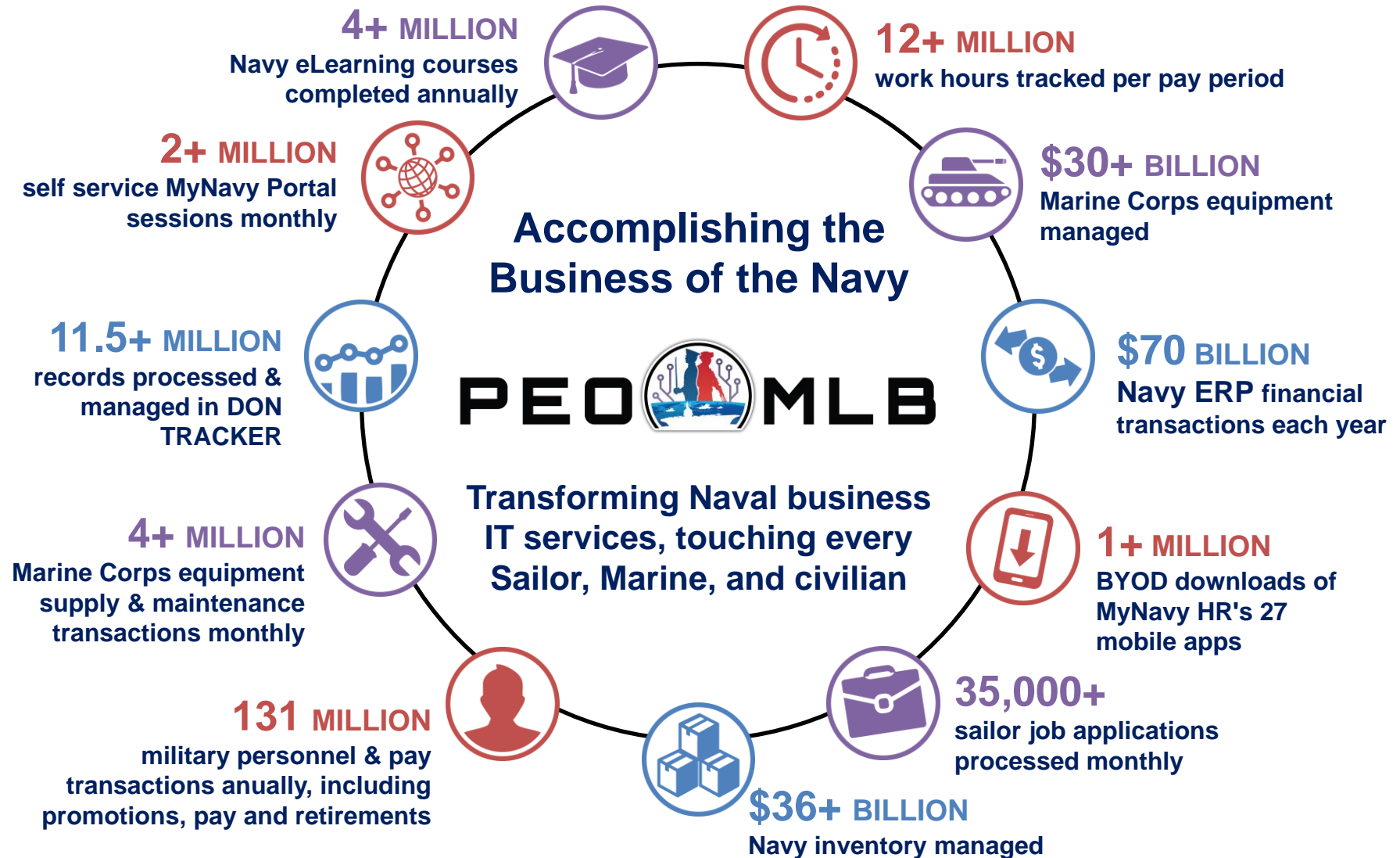# AFCEA NOVA Naval IT Day 2021

Les Hubbard

Program Executive Officer

Manpower, Logistics and Business Solutions

7 October 2021

Value to the Naval Enterprise

PEO MLB — PROGRAM EXECUTIVE OFFICE MANPOWER, LOGISTICS & BUSINESS SOLUTIONS

Accomplishing the Business of the Navy

PEO MLB

Transforming Naval business IT services, touching every Sailor, Marine, and civilian

4+ MILLION
Navy eLearning courses completed annually

12+ MILLION
work hours tracked per pay period

2+ MILLION
self service MyNavy Portal sessions monthly

$30+ BILLION
Marine Corps equipment managed

11.5+ MILLION
records processed & managed in DON TRACKER

$70 BILLION
Navy ERP financial transactions each year

4+ MILLION
Marine Corps equipment supply & maintenance transactions monthly

1+ MILLION
BYOD downloads of MyNavy HR's 27 mobile apps

131 MILLION
military personnel & pay transactions anually, including promotions, pay and retirements

35,000+
sailor job applications processed monthly

$36+ BILLION
Navy inventory managed

**Changing How The DON Does Business;
Doing Our Job So Warfighters Can Do Theirs**

- Provide systems, services and applications to end users and operators supporting the Department of the Navy's manpower, finance and logistics mission domains

- Put data in the hands of Sailors and Marines to bolster decision making and Fleet readiness

- Customer focused, delivering digital solutions to provide what is needed, where it's needed and when it's needed

- Drive innovation and speed into work practices

PEO MLB Vision, Mission and Values

PEO MLB
PROGRAM EXECUTIVE OFFICE MANPOWER, LOGISTICS & BUSINESS SOLUTIONS

VISION

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

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

PEO MLB Strategic Goals and Objectives

PEO MLB
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GOALS

Goal 1
Add value to every customer & stakeholder interaction by adopting digital technologies and modern ways of working.

Goal 2
Increase portfolio effectiveness by becoming adaptive and flexible in how we deliver services for data transformation, innovation and business solutions.

Goal 3
Recruit, renew and retain an engaged, motivated workforce equipped with the skills and capabilities to be successful in a modern workplace.

OBJECTIVES

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

1.2 By FY23, collect, analyze and action customer data, observations and feedback to improve the customer experience.
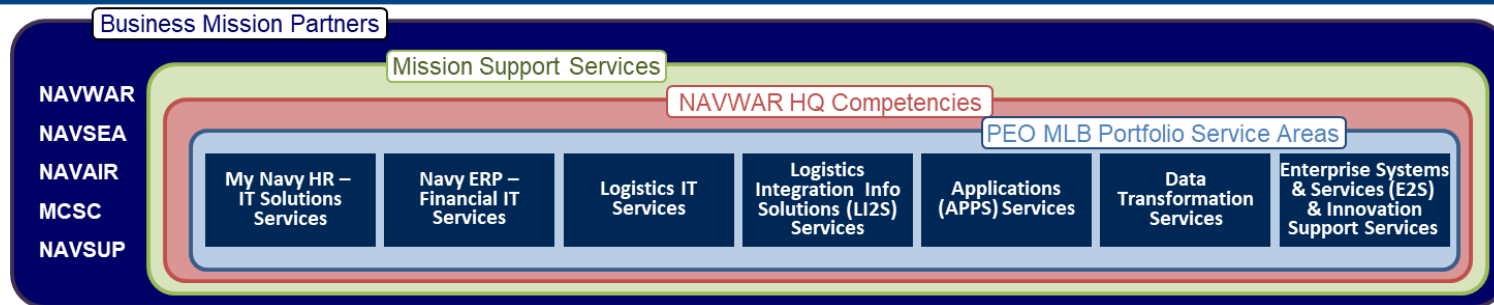
2.1 Over the next 12 months, implement a framework for integrated portfolio performance management and governance.

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

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

PEO MLB Operating Model

- **Portfolio management**
  - Operating as a portfolio of IT investments; coordinating & balancing resources and risk
  - Decision making happens where the work is done; cultivating culture of empowerment & accountability

- **Partnerships & collaboration**
  - Multi-SYSCOM operations (supporting & supported)
  - Large network of highly skilled technical resources (SYSCOM & Industry)
  - Work together with shared authority and decision making at leadership level

- **Learning & growth in modern ways of working**
  - Leverage existing talent; promoting cross-team talent sharing and internal mobility from MLB portfolios, SYSCOM partners and key stakeholders
  - Empower, develop/train and encourage innovation through experimentation

Portfolio Management

- Organized around three service areas with seven portfolios

- Multi-portfolio and multi-governance structure with partners from all SYSCOMS, including the Marine Corps Systems Command (MCSC)

- Align new projects to existing portfolios; leverage resources

Enterprise Application Services (EAS)	Data Transformation Services (DaTS)	Enterprise Systems and Services & Innovation Support Services (E2S & ISS)
- My Navy HR IT Solution Services - Navy ERP Financial IT Services - Logistics IT Services - Marine Corps Logistics Integrated Information Solutions - Marine Corps Application Services	- Data Transformation Services	- Enterprise Systems and Services & Innovation Support Services

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Portfolios and Service Areas

MY NAVY HR IT SOLUTION SERVICES

Objective: Modernize Navy's 55 siloed Human Resources (HR) IT systems to an integrated portfolio of systems, services and applications.
- Resource Sponsor: N1
- Customers: Active duty & reserve Sailors, OPNAV/CNP, MyNavy HR enterprise
- Products/Services:
  - ✓ Modern, auditable, cloud-based Personnel and Pay system with automated personnel management, recruiting and assignments
  - ✓ Mobile apps & data analytics capabilities
  - ✓ Self service portals for Sailors & families

NAVY ERP FINANCIAL IT SERVICES

Objective: Deliver business-critical auditable solutions & services for financial, time/attendance & supply chain management
- Resource Sponsor: FMS (SRB)
- Customers: Navy civilians, Marine Corps, EOP and vendors
- Products/Services:
  - ✓ Modern general ledger for GF and NWCF transactions and financial reports
  - ✓ Integrated SCM processing for maintenance, repairable, order fulfillment, inventory, assets management, warehouse management, planning & allowancing
  - ✓ Self service reporting & analytics tools

MARINE CORPS LOGISTICS INTEGRATED INFORMATION SOLUTION SERVICES

Objective: Deliver integrated, distributed IT capabilities enabling execution of USMC logistics operations
- Resource Sponsor: DC I&L
- Customer: Marine Air-Ground Task Force
- Products/Services:
  - ✓ Single point of entry for logistics needs
  - ✓ Enabling cutting edge logistics operations
  - ✓ Modernizing logistics IT

MARINE CORPS APPLICATIONS SERVICES

Objective: Rapid delivery of systems & apps for Marine Corps HR, contract writing, purchase requisitions & warfighter support
- Resource Sponsor: Multiple - 8
- Customers: M&RA, MCRC, TECOM, TFSD, CD&I/CIO
- Products/Services:
  - ✓ Cloud-based recruiting services
  - ✓ Electronic performance evaluation
  - ✓ Process automation and decision support tools
  - ✓ Tactical applications

LOGISTICS IT SERVICES

Objective: Modernize ~300 Navy & Marine Corps logistics IT systems to a single integrated Naval portfolio of systems, services and applications deployed ashore & afloat
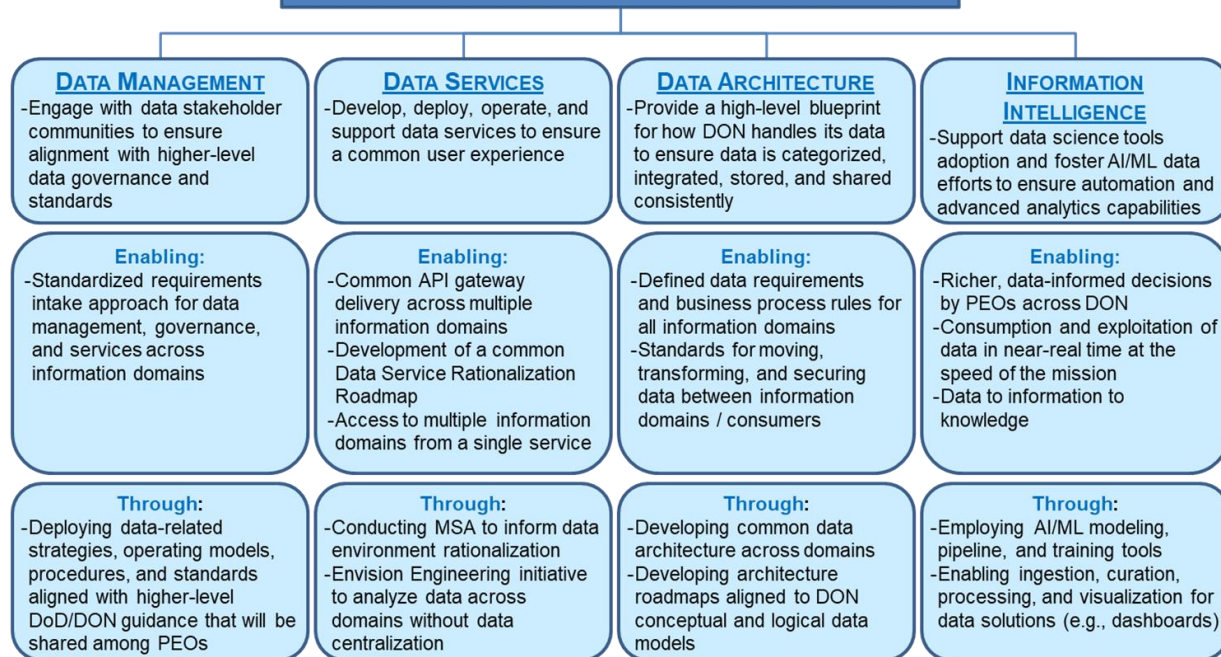- Resource Sponsors: Multiple within OPNAV N4 and N9
- Customers: SYSCOMS (including organization, intermediate, depot-level activities)
- Products/Services:
  - ✓ Product lifecycle management
  - ✓ Maintenance repair & overhaul
  - ✓ Supply chain management
  - ✓ Integrated data analytics environment

Maximizing the Value of Business IT Systems

Data Transformation Services

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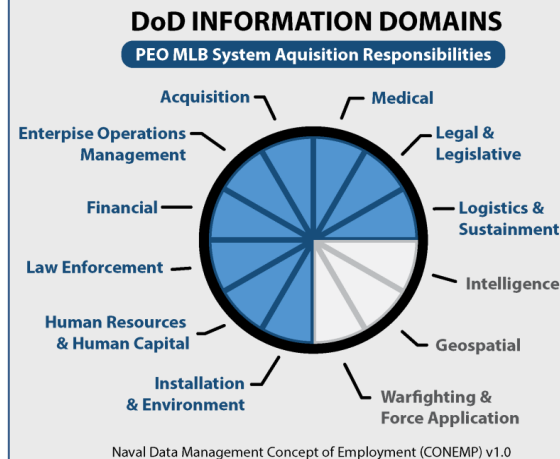
- **Improved data understanding and accessibility to enable richer data-informed decisions across the Department of Navy**
  - Institute common data processes and standards
  - Deliver common services
  - Federate and rationalize data environments
  - Leverage existing tools and solutions

DATA TRANSFORMATION SERVICES

DATA MANAGEMENT	DATA SERVICES	DATA ARCHITECTURE	INFORMATION INTELLIGENCE
-Engage with data stakeholder communities to ensure alignment with higher-level data governance and standards	-Develop, deploy, operate, and support data services to ensure a common user experience	-Provide a high-level blueprint for how DON handles its data to ensure data is categorized, integrated, stored, and shared consistently	-Support data science tools adoption and foster AI/ML data efforts to ensure automation and advanced analytics capabilities
Enabling: -Standardized requirements intake approach for data management, governance, and services across information domains	**Enabling:** -Common API gateway delivery across multiple information domains -Development of a common Data Service Rationalization Roadmap -Access to multiple information domains from a single service	**Enabling:** -Defined data requirements and business process rules for all information domains -Standards for moving, transforming, and securing data between information domains / consumers	**Enabling:** -Richer, data-informed decisions by PEOs across DON -Consumption and exploitation of data in near-real time at the speed of the mission -Data to information to knowledge
Through: -Deploying data-related strategies, operating models, procedures, and standards aligned with higher-level DoD/DON guidance that will be shared among PEOs	**Through:** -Conducting MSA to inform data environment rationalization -Envision Engineering initiative to analyze data across domains without data centralization	**Through:** -Developing common data architecture across domains -Developing architecture roadmaps aligned to DON conceptual and logical data models	**Through:** -Employing AI/ML modeling, pipeline, and training tools -Enabling ingestion, curation, processing, and visualization for data solutions (e.g., dashboards)

PEO MLB acquires/delivers Naval IT capabilities across 9 of the 12 DoD information domains:

DoD INFORMATION DOMAINS
PEO MLB System Aquisition Responsibilities

- Acquisition
- Medical
- Enterpise Operations Management
- Legal & Legislative
- Financial
- Logistics & Sustainment
- Law Enforcement
- Intelligence
- Human Resources & Human Capital
- Geospatial
- Installation & Environment
- Warfighting & Force Application

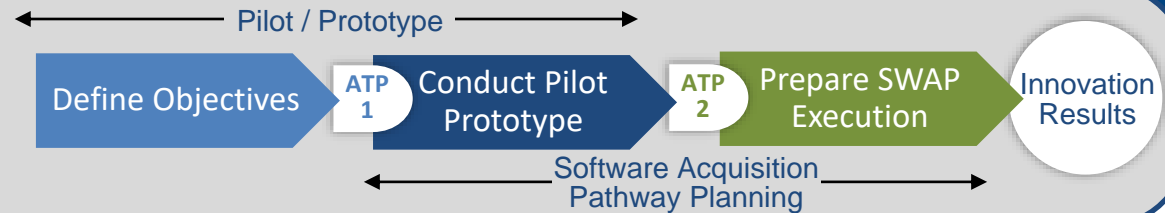Naval Data Management Concept of Employment (CONEMP) v1.0

Initial survey of these 9 information domains indicates:

Overall low level of data maturity

High levels of architecture complexity

Innovation Support Services

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BOOSTING YOUR **PRODUCTIVITY** THROUGH OUR EXPERTISE

Pilot / Prototype

Define Objectives → ATP 1 → Conduct Pilot Prototype → ATP 2 → Prepare SWAP Execution → Innovation Results

Software Acquisition Pathway Planning

Application Platform Guidance *for fast and seamless adoption*
Office 365

Digital Agility

Application Rationalization Processes and Adaptive Acquisition Frameworks *to choose your pathway*

Digital Agility

PEO DIGITAL partnership enables *faster, frictionless integration of Enterprise Service Offerings*

Digital Agility

Navigators — Navigator Pilots & Prototypes, Material Solution Analysis, Portfolio Reviews *for rapid solution design*

Engage — Design Thinking Workshops *to creatively solve problems with empathy and ideation*
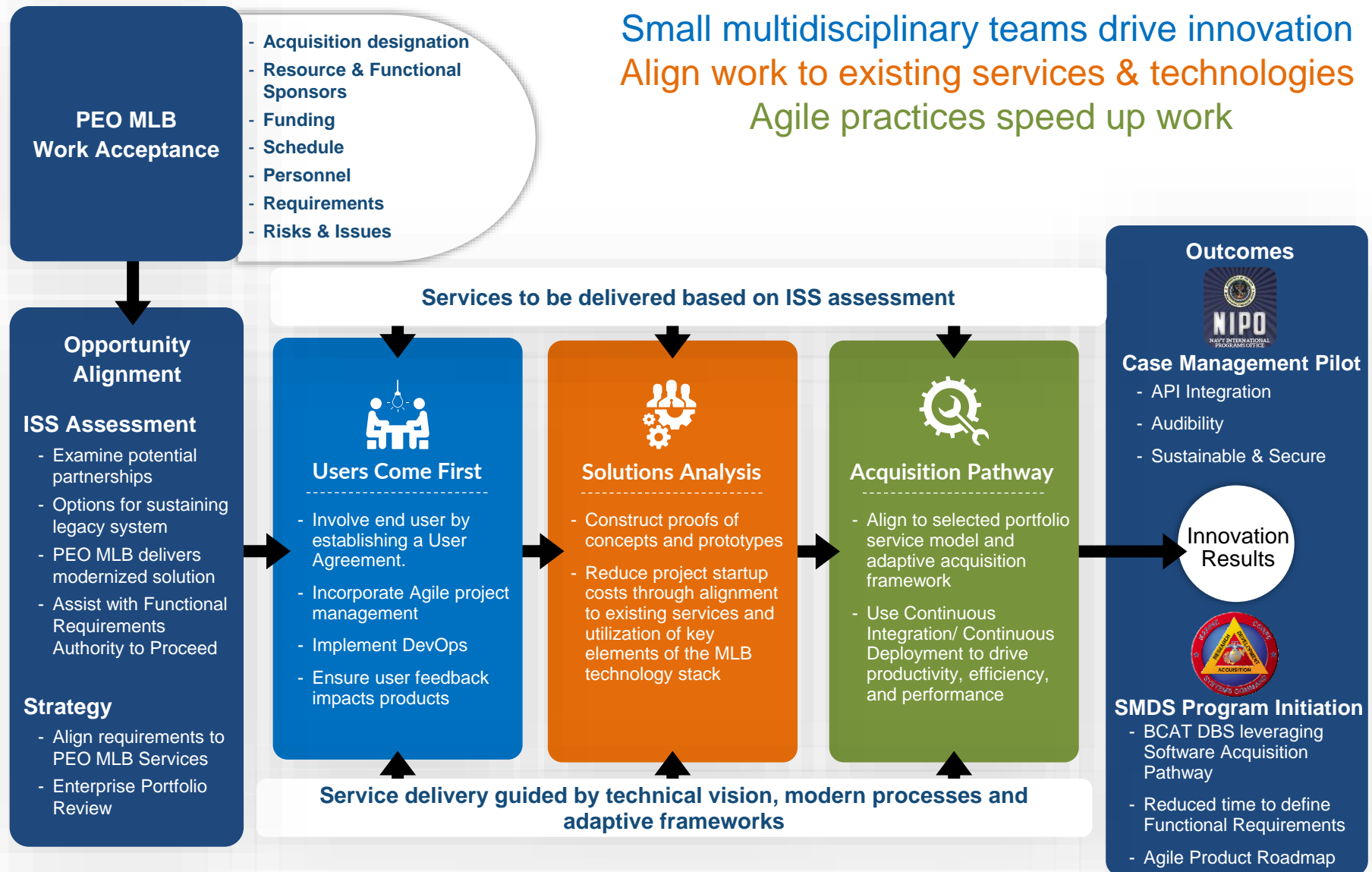
Workforce Agility — Access Workforce Champions & Praxeums *to support your Cloud / RPA projects & initiatives*

Utilize the power of our technical and managerial expertise to consistently deliver top quality services for Sailors and Marines

Taking On New Projects
Creating Value with Our Customers

PEO MLB
PROGRAM EXECUTIVE OFFICE MANPOWER, LOGISTICS & BUSINESS SOLUTIONS

Small multidisciplinary teams drive innovation
Align work to existing services & technologies
Agile practices speed up work

PEO MLB Work Acceptance

- Acquisition designation
- Resource & Functional Sponsors
- Funding
- Schedule
- Personnel
- Requirements
- Risks & Issues

Opportunity Alignment

ISS Assessment
- Examine potential partnerships
- Options for sustaining legacy system
- PEO MLB delivers modernized solution
- Assist with Functional Requirements Authority to Proceed

Strategy
- Align requirements to PEO MLB Services
- Enterprise Portfolio Review

Services to be delivered based on ISS assessment

Users Come First
- Involve end user by establishing a User Agreement.
- Incorporate Agile project management
- Implement DevOps
- Ensure user feedback impacts products

Solutions Analysis
- Construct proofs of concepts and prototypes
- Reduce project startup costs through alignment to existing services and utilization of key elements of the MLB technology stack

Acquisition Pathway
- Align to selected portfolio service model and adaptive acquisition framework
- Use Continuous Integration/ Continuous Deployment to drive productivity, efficiency, and performance

Service delivery guided by technical vision, modern processes and adaptive frameworks

Outcomes

Case Management Pilot
- API Integration
- Audibility
- Sustainable & Secure

Innovation Results

SMDS Program Initiation
- BCAT DBS leveraging Software Acquisition Pathway
- Reduced time to define Functional Requirements
- Agile Product Roadmap

Wrap Up/Final Thoughts

- Structured around seven service areas, operating as a portfolio organization to drive synergies between our business IT programs & projects

- Reach back to a large ecosystem of SYSCOM and industry partners to acquire & deliver IT products/services

  – Large network of engineers for modern software engineering best practices

- Rapidly adopting agile principles and digital service services tools for improved transparency, cost management, schedule predictability and capability delivery speed

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