
Denise M. Szlag



**Director, Human Resources Systems & Analytics
Office of Civilian Human Resources**

Ms. Szlag currently serves as Director of HR Systems and Analytics. She is the DON's technical authority and leader for all civilian HR systems, data analytics, common business processes and continual process improvement programs, to include the full compendium of development, delivery and operations. She provides policy development and program management, oversight and direction for the DON civilian HR systems and infrastructure and continual process/productivity improvement program for OCHR and its HR delivery structure including oversight of HR service delivery common business processes. Ms. Szlag also serves as a key member on the DON HR teams to include the DoD Force of the Future Initiative and SECNAV Task Force Innovation.

She has more than 30 years' of federal service working in the field and at headquarters activities – all with the Department of the Navy. Prior to her appointment at OCHR, she was director of Corporate Operations at Naval Warfare Center Newport Division where she led divisions for ACIO/Information Technology, Human Resources, Infrastructure, Corporate Communications, Security and Corporate Business Office. Here she served as principal advisor to the Division Technical Director and Commanding Officer at the Naval Undersea Warfare Center Division Newport on business issues, planning and execution and status and was responsible for providing integrated management systems for planning, resource allocation, systems design, systems development, operational and business analysis for the Division and formulating and determining budget strategy consistent with the goals and objectives of the Division in order to accomplish mission objectives.

Ms. Szlag was tapped to lead the national deployment of the transition to ERP for the NAVSEA Warfare Centers across the country retiring ~70 percent of the legacy systems, converting more than 4 million legacy data records with a 99.9% accuracy and transforming legacy disparate processes to a single integrated system, affecting 20,000 people with no disruption to paying people, paying vendors, or executing mission requirements. She also led the design and execution of the Common Organizational Structure across 10 Surface and Undersea Warfare divisions, a full commonality of business operations and common costing which provided the transparency and uniformity needed to ensure clarity and credibility of the technical capabilities in supporting Navy missions.

She began at the Naval Underwater Systems Center in 1983 as a Computer Scientist at Division Newport in the Weapons Systems Directorate, Torpedo Systems Department. In 2003, she became the Director, Strategic Planning & Operations for the Weapons & Vehicle Systems Product Area and subsequently for the Warfare Center Enterprise Executive for the Undersea Enterprise responsible for strategic management, planning, assessments and national workload assignment, analysis and assessment of USW Weapons and Vehicle Systems. Her expertise lies in standardizing integrated processes, designing and implementing complex information technology solutions, developing business analytics strategies and performing multi-dimensional data analytics to support strategic decision making.

Ms. Szlag holds a Bachelor of Science Degree from the University of Rhode Island and a Master of Business Administration from Bryant University, an Advanced Acquisition Program certification from the United States Naval Postgraduate School, and is a Women's Executive Leadership Program graduate from the USDA Graduate School. Ms. Szlag was selected as a prestigious NAVSEA Commander's Executive Fellow in 2015.

She has received numerous awards over her career that includes the Secretary of the Navy Meritorious Unit commendation awarded to NAVSEA (2013), Department of the Navy Superior Civilian Service Medal (2012), Rhode Island Federal Employee of the Year Civilian (2012), NAVSEA Transformation Change Award, Division Newport Special Achievement Award for Excellence in Technical Services (2004), and several Letters of Appreciation and Outstanding Performance Awards.

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Ms. Szlag is a member of the National Defense Industrial Association, Beta Gamma Sigma (Honor Society), and Acquisition Professional Community Member, holds two DAWIA Level III certifications in Systems Planning, Research, Development and Engineering (SPRDE) & Advanced Acquisition Program Management and is a certified Lean Six Sigma Green Belt.