdown.
- **MEPNET Redesign** – the fielding of a redesigned USMEPCOM intranet to benefit cross-Command communications at and between all levels (Headquarters, Sectors, and MEPS).

LT-2: Implement technology to enhance core competencies

“USMEPCOM actively seeks, acquires, and implements technology solutions to improve applicant processing.”

LT-2 Representative Initiatives:

- **Web-based ASVAB (I-CAT)** – the fielding of an internet version of the ASVAB that will enable “anytime, anywhere” testing.
- **Link Medical Devices to MEPCOM Interactive Resource System (MIRS)** – provide the means by which medical devices transfer data obtained during applicant physicals directly to the MIRS database eliminating manual data entry.
- **Existed Prior to Service (EPTS) Data Collection** – software that will enhance transmittal of EPTS data from Recruit Training Bases in order to collect and store EPTS information for medically discharged service members to aid in improving the quality of MEPS qualification decisions.

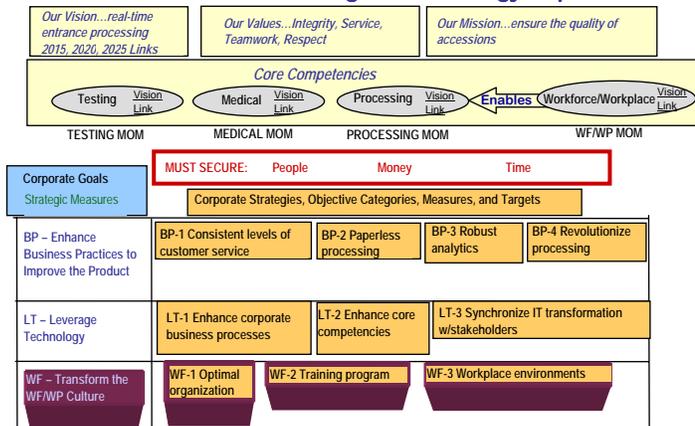
LT-3: Synchronize IT transformation with stakeholders and partners

“USMEPCOM's IT transformation makes our accession partners' lives easier by more rapid, accurate, and flexible processing.”

No Initiatives – this strategy is included in the implementation of LT-1 and LT-2.



USMEPCOM's Strategic Plan Strategy Map



WORKFORCE/WORKPLACE GOAL:

Transform the

Workforce/Workplace Culture

USMEPCOM's Workforce/Workplace (WF/WP) goal focuses on ensuring that the Command's workforce has the needed knowledge, skills, and abilities to support current and future entrance processing, and that its workplace is aligned to support same. Key to achieving this goal is USMEPCOM's strategic management of its human capital to include the efficient and effective implementation and use of the National Security Personnel System (NSPS); workforce profiling/forecasting to identify skill/competency gaps and succession planning needs; and identification and use of training and education that target closing the competency gaps identified.

WF Strategies

WF-1: Become an optimal organization

"USMEPCOM continuously reviews itself in order to ensure proper staffing, structure, and communication in support of its mission and personnel."

WF-1 Representative Initiatives:

- **Improve Communications** – Implement effective workplace communication strategies to improve ongoing communications within the Headquarters based on the Nov 05 HQs Assessment Survey data.
- **Workforce Planning and Analysis** – creation of a workforce profile to baseline current workforce knowledge, skills, abilities, and composition; forecasting future workforce needs; and identifying means for closing gaps. Fully supports implementation and deployment of NSPS.
- **NSPS** – The Department has established a new human resources management system for DoD civilians that creates a new framework of rules, regulations, and processes — rooted in the principles of flexibility and fairness — that govern the way civilians are hired, compensated, promoted, and disciplined in DoD.

WF-2: Institutionalize a professional and personal training program

"USMEPCOM is a learning organization with a well trained workforce possessing appropriate professional, technical, and inter-personal skills."

WF-2 Representative Initiatives:

- **Strategic Training Plan** – optimizes training, raises the organization's level of performance, and closes identified skill/competency gaps by tying the mission, objectives, and vision of the Command



to the mission and objectives of the workforce. Fully supports implementation and deployment of NSPS.

WF-3: Improve the workplace environment

“USMEPCOM’s workforce operates in workplace environments appropriate to future needs.”

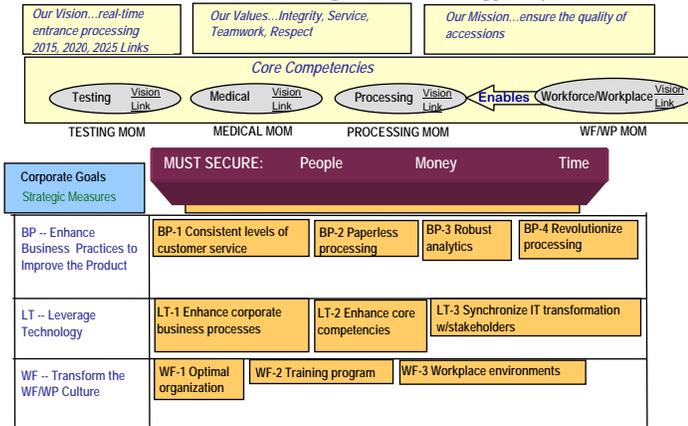
WF-3 Representative Initiatives:

- **Space Allocation Standards** – Space efficiencies to meet current/planned requirements



Strategic Management

USMEPCOM's Strategic Plan Strategy Map



IMPLEMENTATION

USMEPCOM's strategic plan strategy map is a powerful tool for the Command to strategically manage its transformation efforts. USMEPCOM has instituted a rigorous process for ensuring that the right people are given the time and responsibility for accomplishing strategic plan initiatives and that required funds are allocated.

Strategy Champions

Each strategy has a champion responsible for integrating implementation actions and monitoring the status of initiatives associated with that strategy. It is the Strategy Champion's job to ensure progress is briefed to the Commander, Deputy Commander, and Command senior leadership at weekly strategic plan status update briefings. Briefings are conducted on a rotating basis: week one – BP strategies; week two – LT strategies; week three – WF strategies; and week four – initiatives solely tied to VIPS. Strategy Champions are selected and assigned according to the “best fit” within the organization:

- Director, Operations (J-3) – BP-1, BP-2, BP-4
- Director, Program Analysis and Evaluation (J-5) – BP-3
- Director, Information Technology (J-6) – LT-1, LT-2, LT-3
- Director, Resource Management (J-8) – WF-1
- Director, Human Resource Management (J-1) – WF-2
- Director, Facilities (J-4) – WF-3

Strategy Champions brief status using the following nomenclature:

- Milestones are being achieved and project is **ON TRACK**.
- ▲ **MINOR PROBLEM** meeting milestones, progress is falling behind target; course of action (COA) should be addressed in the Quad Chart (next steps) to remedy situation to bring the project back on schedule.
- **SERIOUS PROBLEM** meeting milestones; urgent action is required to bring project back on target or notice that the milestone has become impossible to achieve; COA should be addressed in Quad Chart to remedy situation.
- Commander placed project **ON-HOLD/DEFERRED**, etc.
- ✓ Project **COMPLETED**.
- ⊘ **WILL NOT IMPLEMENT**. Closed Out.



Strategy Champions brief their initiatives using the below briefing formats with initiatives sorted according to short and long-term:

Short Term FY 07 and FY 08
Strategy BP-2: Implement paperless processing
“DATA EXCHANGE/DATA CAPTURE Continued”
Strategy Champion: CAPT Haidvogel

Status	Initiative	What's Next	Initial Est. Comp. Date	Current Est. Comp. Date	Fund Status
LINK 	Data Exchange/TOSIP - Top-of-System Interface Process (TOSIP) USMIRS Interface Total Data Access "one-stop-data mart" (1st Recruiting Services, 2nd Reception Centers, 3rd Other) Interface with DIMHRS, BFC & CHCS II. * e-SPF * e-Projections/e-Messaging * e-Quality • entrance processing System to Standard J-6/MIT (J-3/MOP)	Jul 07 Phase II Release C TOSIP IIC – complexity of release	Dec 05	Dec 07 for all Services	Requirements \$383K Developer \$3M (estimate)

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Project Officers

Each initiative has a Project Officer assigned who is responsible for taking the actions necessary to ensure the initiative is carried out and completed. Project Officers develop plans of action and milestones – contained in a briefing Quad Chart – and with the support of the director or special staff officer, are responsible for securing the resources required – people, money, and time – for project completion. Project Officers are responsible for creating and keeping current a Quad Chart, as shown below, which is tied to the weekly strategic plan status update briefings.



Workforce Planning and Analysis

<p>Description: Top to bottom review (HQ to MEPS) to address staffing changes precipitated by the Command's Transformation Initiatives. Initiatives include, Sector Realignment, A to Z processing changes, & IT modernization. Effort involves adopting the OPM workforce planning model, creating a workforce profile, and analyzing the future workforce using gap analysis (comparing current workforce to future workforce).</p> <ul style="list-style-type: none"> • Policy/Regulation Change Required: TBD • Support SP Strategy: WF-1 Become an optimal organization. (Policy) • POC: Ms. Johnson, ext. 7206 J-1; Ms. Laing, ext. 7243 J-5, Mr. Pappamichel, ext. 7799 J-5 <p>• Resource Impact:</p> <ul style="list-style-type: none"> - Goal is to properly align staffing resource requirements to meet future process/program changes. Expectation is that IT Modernization will result in space savings. - No direct costs associated with conducting the study. - Strong potential to identify new requirements. <ul style="list-style-type: none"> • Benefits Expected: Validated Workforce • Benefits Gained: TBD • Unexpected Outcomes: Change from FAA to Workforce Planning Analysis Model. 	<ul style="list-style-type: none"> • Major Milestones: - Brief Cd on workforce profile & COA 2 Apr 07 - Develop and implement workforce action plan Apr 07 - Completed draft Sector/MEPS Workforce Profiles 15 Aug 07 - Brief Sector/MEPS Profiles Sep 07 - Staff HR Strategic Plan Sep 07 - Skill Set Tasker Suspense 20 Aug 07 - CPEA Visit 23 Aug 07 - Tasker FY08 annual work unit plans 14 Sep 07 - FY07 close out briefs 27/28 Sep 07 - Estimated Completion Date TBD <p>• Current Status: ON TRACK</p> <p>• What's Next:</p> <ul style="list-style-type: none"> -Skill Set Tasker 17 Aug 07 <p>-Ensure actions are coordinated with ongoing BPR/NSPS initiatives.</p> <ul style="list-style-type: none"> • Commander's Decision: FYI <p>8-Step Process for Workforce Planning and Analysis.ppt</p>
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Quad 1:

Description – briefly describes the initiative/project
Policy/Regulation Change Required – lists regulations impacted by the initiative that require updates, modifications, or cancellation
Support SP Strategy – lists the strategy that the initiative supports
POC – lists the Project Officer's name and contact information

Quad 2:

Major Milestones – lists the major actions required and their estimated completion dates

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Quad 3:

Resource Impact – provides the funding amount required by fiscal year and funding category
Benefits Expected – lists the projected benefits that are expected by implementing the initiative
Benefits Gained – lists the actual benefits gained as a result of implementing the initiative
Unexpected Outcomes – lists outcomes that have occurred, both positive and negative, as a result of implementing the initiative (example: by changing Army mission day to mid-month, an unexpected negative outcome has been an increase to consult costs)

Quad 4:

Current Status – indicates the “stop light” status of the initiative: ON TRACK, MINOR PROBLEM, SERIOUS PROBLEM, ON-HOLD/DEFERRED, COMPLETED, WILL NOT IMPLEMENT
What's Next – lists immediate next steps, and maybe the same as a major milestone
Commander's Decision – indicates the decision required: FYA (For Your Action) or FYI (For Your Information)

Communication and Sustainment

All USMEPCOM personnel have read-only access to the Command's strategic plan strategy map, and all of the associated strategy status briefing charts and initiative quad charts via the Command's intranet (MEPNET). The strategy map is an interactive document that allows the user to “drill down” on any part of the map and access the more detailed information. This approach to managing information is key, and has proven an essential aid in cross-functional communication and understanding.



All hands meetings are also conducted by the Commander as well as strategic planning offsites, at least annually, of the senior leadership to update the strategies and initiatives in accordance with strategic analysis.

Through USMEPCOM's strategic management of its strategic plan, the Command will institute its vision of being *“recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification”* as the transformation target with staying power.

