Digital Transformation

Workforce Plan

Deputy Chief of Naval Operations, Fleet Readiness & Logistics,
Logistics Information Technology (IT) /Logistics Functional Area Manager (LOGFAM)

5/29/2018
# Table of Contents

List of Figures ................................................................................................................. 3

Executive Summary .......................................................................................................... 4

Introduction ..................................................................................................................... 5

  Background .................................................................................................................... 5

  Scope ............................................................................................................................... 5

  Objectives ....................................................................................................................... 6

  Principles ......................................................................................................................... 6

    Change Commitment Curve ......................................................................................... 6

  Change Networks ............................................................................................................ 8

  Assessment ...................................................................................................................... 9

    Approach ....................................................................................................................... 9

  Findings and Impacts ..................................................................................................... 10

  Recommendations ......................................................................................................... 11

Future State and Roadmap ............................................................................................... 12

  Program Managers to Product Managers ................................................................. 13

  Cultural Transformation .............................................................................................. 14

  Workforce Architecture ............................................................................................... 15

  Enabling the Workforce for Digital ............................................................................ 16

Implementation Guidance ............................................................................................... 17

  Program Office Transformation .................................................................................... 17

  Training Plan .................................................................................................................. 19

  Program Integration ...................................................................................................... 20
## List of Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Current and Future State of the Navy Logistics IT Workforce</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Key Components of Change Management</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Change Commitment Curve</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Change Commitment Levels</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Stakeholder Categories</td>
<td>7</td>
</tr>
<tr>
<td>6</td>
<td>Change Network Example</td>
<td>9</td>
</tr>
<tr>
<td>7</td>
<td>Change Management Findings, Implications, and Recommendations - February 2018</td>
<td>10</td>
</tr>
<tr>
<td>8</td>
<td>Program Offices: The Intersection of Strategy and Execution</td>
<td>13</td>
</tr>
<tr>
<td>9</td>
<td>Workforce Architecture</td>
<td>15</td>
</tr>
<tr>
<td>10</td>
<td>Digital Role Profile Template</td>
<td>16</td>
</tr>
<tr>
<td>11</td>
<td>Program Office Design Components</td>
<td>17</td>
</tr>
<tr>
<td>12</td>
<td>Proposed Program Office Skills</td>
<td>18</td>
</tr>
<tr>
<td>13</td>
<td>Conceptual Skills Fulfillment Model</td>
<td>19</td>
</tr>
<tr>
<td>14</td>
<td>Workforce Training Phases</td>
<td>19</td>
</tr>
</tbody>
</table>
Executive Summary

Multiple external and internal imperatives are pushing Navy Logistics IT to rapidly adopt advanced technology trends and make significant leaps towards becoming digitally mature. Moving towards digital is no longer an option, but a necessity, and the LOG FAM needs to take decisive and transformative steps to ensure its workforce is ready to enable and sustain this change. This Workforce Plan provides an approach to guide the transformation of the workforce and the work culture to support the future vision of a digital Navy.

Re-skilling the workforce must happen within a broader framework of managing this enterprise-wide change. Technological transformation cannot be successful in isolation, so there are several areas that need to work in tandem for a holistic journey towards digital. The Digital Transformation Team (DTT) has identified five areas, or workstreams, requiring change to enable the overall digital transformation – Logistics Services, Data, Technology, Security and Change Management. Equipping the workforce with relevant skills and experience in all those areas is a pre-requisite for triggering the transformation.

This Plan begins with an introduction to an industry standard approach using change management principles to build the workforce needed to mobilize and sustain change. As part of the DTT effort, an assessment of the current state of the workforce was conducted, and the findings are presented in this Plan. Table 1 describes the current state at a high level, as well as a description of the future state of the workforce needed to achieve transformation.

Table 1. Current and Future State of the Navy Logistics IT Workforce

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future State</th>
</tr>
</thead>
<tbody>
<tr>
<td>People resist change</td>
<td>People champion change</td>
</tr>
<tr>
<td>Workforce lacks necessary skills</td>
<td>Workforce equipped to drive transformation</td>
</tr>
<tr>
<td>Reactive and inadequate training</td>
<td>Skills forecasting and proactive training</td>
</tr>
<tr>
<td>Change management nonexistent</td>
<td>Change management standard best practice</td>
</tr>
<tr>
<td>Collaboration is stunted</td>
<td>Collaboration is enabled</td>
</tr>
</tbody>
</table>

To achieve the desired future state, this Plan presents several recommendations, along with a roadmap to that future state, and guidance to implement those recommendations. As part of this roadmap, this Plan emphasizes the need to reset the work culture that motivates formal collaboration across disciplines and organizations. Specifically, this shift will largely take place at the Program Office level, as they are the intermediary between strategy and execution.

This Plan provides a holistic view of the workforce roles, skills and responsibilities to support a digital transformation across Echelons and workstreams (services, data, technology, etc.). While the immediate intent is not to hire on an entirely new workforce, rather, the approach entails evolving existing positions, where possible, by aggressively pursuing trainings and skill-building methods.

This Plan is dependent on a joint effort across stakeholders from OPNAV N4, SYSCOMs, USFF, and Logistics IT Program offices. This Plan is intended for those stakeholders to implement to realize a workforce that’s ready, willing, and equipped to meet the transformation needs of Navy Logistics IT.
Introduction

Background

“We have a people problem, not a technology problem”

An oft-repeated saying within Navy Logistics IT when confronted with the challenge of technological advancement. Digital implementation will fail if it is not fully embraced by an adequately bought-in and prepared workforce. Further, the greater the technological shift from the status quo, the more important—albeit more difficult—workforce buy-in becomes.

The CNO’s “Design for Maintaining Maritime Superiority,” lays the framework for new initiatives with the ultimate desired outcome of “a Naval Force that produces leaders and teams who learn and adapt to achieve maximum possible performance…” The Design identifies Four Lines of Effort to be undertaken to achieve that desired outcome:

1. Strengthen Naval Power at and From Sea
2. Achieve High Velocity Learning at Every Level
3. Strengthen Our Navy Team for the Future
4. Expand and Strengthen Our Network of Partners

This Design is closely in line with, and supported by, the imperatives and steps laid out by the Workforce Plan. To support High Velocity Learning, workforce infrastructure and capabilities to grow employee skillsets with digital solutions must keep up with the rate at which those new technologies are implemented. As workforce buy-in and training lag further and further behind, technology continues to advance. The gap between technology used at home and technology used at work grows and ultimately, the Navy faces an increasingly dissatisfied workforce and risk of continued ineffective readiness.

Strengthening the Navy Team is at the very core of this Workforce Plan, in that it prescribes a greater focus to enabling the people who are at the core of Navy Logistics IT operations and mission readiness. Much like the CNO Design, new emphasis on tailored learning, leveraging information technology to enhance personnel systems, and leadership development are all important components of building a mission-ready workforce.

Improved collaboration both within and across stakeholder groups, particularly at the Program Office level, is critical to the success of the transformation effort. To provide the foundation for Strengthening Network of Partners externally, internal networks within Navy IT must move away from being siloed, disjointed, and disparate to open, communicative, and synergetic.

The application of organizational change management principles, while previously not incorporated in transformational efforts within Navy Logistics IT, can guide and ultimately ensure the success of, workforce commitment to change. Workforce improvement, support, and planning needs to become just as high of a priority as the technological move to digital.

Scope

Organizational change management has several key components. See Table 2 for the components and a description of each. For the purposes of guiding the workforce
transformation, this Plan provides a high-level sample approach for each of the components. Together, each component plays a vital role in ensuring success of the transformation effort. A strong change plan is crucial to keeping the change on track, and should incorporate a strategic approach to aligning leadership to the change to get top-down stakeholder buy-in. The Plan should also include communications, workforce management, and training plans, as well as metrics to track progress throughout the entire process.

**Figure 2. Key Components of Change Management**

<table>
<thead>
<tr>
<th>Key Components</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning the change</td>
<td>Integrated change plan across all projects to manage consistency.</td>
</tr>
<tr>
<td>Leadership Alignment</td>
<td>Helping leaders understand impacts to their organizations as available and mobilizing them to drive adoption to shared services and new operations.</td>
</tr>
<tr>
<td>Communications</td>
<td>Building awareness and understanding of what, why, when, how the changes will unfold with controlled timing and consistency.</td>
</tr>
<tr>
<td>Workforce Management</td>
<td>Defining and executing the plans to manage, track, and forecast the workforce skillset.</td>
</tr>
<tr>
<td>Training</td>
<td>Developing a training plan to educate employees about their roles in the new operating environment and how to execute work the new way.</td>
</tr>
<tr>
<td>Change Measurement</td>
<td>The result of the change management activities and the progress in preparing employees for cultural changes; the ongoing tracking of operational readiness and workforce engagement.</td>
</tr>
</tbody>
</table>

**Objectives**

Provide a Workforce Plan to Navy Logistics IT that is based on fundamental best practice workforce planning and organizational change management principles that will support and enable the tremendous shift to digital.

**Principles**

While workforce transformation is crucial to the success of the overall Navy Logistics IT digital transformation, the organizational change management principles on which this Plan is based are largely unfamiliar to the organization and have been previously utilized minimally or not at all. To fully grasp this Plan, the organization must first understand the following principles:

- The Change Commitment Curve is the industry framework for measuring change commitment of stakeholders;
- Change networks are an industry endorsed method of promoting and improving commitment to change within the organization.

**Change Commitment Curve**

The Change Commitment Curve shows stakeholder commitment over time. It is used to mark commitment levels of stakeholder groups to better engage them throughout the change journey (Accenture: Stakeholder Management). The Change Commitment Curve shows the passage of time on its x-axis and the level of stakeholder commitment on its y-axis. The level of stakeholder commitment is most often described in four levels: acceptance, understanding,
acceptance and commitment. See Figure 1 for an example Change Commitment Curve and Table XX for a description of each level of commitment.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>• High-level awareness of the change journey’s content and context</td>
</tr>
<tr>
<td>Understanding</td>
<td>• Grasps the nature of the change and how it will impact him/her</td>
</tr>
<tr>
<td>Acceptance (or Buy-In)</td>
<td>• Tests new concepts and change implications</td>
</tr>
<tr>
<td>Commitment</td>
<td>• Articulates the change as an accepted norm</td>
</tr>
<tr>
<td></td>
<td>• Articulates personal ownership and endorsement of the change</td>
</tr>
</tbody>
</table>

Stakeholders can be categorized in one of eight primary categories. Table 4 below provides descriptions for, and examples of, the stakeholder categories.

<table>
<thead>
<tr>
<th>Stakeholder Category</th>
<th>Example Group(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A – Sponsors</td>
<td>• OPNAV N4</td>
</tr>
<tr>
<td></td>
<td>• Key individual Executive sponsors</td>
</tr>
<tr>
<td></td>
<td>• Significant project Stakeholders</td>
</tr>
<tr>
<td>B – Program Leadership</td>
<td>• SYSCOMs, FLEET</td>
</tr>
</tbody>
</table>
Group includes leadership teams that influence the direction and strategy of the program and in a position to make and/or influence decisions which will impact the success of the project.

- Work stream leadership
- Initiative leads

<table>
<thead>
<tr>
<th>C – Change Network</th>
<th>D – Project Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group includes leaders across affected organizations in a position to support and advocate change</td>
<td>Includes team members that are executing change through the workstreams and initiatives</td>
</tr>
<tr>
<td>- IT Program Offices</td>
<td>- Execution team members</td>
</tr>
<tr>
<td>- Change Leaders/Change Champions</td>
<td>- Subject Matter Experts (SMEs)</td>
</tr>
</tbody>
</table>

All categories of stakeholders are eventually impacted by the change. To prevent the organization from reverting back to its previous state, and to consider the transformation a success, stakeholder groups need to move up the Curve towards Acceptance and Commitment. The Change Commitment Curve also illustrates the different rates at which stakeholder groups will move up the change curve – while Sponsors and Program Leadership should be the first to commit to the change, the Change Network should follow those groups, the Project Team and management should follow the Change Network, and so on.

**Change Networks**

To drive change throughout the organizations impacted directly, indirectly, and beyond, formal Change Networks will need to be established, utilized, and maintained consistently.

Change Networks are defined as a community of employees and leaders who work with Program leadership to exchange information and support employees throughout the change journey. The purpose of the Change Network is to raise awareness of and support change objectives, by championing the vision, encouraging engagement and providing business support. Change Networks have already begun to take shape within Navy Logistics IT in the form of regular working groups and other collaboration sessions that include stakeholders from varying categories and levels. However, additional formal networks that are in regular contact need to be stood up and maintained throughout the change process.

Key aspects of the Change Network are the Change Champions. Change Champions are at the center of activities intended to engage and prepare the workforce for new ways to work. Champions should include representation from all impacted groups and personas. Resistance is most likely at the “Understanding” stage of commitment, but Change Champions will have the credibility, expertise, and influence to communicate benefits and persuade resistors to embrace the change, ultimately helping to foster commitment. Change Networks will continue supporting the change throughout the process, ultimately providing a sound foundation for the change journey (Enabling a Change Network). Figure 2 provides an example of a Change Network that includes Change Champions.
Assessment Approach
The Digital Transformation Team (DTT) has, and continues to, conduct quantitative and qualitative analyses of the current workforce as it relates to understanding and committing to change. The following approach was undertaken:

- **LOG IT POM-20 Assessment**
  - Quantitative and qualitative survey questions on technology, communications, workforce management and policy, and training
  - Respondents:
    - Nearly half of respondents self-identified as a Program Manager
    - Nearly 80% of respondents from the GS-14 and GS-15 levels
- **Interviews and deep dive sessions with Program Office stakeholders spanning the LOG FAM Portfolio**
- **Digital Transformation Workshops**
  - Cross-Transformation Vector and DTT collaboration sessions held in-person, spanning several days with the intent of coordinating and further understanding objectives and efforts undertaken in the move towards digital within LOG FAM
- **LOG IT Transformation Sync**
  - Ongoing bi-weekly sync that serves as primary coordination point for Program Managers of transformation vectors, CIOs, and DTT

The information gathered during the assessment will serve to guide the recommendations for workforce transformation.
Findings and Impacts
The findings from the assessment conducted by the DTT not only provide insight into the current state of the workforce from a technology, communications, workforce management, and training perspective, but also have important implications for the future state of Navy Logistics IT. Should the workforce continue its current trajectory, it will be unable to fully support a digital transformation. Further details on the findings and implications specific to each area follow and can be found summarized in Figure 3.

TECHNOLOGY:
The current use and availability of modern, up-to-date technology within Navy Logistics IT is well behind that of personal and commercial use. New technology implementations are slow and difficult, further widening the gap between commercially available IT and what is currently utilized.

The CNO Design recognizes that, “…as technology is introduced at an accelerating rate, it is being adopted by society just as fast – people are using these new tools as quickly as they are introduced, and in new and novel ways.” If Navy Logistics IT is unable to keep up with modern technological advancements, the current workforce will also fall increasingly behind in their technical skillset. This will ultimately cause a greater expenditure of resources as LOG FAM will
struggle to close this ever-widening skill gap. Looking forward, as the current workforce begins to retire, LOG FAM will have difficulty staffing up the next generation of tech-savvy personnel (who have grown up with digital technology and look to use it in both their personal and professional lives), when the aim should be to attract the best and brightest. Ultimately, this gap could compromise mission capabilities.

COMMUNICATIONS:

While the clear majority of respondents reported that they are aware of technology changes that occur within their organizations, far fewer feel they are able to articulate the reasons for and expected outcomes of that change.

Navy Logistics IT stakeholders will be unable and unwilling to buy into change if they do not understand why those changes are being implemented and how their day-to-day operations will be affected. Without synergistic, consistent and well-timed communications, stakeholders and organizations may end up going in opposite directions, ultimately wasting resources.

WORKFORCE MANAGEMENT & POLICY:

According to approximately half of survey respondents, workforce and talent competencies are not being inventoried, assessed, tracked or forecasted. Additionally, personal development plans are not being maintained within their organizations.

If the workforce skills are not tracked and forecasted, the skillset that is already behind industry standards will fall even further behind what is needed to support a digital transformation. This is particularly problematic at the management level—if personnel do not understand the required skillsets, they may not be able to staff those roles correctly. Therefore, despite their evident dedication to the mission, the workforce will be unable to meet their potential.

TRAINING:

While respondents that report that a wide breadth of trainings are readily available, only slightly more than half agree that they receive the necessary training, and time to complete said training, to operate in the new way of working.

If the workforce does not perceive trainings to be readily accessible, personnel will be unable to remedy skills gaps. While available learning and training opportunities to expand skillsets outside of their immediate role would improve competency in the workforce, a (perceived or legitimate) lack of those opportunities will have the opposite effect. If skills gaps persist or widen, CNO Vision will not be achieved.

Recommendations

With the assessment findings, and their implications, determined, the DTT compiled the recommendations into five high-level recommendations, each further broken down into their respective components:

1. Activate change networks
   a. Identify change network to drive transformation
   b. Empower change network via specialized training, roles and teams that own change and ensuring leadership support to accelerate change

2. Refresh workforce and roles.
a. Define roles fit for a digital Navy: Data Officer, System Security Manager, Service Owner
b. Analyze skills gap and build curriculum
c. Personalize and prioritize trainings
d. Attract talent with digital mindset

3. Formalize change process
   a. Setup and enable dedicated roles to facilitate change; Change Manager at appropriate echelons and program offices
   b. Establish and enforce communications and training standards
   c. Require customer-centric mindset for all initiatives

4. Collapse siloes in favor of collaboration
   a. Move from organization to mission-focused teams
   b. Expand use of collaborative tools
   c. Create communities and learning boards

5. Measure and motivate adoption
   a. Establish mechanism to quantify change adoption
   b. Compare intended results with actual outcomes
   c. Recognize and reward meaningful contributions

Future State and Roadmap
While buy-in to change by all stakeholder groups is the goal of the workforce transformation, the largest burden to ensure a successful transformation to a digital Navy Logistics IT will fall on the shoulders of the Program Managers. The role of Program Managers, and Program Offices, in their position between strategy and execution, will need to grow and evolve. Cultural transformation brought on by digital transformation, will impact, and will need to be supported by, those Program Offices. Updated workforce skills will ensure execution of plans by Program Offices, and Program Managers will play a role in identifying the necessary skillsets.
Program Managers to Product Managers

Program Managers have the difficult—but critical—job of translating prescribed strategies into execution plans, and then turning those plans into reality. Therefore, Program Managers will play a crucial role in the success of digital transformation.

To ensure the success of the Program Managers, support across must be provided at all levels. Workforce culture must shift to increase collaboration across Program Management offices and workstreams to equip them, and the people they lead, with the right skills. Culture change should begin from, and be advocated for, the top of the organization. Functional and technical guidance will come from the workforce at the upper Echelons.

To keep pace, Program Managers must move away from just traditional project management skills to expertise across all the transformation areas. They must grow the breadth of their skills, but not in isolation – they will need support from leadership for guidance, coordination, and ultimately, execution. Ultimately, Program Managers must become Product Managers.

The Product Owner’s primary role is overall accountability for the identification of and, realization of the committed benefits through maximum value extraction for the business, whilst providing the best customer and colleague experiences. This means that they must become multi-disciplinary and take on a “product mindset” (Gartner).
The product mindset is characterized by:

- Having a unified perspective on current and future business capabilities
- Treating the software supporting these capabilities as a product — a suite of applications, services and processes that define how a specific business function or unit operates
- Having continuity in the definition and delivery of the software to support these business capabilities (Gartner).

Cultural Transformation

“Culture eats strategy for breakfast” — Peter Drucker (HBR)

The workforce, despite their passion for the mission, feels ill-equipped and ill-prepared to keep pace with ever-advancing modern technology and threats. This is a direct consequence of future workforce skills not being forecasted and a lack of available relevant and up-to-date training. This feeling of being ill-equipped and ill-prepared causes a cultural stagnation.

Digital transformation disrupts not only the day-to-day work done, but the workforce doing that work as well. Every workforce has its own unique culture, but without also changing the culture, digital transformation will ultimately fail.

Ultimately, disruption will impact work culture in the following ways (Workforce of the Future and Culture):

1. How work is organized – as Program Offices collaborate more, based largely on the shared services they provide, the workforce will need increased trust and empowerment, openness to ideas coming from anywhere across Navy Logistics IT, transparent communication and increased agility and flexibility

2. What work is performed – as systems becomes more automated, employee roles will begin to require more judgment, creativity and ability to make decisions. Analytics-based decision making enables experimentation, iteration and adaptation by the workforce, so data will enable organizations to personalize the employee experience to individual needs.

3. Who performs the work and the employee experience – as silos collapse within and across the Program Offices performing Logistics IT work (Program Managers should become generalists- instead of knowing only about the system they lead, should know a little bit about each system while leading their team of specialists), collaboration will need to increase and improve; workers will also develop new skills and capabilities to keep pace with the Transformation, so learning experiences will need to become more personalized

4. How work is led and managed – as leaders lead differently to support a workforce that is more digitally enabled, leaders will need to develop the next generation of leaders by inspiring, influencing and providing context of the new Digital work to their subordinates. They will also need to cultivate and role model behaviors for a culture that supports a digital workforce, by placing new emphasis on innovation, experimentation, and thinking time.
Workforce Architecture

Program Managers play a key role in the implementation of digital solutions, but they are only one part of the larger workforce that must ultimately transform. Re-tooling of data and technology also requires re-tooling of the workforce. Utilizing industry standards, along with understanding of the goal of building a workforce that will support a move to, and sustainment, of digital, this Workforce Architecture was built.

- Roles are defined by:
  - DTT Workstream they most closely correspond to (excluding the PMO and Architecture roles included)
  - Echelon at which they exist
    - Echelon I at the LOG FAM level: Sponsorship level
    - Echelon II: Planning and Management level
    - Echelon III+: Execution level
  - Roles are partly defined by workstream but interact with each other horizontally as well
    - Cross-workstream roles

![Figure 9. Workforce Architecture](image-url)
Enabling the Workforce for Digital

- Defined Digital roles may have cross-over or overlap with existing Navy Logistics IT roles
  - Digital roles may increase scope and responsibility of current roles
  - To bring the current workforce up to speed, skillset will need to be fortified with additional training
- Defined Digital roles may be brand new to Navy Logistics IT
  - May require hiring of additional personnel, which in turn may require the creation of new billets by N1 and/or other organizations responsible for recruitment and hiring

For each role, a profile is co-created with the relevant working groups and stakeholders. A template for the role profile is included below.

<table>
<thead>
<tr>
<th>Horizon: 1</th>
<th>Echelon(s): II</th>
<th>Workstream: Services</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Existing Related Role(s):</strong> Functional and Requirements Manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Role Description:** Authority on logistics services their organization provides to their customers. Has a deep understanding of logistics mission needs and service interdependencies across organizations. Works closely with enterprise architects and change management directors to deliver organization wide service enhancements. Influences decisions on all aspect of service management.

**Responsibilities**
- Accountable for end-to-end services within the organization
- Collaborate with counterparts to manage service interdependencies
- Develop plans and guidance in coordination with enterprise architects and change management director to push service enhancements.
- Works with user community director to manage service performance and customer satisfaction
- Responsible for aligning service delivery to mission outcomes
- Develop strategy and roadmaps to address changing organizational environment

**Skills & Competencies**
- Mission strategy (Expert)
- Service management (Expert)
- Human centered design (Advanced)
- Performance management (Advanced)
- Business process management (Expert)
- Project management (Advanced)
- Change management (Proficient)
- Enterprise architecture (Trained)
- IT trends (Trained)

**Training**
- Human centered design
- Enterprise service management framework
- Business process management
- Change management
- Enterprise architecture

**Cross-workstream Role(s):** Enterprise Architect, Change Management Director, Data Architect, Program Manager, Portfolio manager

*Figure 10. Digital Role Profile Template*

Existing related roles refers to roles that have already been defined by OPM and/or DoD personnel management, that based on their descriptions, responsibilities and required skills, are like the new Digital role. The extent to which a “skills gap” exists (that is, the difference between the skillsets in roles that are currently filled within Navy Logistics IT and the skills required to perform competently at the new Digital role) will vary. Program Offices will be responsible for
analyzing the roles currently filled within their organization and comparing those with the newly-defined roles suggested to support the digital transformation.

Roles are foundational and build upon each other—that is, roles to be implemented in Horizon Two should not be implemented before all Horizon One roles; roles to be implemented in Horizon Three should not be implemented before all Horizon One and Two roles have been implemented.

Implementation Guidance

Equipping the LOG IT Program Offices with the necessary skills, support and structure is an urgent next step. It’s a joint responsibility of LOG FAM leaders in Echelon I / II and existing program offices to setup and operationalize fit for purpose IT organizations.

These organizations can no longer be focused solely on program management and technical skills or operate in isolation. They must act as Center of Excellences for all the skills and competencies (functional, technical, data, change, security) necessary for digital transformation, plus maximize productivity and efficiency by operating as integrated / connected teams focused on delivering the mission outcomes and logistics services*. For additional details on the mission outcomes and services, please reference the “Logistics Services Plan”.

Two main areas that influence the design and success of future program offices are the training plan and the program integration plan, as illustrated in figure 7. The training plan needs to provide guidance on identifying, developing and applying required skills outlined by the workforce architecture. The integration plan provides guidance on restructuring the organizations to formalize integration and collaboration across teams for shared benefits. The learning and integration plans complement each other as they are both aimed at creating conditions for program office success.

![Figure 11. Program Office Design Components](image)

Program Office Transformation

The goal of the IT program offices is to deliver logistics services and capabilities (not just systems) to end users for enabling the mission. That requires them to understand and apply skills / methods that go beyond technical and project management competencies. Success of technology needs to be measured by how much it’s improving user and service performance, not just system performance. To achieve that, program offices need to excel at a wide variety of skills and/or formally integrate with stakeholders that can provide guidance necessary for success. Figure 8 below illustrate the multidisciplinary nature of the work each program office needs to own. Even though IT execution is often managed by vendors / other LOG IT partners,
program offices need to have a working understanding of these concepts for quality assurance and driving holistic movement towards digital maturity.

To the extent possible, these competencies should exist within program offices, as they are all required for ensuring technology is delivering desired capabilities and experiences to end users in a secured, effective, and accelerated way. Any missing skills will compromise the ability of the program office to adequately deliver mission or user needs. For example, lack of agile implementation, will continue to result in multi-year release cycles even if the need for the desired capability is urgent.

In cases where these skills are not available, program offices need to be supported by partners to fill any gaps. Further, program offices cannot be expected to operate independently and need to be provided guidance from their leadership on all these topics. Both reasons require additional / upgraded roles in Echelon I and Echelon II to provide needed support to the program office. Hence the proposed workforce architecture is not just focused on program office roles, but also skills that need to exist in upper echelons to provide needed coaching and expertise. A common scenario observed is that a Program Offices may have basic program management and technical skills, but lack functional / change management competencies and advanced technical and data skills. In such situations, organizations associated with the program offices need to provide the missing skills. Figure below illustrates an example. For these partnerships to be effective and predictable, they cannot be reactive. Instead they must be proactive and formalized through necessary governance and communication channels.
Training Plan

To help LOG IT move towards a skilled workforce fit for enabling digital transformation, whether in IT program offices or other IT organizations (e.g. SYSCOM CIO, Fleet etc), a comprehensive training plan is required. It needs to capture the full learning lifecycle including training needs assessment, training design, delivery, application & evaluation. These phases as well as recommended owners are described below for program offices, but the approach can be replicated for other organization. Some guiding principles to manage and implement the training plan include:

- Collaboration via training: Use trainings to improve and formalize collaboration.
- Support career path: Trainings should be planned in conjunction with the career path for different roles. N1 and N4 should collaborate to maximize the use of the trainings to give the workforce a chance to advance their skills and career simultaneously.
- Ongoing not one-time: Learning is an ongoing process, setup ways to reinforce and apply concepts that maximize training adoption.
- Proactive vs. reactive: Forecast training needs regularly to stay up-to-date with trends.
- Dynamic vs. static: Training needs to keep up with evolution and maturity of topics
- Focus on training application: Improve ROI on trainings by formalizing and supporting adoption not just training completions.

**Figure 13. Conceptual Skills Fulfillment Model**

**Figure 14. Workforce Training Phases**

<table>
<thead>
<tr>
<th>Training Phase</th>
<th>Description</th>
<th>Example Owners</th>
</tr>
</thead>
</table>
| Assessment     | • Prepare training catalog (commercial certifications, internal training needs, etc.)  
                 • Identify training needs and priorities per organization  
                 • Identify training participants  
                 • Setup mechanism to forecast skills (based on trends, career path) and manage periodic assessment | N4, Program Offices |

DRAFT / PRE-DECISIONAL
### Design / Prep
- Prepare training curriculum & schedule
- Sponsor & communicate training needs to individuals
- Where applicable, create training content
- Define & setup delivery methods (classroom, online, community of practice)

**Program offices, N4/N9, N2/N6**

### Delivery
- Complete trainings
- Monitor participants and completions
- Capture feedback on additional participants & follow-on trainings

**Program office, N4**

### Application
- Identify SMEs / coaches to apply trainings
- Update roles & responsibilities to formalize training use
- Setup networks to reinforce trainings (e.g. Center of Excellence, Community of Practice)

**N4, SYSCOMS, Fleet, Program Offices**

### Evaluation
- Identify & capture metrics to track training effectiveness
- Monitor alignment with mission needs
- Establish feedback loop to training assessment

**N4, program offices**

### Program Integration
Multiple factors make it necessary to change the way the program offices are organized and become more integrated. None of the vectors can independently enable to digital transformation vision and all the program offices stand to benefit from increased collaboration.

- The Logistics Services Plan makes the case for program offices to be reorganized and structured around service domains to reduce duplication of capabilities, improve logistics efficiency and provide a standard user experience. For example, integrate NOME, NAMS, NMMES and NMMES-TR to collectively manage all the maintenance needs or integrate the PLM program to provide a standard and comprehensive set of PLM services.
- The Technology Plan makes the case for establishing an enterprise platform to provide shared services (infrastructure, data) available for all to use and expand to avoid paying for the same capability multiple times and improve technology standards.
- The Data Plan makes the case for consolidating authoritative data sources to make data trustworthy and accessible.
- The move towards becoming digital requires unprecedented amount of collaboration across program offices to accelerate capability deployment and handle unavoidable interdependencies. Program office themselves have expressed an interest for increased collaboration to ensure unity of effort.

Several options exist to increase and formalize integration, but a focused discussion needs to happen across all the key program and N$ to understand the viability and implications of various scenarios. Options presented below provide a starting point for having the hard but necessary discussion around integration. These options are not mutually exclusive and can be combined to derive a hybrid integration approach.
Option 1: One master program office, providing guidance and oversight to smaller program offices.

Option 2: Program offices organized around logistic service domains (e.g. supply / maintenance or aviation / maritime)

Option 3: Program offices maintain their structure but are governed and guided by formal communication channels, such as working groups and center of excellences, for major workstreams (e.g. Services, Technology, Data, etc.)

Pros and cons for each option need to be established and new options could be discovered during the discussion to start operationalizing the integration. The urgency demands the integration to be prompt if not perfect, and it is likely to evolve and get more mature along the way towards digital transformation.