

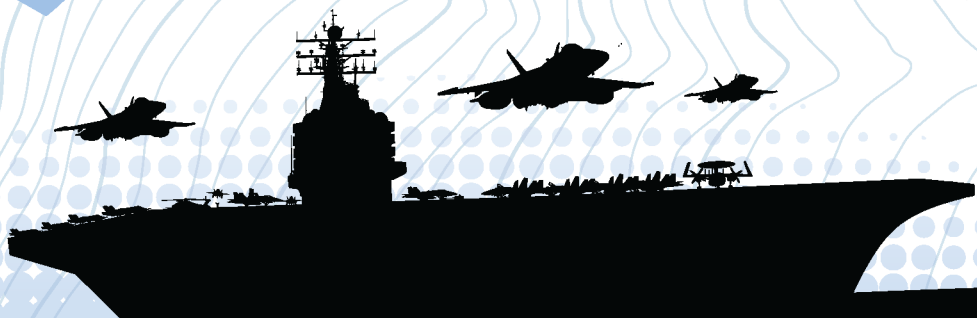
PEO MLB

PROGRAM EXECUTIVE OFFICE MANPOWER, LOGISTICS & BUSINESS SOLUTIONS

CHANGING
HOW THE DON
DOES BUSINESS

STRATEGIC PLAN 2021 - 2024

DOING OUR JOB
SO WARFIGHTERS
CAN DO THEIRS





A MESSAGE FROM THE PEO



“We are an organization built on ‘making it happen,’ and working with a sense of urgency and purpose to deliver on our commitments.”

It is with tremendous pride I share with you PEO MLB’s Strategic Plan 2021-2024. This strategic plan is our vision – the North Star by which we will navigate – to transform and change how the Department of the Navy (DON) does business. To make this plan a reality, we must shift to a customer-first culture, create a high impact customer experience, and use agile and innovative processes to deliver integrated information technology (IT) and data services for business operations and readiness. Our transformation journey will not be easy because a cultural shift of this magnitude is difficult, but our reward will be an organization that the DON and our customers need and deserve.

The PEO MLB Strategic Plan 2021-2024 links our strategic vision with our service delivery operating model. It is the navigational chart we will use to plot a course for meeting the customer demands of today and tomorrow as one naval team. Our strategic goals establish how and

where our energy and resources will be used to meet our mission: Empowering our people to deliver rapid and relevant capabilities that advance the readiness of our Sailors and Marines. Our core values will guide the behavior and the decisions we make to achieve three outcome oriented strategic goals:

- Sailors and Marines: Add value to every interaction, deliver an excellent experience.
- Capabilities: Become adaptable, flexible, and faster in how we deliver.
- Workforce: Develop a modern workforce for success in a modern workplace.

The PEO MLB Strategic Plan 2021-2024 is a living document, an agile guiding tool that will evolve as the external environment, priorities, and capabilities change. We will periodically review and adjust the plan to support the decisions and actions that shape how we prioritize requirements, work, resources, talent, and time.

Accomplishing what this plan lays out is no easy task, but when faced with a challenge, the PEO MLB team has always risen to the occasion. To quote an MLB legend, Tommy Lasorda once said, “There are three types of baseball players: Those who make it happen, those who watch it happen, and those who wonder what happens.” We are an organization built on “making it happen” and working with a sense of urgency and purpose to deliver on our commitments. I am committed to helping each one of you achieve success, overcome obstacles, and strengthen existing partnerships as well as forge new relationships, to make our plan a reality.

I am extremely proud of the accomplishments we have achieved to date. I look forward to working together to turn our strategy and plans into actions and outcomes that create new and better forms of value for the warfighter and taxpayer.

Lesley L. Hubbard
Program Executive Officer





VISION, MISSION, AND VALUES

VISION

Changing How the Department of the Navy Does Business. Doing Our Job So Warfighters Can Do Theirs.

The Program Executive Office (PEO) for Manpower, Logistics, and Business Solutions (MLB) is the Department of the Navy's (DON) preferred provider of integrated information technology (IT) and data services for business operations and readiness. The solutions and services we develop, acquire, and deliver are the DON's backbone for day-to-day administrative, business, and financial operations.

We provide Sailors, Marines, DON civilians, and other federal agencies with the services needed to complete their missions and tools to manage their careers. We are committed to a customer-first culture and to strong partnerships with warfighters as well as traditional (e.g., resource sponsors) and non-traditional (e.g., Systems Commands (SYSCOM), PEOs) stakeholders. Through our partnerships, we will modernize the way the DON does business and provide every Sailor and Marine with the information, equipment, and training needed to accomplish their missions.

MISSION

Empowering our people to deliver rapid and relevant capabilities that advance the readiness of our Sailors and Marines

VALUES



Customer Commitment:

We make a positive difference in the lives of our Sailors and Marines every day



Respect People:

We trust and empower our people, encourage their development, and reward their performance



Get Stuff Done:

We work with a sense of urgency and always deliver on our commitments



Evolve and Adapt:

We explore new methods and procedures, learn from our mistakes, and search for a better solutions



Do the Right Thing:

We operate with integrity, honesty, and ruthless transparency



Collaborate Openly:

We build relationships, break down silos, and connect across teams, functions, and geographies

The PEO MLB Strategic Plan 2021-2024 is the navigational chart we will use to plot a course for meeting the customer demands of today and tomorrow as one naval team. It is the framework we will use to make meaningful and deliberate progress to completing our mission. It provides direction and establishes measurable goals to monitor progress. The plan is a living document that will be periodically reviewed and updated to ensure it supports the fundamental decisions and actions that shape how we prioritize requirements, work, resources, talent, and time.





BACKGROUND

PEO MLB was launched in May 2020, following the disestablishment of the PEO for Enterprise Information Systems (EIS), in support of the DON's vision to implement more agility in the delivery of IT to a complex and diverse set of customers across the Navy and Marine Corps.

2007 - 2020



May 2020 - Present

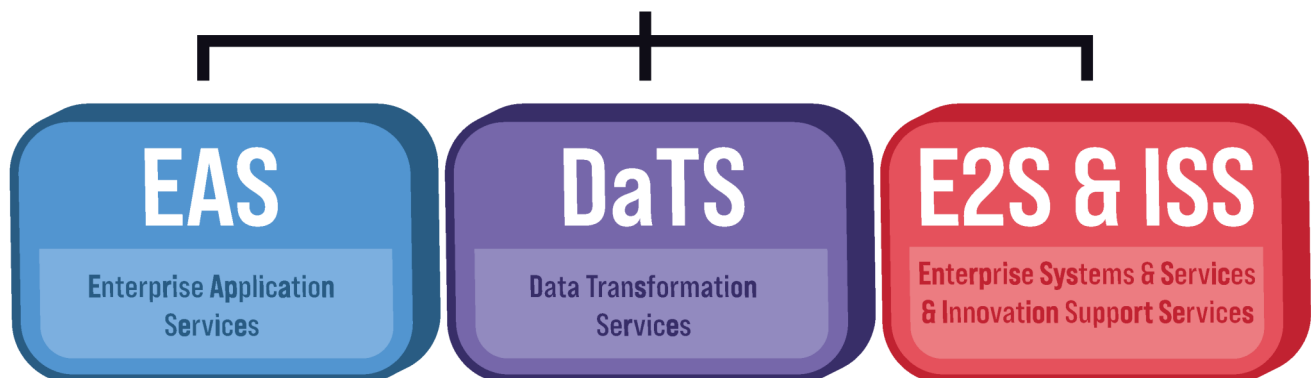


The legacy PEO EIS program offices for manpower, logistics, and business solutions were formally transitioned to PEO MLB. To further optimize alignment across capability portfolios and resource sponsors, additional programs and projects related to Navy logistics and Marine Corps applications were also realigned to PEO MLB.

ORGANIZATIONAL STRUCTURE

We started the journey of building the organization by first defining who we are, what we do, where we should go, and how to get there. Our strategic planning activities documented and established the direction for the new organization. We implemented a service portfolio operating model to radically rethink our ways of working and to drive changes for greater speed, customer experience, and flexibility. We organized around three service portfolios to improve alignment across manpower, logistics, and business capabilities and resource sponsors: 1) Enterprise Application Services (EAS), 2) Data Transformation Services (DaTS), and 3) Enterprise Systems and Service (E2S) & Innovation Support Services (ISS).

PORTFOLIO SERVICES



PEO MLB's transformation to a services portfolio organization is a multi-year effort with a phased evolution through fiscal year 2024. We will continue to make shifts in our structure, processes, people, and technology to add value to every customer interaction. As PEO MLB continues to mature, we will become more adaptable and flexible in how we deliver our services. Throughout it all, we will continue to focus on building an engaged, motivated workforce.





SERVICE PORTFOLIOS

ENTERPRISE APPLICATION SERVICES (EAS)



The EAS service portfolio comprises the DON's manpower, financial, logistics, and business IT capabilities delivering the day-to-day human resources, financial and business functions, and tactical applications that directly aid Sailors and Marines to meet their missions. EAS is comprised of five service areas:

- **MyNavy HR IT Solutions Services** delivers a portfolio of modernized capabilities providing comprehensive services for Sailors' Human Resources (HR) needs.
- **Navy ERP Financial IT Services** delivers business-critical auditable solutions and services for financial, time/attendance, and supply chain management.
- **Logistics (LOG) IT Services** delivers a single Naval portfolio of over 300 Navy and United States Marine Corps (USMC) logistics IT systems, which are deployed ashore and afloat.
- **Marine Corps Logistics Integrated Information Solutions (LI2S) Services** delivers integrated, distributed IT capabilities enabling execution of USMC logistics operations.
- **Marine Corps Applications (APPS) Services** delivers systems and applications for Marine Corps HR, contract writing, purchase requisitions, and warfighter support.

DATA TRANSFORMATION SERVICES (DaTS)

The DaTS service portfolio, a new capability offering, provides services and products to align, normalize, rationalize, and operationalize more than 1,500 disparate data sources through data governance, data services, data architecture, and data science.



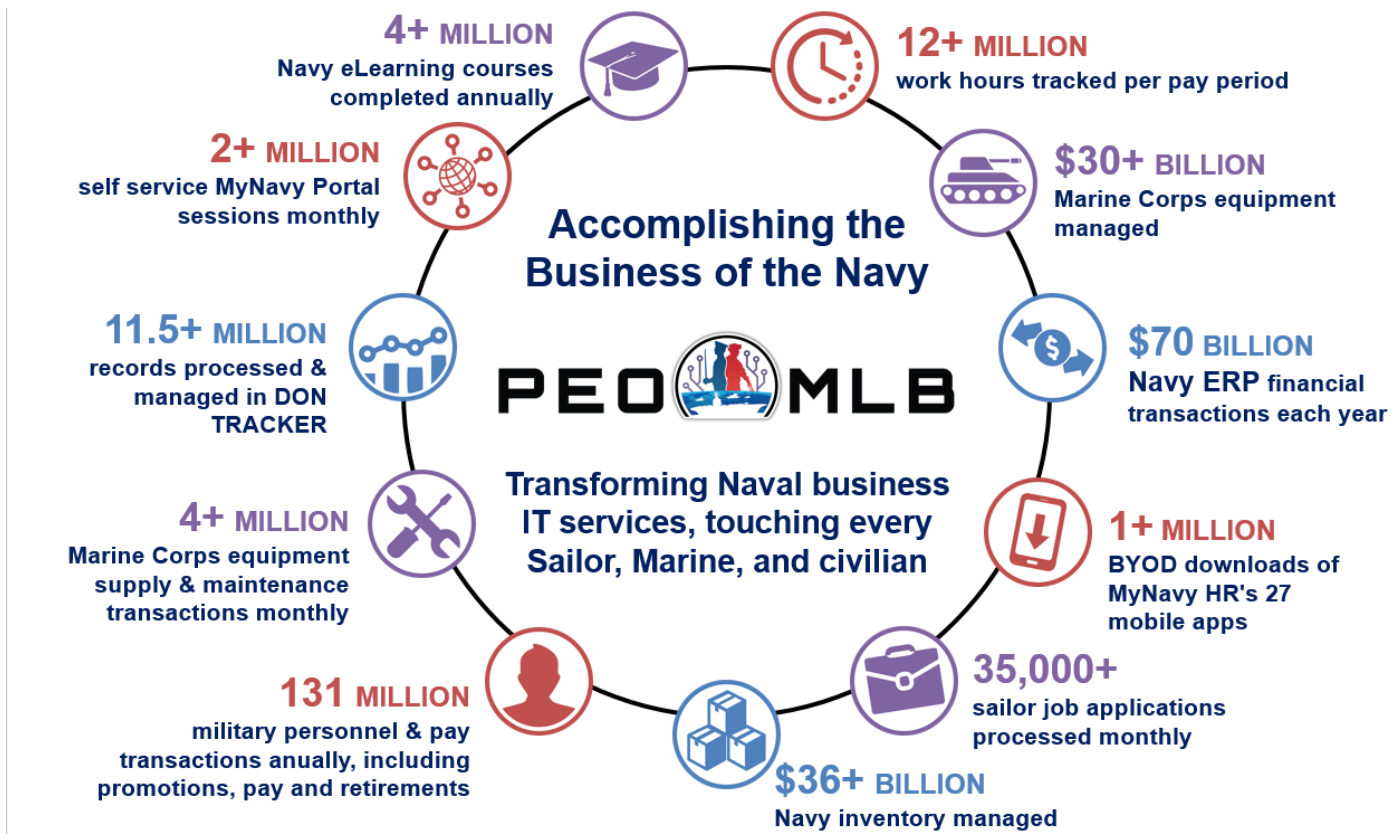
ENTERPRISE SYSTEMS & SERVICES (E2S) & INNOVATION SUPPORT SERVICES (ISS)

The E2S & ISS service portfolio enables enterprise-wide common processes and standard capabilities, while maximizing the customer experience and evolving agile at scale (i.e., application of agile software development practices and philosophies applied across the entire functions of the PEO). This service portfolio provides services for enterprise business systems, fleet, acquisition, and innovation support.



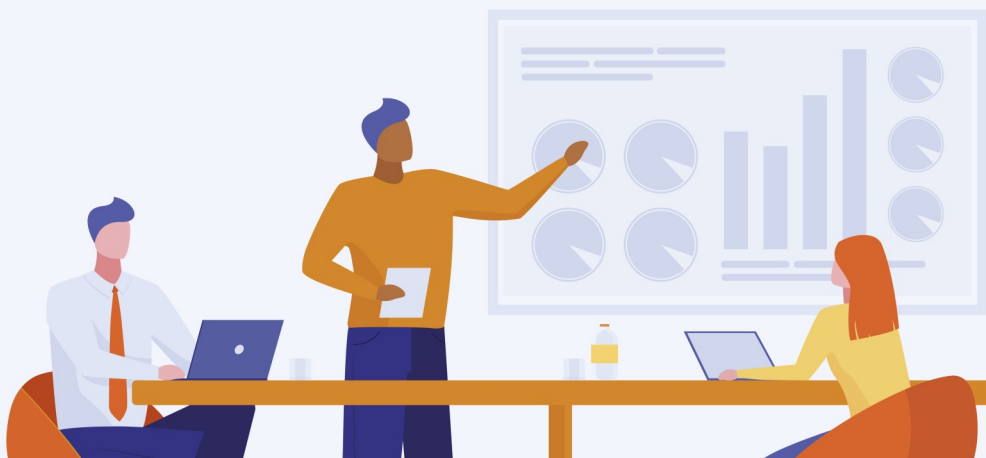


NOTABLE ACCOMPLISHMENTS



Our organization serves a complex and diverse customer base that spans the entire Navy and Marine Corps enterprises. This strategic plan builds off the progress made under PEO EIS and celebrates those accomplishments towards building a better prepared Naval force that is properly manned, trained, and equipped to forward deploy. PEO MLB accomplishes the

business of the DON by transforming Naval business IT services. From portfolio services measuring the state of safety within warfighting communities, processing military and civilian pay and personnel transactions, and delivering military equipment, PEO MLB touches the lives of every Sailor, Marine, and civilian.





OPPORTUNITIES

This Strategic Plan also lays out the outcomes we must strive towards to successfully deliver on our commitments to warfighters and the Naval enterprise. The plan is an adaptive tool to coordinate strategic actions to achieve progress toward PEO MLB's objectives, make continuous improvements, and ensure rapid response to change. We will quickly pivot to new priorities and maximize emerging opportunities by focusing on three key outcomes:

- **Sailors and Marines:** Add value to every interaction, deliver an excellent experience.
- **Capabilities:** Become adaptable, flexible, and faster in how we deliver.
- **Workforce:** Develop a modern workforce for success in a modern workplace.

As we continue to measure and improve the quality of the processes, technology, and services we provide to our customers, we are also committed to providing end-to-end solutions that enable readiness at every level of decision maker in the Navy and Marine Corps to make data-based decisions.

We recognize that our customers' ability to generate actionable insights based on accurate data, often in real-time, is of the highest strategic importance. We will upgrade or adopt new business-enabling technologies to enable data driven decisions such as deploying cloud-based offerings, advanced analytics capabilities, machine learning, artificial intelligence, and digital tools. However,



we also want to move beyond simply delivering digital modernization by adopting holistic changes across people, processes, and technology—a rapid, high-impact revamp of the way in which we operate, support our customers, and explore new opportunities.

We are no longer satisfied with digital service delivery piecemealed together in projects spanning years. Our operating model will accelerate the ability to leverage subject matter experts from across the organization and will enable comprehensive customer solutions. Increasing speed-to-value, understanding how to layer rapid and relevant capabilities into operations, and extending the breadth and depth of our Department of Defense (DoD) and industry partnerships are vital to our ability to successfully execute our mission. We will continue to place a premium on open collaboration with our partners to advance the readiness of our Sailors and Marines.





ESTABLISHING OUR GOALS

The role of PEO MLB continues to evolve to meet the challenges of a complex and unpredictable global environment. This strategic plan nests under recently released guidance, including the Chief of Naval Operations Navigation Plan, Tri-Service Maritime Strategy, and DON Business Operations Strategy, and outlines how PEO MLB will continue to change how the DON does business.

Our customers are at the heart of our transformation to a service portfolio delivery organization. Our customer-first culture will ensure we remain focused on the goal of delivering value in every interaction with our requirements owners, resource sponsors, and stakeholders.

To achieve the DON's capabilities and readiness goals, we

can no longer operate in programmatic and capability silos. By aligning common systems, programs, and projects under a single portfolio, we will be able to leverage economies of scale to become more adaptive, agile, and flexible in how we deliver our services. Across the PEO, we are breaking down the walls between programs, data, IT systems, and service delivery.

PEO MLB is also focused on achieving high velocity learning and readiness at every level. Enabling the workforce to continuously acquire and improve knowledge, skills, and abilities is a critical success factor in today's digital business environment. As an organization focused on learning, PEO MLB will continuously look for ways to create, apply, improve, and transfer knowledge to optimize the skills and competencies of our workforce.

GOAL 1

Add value to every customer and stakeholder interaction by adopting digital technologies and modern ways of working.

Objective 1.1: Within 12 months, implement digital tools and agile work practices to achieve greater collaboration, efficiency, and productivity.

Objective 1.2: By FY23, collect, analyze, and act on customer data, observations, and feedback to improve the customer experience.



GOAL 2

Increase portfolio effectiveness by becoming adaptive and flexible in how we deliver services for data transformation, innovation, and business IT services.

Objective 2.1: Over the next 12 months, implement a framework for integrated portfolio performance management and governance.

Objective 2.2: By FY23, create a work environment that optimizes dedicated, cross functional teams matrixed across portfolios, project initiatives, and products.



GOAL 3

Recruit, renew, and retain an engaged, motivated workforce equipped with the skills and capabilities to be successful in a modern workplace.

Objective 3.1: By FY22, implement employee-centered, continuous learning and development approaches to build the digital skills and competencies essential for today's workplace.





IMPLEMENTING OUR VISION

In establishing the overarching strategic goals and objectives for PEO MLB, this plan will steer the decisions on how we organize, train, and equip our people; how we plan, prioritize, and allocate resources; and how we will adapt in response to new requirements and priorities.

The strategy will cascade throughout the MLB organization, aligning every portfolio and PEO function around the plan. Portfolios and PEO functions will develop business plans, which are aligned to the overarching PEO MLB Strategic Plan. These business plans will chart their specific efforts, actions, and measures of success for achieving the PEO MLB goals and objectives.

Success in today's environment means we must pursue agility and adaptability not only in how we operate, but in how we plan. Our governance will be flexible. Our execution will be adaptive. This strategic plan provides an event driven approach. We will plan, execute, review, adjust, and re-plan as a continuous learning activity. To remain adaptive, the key guiding principles of this strategic plan include:

- 1) Start executing as soon as possible
- 2) Do not wait for perfect information
- 3) Respond quickly to changes as they occur
- 4) Embrace and explore uncertainty
- 5) Involve everyone in the strategy process
- 6) Create accountability through measurable outcomes

And lastly, we must practice ruthless transparency when it comes to strategic plan reviews and progress updates. We must optimize the use of the digital PEO MLB portfolio dashboard as a tool to share performance metrics, identify cross-cutting risk, and collaborate on decision-making. As we mature this process, our requirements owners, resource sponsors, and stakeholders will also use the PEO MLB portfolio dashboard, the single source of truth and visibility into the value delivered.

ROLES AND RESPONSIBILITIES

Program Executive Officer	<ul style="list-style-type: none">• Provide vision & mission• Champion & communicate• Celebrate progress• Secure funding• Remove obstacles• Approve strategy updates
Strategic Planning Committee <i>Chair: PEO ED</i>	<ul style="list-style-type: none">• Define Objectives• Set priorities• Monitor strategic alignment• Establish portfolio measures• Conduct strategy reviews
Objective Owners	<ul style="list-style-type: none">• Manage & integrate initiatives• Monitor progress toward objective(s)• Identify cross-cutting risks & opportunities• Conduct periodic progress reviews• Recommend plan adjustments
Business Plan Owners	<ul style="list-style-type: none">• Comprised of portfolio & PEO staff• Set & manage Business Plan• Monitor and adjust Business Plan• Evaluate performance (periodic)
Service Delivery Teams	<ul style="list-style-type: none">• Comprised of portfolio & PEO staff• Develop Action Plans• Monitor & adjust Action Plans• Evaluate performance (periodic)• Recommend plan adjustments



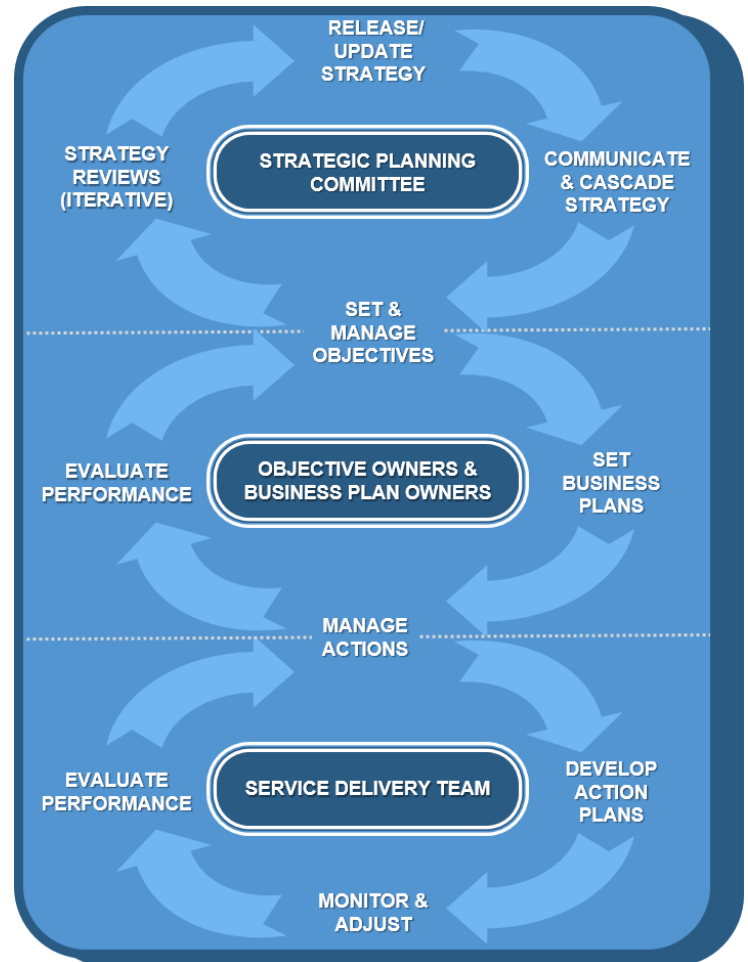


STRATEGY EXECUTION

Our strategic plan covers 2021- 2024 with four 12-month iterative execution cycles.

- The Strategic Planning Committee (SPC) is responsible for coordinating with the Objective Owners (OO) to conduct mid cycle and end of cycle strategy reviews. Any strategy updates will put forward to the PEO during the annual end of cycle review for approval.
- The SPC will coordinate with the PAO to communicate the new/adapted strategy to the workforce, resource sponsors, and stakeholders.
- The OO will work with the Business Plan Owners (BPO) and Service Delivery Teams (SDT) to cascade the strategy through our organization by breaking down the objectives into smaller chunks i.e., Business Plans and Action Plans. The management of objectives and actions is where the strategy meets operations.
- The OO, BPOs, and SDTs are responsible for selecting, prioritizing, and executing initiatives to meet the PEO MLB objectives.
- The OO, BPOs, and SDTs are also responsible for the continuous monitoring of progress, reporting status, and adjusting the plans to ensure forward movement.
- Periodically, the OO, BPOs, and SDTs will evaluate how their plans are performing against the stated objectives and adjust as appropriate to meet the goals.

STRATEGIC PLAN EXECUTION FRAMEWORK





CONCLUSION

PEO MLB is the DON's preferred provider of integrated information technology (IT) and data services for business operations and readiness. We will implement our vision – the North Star by which we navigate – and change how the DON does business. Our behavior and decision-making will be guided by our values – customer experience, respect people, get stuff done, evolve and adapt, do the right thing, and collaborate openly. We will be steadfast in our mission, empowering our people to deliver rapid and relevant capabilities that advance the readiness of our Sailors and Marines. Our strategic goals will influence how and where our energy and resources will be used to meet our mission.

Together we will build a customer-first culture focused on the goal of delivering value in every customer interaction, become more adaptive, agile, and flexible in how we deliver our services, and enable our workforce to continuously acquire and improve knowledge, skills, and abilities for today's digital business environment. As we deliver on the PEO MLB strategy, we will hold ourselves accountable to meet expected outcomes. We will execute, review, adjust, and re-plan as a continuous learning activity. The PEO MLB strategy must become how we plan, prioritize, make decisions, and deliver. In other words, the PEO MLB strategy is part of the everyday business of PEO MLB.



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