



2003 - 2006 Strategic Plan

Revised 04/08/2003

Message from the Director

As Director, Human Resources Office Pensacola, (HROP) I have challenged my staff to revolutionize how we approach human resources program management within the organizational structures dictated by Navy HR restructuring.

HR restructuring over the past 10 years has resulted in the downsizing of the HROs and the establishment of Human Resources Service Centers (HRSCs). We have seen the human resources service delivery system change drastically and have faced many challenging obstacles.

This Strategic Plan describes our response to the Navy's vision to streamline HR service delivery and provide economical and responsive service to our customer base of the future.

Although there are more changes on the horizon for the HR community as a whole, our goal is to create a working environment that takes advantage of the potential strengths of employees while eliminating structures and behaviors that inhibit progress. We must define the behavior and environment that will bring about this transformation, develop those into a model of leadership and find people with the courage to implement these redefined processes and methods of operation.



M. D. Millas

HROP Core Values

In the Human Resources Office Pensacola, our core values are reflected in our corporate culture – a culture that begins and ends with people. Our core values focus on “PEOPLE” to help us make a difference in the Navy.

PRIDE – Our mission is our touchstone. We make great strides to ensure that our missions goals are met and take great pride in knowing that as a team we provide quality service to our customers. We take pride in knowing that as a team our work ethics allow us to improve service to our customers and be the best HRO in the business.

EXCELLENCE – We strive for creativity and innovation. We endeavor to deliver the finest product and highest quality service – the first time, every time. By consistently demonstrating these attributes in our work and words – and by continuously striving to improve our responsiveness – we seek to retain and improve on our reputation of excellence.

OPTIMISM – “*We can do!!*” We believe in and do all we can to achieve our goals. Our goals are based on solid and responsive customer service.

PROFESSIONALISM – We strive to inspire trust and respect. We engender confidence and focus on achieving the milestones that lead to success.

LEADERSHIP – Our Department Heads and Satellite Managers understand that they are responsible for nurturing our human resources capabilities; for instilling respect and compliance with the highest standards of excellence; for building a culture where merit principles are foremost; and where diversity is a key to recruiting and retaining the best people.

EDUCATION - We strive for a learning environment. We want to continue to learn – from our customers, and each other. We want to share program information with all who will listen. We understand that our customer can help us achieve our mission through the sharing of information.

Strategic Goals of HROP

- Provide managers, in a timely manner, with the guidance and assistance needed to effectively manage their civilian personnel
- Interpret, develop, disseminate, and administer all human resources management program guidance to ensure serviced activities are in compliance with OPM, DOD, DON, and other pertinent guidelines.
- Develop, direct, and publicize an EEO program that will promote diversity and protect the rights of employees to a discrimination free workplace.
- Provide serviced activities with the Labor and Employee relations support needed to deal with disciplinary, grievance, union, representation, and employee services matters.
- Provide support to serviced activities in downsizing, reorganizations, workforce restructuring, recruitment and classification actions. Reduce the time it takes to recruit employees.
- Provide employee development opportunities for serviced activities so that employees will be trained for the accomplishment of the Navy mission.
- Provide prompt and effective assistance to managers, supervisors, and employees in obtaining services from the Human Resources Service Centers.

The Challenge

The economic and social era in which we work presents dramatic new demands and expectations of the leadership role. The demography of our country shows significantly higher numbers of minorities and women. Our educational system is not adequately preparing employees for the workplace; a significant pay gap exists between federal/private employment for the same work making recruitment and retention problematic; the requirement to do more with less, more overtime, more contractor costs and the need for upper-level employees to perform lower-level work all contribute to a stressful work environment. Various forms of technology, especially information technology, fundamentally alter the basic structure of all work. Junior employees expect the opportunity to participate in management and the attitude of “this is the way it has always been done” is no longer acceptable. Employees who are parents and their children are stressed from the burden placed on everyone’s discretionary time and frustration from this stress exhibits itself in various formal complaints, on-the-job injuries and overuse of sick leave. Employees at all levels express concern for improved quality of work life, meaningful work, appropriate compensation and recognition. Overall diminishing resources in DOD, public concern over military expenditures and a pervasive negative image of public service have created additional stress on the interaction of military/civilian systems in managing the shore establishment. Our job is to create a working environment that takes advantage of the potential strengths in employees and does away with costly structure and management behaviors that cause waste. We must promote work environments that will bring about this transformation, develop those into a model of leadership and find people with the courage to put it into operation.

Management Agenda

In the summer of 2001, the Administration released the President's Management Agenda for FY 2002, which laid out the blueprint for management improvements throughout the Federal government. It essentially called for:

- Agencies to become flatter and more responsive;
- The emphasis on process to be replaced by a focus on results;
- The elimination of overlapping functions, inefficiencies, and turf battles; and
- A strengthening of the knowledge, skills, and abilities of Federal workers to meet the needs and expectations of their ultimate client – the American people.

This, in combination with the sincere desire of the HROP to maintain itself as the “*Best HRO in Navy*” has lead the Human Resources Office Pensacola to strive for excellence by improving organizational efficiency, removing artificial organizational layers, focusing on programs and empowering personnel resulting in greater accountability, and focus on results rather than processes.

The Human Resources Office Pensacola stands ready, willing, and able to do whatever is necessary to provide the best service possible to our serviced community and the United States Navy.

Contact Information

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Email addresses:

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Automated Customer Support Centers

HRO Pensacola has automated Customer Support Centers (CSC) at Pensacola, Great Lakes, Meridian and South Texas. Labs are self-service to research job opportunities and employee services information on the internet. Location and hours of operation are as follows:

HRO Pensacola: Located in Building 646, Room 20, onboard Naval Air Station Pensacola. The CSC hours of operation are Monday-Friday from 0700 - 1530. For additional information call (850) 452-4205 or DSN 922-4205.

HRO Pensacola Satellite Office Great Lakes, IL: Located in Building 27, 1st Floor Lobby onboard the Naval Station Great Lakes. CSC hours of operation are Monday-Friday from 0700-1530. Job line is (847) 688-2049. For CSC information the telephone number is Commercial (847) 688-2222 X10 and DSN 792-2222 X10.

HRO Pensacola Satellite Office Meridian, MS: Located in Building 255, Room 134 onboard the Naval Air Station, Meridian, MS. CSC hours of operation are Monday-Friday from 0730-1530. For CSC information the telephone number is Commercial (601) 679-2130 and DSN 637-2130.

HRO Pensacola Satellite Office South Texas Offices:

Corpus Christi: Located in Building 1730, Room 212B onboard the Naval Air Station Corpus Christi, TX. CSC hours of operation are Monday-Friday from 0730-1600. For CSC information the telephone number is Commercial (361) 961-2188 and DSN 861-2188.

Kingsville: Located in Building 2740, Room 210 onboard the Naval Air Station Kingsville, TX. CSC hours of operation are Monday-Friday from. For CSC information the telephone number is Commercial (361) 516-6101 and DSN 876-6101.

Ingleside: Located in Building 100E, Room 115 onboard the Naval Station Ingleside, TX. CSC hours of operation are Monday-Friday from 0800-1200. For CSC information the telephone number is Commercial (361) 776-4233 and DSN 776-4233.