



## ***Case Study: Developing the workforce requirement for the Navy's newest Warfighting Development Center***

### **Challenge**

- To accomplish its vital goal of achieving naval warfighting superiority, the U.S. Navy determined the need to establish Warfighting Development Centers to provide an effective and integrated approach in support of key warfare areas across all warfighting domains. The Chief of Naval Operations (CNO) goal was to raise the tactical abilities of the Navy's fighting forces and to raise the Fleets' tactical effectiveness by linking combat readiness to all resources; in this case its manpower resources.
- The greatest challenge facing the Navy in establishing these innovative doctrine and training commands was the need to create this unique capability in a challenging budget environment, concurrent with ongoing training and readiness activities, and without negatively impacting existing capabilities. CNO's guidance to the leadership team of the fledgling organization at the heart of this case study was to "do no harm" to current capabilities, establish manning in a "cost neutral" manner, and use current organizational funding to absorb implementation costs.

### **Solution**

- In December 2014, IDEAMATICS, Inc. was awarded a contract to conduct a manpower analysis of the new organization's human resource requirements, then recommend manning requirements and priorities for each of the command's major components. The manpower analysis effort required development and management of mission-based metrics and recommendations for the organization's ultimate force structure. IDEAMATICS accomplished this task in just six months.

### **Method**

- IDEAMATICS and its subcontracted partner conducted a manpower analysis study to assess the previously existing workforce of all commands that contributed manpower to its client; a Warfighting Development Center that was currently in the pre-operational phase. IDEAMATICS then made recommendations to describe the optimized workforce required to effectively accomplish prescribed missions, functions, and tasks. Team IDEAMATICS reviewed all directives and background documents, interviewed key staff and subject matter experts, and conducted data collection workshops to assess the current work performed by all contributing commands and develop a prospective view of work to be accomplished by the organization at its full operational capability. The IDEAMATICS team analyzed the data and developed recommendations by conducting an optimization process to align positions against the required work to be accomplished, then aligned positions to a priority of fill throughout the implementation lifecycle.
- Ensuring Validity. Common weaknesses in any study are the accuracy and validity of the data gathered and subsequent analysis. IDEAMATICS ensured accuracy and validity throughout the study by employing its partner's proprietary software solution to gather, organize and support initial analysis of the work and workforce data. This was a collaborative process that relied on input by the client's subject matter experts and validation by front-line supervisors. Pre-



programmed in-process reviews to the organization's leadership team maintained validity and relevance of results in an ongoing manner throughout the course of the study.

- The IDEAMATICS team's proven methodology consisted of the following general steps:
  - Gathered mission, function, task and workforce data using authoritative sources published by several levels of command within the Navy.
  - Conducted interviews of key staff to understand details of work requirements not reflected in source documents.
  - Assessed the frequency and level of effort of work currently performed. This step was driven by data entered by the organization's internal experts into the study database. The data was then validated by mid-level managers and supervisors. This step was conducted through on-site workshops proctored by the IDEAMATICS team, and ensured trustworthiness of the data set as the project transitioned into the analytical phases.
  - Applying the commander's prioritization of missions, the study team conducted initial analysis of workforce requirements and gaps between the existing workforce and the work requirements. The study team provided updates and "in-process reviews" to the leadership team for feedback prior to beginning detailed analysis.
  - Detailed analyses led to optimization recommendations intended to ensure the best distribution of work and associated manpower throughout the organization. Specific workforce recommendations were presented in an approved Navy format that informed decisions regarding the new organization's structure and manning by higher headquarters within the Navy.

## Results

- Within six months of initiating our research methodology, IDEAMATICS presented recommendations to enable the Warfighting Development Center's commander and executive staff to develop a workforce optimized to achieve the Navy's vision of effective and integrated warfighting doctrine development and implementation. The final report delivered to our client included a descriptive analysis of the current organization by labor categories and current level of effort, a description of the organization when it achieves full operating status to include the relative importance of each task, assessed man-year equivalent requirements, and options to optimize the human resources anticipated to be available, and recommendations for phased staffing over the duration of the organization's implementation cycle.
- In June 2015, the results of IDEAMATICS' workforce analysis were put into motion when the CNO published an OPNAV Notice 5400 to formally establish Warfighting Development Centers to "enhance fleet warfighting capabilities and readiness across the theater, operational, and tactical levels of war".

## How can IDEAMATICS, Inc. help solve your workforce and human capital software challenges?

- To learn more about IDEAMATICS solutions, contact Dr. David Danner at [dldanner@ideamatics.net](mailto:dldanner@ideamatics.net), Dr. Brian Morgan at [bkmorgan@ideamatics.net](mailto:bkmorgan@ideamatics.net) or visit [www.ideamatics.com](http://www.ideamatics.com).