

NAVAL POSTGRADUATE SCHOOL

# FY2020-2023 BUSINESS OPERATIONS PLAN

Driving operational excellence through a coordinated and coherent strategy and supporting actions.







# INTRODUCTION

## Focus Area 1: People and Learning

Improve organizational performance and efficiency through the development and implementation of a human capital strategy designed to attract and develop strong employees by prioritizing recruiting, investing in professional growth opportunities, and building a positive workplace culture.

## Focus Area 2: Financial Management

Advance the efficiency and effectiveness of NPS business operations through budget optimization, informed decision making, systemic and integrated budgetary planning, automated workflows and improved systems.

## Focus Area 3: Operational Effectiveness

Advance the efficiency and effectiveness of NPS business operations through budget optimization, informed decision making, systemic and integrated planning, automated workflows, industry benchmarking, and reducing redundancy.

## Focus Area 4: Building Coalitions

Build trust and open communication with key partners across campus.

The Naval Postgraduate School provides defense - focused graduate education, including classified studies and interdisciplinary research, to advance the operational effectiveness, technological leadership and warfighting advantage of the Naval service. [The NPS Strategic Plan](#) positions the Naval Postgraduate School to provide world-class education and research programs to the United States Navy, Marine Corps and their partners, building on our unique capabilities and strengths in our contemporary strategic environment. The plan organizes NPS' actions around three main strategic themes. The NPS Business Operations Plan mainly supports Theme 3, Institutional Effectiveness. Specifically, the NPS Business Operations Plan targets the action areas of Operations Effectiveness, Talent Management, and Data.

NPS must function as a university with the highest academic standards, operating within the context of the Department of Defense and subject to the federal rules and laws. As part of the Department of the Navy, we must continually adapt to ever-changing legal and regulatory requirements while maintaining sharp focus on our over-arching mission of education and research. NPS is committed to a constant search for improvement and cost-effectiveness in our business, education, and research processes. We will look internally for improvements as we monitor impact and performance, as well as gleaning best practices from industry and other government organizations.

Improvement and excellence require overall coherence and coordination with all stakeholders. The Business Operations Plan is a mechanism to coordinate and communicate goals and outcomes through measurable objectives and initiatives for NPS to use as a unifying function. It is an agile blueprint for improvement in four focus areas: People and Learning, Financial management, Operational Effectiveness and Building Coalitions. The plan is adaptable, not a permanent structure and it will evolve as the environment, priorities and requirements change.

Every organization has opportunities to become more effective and efficient; NPS is no exception. We are committed to excellence in all that we do, and the Business Operations Plan is a tool to help us plan, learn, grow and achieve the goals of NPS as one team.





## FOCUS AREA >>> People & Learning

### GOAL 1.0

Improve organizational performance and efficiency through the development and implementation of a human capital strategy designed to attract and develop strong employees by prioritizing recruiting, investing in professional growth opportunities, and building a positive workplace culture.



**1.1 Recruitment & Retention:** Implement initiatives to recruit and retain the best workforce to expand NPS capability.

**PROBLEM:** NPS operates a higher education system within the confines of DoD HR policy making recruitment and retention of highly skilled faculty and staff challenging.

**SOLUTION:** Design and implement a strategic human capital plan that takes advantage of authorized incentives, alternative recruitment methods and succession planning.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HRD 1.1a	Draft NPS Human Capital Operating Plan (HCOP)		●						●					
HRD 1.1b	Increase marketing of NPS as a top employer and increase recruitment venues for all staff positions.				●									
HRD 1.1c	Develop and implement Effective Practices for Faculty Retention (e.g. mentoring, onboarding, acclimation to DoD, recognition, tenure & Promotion)						●							●
HRD 1.1d	Develop and implement Effective Practices for reducing turnover.						●				●			
HRD 1.1e	Maximize use of hiring authorities		●											
HRD 1.1f	Develop 21st century strategic recruitment plan for faculty in collaboration with Vice Provost.			●							●			
HRD 1.1g	Increase use of interns, Pathways, civilian exchange programs, and career pathways, and career ladders to improve succession planning for staff positions								●					



**1.2 Learning:** Posture NPS for the future ensuring a dynamic, skilled workforce

**PROBLEM:** NPS wants to be the leader in DoD Research and graduate education. Achieving this goal requires a highly competent, stable and innovative workforce. NPS lacks a strategic and structured plan to build a highly capable and competent workforce.

**SOLUTION:** Develop a coherent and aggressive plan to focus on building and retaining a highly qualified workforce.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HRD 1.2a	Develop and implement a succession plan for leadership in key administrative and academic areas.										●			●
HRD 1.2b & CMPT	Centralize monetary awards and 3R incentive funding.		●				●							
HRD 1.2c & CMPT	Incorporate budgetary line of accounting for training and development for staff and faculty.										●			●
HRD 1.2d	Publish core competencies for NPS job series.						●							●
HRD 1.2e	Publish policy requiring IDPs to align with core competencies for job series and leadership.										●			●
HRD 1.2f	Provide multiple venues for employees to access and complete training.				●									
HRD 1.2g	Draft policy to support HCOP (to include requirement for DPMAP, IDPs and annual training completion).								●					
HRD 1.2h	Expand the work and focus of the Employee Development Committee (needs assessments, training options, offer training linked to strategic way forward, develop a training plan)					●						●		



**1.3 People Processes & Policy:**  
*Improve the effectiveness and efficiency of human resources through the creation and implementation of comprehensive, enduring and institutionalized policy and processes.*

**PROBLEM:** NPS is a “word of mouth” organization with limited written policies and processes relying on institutional knowledge and memory to accomplish the HR mission. This leads to inefficiency, poor customer service, inconsistency and increases risk.

**SOLUTION:** Develop comprehensive written policy and guidance and implement with rigor.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
HRD 1.3a	Achieve and maintain high customer satisfaction		●											▶
HRD 1.3b	Improve HR processes through integration and technology to improve outcomes (TEAMS, DCHRMS, FLOWS)				○				●					
HRD 1.3c	Provide effective resources to campus to facilitate local hiring and interview process improvements, transitions and succession planning		●											▶
HRD 1.3d	Coordinate, with the Office of the Associate Provost for Faculty Affairs to redesign and realign the faculty hiring process per OPNAV directive.				●									
HRD 1.3e	Document MFT by organizational unit to reassess and re-baseline manpower requirements.							●						
HRD 1.3f & ITACS	Lead with Information Technology Services the development and deployment of a new, robust electronic customer service workflow system for the NPS Campus.				○				●					
HRD 1.3g	Establish policy to institutionalize consistent performance management processes across the organization.		○			●								
HRD 1.3h	Bargain with union toward a new CBA that protects the rights of management.			○		●								



HRD 1.3i	Reform entirety of manpower management process and policy.		○				●							
HRD 1.3j & PROVOST	In coordination with Provost, establish faculty pay setting policy, process and procedures.		○				●							







## FOCUS AREA >>> Financial Management

### GOAL 2.0

Advance the efficiency and effectiveness of NPS business operations through budget optimization, informed decision making, systemic and integrated budgetary planning, automated workflows and improved systems.



**2.1 Reform Financial Management:** Generate lasting, institutionalized financial and accounting policies and processes that align to the financial systems and enable the institution to drive budget discipline and ensure adequate resources to support mission achievement and strategic reinvestment.

**PROBLEM:** NPS is challenged with the lack of congruency between new financial systems and the NPS financial planning, resourcing and accounting policies and procedures that enable budget discipline and the achievement of the mission within allocated resources.

**SOLUTION:** Align financial planning and budgeting policies and procedures with the mandated financial systems.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COO 2.1a & CMPT	Implement a planning, resourcing and accountability policy.					●								●
CMPT 2.1b	Align all budget processes under Comptroller.		●			●								
CMPT 2.1c	Fully integrate SPFAs with FMD (provide training, improve communication, understand priorities, etc.)						●							
CMPT 2.1d	Optimize use and processes for SABRS		●											●
CMPT 2.1e	Fully implement CFMS-C		●			●								
COO 2.1f & CMPT	Build a transparent and collaborative budget development process.			●										●
CMPT 2.1g & DOR	Evaluate alternative methods to current Indirect model due to BSO/DON direction				●									●



**2.2 Financial Management transparency:** Increase transparency of financial data to improve decision making, budget execution, auditability and rate of compliance.

**PROBLEM:** NPS lacks budget execution data that is timely, interactive and easily understood leaving leaders and managers without the necessary data to make informed decisions.

**SOLUTION:** Implement mechanisms to increase budget transparency for improved decision making, improved auditability and a higher rate of fiscal compliance.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CMPT 2.2a	Revise and streamline Reimbursable Work Order Acceptance process.		●			●								
CMPT 2.2b	Improve accuracy and access to Budget Execution data through real-time data dashboards.			●		●								
CMPT 2.2c	Improve rate at which faculty have access to reimbursable funds.		●											●
CMPT 2.2d	Improve auditability through the execution of ERP transition.		Awaiting BSO/FMC Guidance on timeline											
CMPT 2.2e	Develop indirect distribution plan that aligns with spend plans.				●						●			
CMPT 2.2f	Improve FM ICOFRS to Green rating through rigorous application of internal controls, and full execution of corrective action plan.		●										●	
CMPT 2.2g	Monitor and evaluate the financial performance (budgeted v executed) of each affiliated organization.		●											●








FOCUS AREA >>> Operational Effectiveness

**GOAL 3.0** Advance the efficiency and effectiveness of NPS business operations through budget optimization, informed decision making, systemic and integrated planning, automated workflows, industry benchmarking, and reducing redundancy.



**3.1 Business Processes** Advance the efficiency and effectiveness of NPS business operations through systemic and integrated planning, automated workflows, and lean processes.

**PROBLEM:** A word of mouth organization, NPS has few processes that are documented and codified in policy and even fewer that are automated for efficiency. These factors increase the human and time resources required to run the business operations efficiently.

**SOLUTION:** Using the results of SWOT, develop short/mid/long term plans to improve the business processes of NPS with the goals of efficiency, effectiveness and quality.

OPR	INITIATIVE	KEY <div><div>Start</div><div>Ongoing</div><div>FOC</div><div>Complete</div></div>	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ITACS 3.1a	Increase/optimize access to government solutions that are available on .mil and cloud		<div></div>											<div></div>
TRAVEL 3.1b	Flatten travel process (through the execution of a DMAIC project)		<div></div>											
FAC/LOG 3.1c	Maximize and effectively use and manage space. (scheduling, space management board, instruction)		<div></div>											<div></div>
ASD 3.1d	Develop end-to-end integrated acquisition process with corresponding workflow and dashboard to track status of package and days in process at each interval.				<div></div>			<div></div>						
Department Directors Support from ITACS 3.1e	Automate repeatable processes in HR, FMD, Contracting, and Travel.		<div></div>											<div></div>
COO, CMPTRL, CA 3.1f	Align organizational codes across command.				<div></div>				<div></div>					







**3.2 Reform business practices for greater equity, performance and affordability.**

**PROBLEM:** Business practices have not been reviewed, studied or updated in a systemic manner and given the level of change that has occurred in DoD and DoN, there are opportunities for efficiency.

**SOLUTION:** Identify areas ripe for innovative thinking and approaches that will allow for increased performance, equitable support and service, and greater affordability.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ITACS 3.2a	Execute Rebellion Defense - Continuous Active Red Teaming (CART) pilot in support of DON CIO.		●			●	Option year							
ITACS 3.2b	Collaborate across NEE to derive efficiencies (software licenses, system access, business functions, support functions, cyber security ops)		●											
ITACS 3.2c	Reduce IT overhead (e.g. reduce # of system types to maintain, centralize resourcing, centralize functions)			●			●							
FAC/LOG 3.2d	Execute NPS campus modernization.		●											
ASD 3.2e	Outsource contracting to FLC San Diego.		●			●								
ASD 3.2f	Develop systemic management framework for COR appointment, training, and oversight.				●		●							
ITACS, SECURITY, FAC/LOG 3.2g	Expand SIPR and classified capacity.			●										
PMO 3.2h	Draft Annual Acquisition Plans to identify opportunities of scale, improve timeliness of award, plan for budget, prioritize, manage options, and to communicate.				●	●		●	●			●	●	
FAC/LOG 3.2i	Implement policy, processes and procedures utilizing technology to improve accountability for property.		●							●				



**3.3 Data Driven: Increase the use of data analytics for decision making.**

**PROBLEM:** NPS lacks a systemic approach to data causing data silos, lack of data quality, reduced data integrity, and variance in reported data leaving the organization unable to use data strategically.

**SOLUTION:** Implement a systemic data framework and governance strategy that enables the use of data as a force multiplier.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CDO 3.3a	Establish NPS Data Governance Council			●	●									
CDO 3.3b	Assess NPS data maturity to inform NPS Data Strategy.		●	●										
CDO 3.3c	Draft and implement NPS Data Strategy					●			●					
CDO 3.3d	Draft and implement Data Governance Policy							●						●
CDO 3.3e	Develop metrics to measure agility and increase efficiency and effectiveness in business operations.			●		●								
CDO 3.3f	Increase the use of data analytics to inform decisions and plans. (CDO data dashboard; development of KPIs, data governance, data cadence; software requirements, data analysis training)		●											
CDO 3.3g	Establish dashboard for Business Operations Plan				●	●								





### 3.4 Improve Compliance and reduce risk.

**PROBLEM:** Compliance has a negative connotation across campus making any discussion or action toward improvement of compliance a negative experience.

**SOLUTION:** Improve and maintain a positive culture of compliance through education, reduction of the administrative burden associated with compliance, and setting and attaining simple goals.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
FAC/LOG 3.4a	Reestablish property officer program and reduce the overall number of property custodians by 50%.		●							●				
FAC/LOG 3.4b	Update accountable property policy, develop implementation plan and execute.				●				●					
COO 3.4c	Assess procedures for internal controls and implement controls in processes demonstrating risk. Ensure all new NPS business operations instructions include a MICP checklist.		●											
All DEPTS 3.4d	Implement all Command Assessment Board (CAB) Corrective Action Plans with fidelity.		●		●									
COO 3.4e & IG	Improve and maintain positive culture of compliance. (Implementation of a compliance standard of excellence; increased training; regular MICP testing; citing and referencing applicable regulations; recognizing and awarding leading behaviors and positive outcomes).		●											
SAFETY 3.4f	Reduce risk to employees by enhancing the Safety Culture through an aggressive and comprehensive safety management program. Lead initiatives to improve mishap and near-miss reporting, improve proactive training, and improve compliance.		●											
SAFETY 3.4g	Bring the forklift program into compliance.			●					●					
SMD 3.4h	Reduce risk to NPS and National security by achieving "GREEN" on all security programs assessed by IG.		●			●								



## FOCUS AREA >>> Building Coalitions

### GOAL 4.0

Build trust and open communication with key partners across campus.



#### 4.1 Build and foster collaborative partnerships to improve execution of the NPS mission

**PROBLEM:** Academic components and support components operate in silos and lack effective communication and collaboration.

**SOLUTION:** Build partnerships between academic components and support components to work together toward common goals.

OPR	INITIATIVE	KEY ● Start ● Ongoing ● FOC ✓ Complete	FY 2021				FY 2022				FY 2023			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COO 4.1a	Develop internal communication strategy encompassing all academic and business units to maximize effectiveness, manage change and provide resources to campus constituencies.		●											
COO 4.1b	Improve support to supervisors and staff by providing effective and timely information and resources.		●											
COO 4.1c	Advise and lead campus regarding emerging issues as may apply in their units.		●											
COO 4.1d	Meet regularly with key campus leaders to obtain feedback, and to discuss priorities and needs.		●											
COO 4.1e	Assess customer satisfaction NLT annually within each unit for targeted services through an appropriate method, e.g., survey, focus group, charter committee, advisory group, etc.		●											
COO 4.1f	Develop, communicate, train, implement, model and evaluate standards of excellence.		●											





## FOCUS >>> Performance & Accountability

**GOAL:** Improve performance by measuring how much we do and how well we do it.

	GOAL	MEASURES
FOCUS AREA 1: People & Learning	1.1 Recruitment & Retention: Implement initiatives to recruit and retain the best workforce to expand NPS capability.	a) Hired to goal = # of positions filled / goal # of positions to fill b) Yield ratio by venue = # of applicants from a specific source that were interviewed / number of applications generated by a source. (annually) c) Staff turnover rate= % of staff turning over annually d) %age of diverse candidates
	1.2 Learning: Posture NPS for the future ensuring a dynamic, skilled workforce	a) Avg \$ per employee budgeted/expended for PD for staff. (annually) b) # of job series with published core competencies. (annually until complete) c) % of staff with approved IDPs (quarterly)
	1.3 People Processes & Policy: Improve the effectiveness and efficiency of human resources through the creation and implementation of comprehensive, enduring and institutionalized policy and processes.	a) # venues provided/# accessed (quarter) b) %age of budget on awards by school c) DPMAP completion rate d) Annual training requirement compliance rate
	2.1 Reform Financial Management: Generate lasting, institutionalized financial policies and processes to drive budget discipline and ensure adequate resources to support mission achievement and strategic reinvestment.	a) % of indirect budget allocated by school in FY19 - % of indirect budget allocated after change to distribution plan. b) # days it takes to make check funds accessible to customers c) Reduce delta between planned and executed budget. d) # days for workorder acceptance process
FOCUS AREA 2: Finance	2.2 Auditability and transparency: Increase transparency of financial data to improve decision making, budget execution, auditability and rate of compliance.	a) ICOFRS rating b) Budget execution dashboard usage rate
	3.1 Business Processes Advance the efficiency and effectiveness of NPS business operations through systemic and integrated planning, automated workflows, and lean processes.	a) Avg approval time for travel authorizations (quarterly) b) Avg approval time for travel voucher processing (quarterly) c) Rate of adherence to PALT



FOCUS AREA 3: Operational Effectiveness	3.2 Reform business practices for greater equity, performance and affordability.	a) # division restructures completed b) # of identified gaps filled c) # of efficiencies realized d) %age optimized (time, software reductions, FTE e) #ITPRs f) Total cost per machine g) #OS types h) % property accounted for i) # space management board meetings j) # changes made k) Usage rate of conference rooms
	3.3 Data Driven: Increase the use of data analytics for decision making.	a) Usage rates of dashboards. (quarterly) b) # of Dashboards developed (annually) c) # training opportunities provided/ completed trainings (quarterly for first year- annually after)
	3.4 Improve Compliance	a) # property custodians b) IG compliance rate c) MICP testing success rate d) Mishap rate
FOCUS AREA 4: Building Coalitions	4.1 Build and foster collaborative partnerships to improve execution of the NPS mission	a) Customer rating b) Avg score on standards of excellence performance rating







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