



United States Military Entrance Processing Command Strategic Plan

2016-2026

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Commander's Intent

The United States Military Entrance Processing Command's 2016-2026 Strategic Plan provides the direction the Command requires to adapt and innovate in the face of future challenges and opportunities, while never losing sight of our long-term goal of sustaining the All-Volunteer Force through state-of-the-art enlistment screening.

USMEPCOM stands at a crossroad. We find ourselves successfully accomplishing our mission using the means and methods of the past, while challenges once barely distinguishable on the far horizon have drawn into close range. Our resources are being scrutinized with a greater level of detail than previously. The Command's IT backbone is in desperate need of complete replacement, while technologies have been developed in the civilian sector that may afford us an opportunity to leverage their successes to leap ahead without sailing through the same obstacles and rogue waves.

Simply put, USMEPCOM's challenge is to adapt to change while continuing full mission accomplishment. The complexity of this task cannot be underestimated. It will require a concerted effort by all of us and we must learn to think differently than we have in the past. We must reach new levels of enlistment processing efficiency, continually assess where we are, the progress we have made, and make adjustments accordingly, while at the same time we must empower our workforce and develop greater resource decision making processes.

The sustainment of the All-Volunteer Force begins at the Military Entrance Processing Station. Ensuring the young men and women seeking to serve meet Department of Defense and service standards is a vital component in the sustainment of our nation's military strength. The team of professionals we have at USMEPCOM can and will lead us to success. Through their integrity, teamwork, and respect for each other, we are able to communicate and adjust our course while we hold each other accountable to deliver what we have promised to our customers, and every employee of USMEPCOM.



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Commanding

USMEPCOM's Mission, Vision, Values, and Goals

USMEPCOM's Mission

USMEPCOM evaluates applicants by applying established DoD standards during processing for military service.

USMEPCOM's Vision

Department of Defense professionals committed to sustaining the quality of the All-Volunteer Force through state-of-the-art enlistment screening for applicants seeking to serve in our Nation's Armed Forces.

Vision Tagline

"Freedom's Front Door"

USMEPCOM's Vision Description

USMEPCOM's staff of 2,800 military and Department of the Army civilian professionals are dedicated to ensuring that each applicant for enlistment in our Nation's All-Volunteer Force meets Department of Defense and service-mandated aptitude, medical, and conduct qualification standards. The Command constantly strives to provide state-of-the-art services to its customers through innovation and leveraging current and emerging testing, medical, and processing technologies. Intrinsic to these efforts are fostering a growth-oriented, nurturing organizational culture while ensuring the wisest use of the taxpayer's dollar.

USMEPCOM's Values

USMEPCOM's values are the framework for the organization's standard of excellence. The Command's values of ***Integrity, Teamwork, Professionalism, and Respect*** outline the professional tenets for USMEPCOM's workforce. They present the core philosophy for how members are to approach their work, each other, and their customers, partners, and stakeholders.

Integrity: Integrity is non-negotiable.

Teamwork: Together we achieve success; be creative and innovative, work with our partners, and stay focused on the mission – constantly evaluating and improving our processes, optimizing our resources.

Professionalism: Know your job, do what is expected of you, and continually strive to expand your knowledge and qualifications. Be competent in your position and let your performance do your talking. Strive for excellence and exceed expectations.

Respect: Here we are all equal in terms of respect. We will not tolerate disrespect or harassment. Honor and cultivate the opportunities we have to work collaboratively with our customers, treating them as we would treat our families.

DO WHAT'S RIGHT!

USMEPCOM's Goals and Descriptions

1. Improved flexibility, accuracy, consistency, and timeliness of medical qualification decisions¹.

Providers tailor flexible examinations based on the content of applicant medical history. Providers base accurate examinations on validated medical history information, rather than relying solely on applicants' self-disclosures. Individual MEPS providers produce consistent examinations using repeatable standards of practice and judgment from one applicant to the next. Command wide, all providers apply these standards consistently so applicants receive the same qualification decision in any MEPS. Providers use electronic medical history to provide more timely determinations as they pre-qualify² applicants before they arrive at a MEPS.

2. Improved aptitude screening using distributed delivery options.

Testing for Career Exploration Program (CEP) is computer-based. Applicants take special purpose tests online. The Pre-screen Internet-based Computer Adaptive Test (PiCAT) is the default Armed Services Vocational Aptitude Battery (ASVAB) option for assessing applicants before arriving at MEPS. This strategy has replaced delivering the ASVAB via the mainly pencil-and-paper CEP, at a MEPS, or at a MET site.

3. Reduced processing visits and time required for USMEPCOM applicant processing operations.

Leverage technology in all areas of processing to reduce applicant visits to MEPS, either by reducing the number of applicants who require a MEPS visit or by reducing the number of applicants who require return trips due to insufficient medical documentation. Tailored medical exams reduce processing time. Expanded external organization checks enable pre-qualification that enables identity management for cradle-to-grave positive identification throughout accession processing. Expanded hometown shipping reduces the number of MEPS visits. Biometric signing of all forms used in support of applicant entrance processing enables paperless processing which saves labor and time for MEPS staff, recruiting, and initial training personnel.

¹ A qualification decision, medical or otherwise, is a MEPS authority's determination as to whether the applicant meets prescribed standards for military service as stipulated by Department of Defense requirements. It does not reflect the final judgment as to whether an applicant may enlist. Final decision authority for enlistment resides with the Service.

² Pre-qualification is the ability to assess whether an applicant meets stipulated requirements for military service prior to arriving at a MEPS. This term appears throughout the USMEPCOM Strategic Plan in either the medical or aptitude context.

4. Grow, develop, and empower our professional workforce.

Personnel acquire knowledge, skills, and abilities to enhance their professional contributions to the mission. The Command develops organizational capability through evolving structure and competencies to meet planned, goal-driven business needs. Personnel are increasingly empowered in owning their duties, taking initiative in accomplishing them, and being accountable for the results. Productivity is high, as work is increasingly timely and high quality throughout the Command.

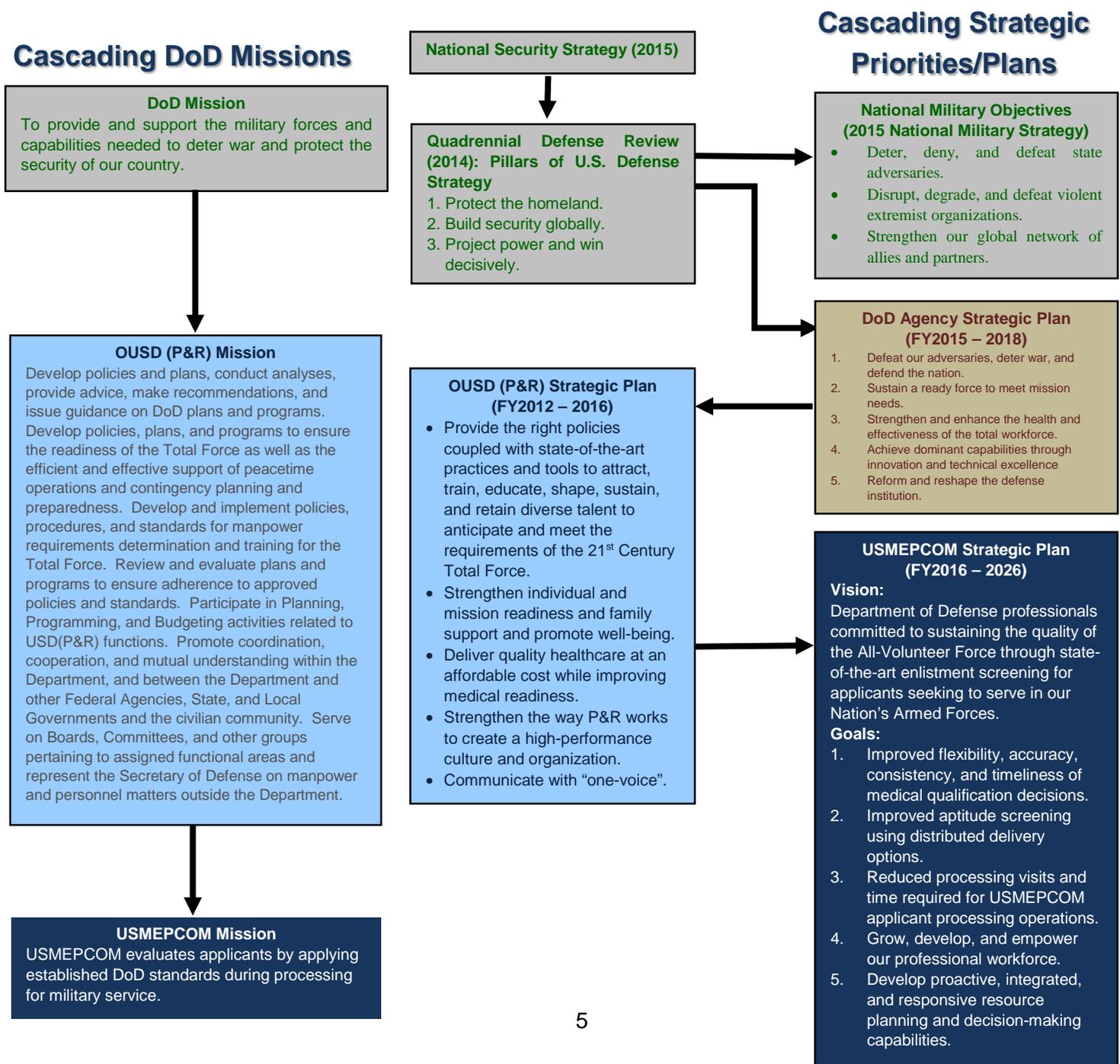
5. Develop proactive, integrated, and responsive resource planning and decision-making capabilities.

Engage in short and long-range planning to document requirements for personnel, structure, programs, funding, and control systems to accomplish assigned missions. These requirements are evaluated and managed in a systematic governance process that evaluates, prioritizes, and manages their fulfillment.

Strategic Alignment

USMEPCOM is a strategic and critical asset within the military personnel accession system. USMEPCOM reports directly to the Director of Accession Policy and serves as the accessor of men and women who are interested in serving in the Armed Forces – supporting its accession system partners, the Recruiting and Training Commands. To further support the overall accession system, USMEPCOM’s established vision and goals align with the Office of Undersecretary of Defense (OUSD) for Personnel and Readiness (P&R) Strategic Plan and the DoD Agency Strategic Plan.

More specifically, USMEPCOM is a support agent to P&R for OUSD(P&R) Strategic Plan Goal 1: *“Provide the right policies coupled with state of the art practices and tools to attract, train, educate, shape, sustain, and retain diverse talent to anticipate and meet the requirements of the 21st Century Total Force.”*



Strategic Planning Assumptions

- Stakeholders desire extensive streamlined processing – predominantly digital, streamlined, and asymmetric.
- All accession partners are capable and willing to electronically push / pull real-time accession-related data.
- Stakeholders agree that USMEPCOM initiates the electronic personnel record that follows the service member throughout his or her career.
- Stakeholders agree that USMEPCOM initiates the electronic health record that follows the service member throughout his or her career.
- Medical, insurance, education, and criminal databases are available for electronic access.
- USMEPCOM has authorities to access available electronic medical, insurance, education, and criminal records.
- Reshaping MEPS is politically feasible; closing MEPS is not.
- Current funding levels will continue based on justified mission requirements.

End State Concept – Future Processing Operations

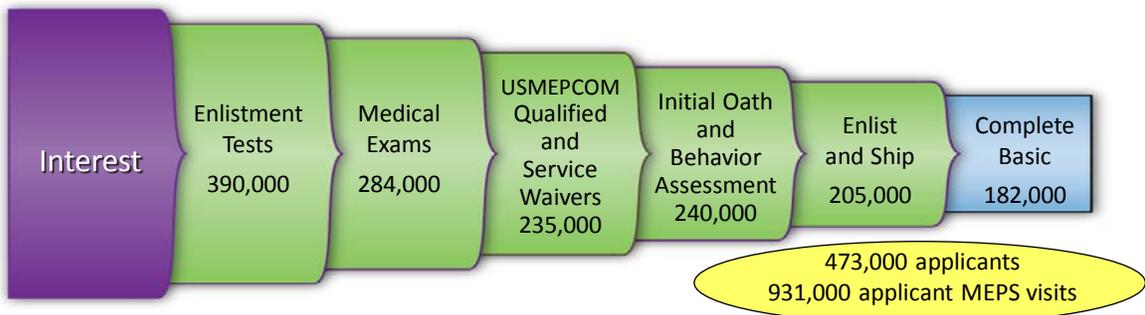
2026 Overview

USMEPCOM continues to serve its military customers using established methods for applicant processing. Re-engineered and streamlined business processes coupled with technology have eliminated the dependency upon paper-based processing, enabled sharing medical information across the enterprise, improved medical pre-screening, expanded electronic delivery of aptitude testing, increased efficiency in processing times, and reduced applicant return visits to MEPS. Improved methods for capturing applicant data enable creating electronic personnel and health records for each enlistee that follow individuals throughout their careers and through retirement, integrating with the Department of Veterans Affairs.

The following chart outlines FY15 processing and the future concept of USMEPCOM applicant processing operations. A modernized accession processing system is the key to increase employment screening efficiencies.

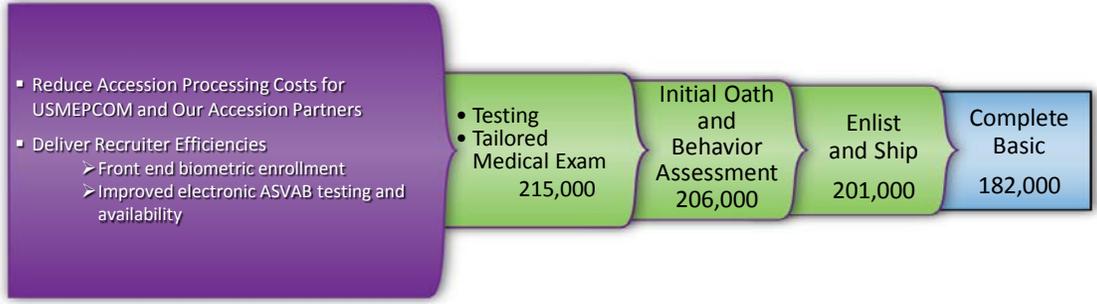
CURRENT OPERATIONS

Fiscal Year 2015 Processing Data



FUTURE OPERATIONS

Projected Workload



External Process
 MEPS Process

Medical screening includes (1) medical pre-qualification, (2) tailored medical examinations, and (3) final medical determination. Applicants self-disclose medical history information online through an adaptive, symptoms-based questionnaire. This information, combined with health history information obtained through interfaces with authenticated data sources, enables USMEPCOM to tailor applicant medical exams to satisfy remaining qualification requirements. Based on information available, applicants may receive a full, partial, or no examination.

Aptitude screening includes (1) Career Exploration Program (CEP), (2) MEPS based testing, or (3) web-enabled, un-proctored testing from any Internet terminal followed by a verification test administered at a MEPS. Aptitude screening consists of the Armed Forces Vocational Aptitude Battery (ASVAB) as well as Service specific special tests. Web-based testing is the default delivery option for ASVAB, with other options selected by exception. USMEPCOM accommodates web-based special tests requested by Services. CEP testing, also known as Student Testing, has transitioned from overwhelmingly paper-and-pencil based to electronic delivery.

Only essential enlistment activities are accomplished at a MEPS. These include (1) verifying the enlistment contract with the applicant, (2) giving the applicant a final opportunity to disclose any information that could impact his or her ability to serve in the military, (3) administering the Oath of Enlistment, and (4) accepting the signed contract. Conduct screening includes initial search for applicant law involvement and credit history, and also a continuous update to the applicant's status to ensure no intervening issues have occurred prior to accession. Select activities, such as "first contact" biometric enrollment, have transitioned to Recruiting Services with biometrics forwarded to training bases for use. Recruits may ship to Initial Entry Training from a MEPS or using the Hometown Shipping (HTS) program.

For most applicants, sufficient information is available to decide on both aptitude and conditional medical qualification before the first MEPS visit. Services may provisionally contract these pre-screened applicants into the Delayed Entry Program (DEP). The MEPS visit serves to verify information, perform physical exam, complete required aptitude verification testing, perform administrative processing, and facilitate shipping.

The Command's structure and workforce have evolved toward a business and technology environment that places a growing premium on data-driven management and decision-making, process automation, closer collaboration among lines of business, continuous learning, and responsiveness to customer needs both within the Command and with Accession partners. Productivity and job satisfaction are enhanced in a positive work environment that leverages the power of diversity and inclusion to drive innovation, creativity, teamwork, and high performance. All personnel have sufficient opportunities for training, education, and job enrichment.

The Command conducts short and long-range planning to document requirements for personnel, structure, programs, funding, and control systems to accomplish operational and support mission tasks. The executive leadership team collaborates in making decisions and

managing business requirements in an orderly governance process that efficiently evaluates, prioritizes, resources, and manages their fulfillment. Efficient business processes exist for all lines of business and related core business functions. Leaders measure, report, and manage business processes to meet strategic goals. All personnel exercise stewardship of data as a mission-critical resource. Meeting objectives is the basis for evaluating the success of command programs, business processes, and business activities at all levels from individual through enterprise. All personnel can explain how their work supports strategic goals.

Conclusion

USMEPCOM's customers, partners, stakeholders, leaders, and employees are the drive and inspiration behind the Strategic Plan. The vision and goals described in the Strategic Plan must be advanced through engagement, involvement, collaboration, and dedication. USMEPCOM is, and will always be, *Freedom's Front Door*. How USMEPCOM performs its mission over time will change as the Command evolves the way it structures and manages the Command, the way it processes an applicant, and the way in which accession information is captured and shared.

GOAL 1 (Medical)

Improved flexibility, accuracy, consistency, and timeliness of medical qualification decisions.

Goal 1 (Medical): Improved flexibility, accuracy, consistency, and timeliness of medical qualification decisions. Providers tailor flexible examinations based on the content of applicant medical history. Providers base accurate examinations on validated medical history information, rather than relying solely on applicants' self-disclosures. Individual MEPS providers produce consistent examinations using repeatable standards of practice and judgment from one applicant to the next. Command wide, all providers apply these standards consistently so applicants receive the same qualification decision in any MEPS. Providers use electronic medical history to provide more timely determinations as they pre-qualify applicants before they arrive at a MEPS.

Objective 1.1. Tailor medical examinations subject to the applicant's unique medical history. The tailored examination will reduce the time required for some applicants to complete medical processing. Tailored examinations will omit elements of the current battery of medical checks when the information is already known and verified. Tailored examinations may range from no exam required to the full examination.

Objective 1.2. Incorporate health history data gathered during accession into the DoD/VA electronic health record. As the authoritative source for initial electronic medical data, USMEPCOM incorporates health data gathered during the accession process into the electronic health record for each enlistee that will follow the individual for the duration of his or her military career followed by transfer to Veterans' Affairs.

Objective 1.3. Obtain access to electronic medical history for all applicants. Obtain electronic medical history information from reliable healthcare sources. The goal is for MEPS providers to access a complete electronic medical history with consent of the applicant.

Objective 1.4. Develop and field an adaptive, online medical history questionnaire. The online questionnaire will help applicants be more efficient and complete in providing self-disclosed information.

Objective 1.5. Implement a medical informatics decision support capability. USMEPCOM will electronically organize, manage, and evaluate medical information. Electronic medical history will enable MEPS providers to quickly identify elements of an applicant's medical history that may not meet standards. Informatics tools will help to identify elements in applicant medical histories that require the MEPS provider's direct attention.

Objective 1.6. Fully develop and implement a medical quality management program. USMEPCOM improves the technical management and quality oversight of the USMEPCOM medical program through systematic processes for training and oversight.

GOAL 2 (Testing)

Improved aptitude screening using distributed delivery options.

Goal 2 (Testing): Improved aptitude screening using distributed delivery options.

Testing for Career Exploration Program (CEP) is computer based. Applicants take special purpose tests online. The Pre-screen Internet-based Computer Adaptive Test (PiCAT) is the default Armed Services Vocational Aptitude Battery (ASVAB) option for assessing applicants before arriving at a MEPS. This strategy has replaced delivering the ASVAB via the mainly paper-and-pencil CEP, at a MEPS, or at a MET site.

Objective 2.1. Increase PiCAT usage for improved aptitude pre-qualification. Enable applicants to take the ASVAB anywhere online before visiting a MEPS. Increased PiCAT use improves efficiency of aptitude screening by identifying applicants not meeting aptitudinal standards before they arrive at a MEPS.

Objective 2.2. Expand CEP iCAT. Administer most CEP ASVAB tests via iCAT. Paper and pencil tests are an exception for unique circumstances.

Objective 2.3. Expand web-enabled testing to include Service-specific special purpose tests. Applicants take special purpose tests online. MEPS are no longer the only test sites.

GOAL 3 (Processing)

Reduced processing visits and time required for USMEPCOM applicant processing operations.

Goal 3 (Processing): Reduced processing visits and time required for USMEPCOM applicant processing operations. Leverage technology in all areas of processing to reduce applicant visits to MEPS, either by reducing the number of applicants who require a MEPS visit or by reducing the number of applicants who require return trips due to insufficient medical documentation. Tailored medical exams reduce processing time. Expanded external organization checks enable pre-qualification that enables identity management for cradle-to-grave positive identification throughout accession processing. Expanded hometown shipping reduces the number of MEPS visits. Biometric signing of all forms used in support of applicant entrance processing enables paperless processing which saves labor and time for MEPS staff, recruiting, and initial training personnel.

Objective 3.1. Digitize applicant processing and initiate the electronic personnel record. Digitization enables paperless processing. This eliminates millions of pages of paper documents from the time a recruiter identifies a prospect through applicant processing until the applicant arrives at the initial entry training station.

Objective 3.2. Increase Hometown Shipping (HTS) Program utilization. Applicants in the Hometown Shipping (HTS) Program bypass the final shipping visit to MEPS. Services assume risk by foregoing the medical inspect at shipping. HTS is mandatory for any applicant processing at Las Vegas Remote Processing Substation (RPS) and other future substation proposals.

Objective 3.3. Provide a la carte options for applicant processing. Continue refining policies and procedures for a la carte applicant processing. Services will select MEPS processing options from an array of a la carte choices to customize processing for applicants based on Services' needs. Identify options for Services to opt out of select elements of USMEPCOM applicant processing such as the medical inspect at shipping.

GOAL 4 (Human Capital)

Grow, develop, and empower our professional workforce.

Goal 4 (Human Capital): Grow, develop, and empower our professional workforce. Personnel acquire knowledge, skills, and abilities to enhance their professional contributions to the mission. The Command develops organizational capability through evolving structure and competencies to meet planned, goal-driven business needs. Personnel are increasingly empowered in owning their duties, taking initiative in accomplishing them, and being accountable for the results. Productivity is high, as work is increasingly timely and high quality throughout the Command.

Objective 4.1. Understand, respect, and leverage all dimensions of workforce diversity as force multipliers within the Command. Engage the workforce through continuous and open communications in a collaborative effort to strengthen mutual trust and respect. Encourage our workforce to think critically and innovatively, support each other, and contribute to the success of the organization. Systematically understand, value, and leverage the potential among all personnel in the diversity of training and educational backgrounds, work experiences, personality types, and cultural wisdom, along with related knowledge, skills, abilities, and other differences that define the total workforce.

Objective 4.2. Implement an EEO/EO climate management strategy. Implement planned management strategies to resolve issues before they become complaints. Create a positive workplace environment that generates high levels of intrinsic motivation from work and work relationships that are meaningful and productive.

Objective 4.3. Recruit the right talent. Fill vacancies throughout the workforce to ensure continuity of operations and organizational sustainability for short and long-term competency needs. Conduct internal and external environmental scanning to understand the emerging workforce and anticipate the Command's needs and opportunities to achieve long-range human capital goals.

Objective 4.4. Implement a career planning program. Prepare the existing workforce for continued career progression and retain USMEPCOM's best talent.

Objective 4.5. Implement an organizational succession planning program. Acquire, develop, and retain the next generation of key leaders. Make USMEPCOM an attractive place for people seeking a place to grow for long-term federal service.

Objective 4.6. Develop individual capabilities. Provide and empower personnel with learning opportunities and job enrichment through education and training, to include cross-training. Create ample equal opportunities for motivated personnel to grow and develop toward their potentials according to their willingness to apply themselves and produce.

Objective 4.7. Develop organizational capabilities. Evolve structure and competencies to meet planned, goal-driven business needs. Acquire just-in-time and specialized contracted resources when required to supplement or augment the federal workforce. Invest first in the government workforce and contract when needed.

GOAL 5 (Resource Management)

Develop proactive, integrated, and responsive resource planning and decision-making capabilities.

Goal 5 (Resource Management). Develop proactive, integrated, and responsive resource planning and decision-making capabilities. Engage in short and long-range planning to document requirements for personnel, structure, programs, funding, and control systems to accomplish assigned missions. These requirements are evaluated and managed in a systematic governance process that evaluates, prioritizes, and manages their fulfillment.

Objective 5.1. Financial planning, programming, and budgeting. Develop, implement, and sustain formal HQ processes for planning, programming, and budgeting. Integrate and unify financial planning systems across directorates and functional areas. Ensure financial requirements are aligned with strategic goals and based on validated requirements and mission objectives.

Objective 5.2. Financial management and execution. Execute plans effectively and efficiently. Manage funds according to established regulations and best practices. Ensure that effective controls are in place and working to protect funds from loss or misuse while ensuring that they are expended in ways that best support mission needs.

Objective 5.3. Infrastructure management. Plan, build, and maintain high-quality facilities, communications, information technology, business intelligence, and other infrastructure for workforce productivity, customer support, management and decision-making, and cost-effective mission operations.

Objective 5.4. Force structure management. Identify, resource, and align manpower requirements, authorizations, and organizational structure in the most effective and efficient ways to enhance command and control and support the mission based on sound business analytics.

Objective 5.5. Decision-making and governance. Sustain and continuously improve executive processes for decision-making.