

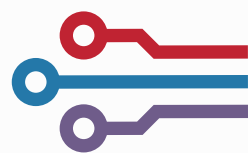


PEO MLB

PROGRAM EXECUTIVE OFFICE MANPOWER, LOGISTICS & BUSINESS SOLUTIONS



STRATEGIC GUIDANCE



2024





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INTRODUCTION

The Program Executive Office for Manpower, Logistics and Business Solutions (PEO MLB) delivers the business information technology (IT) systems which serve as the backbone of the Department of the Navy (DON) operations. Our logistics, manpower, finance, human resources, and training systems enable the DON to operate a globally distributed workforce and support the readiness posture of our naval forces.

To maintain our advantage over our global adversaries, the DON must respond quickly to emerging challenges. That means accelerating the development of advanced technology with purpose and a plan. In support of this goal, PEO MLB delivers effective and relevant business IT systems and tools to our Sailors, Marines, and civilians supporting naval operations around the globe.

The pace of technological advancements and limited resources drive the need to make every dollar count. To meet that need, PEO MLB works to deliver affordable business IT that meet the needs of our customers.

This Strategic Guidance outlines PEO MLB's mission and strategic priorities for the next three years. It is the driving force behind everything we do. This document also sets the direction for our organization, prioritizes our efforts, and outlines four focus areas to achieve the PEO MLB vision:

- Delivering on time and on cost.
- Adopting continuous improvement.
- Meeting customer needs affordably.
- Building a resilient workforce.

Moving forward, we will monitor and measure our progress towards meeting our mission and strategic priorities through a series of performance measures. As we monitor and evaluate our performance, we will periodically update this Strategic Guidance document.



Christine Rodriguez
Program Executive Officer,
Manpower, Logistics and Business Solutions



MISSION

PEO MLB delivers effective and affordable business IT solutions to advance the readiness of our naval forces.

PEO MLB is the DON's acquisition agent for delivering business IT solutions that are used by naval forces world-wide. Our programs deliver a broad range of solutions that support the administrative and operational needs of Sailors, Marines, and the civilian workforce.

We provide the business systems and tools needed to execute and manage the DON's manpower, human resources, training, logistics, and finances. These business IT capabilities ensure our Sailors and Marines are manned, trained, and equipped to win the high-end fight and our civilians have the capabilities to support the DON's mission.

We provide Sailors and Marines with the tools they need to take care of their families and manage their careers through human resources solutions. We develop and maintain systems and tools that enable the repair of ships and aircraft through the product life-cycle. Whether it is an administrative or operational business IT system, our priority is to deliver the technical and functional capabilities our military and civilian workforce needs, when they need it, and where they need it.

CORE VALUES

PEO MLB's greatest asset is our workforce. Our team personifies the core values and behaviors we aspire to bring to everything we do. We are united in our commitment to customers and building a winning culture that fosters trust, respect, open communication, creative problem solving, and strong teams.

- **CUSTOMER COMMITMENT:** Deliver capabilities to our naval forces, enabling success.
- **EMPOWER OUR PEOPLE:** Cultivate a culture of talent, trust, and teamwork by taking care of our people.
- **ADAPT AND EVOLVE:** Be responsive to change, implementing improvements to a work process or product.

BEHAVIORS FOR A WINNING CULTURE

- **GET REAL:** Self-assess. Continually evaluate and improve yourself and your team.
- **GET BETTER:** Self-correct. Apply problem solving best practices to achieve better outcomes.
- **BE COST CONSCIOUS:** Think, act, and operate differently to reduce the cost of doing business.
- **BUILD TRUST AND RESPECT:** Practice open and transparent communication. Be an engaged listener.
- **EMBRACE CHANGE:** Be open to new ideas, different approaches, and improved ways of working.
- **APPROACH PROBLEMS DIFFERENTLY:** Research different problem-solving techniques and try out new ones.
- **STRENGTHEN PARTNERSHIPS:** Increase collaboration with internal and external partners.
- **BUILD STRONG TEAMS:** Encourage healthy debate. Empower each other to decide and act.
- **FIX OR ELEVATE:** If it is your problem to fix, fix it. Raise barriers to leadership quickly when necessary.



STRATEGIC PRIORITIES

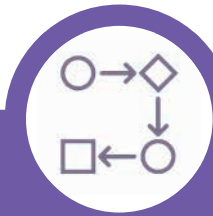
Three strategic priorities chart our path to success. The priorities establish direction and purpose for our organization, drive accountability, and allow us to measure success by using specific metrics to track our performance.



CAPABILITY

Deliver business IT solutions to meet customer requirements on time and on cost.

Sailors, Marines, and the civilian workforce depend on PEO MLB to provide the business IT systems and tools they need to meet their administrative and operational missions. We will prioritize the customer experience and deliver IT capabilities that meet our customer needs on time and on cost.



CONSISTENCY

Assess and improve our organization processes and tools towards delivering business IT solutions more effectively.

Consistency and reliability are key factors that influence our customer experience. PEO MLB will embrace a culture of continuous improvement focused on optimizing processes, standardizing approaches, integrating best practices, and incorporating lessons learned to improve productivity and quality.



AFFORDABILITY

Implement cost-efficient ways to deliver business IT solutions within fiscal constraints.

Delivering and sustaining business IT systems and tools within fiscal constraints will help to ensure our IT solutions remain affordable. By implementing adaptive and iterative software development processes and streamlining our technology, PEO MLB will drive cost efficiencies towards making every dollar count.



FOCUS AREAS

Four focus areas provide the foundation for PEO MLB's strategy. They guide our efforts, decision making, and how we allocate resources towards achieving our strategic priorities for Capability, Consistency and Affordability.



DELIVER ON TIME AND ON COST TO CREATE A POSITIVE CUSTOMER EXPERIENCE

Timely delivery to our Sailors and Marines will ensure they have the IT systems and tools they need to do the job. By practicing excellence in schedule management, we will deliver capabilities to the customer at the promised time. Our enterprise-wide adoption of an industry standard project management scheduling tool will drive consistency in program planning, schedule baselines, resource allocation, and progress tracking. Data analytics and visualization will allow us to better assess schedule performance; identify and mitigate schedule risks; forecast scheduling needs; and communicate with stakeholders about schedules.

We will explore opportunities to use Machine Learning (ML) solutions to more accurately predict program costs based on historical patterns. Cost estimation will be done in close collaboration with our functional stakeholders. Their collective insights and knowledge of the scope, capability requirements, user information, and financial resources will provide an estimate that more accurately informs program funding requirements.

Critical to the customer experience is our ability to make sure the right talent is in the right roles at the right time to deliver the business IT systems and tools our customers need. Our long-term staffing plans will capture the skills and expertise needed to meet our goals while identifying skill gaps. We will proactively address these gaps through training, upskilling, and mentoring to nurture the professional growth of our future leaders and technical experts.



ADOPT A CONTINUOUS IMPROVEMENT APPROACH TO ACHIEVE BETTER RESULTS

By streamlining our processes, investing in the right technology, and doing more with fewer resources, we will deliver superior business IT products and support to each customer. Through continuous improvement, we will strive for excellence by systematically identifying areas for improvement, fostering a culture of problem-solving and collective responsibility, and implementing small, incremental changes.

Conducting independent risk assessments will be an integral part of doing business for PEO MLB. The assessments will not be a one-off procedure, but a continuous process that will run concurrently with MLB's operations to ensure that new risks and improvements are identified and managed as they arise. Our leaders will have a comprehensive understanding of the various risks at play and the ability to preemptively deal with uncertainties, reduce vulnerability to threats, and safeguard program objectives. By integrating risk awareness with decision making, we will be fully equipped to manage risks effectively while delivering our products or services as promised, without disruptions.

By implementing mandatory assessments of all new programs and work onboarding to PEO MLB, we will set the stage for successful performance and results. The assessment will demonstrate alignment to our mission, secure needed resources, and identify risks before moving into detailed planning. We will work closely with our Resource Sponsors and Functional Area Managers (FAM) during the onboarding process to secure stakeholder buy-in from the very beginning on the cost and capability delivery schedule.





MEET THE NEEDS OF SAILORS, MARINES, AND THE CIVILIAN WORKFORCE AT AN AFFORDABLE COST

By thinking creatively about how our process and business IT systems and tools are structured, we will find ways to reduce cost and spending, while still delivering the same levels of service we offer today.

By leveraging Enterprise License Agreements (ELAs) for our business IT systems and tools, we will significantly reduce the cost of licenses. These ELAs will also enable our organization to achieve cost efficiencies from the improvements to budget planning for software licenses, a streamlined procurement process and simplified license management across the organization. Incorporating technical debt reduction strategies and tools into our development processes will help reduce the cost of future rework. By making a conscious effort to maximize software refactoring and code improvements; automating testing and software integration; reusing software code from other DON and DoD programs; and embracing agile software development methodologies, our programs will proactively manage and minimize technical debt.

By integrating ML, Robotic Process Automation (RPA), and Artificial Intelligence (AI) technologies into our IT solutions and tools, we will help reduce the total cost of ownership for our IT solutions. Whether automating repetitive user tasks in Sailor recruitment processes or delivering ML and AI-powered chatbots and apps to enhance user interactions, these technologies will help drive excellence in cost and the user experience.

We will “get real, get better” by institutionalizing the principles of transparency, continuous improvement, and excellence across our organization. By using Continuous Process Improvement (CPI) and industry standard methodologies like Lean Six Sigma, we will systematically identify and address cost inefficiencies in our processes and tools. We will proactively take measures to avoid unnecessary costs by implementing process improvements, innovating, negotiating with vendors, and optimizing the use of digital technologies.



BUILD A RESILIENT WORKFORCE EMPOWERED TO THRIVE IN CHANGE

We foster resiliency by encouraging our leaders and teams to embrace change, find opportunity in challenges, and adapt to difficult situations and organizational challenges without losing momentum or motivation.

In building a culture of open communication, we will demonstrate our commitment to ensuring information flows freely and transparently within PEO MLB. We will create safe spaces for sharing opinions and ideas; empower our employees to communicate openly and effectively; foster a culture of feedback and constructive criticism; encourage open and honest discussion; and establish regular communication channels and forums.

By implementing continuous learning practices, we will enhance knowledge and skill development for all employees, while helping to build employee resiliency. Extending beyond formal learning formats that exist today for acquisition and program management technical skills, we will include social learning opportunities for learn-on-the-job skills through observation or social interaction via the PEO MLB Mentoring Program, job shadowing, and temporary assignments. We will foster more effective communication, problem solving, and teamwork by expanding our employees' power skills with self-guided learning programs and job-embedded opportunities that develop and refine these skills.

Recognizing our colleagues for their hard work and contributions is essential to fostering workforce resiliency. We will build a culture of appreciation, institute meaningful rewards, and frequently communicate recognition in real-time to make it a part of MLB's everyday culture. PEO MLB is dedicated to intentionally rebuilding social capital and finding innovative ways for us to recognize colleagues who go above and beyond. We will actively seek to appreciate the diverse skills and perspectives that each team member brings to the table.

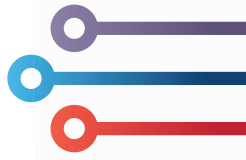




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