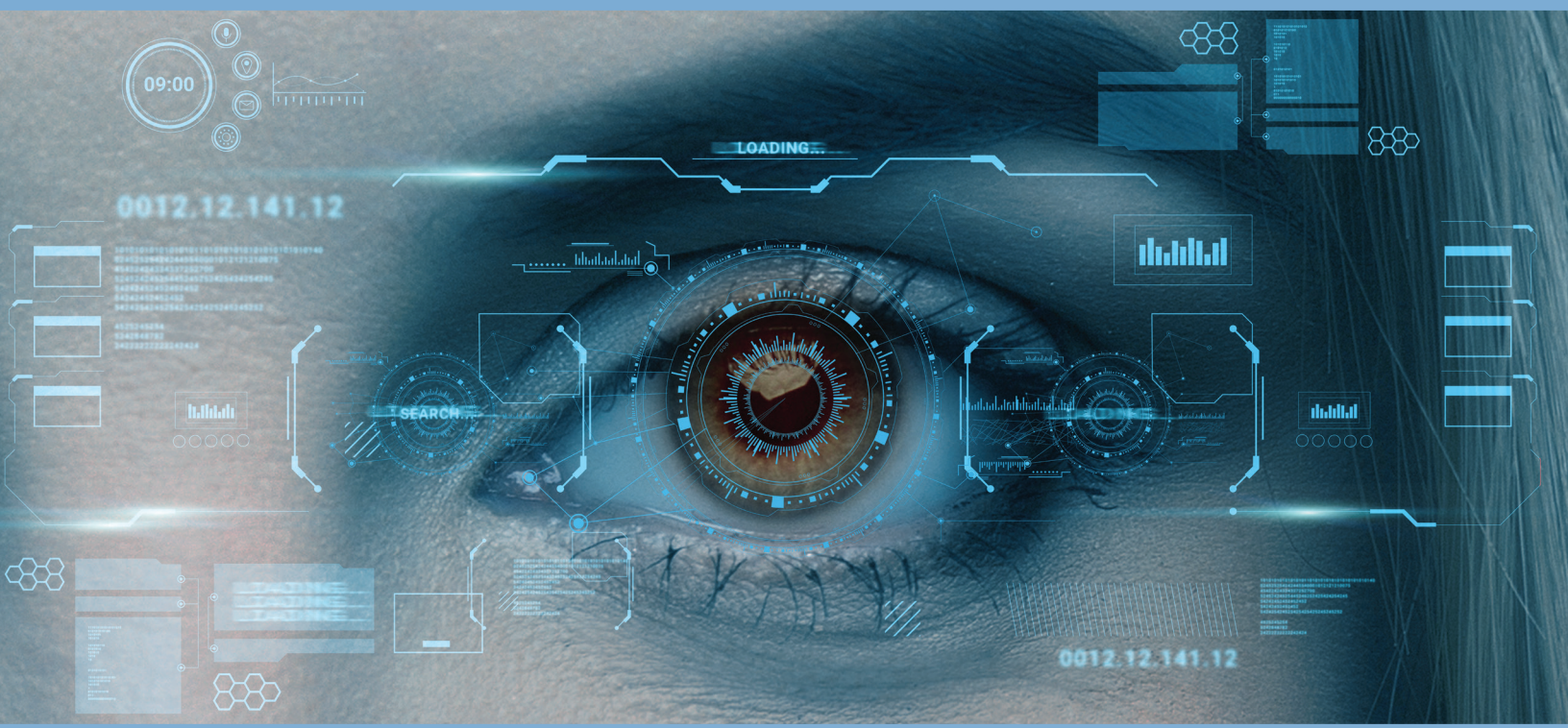


# 2023 – 2033 *Strategic Plan*



# ***Strategic Plan***

October 2023

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# The *Commander's Intent*



For nearly 50 years, USMEPCOM has been the gateway to serve in the United States Armed Forces. Our task has been, and continues to be, ensuring applicants who desire to serve in the Armed Forces are qualified and able-bodied, thereby maintaining the quality of the All-Volunteer Force.

Amidst a global pandemic and challenging recruiting environment, the people of USMEPCOM have shown astounding resiliency and adaptability, not only effectively completing their daily mission of processing applicants but also introducing new systems that will enable us in the future.

The work is not done yet, and USMEPCOM stands poised to meet the challenges of today and tomorrow. Our Service Partners are adapting and therefore USMEPCOM must adapt and align with those efforts.

We must look ahead to see how our environment is changing and how we must change with it. We can decide how we want to operate in the future and take steps to make it happen, or our environment will impose its demands upon us.

This strategy defines how we will operate moving forward. It is the road-map and north star for how we meet our mission while ensuring we adapt with the times.

USMEPCOM continues to modernize our tools and enhance our processes. Over the next 10 years, as we continue to integrate these systems, we will enable and enhance the workforce to accomplish these ends and establish a foundation upon which to build our capabilities and better support our Service Partners in an ever-changing world.

End State: USMEPCOM conducts adaptive applicant processing enabled by virtualization and automation, with reduced reliance on a static geographic footprint. USMEPCOM readily responds to changing needs of recruiting and training partners while ensuring the quality, accuracy, and integrity of accession decisions, ultimately reducing the number of visits per applicant, and increasing processing efficiency.

*Megan B. Stallings*  
Megan B. Stallings  
COL, USA  
Commanding

# **Mission, Vision, Values, and Goals**

## **Mission**

*USMEPCOM evaluates applicants by applying established DoD standards during processing for military service.*

## **Vision**

*Department of Defense professionals committed to sustaining the quality of the All-Volunteer Force through state-of-the-art enlistment screening for applicants seeking to serve in our Nation's Armed Forces.*

## **Vision Tagline**



## **Vision Description**

USMEPCOM's staff of over 3,300 military and Department of the Army civilian professionals are dedicated to ensuring that each applicant for enlistment in our Nation's All-Volunteer Force meets DoD and Service-mandated aptitude, medical, and conduct qualification standards. The Command constantly strives to provide state-

of-the-art services to its customers through innovation and leveraging current and emerging testing, medical, and processing technologies. Intrinsic to these efforts are fostering a growth-oriented, nurturing culture while ensuring the wisest use of the taxpayer's dollar.

## **Forecast**

Technology advancements will continue to accelerate, continually creating new opportunities to improve applicant evaluation. The workforce, our processes and our IT infrastructure must keep pace to remain at the forefront of efficient and effective application for our recruiting partners.

## **Values**

USMEPCOM's values are the framework for the organization's standard of excellence. The Command's values outline the professional tenets for USMEPCOM's workforce. They present the core philosophy for how members approach their work, each other, and their customers, partners, and stakeholders.

### **Perform Professionally:**

We take individual ownership, do the right thing, build and strengthen cohesive teams to deliver professional results!

### **Provide Value:**

We earn trust through responsive, timely, and uniform application of standards.

### **Drive Change:**

We lead innovation for the accession community; never remain stagnant; always be uncomfortable.

### **Process Empathetically:**

We anticipate recruiting partner's needs by welcoming and quickly processing applicants in compliance with qualification standards.

### **Improve Processes:**

We continually seek out process improvements by encouraging open sharing of ideas to spur innovation.



# Future Operations Concept

## 2033 Overview

The future operating environment for USMEPCOM will be characterized by a shrinking applicant pool along with some growing population centers away from locations currently serviced by MEPS. Our customers will increasingly prefer options that favor remote completion of processing tasks and reduce the need for in-person visits to MEPS. Applicants are increasingly comfortable with virtualized tasks and are more skeptical of traditional manual methods. USMEPCOM information systems will be increasingly interconnected with other Defense Business Systems as well as other government and non-government systems. Additional privacy compliance, cyber security, and end to end identification verification requirements will lead to continuous sustainment and upgrade of our IT systems. Improvements in technology and data will provide opportunities to reengineer, streamline, and automate business capabilities. This will require a general upskilling of the workforce away from data entry toward data analysis tasks.

USMEPCOM provides the full array of applicant processing services digitally in and outside of MEPS. Re-engineered and streamlined business processes coupled with technology have eliminated paper-based processing, enabled sharing of medical information across the enterprise, automated medical prescreening, and expanded remote delivery of aptitude testing and medical waiver consults with end-to-end identity verification. USMEPCOM investigates and employs industry best practices and emerging technologies wherever possible to increase efficiency, reduce processing time, and minimize return visits. The Command's mindset embraces adapting to constantly changing requirements from our stakeholders while ensuring quality, consistency, and accuracy of results.

The command will harness business intelligence to achieve data-driven management and decision support, process automation, closer collaboration among lines of business, continuous learning, and credible, reliable authoritative data. All-digital processing will be achieved through deliberate business process re-engineering and continuous process improvement efforts.

Talent acquisition programs recruit new employees who possess essential skills and abilities from non-traditional sources which may not normally consider Government employment. Programs recognize, reward, and retain top performers throughout all levels of the organization. Commandwide emphasis on continuous learning and upskilling enables current employees to fully support future requirements while ensuring that valuable knowledge and experience are retained. These human capital efforts ensure a right sized and agile workforce that is customer focused and a high performing team.





# **GOAL 1** Medical

## **Flexible, accurate, consistent, and timely medical qualification decisions.**

Providers conduct better informed examinations based on the content of applicant medical history. Comply with HIPAA by developing and following procedures that ensure the confidentiality and security of protected health information when it is transferred, received, handled, or shared. Individual MEPS medical providers produce consistent examinations using repeatable standards of practice and judgment from one applicant to the next. Commandwide, all providers apply these standards consistently, so applicants receive the same qualification decision in any MEPS. Providers use electronic medical history to provide more timely determinations as they pre-qualify applicants before they arrive at a MEPS.

### **Objective 1.1.**

#### **Establish HIPAA Compliance Capability.**

Establish HIPAA compliance and security officers throughout USMEPCOM, implement internal controls, and conduct training to ensure USMEPCOM is following all Federal Laws and Departmental Regulations.

### **Objective 1.2.**

#### **Create MHS GENESIS and USMIRS Interface and Standardize Digital Processing Tasks to improve medical processes and reduce redundancy.**

As the authoritative source for initial electronic medical data, USMEPCOM incorporates health data gathered during the accession process into the electronic health record for each enlistee that will follow the individual for the duration of his or her military career followed by transfer to Veterans Affairs

### **Objective 1.3.**

#### **Centralize and Automate Applicant Medical Prescreen Process and establish an Artificial Intelligence (AI) capability to enable prescreen and other medical decision support.**

Formalize the Prescreen Support Coordination Center (PSCC) to centralize, standardize, and reduce the time to conduct prescreen decisions. Parallel efforts will investigate and implement AI capabilities to automate the prescreen process.

### **Objective 1.4.**

#### **Virtualize Medical Processing Tasks.**

Investigate and integrate emerging technologies in remote healthcare to expand options for conducting healthcare consults and reduce processing delays and inconsistencies due to referrals with outside agencies.

### **Objective 1.5.**

#### **Non-MEPS Medical Processing.**

Create options for individual applicants in distant locations to complete accession medical examinations outside of a MEPS in order to avoid excessive applicant travel.



# GOAL 2 Testing

## Additional Non-MEPS aptitude screening options.

The Pending Internet-based Computer Adaptive Test (PiCAT) is the default Armed Services Vocational Aptitude Battery (ASVAB) option for assessing applicants before arriving at a MEPS, MET sites, or Remote Processing Stations (RPS). The computer-based Career Exploration Program (CEP) is increasingly available in schools. Web-based CEP Internet Computer Adaptive Testing (iCAT) replaces paper and pencil tests. Applicants take Special Purpose Tests online.

### **Objective 2.1**

#### **Modernize core testing management applications.**

Sunset all remaining legacy systems including the student test database. Improve testing software with more modern and robust software.

### **Objective 2.2**

#### **Improve the Intermittent Test Administrator (ITA) program.**

Develop highly engaged ITAs trained on various testing applications for test administration. Create a more effective workforce model (including oversight and management) which drastically improves hiring, training, incentivizing, and retaining ITAs. Concurrently, pursue virtual testing and proctoring solutions that enable a more focused application of intermittent labor.

### **Objective 2.3**

#### **Optimize MET sites and MET site utilization.**

Administer most Enlistment ASVAB Tests and Special Purpose Tests at MET sites. Web delivery

will be the default mode of administration of Special Purpose Tests. The demand for MET sites will increase as recruiters take advantage of the resource efficiencies afforded by MET sites being able to verify PiCAT tests as well as administer online (web delivered) Special Purpose Tests.

### **Objective 2.4**

#### **Expand CEP iCAT.**

Administer most CEP ASVAB tests via iCAT. Paper and pencil tests are an exception for unique circumstances. Increase utilization of the CEP iCAT by improving system reliability and availability. Maximize number of devices able to be used for CEP iCAT.

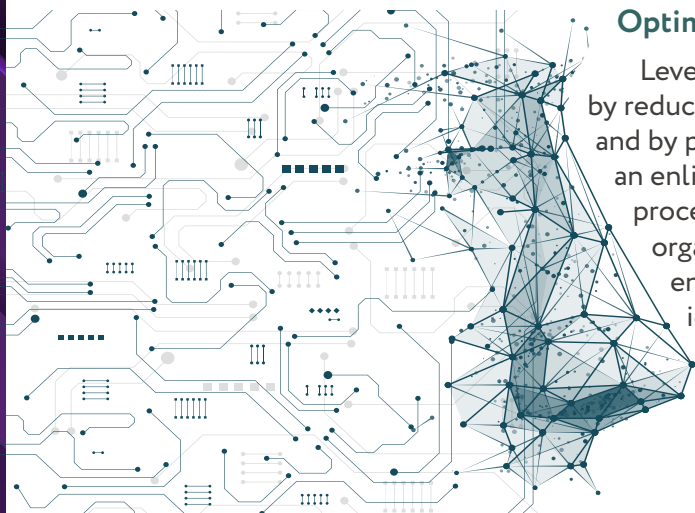
### **Objective 2.5**

#### **Expand PiCAT usage for improved aptitude pre-qualification.**

Enable applicants to take the ASVAB anywhere online before visiting a MEPS, MET site, or RPS for additional testing or further processing. Educate applicants and recruiters about the opportunity to take the PiCAT through an applicant portal.



# GOAL 3 Processing



## Optimal applicant processing operations.

Leverage technology to reduce applicant visits to MEPS, by reducing the number of applicants who require return trips, and by providing virtual processing programs to complete an enlistment process prior to MEPS arrival or instead of processing at MEPS. USMEPCOM's expanded external organization checks allow for pre-qualification that enables identity management for cradle-to-grave positive identification throughout enlistment processing. Digital signing of all forms used in support of applicant entrance processing enables paperless processing which saves labor and time for MEPS staff, recruiting, and initial training site personnel.

### **Objective 3.1.**

#### **Digitize applicant processing, enhance the electronic personnel record, and initiate an applicant portal.**

An all-digital environment where applicant self-service in an applicant portal and completion of enlistment processing requirements prior to arrival at a MEPS is commonplace. Applicants will have the ability to complete pre-processing activities online, review details about their scheduled visit, and complete, receive/retrieve, and view details pursuant to their electronic record. As the authoritative source for accession records information and data, technology will provide for the availability, accessibility, and accountability of applicant electronic records and milestones

### **Objective 3.2**

#### **Enact Electronic Signature.**

Applicants and parents will receive electronic/digital signing certificates for completing enlistment processing forms digitally. Digital signatures will replace the biometric signature as the primary means for achieving non-repudiation and data integrity. The signature methodology will be similar to using DocuSign and USMEPCOM will have eliminated the constraint on producing signatures with fingerprint hardware devices that are only available at MEPS. Signature technology and processes will more closely reflect those found commonly in industry today. Use of the DoD Common Access Card (CAC) with signature capability when available and DoD signature capability for non-DoD affiliated persons, for example, an applicant's parents may use a DoD

approved signature provider. USMEPCOM will achieve interoperability of signature verification functionality with Service partners.

### **Objective 3.3**

#### **Re-Establish Identity Management Verification and expand applicant tracking and external agency checks.**

USMEPCOM will use data exchanges with external agencies, to enable verification of identification documentation and self-reported personal information. USMEPCOM will achieve biometrics from first contact through recruit training centers, to enable positive identification at all stages throughout enlistment processing. USMEPCOM will ensure accountability of applicants using wearable RFID tags after MEPS check in.

### **Objective 3.4**

#### **Increase Remote and Non-MEPS Processing.**

USMEPCOM will adapt facilities to maximize efficiency and meet future processing needs. USMEPCOM will align to changing population centers through development of remote and non-MEPS processing capabilities. This will enable the military Services to complete enlistment processing milestones close to population centers with a significant number of applicants contracting for military service.



# GOAL 4 Human Capital

## Acquire, develop, employ, and retain our professional workforce.

In alignment with Command strategic initiatives, leaders utilize Human Capital/Talent Management principles and practices to acquire the right people with the right skills and place them into the right position at the right time to accomplish our mission. Acquiring, developing, employing, and retaining the best talent is crucial, not just to support our strategic plan, but to contribute to a thriving, sustained performance culture in the workforce. Talent Management is the Human Capital Framework (HCF) system that promotes a high-performing workforce, identifies and closes skills gaps, and implements and maintains programs to acquire, develop, employ, and retain quality and diverse talent.

### **Objective 4.1.**

#### **Talent Management – Workforce Planning, Organizational Design, and Position Management.**

Identify the human capital and structure to meet organization goals. Ensure organization is structured effectively. Identify, resource and align manpower requirements, authorizations, and organizational structure in the most effective and efficient ways to enhance command and control and support the mission based on sound business analytics.

### **Objective 4.2.**

#### **Talent Management – Talent Acquisition.**

Develop a Strategic Recruitment Plan that builds a partnership between Human Resource HR and hiring managers to attract diverse and qualified candidates. Implement practices to promote outreach efforts to generate high quality candidates and an appropriate return on investment. Identify and recruit the diverse talents needed to ensure continuity of operations and organizational sustainability for short and long-term needs. Acquiring the right talent will ensure that we have the breadth and depth of talent needed for current and future Command operations. Place a greater emphasis on acquiring the right people through better screening and assessments to save and reinvest valuable resources by reducing attrition. To guarantee innovation and accessions of the right talent, we must align talented accessions leaders to our workforce and incentivize them accordingly.



### **Objective 4.3.**

#### **Talent Management – Talent Development.**

In collaboration with each employee, identify employment, education, and training opportunities which will extend their talents, close talent gaps, and maximize their contributions to the organization. We must ensure continuous development of employees, not only to prepare them for future opportunities and positions of greater responsibility, but also to ensure their fluency with emerging technology. Ensure systems are in place to understand and appreciate the talents of employees. This enables the organization to not only maximize an individual's talents, but also to target his or her development as needed.

### **Objective 4.4.**

#### **Talent Management – Talent Employment.**

Maximize the engagement and contribution to readiness by aligning employees' unique talents against organizational talent demands, to the benefit of the organization and the individual.

### **Objective 4.5.**

#### **Talent Management – Talent Retention.**

Leaders, managers, and supervisors implement strategies for a workplace that retain the talent needed to accomplish mission objectives. The workplace is characterized by 1) a motivated and engaged workforce, 2) attractive and flexible work arrangements, and 3) employees who demonstrate critical skills, knowledge, and competencies. Identify individuals with in-demand talents and engage them with a mix of compensation and opportunities, to include migration across workforce positions (permeability).

# Goal 5 Resource Management

**Proactive, integrated, and responsive resource planning and decision-making capabilities.**

Engage in short and long-range planning to document requirements for personnel, structure, programs, funding, and control systems to accomplish assigned missions.

## **Objective 5.1.**

### **Contract Management.**

Execute contracting actions effectively and efficiently. Ensure that effective controls are in place and working to protect the Command from discrepancies or illegal actions while ensuring contracts are executed to best support mission needs.

## **Objective 5.2.**

### **Facility Management**

Plan, build and maintain high-quality facilities that are in alignment with Command strategic initiatives and future MEPS processing needs to ensure optimal workforce productivity and cost-effective mission operations.

## **Objective 5.3.**

### **Financial Management**

Employ financial planning, programming, budgeting, and execution practices that build stability and flexibility to properly resource the Command, both today and in the future. Provide clear accountability to develop, manage, and execute budgets and Program Objective Memorandum (POM). Collaboratively follow a consistent, synchronized annual battle rhythm to inform the POM based on validated requirements derived from strategic planning outputs. Perform transparent reviews, based on real time resource information and analytics to assess the outcome for all of our customers.

## **Objective 5.4.**

### **Digital Innovation and Development**

Embrace digital innovation through full-scale implementation of Development Security Operations (DevSecOps), Business Intelligence, and Cloud Based technologies to deliver digital services faster, with more confidence, and less risk. Through Agile development, enabled by automated testing, coupled with Continuous Development/Continuous Integration (CD/CI) and continuous Cyber Security Compliance, meet and exceed customer requirements with near real-time solutions. Provide consistent, incremental, delivery of project deliverables. Develop optimal digital interoperable systems and expand capabilities to achieve a virtual business model.

## **Objective 5.5.**

### **Strategic Risk Management**

Conduct research and development activities to inform planning and decision making. Conduct environmental scanning to understand and manage strategic risk. Explore strategic scenarios to evaluate mission implications of business, technological, economic, and social trends over the 10 to 15-year planning horizon of the future operating environment. Evaluate common themes among scenarios to inform current year planning and decision-making. Develop planning and decision factors to reduce environmental risk.

Establish and implement strategic processes to evaluate mission implications and assess, manage, and reduce risk over the planning horizon of the future operating environment. Conduct modeling, studies, and analyses to inform strategic management across the Future Years Defense Program (FYDP).



# ***Conclusion***

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USMEPCOM's customers, partners, and stakeholders are our main effort. The vision and goals described in the Strategic Plan must be advanced through engagement, involvement, collaboration, and dedication. The impact of this plan will be assessed by the timely achievement and delivery of the mission improving objectives. The emphasis will be on action and results. Accomplishment of the objectives outlined within this plan will allow USMEPCOM to remain relevant and responsive to our stakeholder's needs in an increasingly difficult operating environment by:

1. Improved flexibility and responsiveness through non-MEPS processing, virtualization, and automation of key tasks wherever possible, and increased access to remote options, ultimately resulting in reduced (number and time) visits to MEPS and increased processing efficiency.
2. Enabling the Command to be responsive to shifts in the applicant population to be where we are needed..
3. Improved reliability, security, compliance, and data management through automation, end-to-end ID verification, improved system integration, network redundancy, and business intelligence supported decision making.
4. Innovative human capital management to recruit and retain our upskilled workforce.

***USMEPCOM*** is, and will remain, ***Freedom's Front Door.***



