



United States Military Entrance Processing Command (USMEPCOM) Strategic Plan

2010-2025

January 2011



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Foreword

Strategic planning at the United States Military Entrance Processing Command (USMEPCOM) is a continuous process conducted in cooperation with our customers and stakeholders. The Government Performance and Results Act (GPRA) of 1992 established the requirement for strategic planning and performance measurement for all federal agencies by September 30, 1997. USMEPCOM published its first strategic plan, Order 96-1, on October 31, 1995.

Since that time, USMEPCOM has routinely conducted internal and external environmental scans to obtain the best ideas of leadership and employees at all organizational levels. These scans have given insights into the strategic direction, needs, and desires of customers and stakeholders. They have helped us understand impacts of emerging trends, assess opportunities and the need to improve or reengineer business practices, and find ways to leverage technology to improve productivity. Senior leadership continually reviews and updates the strategic plan. Each iteration of the strategic plan guides USMEPCOM's future while updated strategic initiatives move our organization closer to its vision.

The current strategic plan, along with USMEPCOM's workforce, advances the mission and vision, providing superior service and support to the Armed Forces Recruiting Commands and the men and women who want to join the Armed Forces. It presents a significant shift in thinking about how men and women are qualified for service. The mission of USMEPCOM remains the same – *“Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.”* What will change is the way we perform that mission. We will see the effects of this change as we implement transformational goals, strategies, and objectives driven by the Command's vision:

“USMEPCOM is recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.”

To achieve this vision, we must change the process of qualifying men and women for military service. In fact, we have already begun transforming our processes, from administrative tasks to determination of physical, mental, and behavioral qualification. The transformation will take processing to the applicant, enabling anytime, anywhere processing. Making this shift a reality is what USMEPCOM's Strategic Plan is all about.



Commander's Intent

Our mission is critical to the DoD and our people are vital to completing our mission. We are "Freedom's Front Door." It is our job to qualify young men and women for Service. It is our role to facilitate or make that task the easiest possible. It is our job to remove obstacles, to continuously look at how we do things and make changes that will help our Military Entrance Processing Stations (MEPS) provide the level of customer service demanded by our Nation, accession partners, and those young men and women.

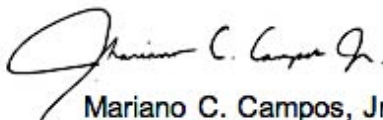
To that end, I have updated the USMEPCOM Strategic Plan to keep the plan current in our rapidly changing environment. This plan builds on the successes of past plans. It presents the vision of USMEPCOM's direction with goals and strategies to guide implementation.

The strategic plan was developed using the Balanced Scorecard approach. This approach translates strategy into actionable objectives aligned across the command to build upon the cornerstones of our business – our people, our business practices, and the supporting technology. This alignment makes the strategic plan everyone's job as we continuously manage goals and update strategies to keep ahead of the demands of our changing business environment. It lets leaders manage strategically.

The plan is managed through bi-monthly progress reports to senior leaders who are committed to full development and implementation. Senior leaders participate in bi-monthly strategic discussions that are relative to USMEPCOM's transformation as an effective way to frame planning efforts. Additionally, we have a governance structure in place for the Virtual Interactive Processing System (VIPS) that manages work and progress toward meeting our acquisition milestones. Our Strategic Program helps ensure that USMEPCOM will provide first-rate service to the Department of Defense.

The USMEPCOM Strategic Plan Strategy Map is available to all USMEPCOM employees. It is an interactive document that provides "one-stop-shopping" for information regarding USMEPCOM's vision, mission and values; core competency visions and measures; corporate goals and strategies, and campaign plans which incorporate all specific objectives.

I greatly appreciate the effort that all have put into this critical process. I am confident it will pay off for both USMEPCOM and our customers. With the professional contributions of the members of this Command and our stakeholders, the maximum benefit will result. Thank you for your support.

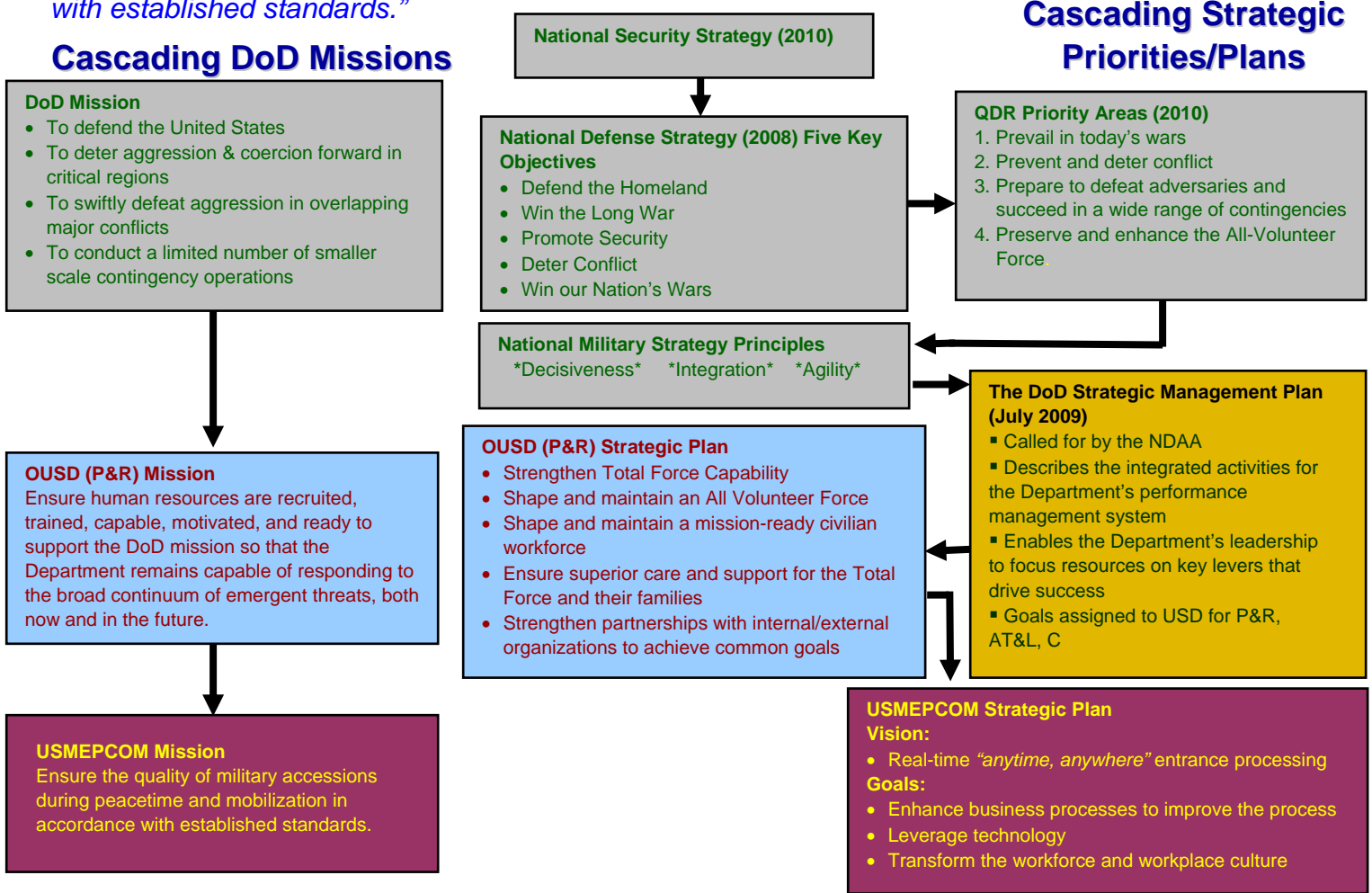

Mariano C. Campos, Jr.
Colonel, USAF
Commanding



USMEPCOM's Mission and Role within DoD

USMEPCOM is one of the DoD's most strategic and critical assets in the military personnel accession system. It is "Freedom's Front Door" with the mission of *"ensuring the quality of military accessions during peacetime and mobilization in accordance with established standards."*

To further support the overall accession system, USMEPCOM's established vision and goals to align with DoD's National Defense Strategy, Quadrennial Defense Review, and National Military Strategy; and with OUSD (P&R's) Strategic Plan.



USMEPCOM reports directly to the Deputy Under Secretary of Defense for Military Personnel Policy (DUSD (MPP)) and serves as accessor of men and women who are interested in serving in the Armed Forces, supporting its accession system partners – the recruiting and training commands.

Additionally, USMEPCOM's Strategic Plan supports the May 2010 National Security Strategy which describes how America's military force must transform for operational and national success. USMEPCOM's Strategic Plan supports the President's Management Agenda that focuses on cross-cutting initiatives, particularly the strategic management of human capital initiative.



USMEPCOM's Alignment with Key DoD Partners

Strategic Management Plan (SMP) (July 2009)	Personnel & Readiness (P&R) (December 2009)	Military Personnel Policy (MPP) Strategic Focus (September 2010)	USMEPCOM (2010)
<p>Business Priority #1: Support the all-volunteer force (Tasked to P&R)</p> <p>Key Initiatives: Streamline the accessions / transfers process; include Biometrics and the ability to pre-qualify applicants.</p> <p>Implement remote military entrance physical (pilot).</p> <p>Establish a Virtual Lifetime Electronic Record w/Department of Veterans Affairs.</p> <p>Business Priority #4: Reform the DoD Acquisition and Support Process (Tasked to Acquisition, Technology and Logistics (AT&L))</p> <p>Goal: Speed delivery of business system capabilities to the user community.</p>	<p>Support SMP Business Priority #1:</p> <p>Goals: Shape and maintain a mission-ready All Volunteer Force.</p> <p>Ensure superior care and support for the Total Force and their families.</p> <p>Strengthen partnerships with internal and external organizations to achieve common goals.</p> <p>Shape and maintain a mission-ready civilian workforce.</p> <p>Strengthen Total Force capability: achieve unity of effort and develop people to execute current/ future missions.</p>	<p>Support SMP/P&R – Key Objective: Streamline, Modernize, Decentralize</p> <p>Key Initiatives: 1.1.1. VIPS: Accomplish IPR sufficient to support IOC of VIPS at USMEPCOM and FOC by end of 2014. (P&R Goal 4; MPP Goal 1)</p> <p>1.1.2. Modernize Enlistment Testing: Increase internet ASVAB testing in MET Sites with a goal of proctored I-CAT at MET Sites. (P&R Goal 4; MPP Goal 1)</p> <p>MPP Tracker item that supports P&R: Remote Medical Screening (Hometown Physicals)</p>	<p>Support SMP/P&R/MPP:</p> <p>Key Initiative: Virtual Interactive Processing System</p> <p>USMEPCOM's Human Capital Strategic Plan</p> <p>Key Initiative: Virtual Interactive Processing System</p>

Table A



Strategic Analysis

The early 21st century is characterized by revolutionary social and technological changes. DoD responses include transforming Department business practices, military force structures and doctrine, and human capital management.

As part of this DoD environment, USMEPCOM analyzes how these changes will affect USMEPCOM's service to its customers – the Recruiting Services, Training Bases, and the men and women applying for Service – and service to its major stakeholder, OUSD (P&R). USMEPCOM's Strategic Plan addresses these changes by outlining an aggressive road map for achieving its own transformation that will provide a process for accessing men and women into the Armed Forces that is adaptable, flexible, and reduces applicant processing time. This road map includes re-engineering business processes and leveraging technology.

USMEPCOM's strategic analysis includes surveying and interviewing customers and stakeholders. Analysis of this data has revealed that stakeholders and customers want processing to be efficient, convenient, and seamless in a web-based, net-centric environment that allows for "just-in-time" accessions to meet force manning needs. They want initial qualification for service to be determined electronically by establishing partnerships with police departments, medical facilities, and so forth to enable easier and more complete access to applicant processing data. They want standardized data and better communications among those who deal with the front-end of personnel management to include a solid linkage between recruiters and trainers. They want USMEPCOM to explore all means that will enable those results, particularly optimizing the use of technology and investigating outsourcing.

In addition to the external analysis, USMEPCOM's assessment of its current operating environment reveals that the Command's current systems and business practices are outdated, and unable to deliver the types of processing capabilities described above. Attributes of the current environment include the following:

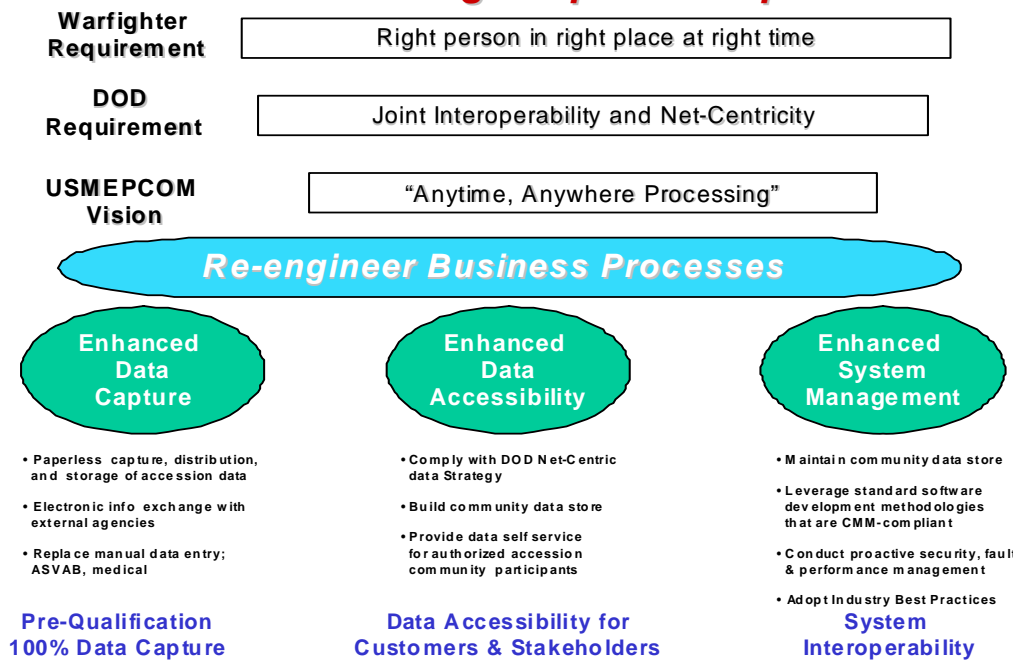
Current Environment:

- **USMEPCOM Integrated Resource System (USMIRS)**
(FY 10 over 2,600 end users)
 - Cannot keep pace with Stakeholders' demands
 - Partial automated accession data collection
 - Requires excessive Operation & Maintenance (O&M) support
- **Paper & Pencil/Computerized Applicant Testing**
(FY10 1.1+ million tests)
 - Over 61 percent of the tests are manual (paper and pencil)
 - Significant costs to score, record, & report manually
- **Medical Processes**
(FY10 333,000 exams)
 - Least automated function in the command
 - No interfaces with external medical information holders
 - No ability to integrate electronic medical devices
 - No ability to initiate a Service member's lifetime medical record
 - No on-line research and reference



Through this strategic analysis, the Command established its vision for “...*real-time entrance processing and qualification – anytime, anywhere.*” This vision has been the guiding force behind USMEPCOM’s Strategic Plan, which sets out the road map for transformation. This vision requires USMEPCOM to look at new required capabilities for entrance processing as illustrated below.

Entrance Processing Required Capabilities



This vision presents the Command with a framework for re-engineering business processes. Under USMEPCOM’s current entrance processing paradigm, USMEPCOM employs its 65 MEPS and approximately 460 Military Entrance Test (MET) sites located across the country to perform the required qualification assessment process. This process determines whether or not a person is qualified for Service. The bulk of these assessments – enlistment aptitude/special testing, administering a physical, and conducting behavior assessments – are currently performed at a MEPS. Under the new entrance processing structure, USMEPCOM’s processes will change as follows:

- Evaluate the individual’s existing medical and behavioral information on-line via links to electronic medical information holders/health care provider and law enforcement databases
- Deliver enlistment test results on-line
- Review the individual’s enlistment test results on line, and
- Conduct tailored medical exam, as needed

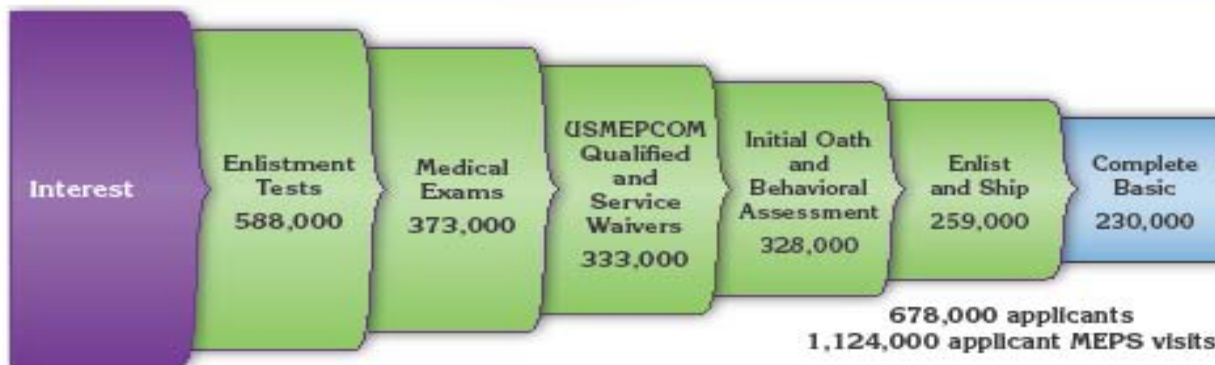
These key changes to USMEPCOM’s business processes are implemented through the VIPS initiative depicted below:





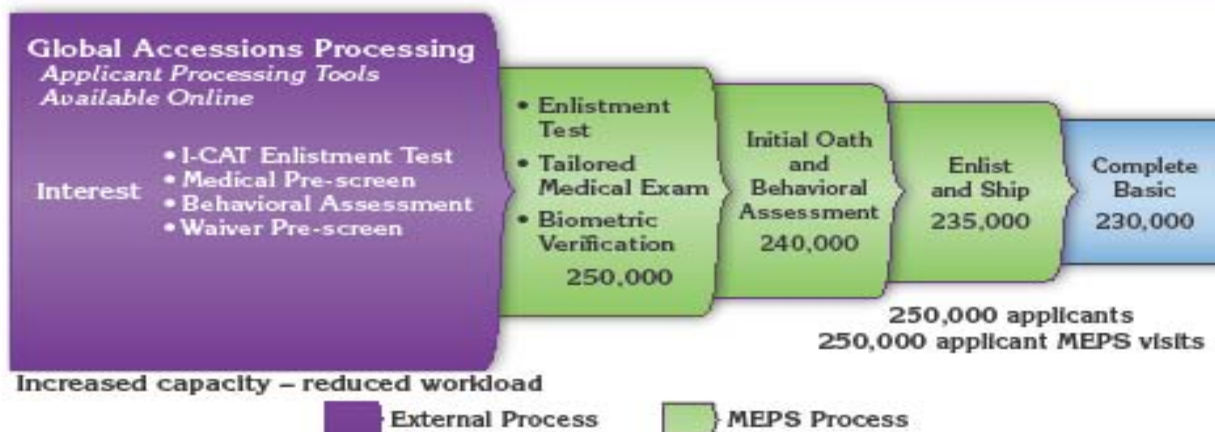
Current CONCEPT OF OPERATIONS

Fiscal Year 2008 Processing Data



Future CONCEPT OF OPERATIONS

Projected Workload



It is USMEPCOM's vision that VIPS will be in place by 2014 providing a much less paper intensive applicant processing and qualification via optimized use of technology in the areas of up-front eligibility validation (behavior, aptitude testing and medical prescreening).

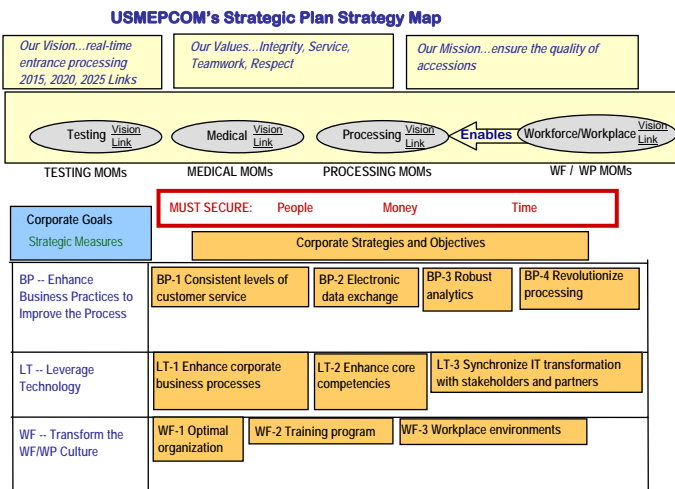
To "operationalize" USMEPCOM's vision, pictorials have been developed that describe how qualification is to be accomplished in the years 2010 through 2025. These depictions not only provide descriptions of future applicant processing, but also articulate the new results that are sought. (See the page 11 titled, "2010 through 2025 Operational Visions).



Overview of the Strategic Plan Strategy Map

USMEPCOM's Strategic Plan Strategy Map was developed based on the balanced scorecard approach and carries with it the characteristics of a balanced scorecard by tying metrics and resourcing to each strategy (operational vision).

found directly under the strategic tenets articulating the key operational components required for qualifying young men and women for service. USMEPCOM's workforce is depicted as an enabler supporting USMEPCOM's three core competencies. Each core competency has an accompanying vision that provides an operational concept of how that core competency will be performed in 2010 through 2015.



The strategy map is an interactive document that provides all of the information related to USMEPCOM's Strategic Plan. It allows the user to "drill down" on any aspect of the map to receive full supporting text, measures, action plans, etc.. USMEPCOM articulates and markets its strategic plan via the strategy map, which is available to USMEPCOM employees via the USMEPCOM MEPNET.

USMEPCOM has developed Measures of Merit (MOM) that are outcome measures of quality, time, and cost associated with each core competency. Most of the MOMs are tracked on a regular basis, and the trend data provides the measure of whether or not implementation actions produce the desired outcomes.

The strategy map is purposefully laid out as shown above. The driving strategic tenets are at the top of the map – USMEPCOM's vision, values, and mission – and are provided in abbreviated form. USMEPCOM's core competencies – testing, medical, and processing – are

USMEPCOM recognizes that no strategic plan will be successful unless the needed people, money, and time are applied to implementation actions. USMEPCOM ensures that the needed resources are apportioned and then tracks implementation progress through bi-monthly senior leadership briefings and discussions of the corporate goals.

USMEPCOM's corporate goals represent the key transformational pillars that the Command has adopted. The corporate goals address USMEPCOM's workforce and workplace, the foundation of the organization, the need to leverage technology, and the need to enhance business practices in order to improve the process.



Each corporate goal has accompanying strategies, which outline the way in which the goals will be attained. Implementing objectives outline who does what by when to achieve each strategy. The objectives can be found by selecting and clicking on a link to “drill down” into the interactive strategy map and each objective has a corresponding strategic initiative chart (quad chart), an example of which is shown below.

Command Metrics Program

<ul style="list-style-type: none"> • Description: Develop measures to track USMEPCOM mission accomplishment and tactical/operational/strategic initiatives to achieve USMEPCOM vision. These metrics provide leaders analytical data in order to allocate resources, track performance, change behavior, and focus improvement efforts. • Policy/Regulation Change Required: NA • Support SP Strategy: BP-3 Implement robust management analytics. (Policy) • POC: MAJ Nicole Curtis, OSP&T/MPT, ext. 7247 	Major Milestone	Est. Comp Date	Status
	Revalidate current Strategic Metrics and data sources	OCT 09	Complete
	MOE annual review-Focused on balancing metrics between core competencies.	OCT 09	Complete
	Informal review of R&A metrics with Sector Commanders	DEC 09	Complete
	R&A metric annual review	JUN 10	Complete
	Conduct technical assessment of VIPS strategic measures (as given by OSP&T Strategic Planning Team)	NOV 10	Complete
	Integrate Strategic Measures into VIPS BI system	FY 11	On-Track
<ul style="list-style-type: none"> • Resource Impact: <ul style="list-style-type: none"> - Sectors, Directorates, Special Staff sections will have to devote sufficient planning time and effort to metric development & maintenance. - Additional methods of data capture must be developed • Benefits Expected: Provides command wide metrics which enable decision making, change behavior, and recommends resource allocations. • Benefits Expected: TBD • Unexpected Outcomes: TBD 	<ul style="list-style-type: none"> • Current Status: ON-TRACK • What's Next: <ul style="list-style-type: none"> - BIWG supports J7 with finalizing medical VIPS and strategic metrics JAN 11 • Commander's Decision: FYI 		

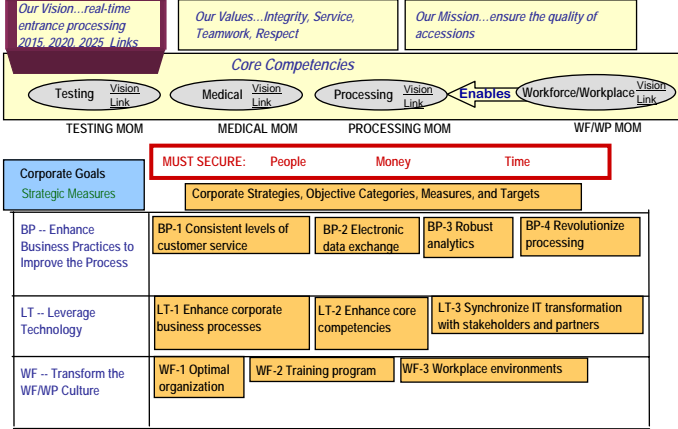
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USMEPCOM's Vision

VISION

USMEPCOM's Strategic Plan Strategy Map



USMEPCOM's vision describes the end result toward which transformational efforts are directed. The Command's vision drives changes that describe how we expect to do business in the future; it does not change why USMEPCOM is in business.

USMEPCOM Vision

“USMEPCOM is recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification.”

Vision Descriptions

Customer-Centered: Focusing on the current & future needs and expectations of external and internal customers. Changing policies, procedures, and processes with imagination and speed to meet customer needs. Always being courteous to our customers; providing a standard level of service.

Future-Focused: USMEPCOM continuously assesses itself and looks to the future for new opportunities. An organization that is continually expanding its capabilities to shape its future and whose central paradigm is grounded in the use of reliable information.

Learning Organization: USMEPCOM is committed to the professional and personal growth of its people. Employees share responsibilities for overcoming challenges, thereby enabling the organization to continually improve and increase its capability. Employees are committed to being better tomorrow than they are today. Employees are committed to our stated values: integrity, teamwork, service and respect.

Best Practices, Cutting Edge Technologies, Real-Time Entrance and Processing Qualification: We conduct our business in a net-centric environment enhancing our effectiveness and efficiencies in all aspects of our mission.



2010 through 2025 Operational Visions

To “operationalize” USMEPCOM’s vision, concept papers and pictorals have been developed that describe how the qualification process is envisioned to be accomplished in the years 2010 through 2025. These depictions not only provide descriptions of future applicant processing, but also articulate the new results that are being sought (which are highlighted in blue font). Accompanying each depiction is a concept paper that further describes the vision.

2010-2015 Operational Vision

USMEPCOM

Tomorrow . . . 2010-2015

65 High-Tech MEPS – Up-front Eligibility Validation

Electronic Check-In and Tracking

- Facilitated by biometrics
- Verification and enrollment
- Applicant self-processing
- Index print

e-Testing

Expanded opportunities for ASVAB testing at various locations

Behavioral Assessment

- 10 prints
- Office of Personnel Management

Pre-Enlistment Interview

- Automated

e-Prescreening History

Results fed directly to database.

Qualification/Informatics

Medical Practitioner reviews information & results from system; available for trend analysis.

Medical Exam

Results recorded electronically and fed to main database.

Electronic Orders and Tickets

Automated system interfacing with travel agencies.

Personnel Visibility

Official record uploaded to:

- DDMHS
- AHLTA
- VA
- DMDC
- “EXPECT” report sent to Training Bases.

Oath

Applicants take oath of enlistment

Electronic Contract

e-Signature/Biometric Signature; all paperwork in electronic format

Impact

- Reduce accession processing costs
- Reduce attrition
- Improve data quality
- Institute Electronic Health Record
- Enable anytime, anywhere processing
- Enable business process flexibility, adaptability, scalability
- Enhance data exchange across DoD

Moving Away From

- Paper-based process
- Reactionary management
- Linear MEPS processes
- Significant applicant time at the MEPS

Vision Concept Paper

USMEPCOM has successfully implemented its VIPS Transformation. Applicant processing and qualification is accomplished electronically for pre-screening (behavioral assessment, aptitude testing, medical assessment) and for a tailored medical examination. The data capture will contribute to the creation of an electronic personnel and medical record for each applicant, and will follow that individual throughout his/her military career and finally to the Veterans Administration. Before an applicant arrives at a MEPS, he/she is a 90% pre-qualified applicant (10% may have indeterminate status requiring additional information). By collecting the information in advance, there has been a significant decrease in the number of applicant return visits to the MEPS. This 90% prequalification rate is accomplished through interfaces with and queries to external medical information holder databases, law enforcement and other databases, and through on-line proctored enlistment ASVAB testing via Internet-Computerized Adaptive Testing (I-CAT). The Applicant’s ASVAB results will be immediately available to determine an Applicant’s entrance processing eligibility. Biometric capture by the recruiter and at the MEPS ensures data accuracy and positive identification of the applicant throughout the entire process.

Applicants process at 65 MEPS across the country where they receive high-tech, appealing, expedient, and convenient customer service. Eligible applicants have scheduled appointments which reduce wait times and progress is tracked using a workflow management tool. By tracking each applicant, greater visibility regarding the applicant’s status is afforded MEPS personnel as well as the sponsor.



Medical qualification screening is accomplished using a combination of in-house physicians at a MEPS, or local contracted physicians. Medical consults are accomplished using the same combination of in-MEPS or closer to home contracted specialists. The result is the ability for applicants to obtain a medical screening closer to home providing increased customer support and service to them and recruiting partners. Applicants processing at the prototype “virtual MEPS” process via local contracted physicians, specialists and labs with the “virtual MEPS” conducting final review of electronic results of the medical, testing, and background check pre-screening and medical physical evaluation to establish a qualification decision.

Applicants and recruiters now know whether or not they are qualified for military service by the end of the day. Once qualified, the applicant electronically signs his or her enlistment contract, is administered the oath by an officer at the Recruiting Station or the MEPS and either ships to the training base, using an e-ticket, or enters the Delayed Entry Program (DEP). After completion of the DEP time, the applicant either returns to a MEPS for a final inspect prior to shipping or the applicant is shipped directly to his/her recruit training base.

The workforce and workplace at USMEPCOM, its supporting Sectors and at the MEPS have changed to support the efficiencies gained from the new way in which business is conducted. With streamlined, increased electronic data exchange in place, the Department of Defense has realized cost savings primarily driven by access to electronic medical data. The need for MET sites is reduced with the fielding of I-CAT, saving USMEPCOM and the taxpayers the associated costs. With the capability for electronic prescreening, personnel at the MEPS have been trained to work within the new environment and electronic links have been established with off-site physicians and specialists for electronic transmission of medical exam results. The MEPS personnel have adjusted to the new skills required for VIPS processing. USMEPCOM was able to successfully make this personnel transformation by using innovative civilian personnel hiring, training, and retraining practices. USMEPCOM's staff and structure at headquarters, sectors, and MEPS have been adjusted to ensure that the requisite data management, mining, and analysis occur to support innovative business practices. Where applicable, Sectors have been realigned and continue to be responsible for providing oversight and command and control of their associated MEPS, which are organized into battalions. Centralized customer service is provided for operational and most support functions to the MEPS through a centralized help function within VIPS, providing direct support from the desktop to MEPS personnel. There is a clear human capital training strategy that supports the required knowledge, skills, and abilities (KSAs) for these positions.

USMEPCOM is viewed by its employees, customers, and stakeholders as a great place to work because of the opportunities for career growth and because employees gain marketable skillsets that are highly valued by industry. As an organization, we are an innovative service provider focused on flexible, expedient, and thorough customer support while ensuring the quality of its applicant qualification decisions.

- **Organizational Structure:**
 - 65 high-tech MEPS organized in battalions
 - Sectors responsible for the command and control of their MEPS.
- **Processing:**
 - Single data entry
 - Pre-screening conducted by recruiter using electronic, adaptive interview
 - Electronic data exchange, reduced paper processing, for example: accepting hard copies of diplomas, driver's licenses, orders, etc., for digitization.
 - A more robust biometric capture in MEPS and recruiting offices
 - Electronic check-in and tracking
 - Electronic behavioral assessment
- **Testing:**
 - ASVAB results at MET sites fed directly into database
 - I-CAT enlistment ASVAB testing
- **Medical:**
 - Provide a web-serviced applicant electronic medical record that is private and secure
 - Establish the Service member's lifetime medical record in the DoD's electronic health record system
 - Medical tests, like blood pressure, are accomplished using electronic devices that feed data directly into VIPS
 - Pre-screening accomplished by medical personnel using electronic, adaptive interview
 - MEPS use the FDA-approved on-the-spot HIV/DAT, sending out to lab for confirmation only those that show positive
 - Links to external medical information holders provide comprehensive medical information, thus requiring the Chief Medical Officer (CMO) to conduct a decisive screening exam to make a clinical decision if an applicant meets DoD medical standards
- **Information Technology:**
 - IT structure is built to common industry standards for data sharing
 - High speed local and wide area networks for high-tech MEPS
 - Data feeds central database so that processing around the country is continuous
 - High speed database connections
 - Electronic Records Management (data warehouse), Defense Travel System (DTS)
 - Virtual Interactive Processing System (VIPS) houses most accession data
 - VIPS Prototype for Virtual MEPS in place
 - Build initial Service member's personnel and medical record (Virtual Lifetime Electronic Record (VLER))



- **Facilities:**
 - One Headquarters in North Chicago, IL
 - 65 high-tech MEPS: One prototype “virtual” MEPS
- **Staffing:**
 - Reduced OPM contracting for MET Site testing
 - Realignment of personnel in testing section
 - Mix of in-house and local contracted physicians and specialists
 - Staffing at HQ:
 - Reduced in J-1/MHR (less military personnel)
 - Fully staffed MEPCOM Operations Center (MOC) with personnel having the KSAs to provide thorough MEPS customer service support
 - Different mix in J-3/MOP with personnel having the KSAs to conduct data mining and analysis, and provide more operational oversight
 - Different mix in J-6/MIT with personnel having the KSAs to perform data administration and management, data warehouse management, general IT support, and IT architecture design and support
 - Increased in J-7/MMD with personnel having the KSAs to conduct data mining and analysis and provide more medical processing oversight
 - Realigned in J-8/MRM (based on implemented automated tools at HQ; manpower reviews)
 - Fully staffed in OSP&T/MPT with personnel having the KSAs to perform advanced longitudinal analysis, data mining and analysis, command-wide performance assessment, modeling and simulations, and studies and analysis
- **Training:**
 - Centralized and standardized MEPS training through the MOC and the Training Division
 - Clear training strategy that supports required KSAs
 - Training managed and delivered through a learning management system
 - Priority in budget
 - Provided when needed
- **Culture:**
 - Innovative civilian personnel programs
 - Rewards, recognition and personnel evaluations based on measured job performance, teamwork, risk taking, innovation, and encouraging others
 - Customer-centered, future-focused, learning organization
- **USMEPCOM's Role**
 - Still in the business of interfacing with the applicant
 - Majority of processing still handled by MEPS
 - Validates pre-qualification data
 - USMEPCOM laying groundwork to effectively share enlistment processing with recruiters and applicants
 - MEPS, Sectors and Headquarters conduct more in-depth applicant data analysis
 - USMEPCOM positioning themselves toward being the information broker, which requires MEPS, Sectors and Headquarters employees to conduct more in-depth analysis and retaining responsibility for determining whether applicants meet established standards.

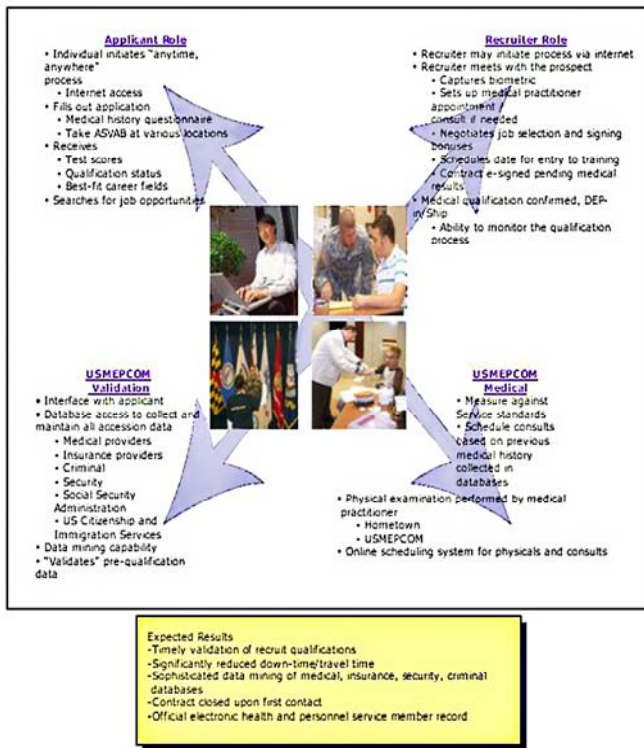


2015-2020 Operational Vision

Vision Concept Paper

Future . . . 2015-2020

Synchronized Processes



National and world trends have driven changes to the type of individual the military Services enlist. The battlefield is becoming more asynchronous, requiring individuals who are intelligent, physically fit, able to quickly adapt to change, psychologically and morally strong, and able to assimilate and analyze data and information quickly in a multi-spectrum conflict. Intellectual capital is paramount and the military is competing with industry, universities, foreign countries, etc. for these individuals.

In order to compete, the way in which people are brought into the military has changed significantly. The standards have been reviewed and updated to reflect the new type of individual that is needed. The Services are piloting new assessment instruments that measure more than just aptitude, but also measure attributes, traits, and the "soft skills" that have become so important.

Qualifying individuals who are volunteering to serve has become as effortless as possible to that individual. Young men and women are no longer tolerant of duplicative processes and procedures that require too much of their time. Now, either the applicant or the recruiter can initiate processing on-line. Individuals interested in serving can find out if they pre-qualify on-line by filling out an application. Because of the data mining capabilities that are in place and administered by USMEPCOM, that on-line request triggers a search of medical provider databases, insurance provider databases, law enforcement databases, and security databases (Social Security Administration (SSA), US Citizenship and Immigration Services (USCIS), etc.). Individuals can also take the ASVAB on-line, in either English or another language, and obtain their score to know whether they passed and for what career fields they are best suited. They can even search for jobs in those areas.



The response back to them tells them whether or not they are pre-qualified and tells them that they need to get further testing done. They are told which lab to go to for a [five-minute HIV/DAT test](#). Recruiters are electronically notified of the lab results so that they can follow-up with the individual to complete the qualification process.

The Services are still requiring a medical exam either at a medical screening center or [performed by any medical practitioner](#) who has signed up to become a part of the Military Physician Network or by any Department of Defense (DoD) or government agency medical practitioner. The recruiter also knows in advance whether or not a consult is required by a local specialist. Waivers are a thing of past, no longer needed because of the updated standards and data mining. The recruiter meets with the individual, captures his or her biometric identifier, administers and proctors a verification test, sets up an appointment with a local practitioner for a medical exam and a local specialist, if needed. The recruiter then [negotiates job selection and signing bonuses, schedules the date for entry into training with the training base, has the individual electronically review and sign his or her contract, pending the medical exam results, and issues him or her an electronic ticket](#). Once the medical results are received, the recruiter contacts the individual to tell him or her that they have qualified and that they are either to ship or enter into the Delayed Entry Program (DEP). In the DEP, the applicant can go through the DEP qualification program as an incentive before entering training (such as participating in a physical training program, moral conditioning, etc.) in order to enter basic training at an advanced level. After completion of the DEP time, recruiters take the applicant to a [MEPS screening center for a final inspect](#) prior to shipping.

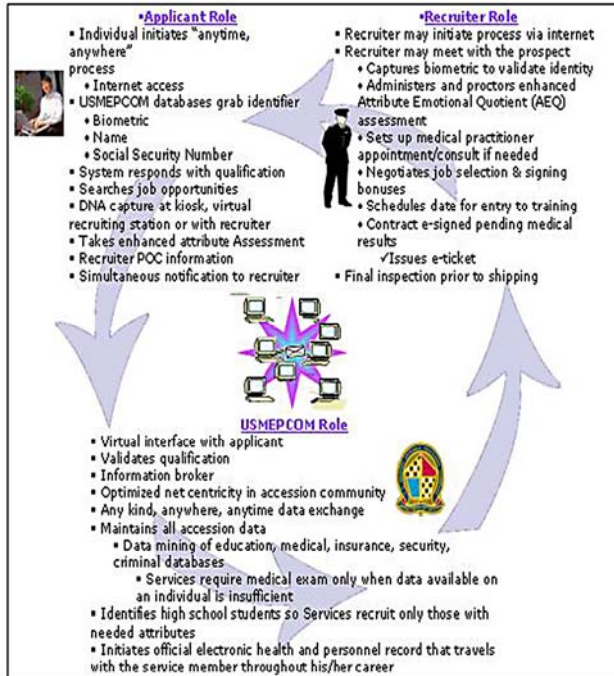
- **Organizational Structure:**
 - Still location dependent
 - Structure is the bridge to 2020
 - Modular, agile, processing provides flexibility to do processing in various processing center configurations; eliminate reliance on 65 fixed based locations
 - Only have pre-ship MEPS – individuals never step into a MEPS until they ship
 - Transition command and control from sectors to battalions
 - Downsized military and civilian at MEPS and Headquarters
- **Processing:**
 - Either self-initiated or recruiter-initiated
 - Asymmetric processing
 - Modular means for MEPS processes, capability to deliver services in a more customized fashion
 - Biometrics
 - Eye-to-eye contact done by recruiter or MEPS personnel
 - Military administers the oath – by recruiter or at training center
 - Pre-screening done by the recruiters via data mining
 - Individuals fill out application on-line and are told to go to a particular lab at a specific time to get HIV/DAT done for qualification/disqualification determination – labs under contract are outfitted with biometric capture stations
 - Goal is to close the contract on first contact; recruiter has the tools and is empowered, recruiter has the electronic file of the applicant's data (ASVAB test scores, HIV/DAT results, medical search results, law enforcement background search results), recruiter administers and proctors verification test, makes appointment with an approved medical practitioner, recruiter searches for a job, asking what the individual is interested in, where he or she would like to be stationed, searches for date to enter training, gets an e-ticket, tells the individual his or her bonus signing options, and gets them to sign contract pending result of medical exam
- **Testing:**
 - No MET sites
 - Completely web-based
 - Multilingual ASVAB
 - Verification test administered and proctored by the recruiter
 - Other tests under development – the Attribute Emotional Quotient (AEQ) assessment
- **Medical:**
 - Applicant does not have to go to a MEPS for a certified medical exam, they can go to a medical screening center, or they can go to any medical practitioner who is part of the military physician network, or any DoD or government related medical practitioner for medical exams
 - Applicants go to a certified lab for testing
 - Assessment of individual's history is done outside the MEPS
- **Information Technology:**
 - VIPS houses all accession data
 - Algorithms that correlate the medical, law enforcement, and other needed databases
 - High speed, flexible, secure network
 - High speed connections to all databases
- **USMEPCOM's Role:**
 - Still in the business of interfacing with the applicant
 - Validates pre-qualification data
 - Transitioning toward being the information broker; a processing data warehouse with a significant amount of data exchange and analysis capability
 - USMEPCOM has obtained access to all of the needed US medical, security, and law enforcement databases available
 - USMEPCOM maintains all accession data; gathers, validates, and manipulates all relevant accession data



2020-2025 Operational Vision

Future . . . 2020-2025

Anytime, Anywhere Processing



- Expected Results**

 - Attribute/aptitude testing
 - DNA capture/analysis
 - Medical exam phases out (10% market)
 - Added education databases to data mining
 - Official electronic health and personnel service member record
 - Virtual processing

Vision Concept Paper

National and world trends continue to drive changes to the type of individual the military Services enlist. The asynchronous battlefield still requires individuals who are intelligent, physically fit, able to quickly adapt to change, psychologically and morally strong, and able to assimilate and analyze data and information quickly in a multi-spectrum conflict. Intellectual capital remains paramount and the military is still competing with industry, universities, foreign countries, etc. for these individuals.

In order to compete, the way in which people are brought into the military has changed significantly. The standards have been updated to reflect the new type of individual that is needed. The Services now use assessment instruments that measure attributes, traits, and the "soft skills" that have become so important. **Aptitude testing is no longer done** because of the ability to **data mine education databases and obtain test scores on individuals from schools, secondary colleges, universities, and the administrators of standardized tests.**

Qualifying individuals who are volunteering to serve has become effortless to that individual. Young men and women do not tolerate processes and procedures that require too much of their time. **The individual can virtually self-process or can be assisted by a recruiter.** Individuals interested in serving can find out if they are qualified as a candidate for military service over the Internet because of the data mining capabilities that are in place and administered by USMEPCOM. This qualification process triggers a search of Medical provider databases, insurance provider databases, education databases (schools, standardized test administrators, universities), law enforcement databases, and security databases (Social Security Administration (SSA), US Citizenship and Immigration Services (USCIS), etc.). The individual takes the enhanced **Attribute Emotional Quotient (AEQ) assessment.** The database response back to the individual tells him or her whether or



not they are pre-qualified and for what jobs they are suited. [He or she searches on-line for the jobs](#) that he or she wants. The biometric capture establishes/validates identity. If the individual used a kiosk/virtual recruiting station or met with a recruiter, a self-service DNA analysis is done for HIV/DAT/etc. If the individual pre-qualified “at home”, then DNA is taken when he or she meets with a recruiter. Services only require a medical examination [if the data available on an individual is insufficient to make a qualification decision](#).

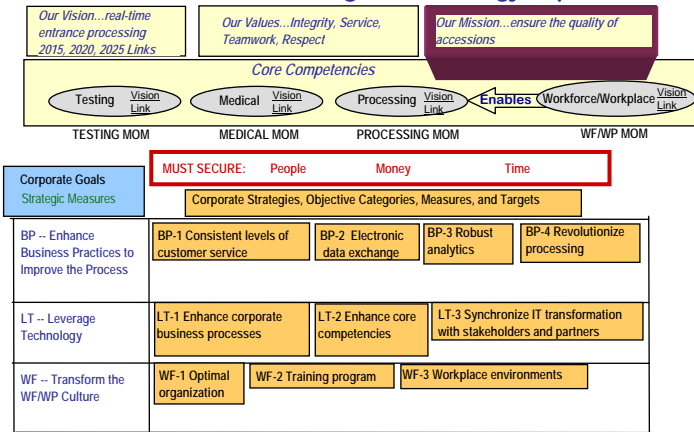
The [Services still require contact with applicants](#): recruiter meets with pre-qualified applicants to administer and proctor the enhanced AEQ assessment verification test; negotiate job selection and signing bonuses; schedules the date for entry into training with the training base; has the individual electronically review and sign his or her contract; and issues an electronic ticket. The applicants then either ship or enter into the Delayed Entry Program (DEP). In the DEP, the new applicant can go through the DEP qualification program as an incentive before entering training (like doing P/T program, moral conditioning, etc.) to enter basic training at an advanced level. After completion of the DEP time, recruiters do a final inspect prior to shipping.

- **Organizational Structure:**
 - Location independent; unconstrained footprint; not constrained by physical location
 - Virtual capability – completely virtual environment
 - Eliminate reliance on fixed based locations; leverage data exchange to improve accuracy, etc.
 - Civilian USMEPCOM Headquarters
- **Processing:**
 - Virtual processing – all digital, all virtual, all asymmetric
 - Fully distributed processing – self-initiated or recruiter assisted
 - Biometric capture and at the same time DNA capture
 - Individuals can initiate by doing self pre-checks at kiosks to determine if they are prime candidates for military service – biometric capture sends pre-check request to USMEPCOM database and searches all permissible databases, performs algorithm analysis, and responds back to individual – (done much like a credit check);
 - Individuals interface with kiosks and virtual recruiters, doing most of the processing themselves (testing, job selection, etc.)
 - Individuals can also initiate on-line at home
 - Recruiter can initiate the process by typing in an individual’s name and SSN which prompts USMEPCOM. USMEPCOM asks the recruiter to ask the individual specific questions and USMEPCOM responds with qualification decision.
 - Goal is to not search for source data that has already been previously searched and captured.
 - Military administers the oath – done by the recruiter or at the training center, or by virtual oath
- **Testing:**
 - Not using the ASVAB – doing attribute testing (critical thinking, etc.), attitude testing, cognitive skills testing, trait testing, psychological profiling – this is biggest change in 2020 through 2025 – now doing enhanced Attribute Emotional Quotient (AEQ) assessment
 - Testing for how well a person can handle/manage change
 - Linked with school and standardized test databases to get test scores
 - Recruiter administers and proctors AEQ verification test
- **Medical:**
 - Medical is not done at a MEPS
 - Data mining of medical history with algorithms in place for decision making
 - Distributed medical testing
 - Because the entire medical history is data mined, applicant may not require medical screen at all, or if no/limited medical history exists, applicant goes to any doctor anytime, anywhere for a medical exam
 - An individual fills out a medical history questionnaire on-line that is reviewed by a centralized physician and if a consult is deemed necessary, the individual is sent to a hometown specialist
 - Using DNA analysis: no longer drawing blood and testing for drugs and steroids
- **Information Technology:**
 - Optimized, net-centricity in the accession community: any kind, anywhere, anytime data exchange
 - Anytime, anywhere, high speed, flexible, secure networks to support virtual applicant processing
 - High-speed connections to all databases; All databases are linked
 - Medical provider databases (insurance providers, doctors, hospitals, etc.)
 - Education databases (schools, standardized testing, etc.)
 - Law enforcement databases (state and local law enforcement, etc.)
 - Security databases (SSA, USCIS, etc.)
- **USMEPCOM’s Role:**
 - Virtually interfaces with the applicant
 - Validates qualification data
 - The information broker, a processing data warehouse with a significant amount of data exchange and enhanced analysis capability, a smart decision maker
 - Optimized net centricity in accession community
 - Any kind, anywhere, anytime data exchange
 - USMEPCOM has added education databases to data mining network
 - Continues to maintain all accession data, obtaining access to all of the applicable databases that come open to the public, data mining and improving data analysis techniques, etc., gathering, validating, and manipulating accession relevant data
 - Labor force is now made up of people maintaining the databases, doing the assessments, analyses, and algorithms
 - USMEPCOM identifies high school students so that the Services recruit only those with needed attributes... USMEPCOM has built the data profile for what makes a good candidate for military service



USMEPCOM's Mission and Values

USMEPCOM's Strategic Plan Strategy Map



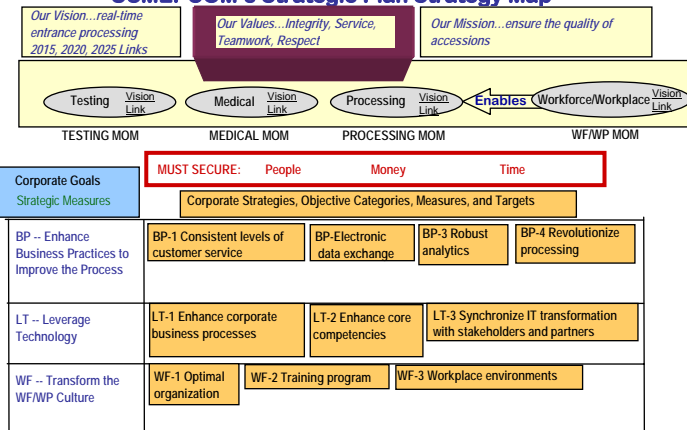
MISSION

USMEPCOM's mission describes the Command's purpose. USMEPCOM's mission has remained constant since the Command's inception in 1979. USMEPCOM's mission does not change over time and provides the Command's constancy of purpose in peacetime and war.

USMEPCOM Mission

“Ensure the quality of military accessions during peacetime and mobilization in accordance with established standards.”

USMEPCOM's Strategic Plan Strategy Map



VALUES

USMEPCOM's values articulate how the Command expects its members to interact. The Command's values outline the professional tenets for USMEPCOM's workforce, and provide the core philosophy for how members are to approach their work, each other, and their customers and stakeholders.

USMEPCOM Values

Integrity

Integrity is non-negotiable. Our whole existence depends on impartial processing, professional competence and customer trust.

Service

We take care of our customers (applicants, recruiting services, reception centers, and American people) as we would expect our families or ourselves to be treated.

Teamwork

We constantly evaluate and improve our processes by optimizing resources, being creative and innovative, promoting teamwork, and working in partnership with our customers and stakeholders.

Respect

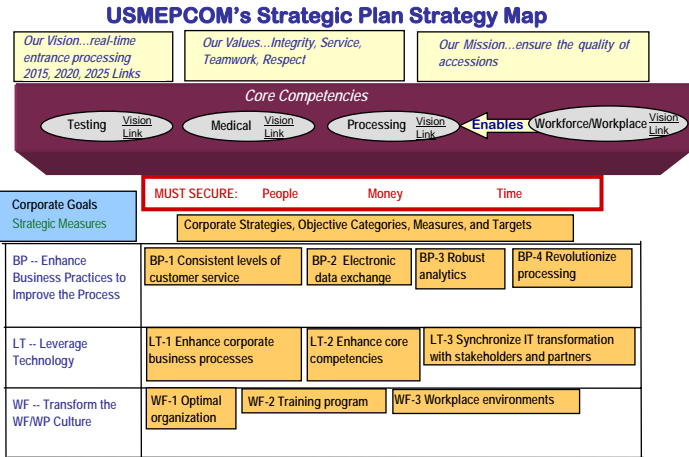
We foster an environment of mutual respect, and open and honest communications. We conduct ourselves with pride and hold ourselves accountable in the performance of our mission.

DO WHAT'S RIGHT!



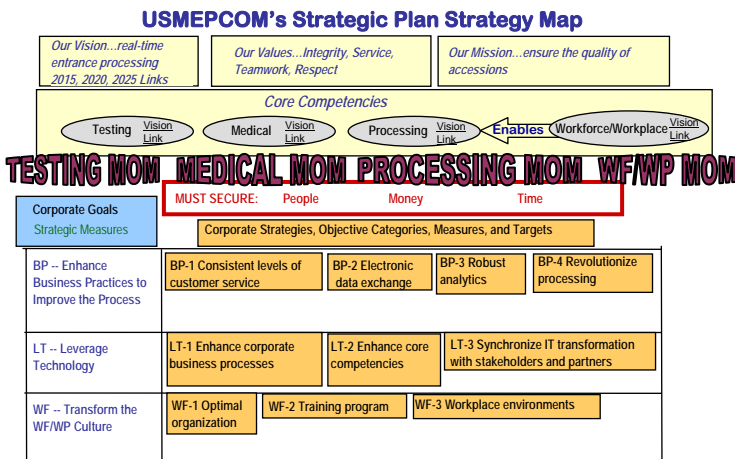
USMEPCOM's Core Competencies and Measures of Merit

CORE COMPETENCIES



USMEPCOM's motto, "Freedom's Front Door," symbolizes the command's mission of determining the mental, physical, and behavioral qualifications of young men and women who apply for Service in the United States Army, Navy, Air Force, Marine Corps, Coast Guard, Reserve, and National Guard units. These are USMEPCOM's core competencies for qualifying applicants.

MEASURES OF MERIT (under review)



USMEPCOM has established measures of merit (MOMs), as a means to indicate USMEPCOM's success in the three-key areas of concern to its customers and stakeholders: quality, time, and cost. These MOMs have been tied to USMEPCOM's core competency areas: aptitudinal qualification (Testing), physical qualification (Medical); behavioral assessment (Processing); and the workforce/workplace. As USMEPCOM implements its strategic plan transformation efforts, these MOMs provide feedback as to how the fielded changes affect the quality, time and cost associated with qualification, and how the workforce/workplace is shaping to support transformational change in the command.

Testing Core Competency

Current: USMEPCOM administers the enlistment ASVAB to all applicants via paper and pencil test or as a Computerized Adaptive Test (CAT). USMEPCOM administered more than 523,000 enlistment ASVAB in FY 2010 and approximately 666,000 student ASVAB tests in the 2010 school year. The current process is paper intensive, inefficient, and location dependent.

Future: Global "anytime, anywhere" testing using an Internet-Computerized Adaptive Test (I-CAT) to administer the enlistment ASVAB with results fed directly into a centralized database. The future process is electronic, efficient, and location independent.



Testing Measures of Merit (TMOM):

- **Score Receipt Time (surrogate measure) (TMOM1)** – The percentage of all enlistment ASVAB tests that are administered electronically (CAT, ICAT). P&P tests that are administered at MET sites take several days to receive, score, and enter into MIRS. Capturing the number of tests taken by P&P, CAT, or ICAT provides a surrogate measure of test-score-turnaround time to the recruiters.
- **Average Testing Cost (TMOM2)** – The average USMEPCOM testing cost (for enlistment, student, and special testing) per applicant and per accession. These metrics allow USMEPCOM to baseline the cost it takes to reach a final testing result and to evaluate whether or not improvements or changes to the processes result in cost savings. At the headquarters-level, these metrics aid in the evaluation of process improvements; the evaluation of the efficiency by which testing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, these metrics aid in tracking efficiency of testing processes. These metrics provide trend data over time and help USMEPCOM determine testing cost per applicant and per accession.



Medical Core Competency

Current: All applicants undergo a thorough medical screening at a MEPS which is used to determine the applicant's physical qualifications for enlistment. USMEPCOM performs approximately 333,000 medical examinations a year. Specialists are used as consults to clarify physical qualification in cases where the medical exam reveals potential disqualifying physical conditions, such as, an orthopedic issue. The current process is paper-based, time-consuming, and error-prone.

Future: Electronic pre-qualification of applicants prior to arrival at a MEPS through linkages with external medical information holder databases allowing for tailored medical exams/consults. Electronic capture of medical results allowing for the electronic generation and distribution of the initial Service member's lifetime medical record. The future process is electronic with 90% of applicants arriving pre-qualified at a MEPS.

Medical Measures of Merit (MMOM):

- **Medical First Visit Qualification Rate (MMOM1)** – The rate at which applicants are medically qualified during their first visit to a MEPS. Determination is captured at the end of the processing day in which the physical took place. This efficiency metric allows USMEPCOM and its stakeholders to gauge the number of applicants medically qualified during their first visit to a MEPS. This high level metric indirectly measures the quality and impact of accurate pre-screens and the provision of salient medical documentation.
- **Average Medical Cost (MMOM2)** – The average USMEPCOM medical processing cost per applicant and per accession. This metric allows USMEPCOM to baseline the cost it takes to reach a final medical qualification decision, and to evaluate whether or not improvements to the process result in decreased medical processing cost. At the headquarters-level, this metric aids in the evaluation of process improvements; the evaluation of the efficiency by which medical processing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, this metric aids in tracking efficiency of the medical qualification process.
- **Quality Comparison of Full Physicals, On-Station and Off-Station (MMOM3)** - The quality comparison of full physicals conducted in-house (CMO/FBP) against those conducted outside of a MEPS facility. This is a longitudinal analysis comparing recruit cohorts (in-house cohort versus outside MEPS cohort) who enter basic training and successfully completed Initial Entry Training (IET). This longitudinal analysis provides fact-based information regarding the quality of the medical decision. The cohort comparison allows a determination of the quality of using outside physical sources (hometown doctors, hospitals, etc.).



Processing Core Competency

Current: Applicants undergo background checks while at a MEPS through pre-enlistment interviews, fingerprinting, and Entrance National Agency Checks. Administrative functions are also performed such as reviewing documentation, coordinating applicant meals and lodging, administering the DEP-In (Delayed Entry Program) of applicants, coordinating applicant shipping to a training base, administering the oath, and tracking an applicant throughout the qualification process. The current process is paper-based, time-consuming, and inefficient.

Future: Electronic pre-qualification prior to arrival at a MEPS: (1) through biometric capture of identification at first contact with a recruiter, and (2) electronic data exchange with law enforcement agencies. Virtual interactive enlistments and electronic validation of applicant self-disclosed information with electronic personnel records established and distributed. The future process is automated, fast, efficient, and creates an electronic personnel record.

Processing Measures of Merit (PMOM):

- **Applicant & Accession Processing Time (PMOM1)** – The average USMEPCOM qualification processing time per applicant and per accession. These metrics allow USMEPCOM to baseline the time it takes to reach a final qualification decision, and to evaluate whether or not improvements to the process result in decreased processing time. At the headquarters-level, these metrics aid in the evaluation of process improvements; evaluation of the efficiency by which processing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, these metrics aid in tracking efficiency of the qualification process. These metrics provide trend data over time and help USMEPCOM determine processing time per applicant and per accession.
- **USMEPCOM Applicant & Accession Processing Cost (PMOM2)** – The average USMEPCOM applicant processing per applicant and per accession. This metric allows USMEPCOM to baseline the cost it takes to reach a final qualification decision, and to evaluate whether or not improvements to the process result in decreased processing cost. At the headquarters-level, this metric aids in the evaluation of process improvements; the evaluation of the efficiency by which processing is accomplished; and, in the identification and implementation of process improvements/policy changes. At the MEPS-level, this metric aids in tracking efficiency of the qualification process. This metric provides trend data over time and helps USMEPCOM determine processing cost per applicant and per accession.
- **Average Visits Per Accession (PMOM3)** – The number of accessions grouped by the number of visits required. This efficiency metric triggers analysis to determine causes for increases/decreases in number of MEPS visits required. USMEPCOM process improvements are targeted at driving this number down.
- **Paper Volume (PMOM4)** – Tracking the volume of paper purchased command-wide. This metric aids in evaluating paper usage as USMEPCOM puts in place improvements to reduce the extraordinary amount of paper created from applicant processing and qualification. Decrease in paper volume indicates movement toward a less paper intensive processing environment which aligns with the Government Paper Reduction Act.



- **Applicant to Accession Ratio (PMOM5)** – The number of applicants processed to produce an accession. This metric will indicate the success of the prescreening process by eliminating unqualified applicants from the process before ever setting foot in a MEPS.
- **Floor Count to Accession Ratio (PMOM6)** – The total number of times an applicant processed at a MEPS compared to the number of accessions. The goal is that process improvements such as better pre-screening tools will reduce the floor count required to generate an accession.
- **Processing and Data Error Reduction (PMOM7)** – Data Quality is a function of accuracy, validity, timeliness, and transmission reliability. Accuracy of Accession Information is defined as the percentage of accessions that are accurately tracked. This measure can improve credibility with stakeholders and provide more effective communications, and effectively establish a robust data warehouse.
- **Number of Reliable Data Points Obtained from Reliable Sources (PMOM8)** – The percentage of applicant information that has been verified from a reliable source. As VIPS improves information exchange, USMEPCOM will have access to data points that will validate applicant disclosed information.



Workforce/Workplace (WF/WP) Enabling Core Competency

Current: USMEPCOM employs about 2,700 people with approximately 90 percent at the MEPS field level with the other 10 percent at Headquarters and Sectors collocated in North Chicago, Illinois. USMEPCOM's current workforce is a 20/80 military to civilian ratio. USMEPCOM's workforce is the Command's most valuable asset and is competent at performing and supporting USMEPCOM's mission.

Future: USMEPCOM's workforce and workplace are aligned with and support the new way in which qualification processing is accomplished. The workforce has the required skill sets to support the changes to how young men and women are qualified for service and provides that support in an efficient, effective, and responsive manner to enable *“real-time entrance processing and qualification – anytime, anywhere.”*

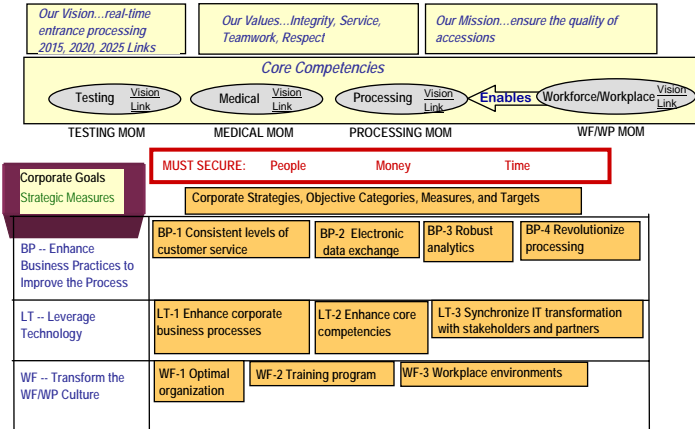
Workforce/Workplace Measures of Merit (WMOM):

- **Personnel Turnover (WMOM1)** – Turnover rate highlights civilian personnel. This quality measure allows USMEPCOM to evaluate its structure and staffing relative to the appropriateness of personnel policies (pay grades; low turnover at high pay grades and high turnover at low pay grades, work hours, Saturday openings). Employee turnover has important consequences including organization performance and cost (training, recruiting). Turnover can serve as an indication to management of employee satisfaction.
- **Culture Index (CI) (WMOM2)** – An index derived from an assessment tool that reflects how employees feel about their work, the organization, and its mission. This quality measure allows USMEPCOM to evaluate the health of its culture and is essential to building a collaborative and productive workplace.
- **Training (WMOM3)** – **Under development**
- **MEPS Business Flexibility (WMOM4)** – Monitors the progress of changing business processes and cost avoidances by tracking off-station capabilities and utilization rates. A VIPS goal is to increase processing flexibility by providing applicant processes that are as close to an applicant's home as possible. Examples of off-station capabilities are: remote medical exam; hometown shipping; and ICAT.
- **Material Availability (WMOM5)** – Identifies the availability for our customers to access the “system” and use our services. Captures our “service” reliability and availability for our customers such as applicant scheduling, projecting, and data requests.



USMEPCOM's Corporate Goals and Strategies

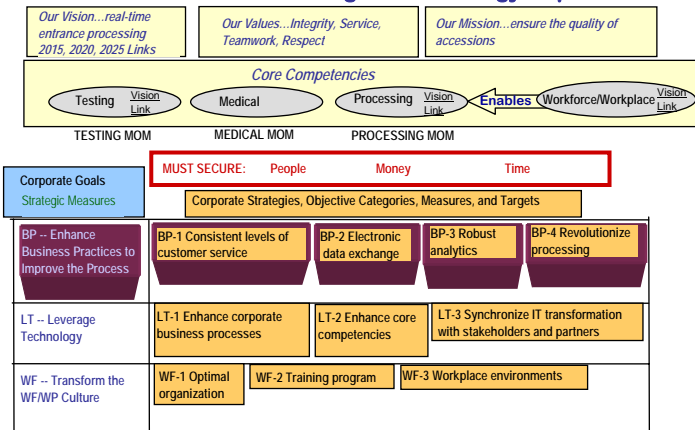
USMEPCOM's Strategic Plan Strategy Map



CORPORATE GOALS AND STRATEGIES

USMEPCOM has three corporate goals that form the Command's transformation pillars. Each goal has associated strategies that articulate the main methods by which the goal will be attained. Each strategy, in turn, has associated initiatives that represent the specific projects, time frames, responsibilities, and measures required to achieve the strategy.

USMEPCOM's Strategic Plan Strategy Map



BUSINESS PRACTICE GOAL: Enhance Business Practices to Improve the Process

USMEPCOM's Business Practice (BP) goal focuses on transforming the way business practices are conducted to improve the process. The BP goal has four implementing strategies.

BP Strategies (See Table B for Definitions)

BP-1: Provide consistent levels of effective, efficient service to applicants and stakeholders

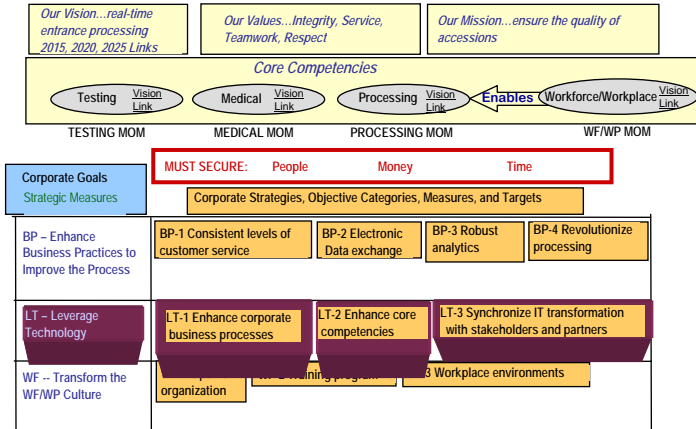
BP-2: Increase electronic data exchange

BP-3: Implement robust business management analytics

BP-4: Serve as a catalyst in revolutionizing processing



USMEPCOM's Strategic Plan Strategy Map



**LEVERAGE TECHNOLOGY GOAL:
Leverage Technology**

USMEPCOM's Leverage Technology (LT) goal focuses on implementing technology to improve how the Command functions and performs its mission. The LT goal has three implementing strategies.

LT Strategies (See Table B for Definitions)

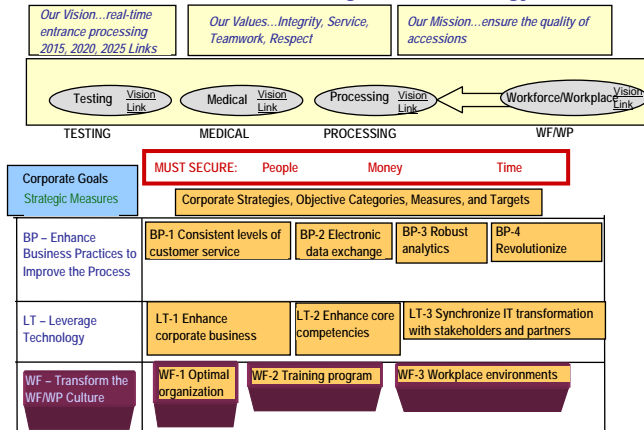
LT-1: Implement technology to enhance corporate business processes

LT-2: Implement technology to enhance core competencies

LT-3: Synchronize IT transformation with stakeholders and partners



USMEPCOM's Strategic Plan Strategy



WORKFORCE/WORKPLACE GOAL: Transform the Workforce/Workplace Culture

USMEPCOM's Workforce/Workplace (WF/WP) goal focuses on ensuring that the Command's workforce has the needed knowledge, skills, and abilities to support current and future entrance processing, and that its workplace is aligned to support same. Key to achieving this goal is USMEPCOM's strategic management of its human capital to include the efficient and effective use of performance-based personnel management, workforce profiling/forecasting to identify skill/competency gaps and succession planning needs, and identification and use of training and education that target closing the competency gaps identified. The WF goal has three implementing strategies.

WF Strategies (See Table B for Definitions)

WF-1: Become an optimal organization

WF-2: Institutionalize a comprehensive training program

WF-3: Optimize workplace environments



**Expanded View of USMEPCOM's Corporate Goals and Strategies
(Includes Expected Outcomes, Measures, and Key Initiatives)**

Table B



Goal 1: Enhance Business Practices to Improve the Process			
Focuses on implementing technology to improve how the Command functions and performs its mission			
Expected Outcome	Strategy	Measure	Key Initiative
The applicant processing experience and outcome are similar at every MEPS. The stakeholder experience with USMEPCOM is professional, responsive, and timely.	Business Practice (BP) 1: Provide consistent levels of effective, efficient service to applicants and stakeholders	WMOM 4: MEPS Business Flexibility (Effectiveness while Implementing VIPS) PMOM 7: Processing and Data Error Reduction	<ul style="list-style-type: none"> Review/Revamp Medical Consults Capability Maturity Model Integration
All applicant processing documents and transactions are electronically processed, signed, and transmitted.	Business Practice (BP) 2: Increase electronic data exchange	PMOM 4: Paper Volume	<ul style="list-style-type: none"> Enterprise Services Oriented Architecture (eSOA) Data Exchange/TOSIP
Decision makers have accurate, comprehensive analysis at their fingertips for every policy decision that impacts applicant processing.	Business Practice (BP) 3: Implement robust business management analytics	TMOM2 – Average Testing Cost MMOM2 – Average Medical Cost PMOM2 – Applicant and Accession Processing Cost MMOM1- Medical First Visit Qualification Rate MMOM3 – Quality Comparison of Full Physicals, on-station and off-station PMOM1 – Applicant and Accession Processing Time PMOM3 – Average Visits per Accession PMOM5 – Applicant to Accession Ratio	<ul style="list-style-type: none"> Command Metrics Program Business Intelligence System Command, Studies, Analyses, and Evaluation Program Business Process Management Program Business Enterprise Architecture Program
USMEPCOM is a major change agent transforming the business of processing applicants; sets the conditions to enable applicant initiated, virtual processing.	Business Practice (BP) 4: Serve as a catalyst in revolutionizing processing	WMOM4: MEPS Business Flexibility (Effectiveness while Implementing VIPS)	<ul style="list-style-type: none"> e-Security VIPS Acquisition Program Medical Informatics Distributed Consults ARNG Hometown Physicals

Table B



Goal 2: Leverage Technology

Focuses on implementing technology to improve how the Command functions and performs its mission.

Expected Outcome	Strategy	Measure	Key Initiative
USMEPCOM actively seeks, acquires, and implements optimal technology solutions to improve corporate business processes.	Leverage Technology (LT) 1: Implement technology to enhance corporate business processes	WMOM3: Training WMOM2: Culture Index	<ul style="list-style-type: none"> • Shipper Module
USMEPCOM actively seeks, acquires, and implements optimal technology solutions to improve applicant processing.	Leverage Technology (LT) 2: Implement technology to enhance core competencies	TMOM2: Average Testing Cost WMOM3: Training	<ul style="list-style-type: none"> • Web-based Enlisted ASVAB
USMEPCOM's IT transformation makes our accession partners' lives easier by more rapid, accurate, and flexible processing that is synchronized across the Services.	Leverage Technology (LT) 3: Synchronize IT transformation with stakeholders and partners	WMOM4: MEPS Business Flexibility (MEPS Effectiveness while Implementing VIPS) WMOM5: Material Availability	<ul style="list-style-type: none"> • J-6 Strategic Plan

Table B



Goal 3: Transform Workforce/Workplace Culture

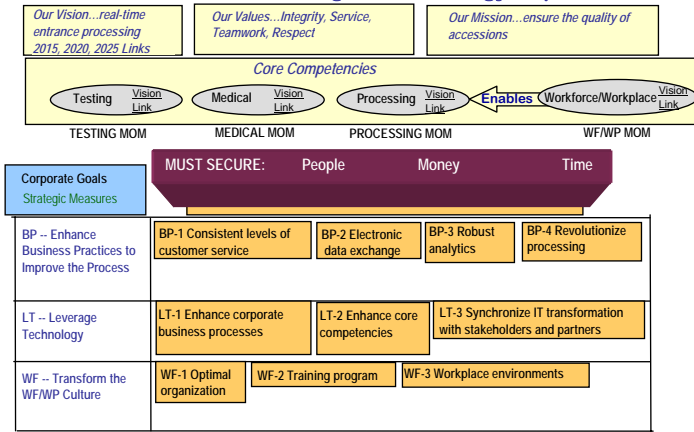
**Focuses on a workforce with the needed knowledge, skills and abilities to support current and future entrance processing.
Strategic human capital management is key: skill/competency gaps, succession planning, and training and education.**

Expected Outcome	Strategy	Measure	Key Initiative
USMEPCOM continuously assesses itself and looks to the future for new opportunities. Employees are accountable and share responsibility for continuous improvement.	Workforce (WF) 1: Become an optimal organization	WMOM1: Personnel Turnover WMOM2: Culture Index	<ul style="list-style-type: none"> • Medical Performance Improvement (PI) Program • USMEPCOM Strategic Plan • Battalion Structure • Human Capital Management • Model EEO Agency • Workforce Change Management Plan • Strategic Communications Plan
USMEPCOM is a learning organization with a well trained workforce possessing appropriate professional, technical, and interpersonal skills.	Workforce (WF) 2: Institutionalize a comprehensive training program	WMOM3: Training	<ul style="list-style-type: none"> • Training Systems Management
USMEPCOM workforce operates in workplace environments appropriate to future needs.	Workforce (WF) 3: Optimize workplace environments	WMOM2: Culture Index WMOM3: Training	<ul style="list-style-type: none"> • J-4 Strategic Plan

Table B

Strategic Management

USMEPCOM's Strategic Plan Strategy Map



IMPLEMENTATION

USMEPCOM's Strategic Plan Strategy Map is a powerful tool for the Command to strategically manage its transformation efforts. USMEPCOM has instituted a rigorous process for ensuring that the right people are given the time and responsibility for accomplishing strategic plan initiatives and that required funds are allocated.

Strategy Champions

Each strategy has a champion responsible for integrating implementation actions and monitoring the status of initiatives associated with that strategy. It is the Strategy Champion's job to ensure progress is briefed to the Commander, Deputy Commander, and Command senior leadership at the bi-monthly strategic plan status update briefings. Strategy Champions are selected and assigned according to the "best fit" within the organization:

- Director, Operations (J-3) – BP-1, BP-2, BP-4
- Director, Office of Strategic Planning and Transformation (OSP&T) – BP-3
- Director, Information Technology (J-6) – LT-1, LT-2, LT-3
- Director, Resource Management (J-8) – WF-1
- Director, Human Resource Management (J-1) – WF-2
- Director, Facilities (J-4) – WF-3

Strategy Champions brief status using the following nomenclature:

- Milestones are being achieved and project is **ON TRACK**.
- ▲ **MINOR PROBLEM** meeting milestones, progress is falling behind target; course of action (COA) should be addressed in the Quad Chart (next steps) to remedy situation to bring the project back on schedule.
- **SERIOUS PROBLEM** meeting milestones; urgent action is required to bring project back on target or notice that the milestone has become impossible to achieve; COA should be addressed in Quad Chart to remedy situation.
- Commander placed project **ON-HOLD/DEFERRED**, etc.
- ✓ Project **COMPLETED**.
- ⊘ **WILL NOT IMPLEMENT**. Closed Out.





Strategy Champions brief their initiatives using the below briefing formats with initiatives sorted according to short and long-term:

Short Term FY 11 and FY 12

Strategy BP-1: Provide consistent levels of service to applicants and stakeholders

“POLICY”

Strategy Champion: CAPT Fink

Status	Initiative	What's Next	Initial Est. Comp. Date	Current Est. Comp. Date	Fund Status
LINK 	Review and Re-vamp Medical Consult Contracting Procedures J-7/MMD (J-8MRM)	Contract specialist assigned, contract under review Draft Performance Work Statement being reviewed by J-7/MMD Physicians	None provided	Implement Contract March 2011	People MRM/AD; MJA; MIT
LINK 	Capability Maturity Model Integration – Level 2 (J-6/MIT)	<ul style="list-style-type: none"> - Internal Audit Process Use Continuous - Refine Processes Continuous - Estimated Time for Official Appraisal Jan 11 	Sep/Oct 2010	Jan 2011	Reduced System Problems after Fielding. VIPS Sustainment



Project Officers

Each initiative has a Project Officer assigned who is responsible for taking the actions necessary to ensure the initiative is carried out and completed. Project Officers develop plans of action and milestones – contained in a briefing Quad Chart – and with the support of the director or special staff officer, are responsible for securing the resources required – people, money, and time – for project completion. Project Officers are responsible for creating and keeping current a Quad Chart, as shown below, which is tied to the bi-monthly strategic plan status update briefings.

Human Capital Management

<p>Description: To become an optimal organization through policies, programs, and initiatives that foster career and professional progression, promotes an improved workplace environment, and work-life balance opportunities.</p> <ul style="list-style-type: none"> • Policy/Regulation Change Required: TBD • Support SP Strategy: WF-1 Become an optimal organization, WF-2: Institutionalize a professional and personal training program, WF-3: Improve the workplace environment. • POCs: Ms. Liz Lane (J-1), ext. 7208, Ms. Diane Skubinna (J-1), ext. 7184, Ms. Candace Laing (OSP&T), ext. 7243, Ms. Mary Lou Wetzel (OSP&T), ext. 7234, and Mr. Mike Arsenault (J-8), ext. 7347 <p>• Resource Impact: - Goal is to properly align staffing resource requirements to meet future process/program changes. Potential space savings from IT Modernization will be determined during Milestone process. - No direct costs associated with conducting the study. - Strong potential to identify new requirements.</p> <p>• Benefits Expected: Validated Workforce.</p> <p>• Benefits Gained: More efficient use of human capital aligned with VIPS/Transformation.</p> <p>• Unexpected Outcomes: None</p>	Major Milestone	Est. Comp Date	Status
	On-Boarding Process (J-1)	Completed	Complete
	HQ Structure Review Report–Air Force Study (J-8)	Completed	Complete
	Human Capital Working Group Initiatives (J-1)	As specified per initiative	On-Track
	MEPS HQ Group and ITS Manpower Analysis Review (AF Team Augmenting) (J-8)	Mar 2011	On-Track
Army MOC Window Process (J-8)	2013	On-Track (Recurring)	
<ul style="list-style-type: none"> • Current Status: ON TRACK • What's Next: <ul style="list-style-type: none"> - Three J-8/MRM Manpower Teams are visiting 14 MEPS while simultaneously teleconferencing with 14 other MEPS Dec 2010 - Revise the current HC Strategic Plan Dec 2010 • Commander's Decision: 			

NOTE: USMEPCOM conducts a quarterly MEPS workload analysis as part of on-going manpower review process.

12/14/2010

Quad 1:

Description – briefly describes the initiative/project

Policy/Regulation Change Required – lists regulations impacted by the initiative that require change

Support SP Strategy – lists the strategy that the initiative supports

POC – lists the Project Officer's name and contact information

Quad 2:

Major Milestones – lists the major actions required and their estimated completion dates

Quad 3:

Resource Impact – provides the funding amount required by fiscal year and funding category

Benefits Expected – lists the projected benefits that are expected by implementing the initiative

Benefits Gained – lists the actual benefits gained as a result of implementing the initiative

Unexpected Outcomes – lists outcomes that have occurred, both positive and negative, as a result of the initiative

Quad 4:

Current Status – indicates the “stop light” status of the initiative: **ON TRACK**, **MINOR PROBLEM**, **SERIOUS PROBLEM**, **ON-HOLD/DEFERRED**, **COMPLETED**, **WILL NOT IMPLEMENT**

What's Next – lists immediate next steps, and maybe the same as a major milestone

Commander's Decision – indicates the decision required: FYA (For Your Action) or FYI (For Your Information)

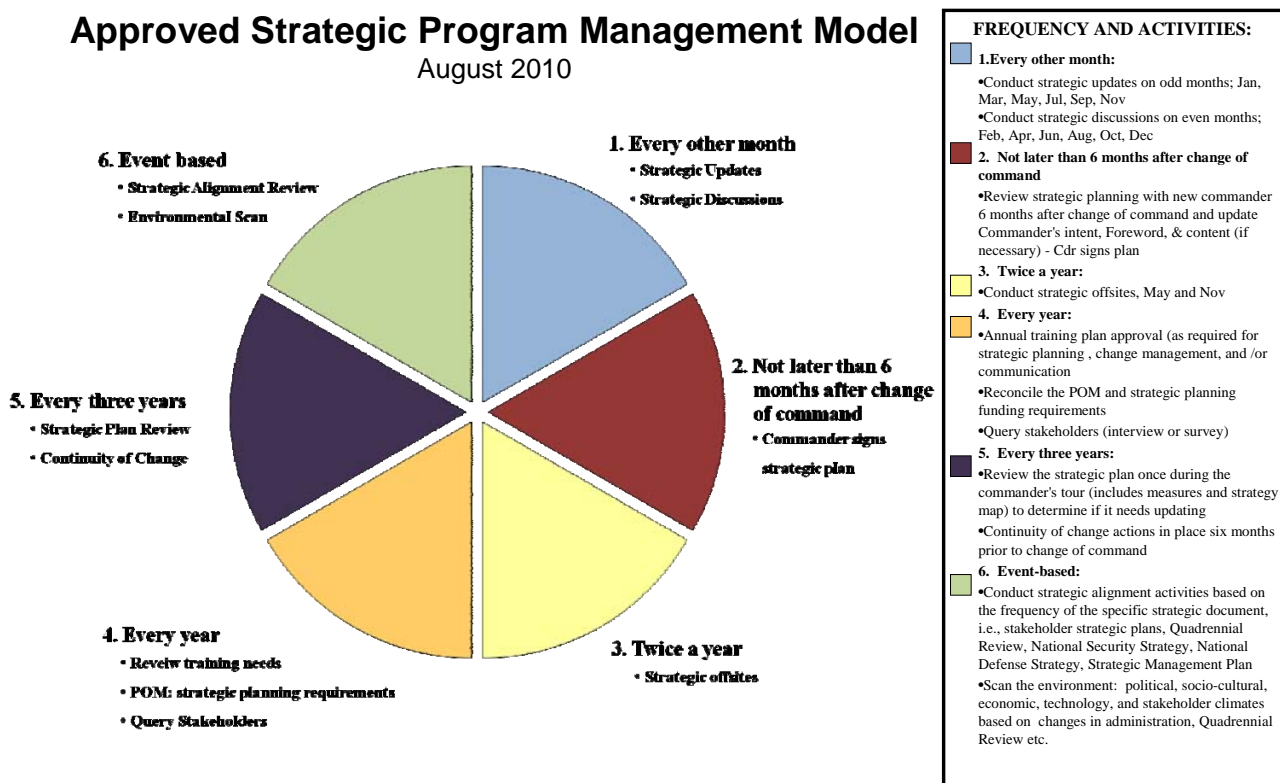


Communication and Sustainment

All USMEPCOM personnel have read-only access to the strategic plan and strategy map on the MEPNET and Common Drive. All of the associated strategy status briefing charts and initiative quad charts are available via the Common Drive. The strategy map is an interactive document that allows the user to “drill down” on any part of the map and access the more detailed information by selecting and clicking on the links. This approach to managing information is key, and has proven an essential aid in cross-functional communication and understanding.

All hands meetings are also conducted by the Commander as well as strategic planning offsites, at least annually, of the senior leadership to update the strategies and initiatives in accordance with strategic analysis.

In addition, the USMEPCOM leadership developed a Strategic Program Management Model as shown below to guide its efforts and put in place a repeatable process to guide its strategic planning activities through its transformation.



Through USMEPCOM’s strategic management of its strategic plan, the Command will institute its vision of being *“recognized as a customer-centered, future-focused learning organization driven by best business practices and cutting-edge technologies, providing real-time entrance processing and qualification”* with sustained progress toward its transformation target.

