

Two F-35 fighter jets are shown in flight against a blue sky with light clouds. The jet in the foreground is viewed from a low angle, showing its canards and cockpit. The second jet is further back and to the right.

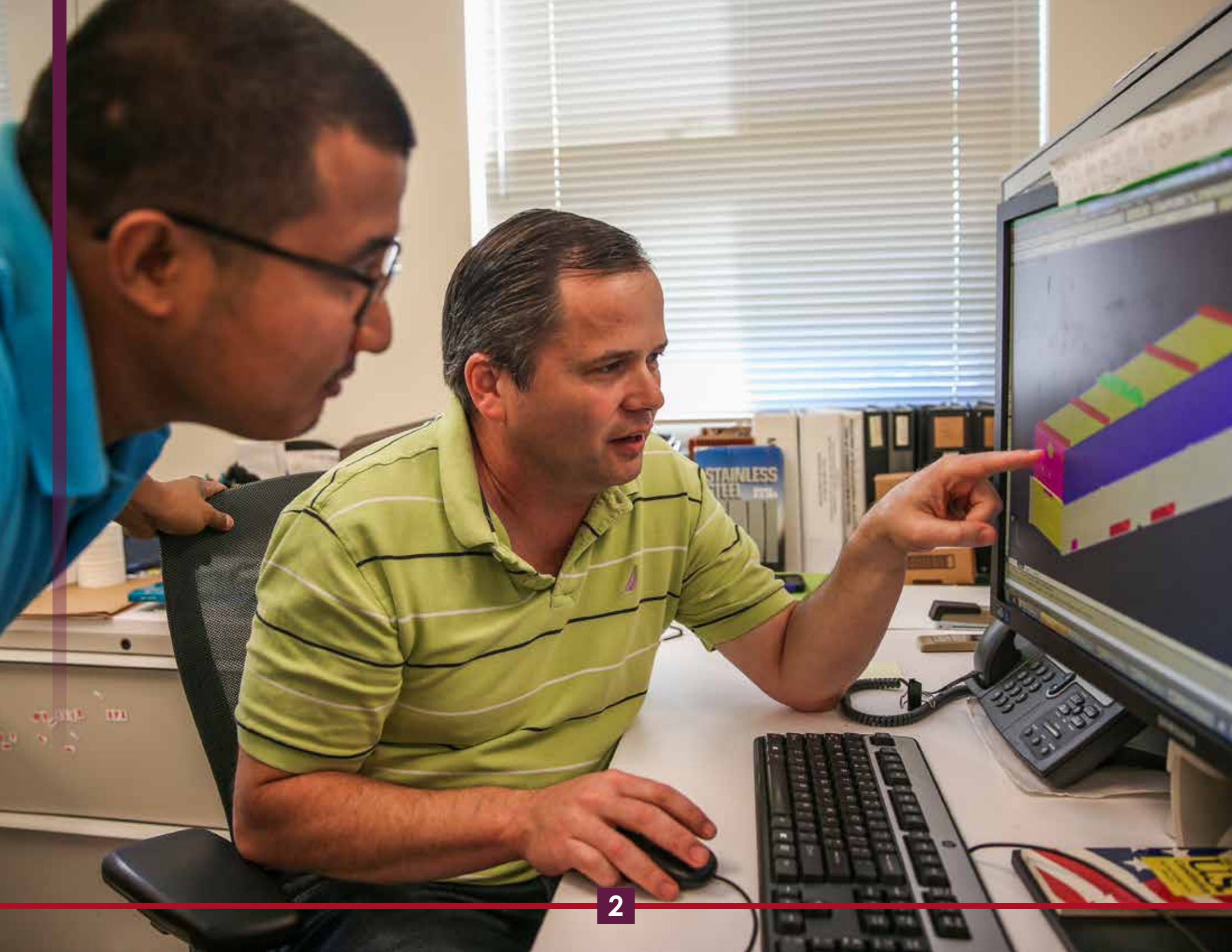
STRATEGIC FRAMEWORK

Naval Surface Warfare Center Indian Head Division

Version 1.0

2022





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Background

We have entered an era of Strategic Competition amongst determined and capable adversaries. As such, the CNO Navigation Plan recognizes the need for a larger, more lethal, more ready fleet to maintain our comparative advantage at sea. The National Defense Strategy calls for building enduring advantages, and the NAVSEA Campaign Plan beckons us to expand that advantage. Naval Surface Warfare Center Indian Head Division (NSWC IHD), the Navy's arsenal, has a unique and vital ability to provide advantages through the combat capability we deliver to the fleet and joint forces. The call for greater, enduring advantages means we must up our pace to produce, create, and adapt faster than our adversaries. We must be diligent in using our full-spectrum capability set to deliver what our warfighters need, at quantities they need, when they need it. In short, we must Outpace Our Adversaries.

"History shows the navy which adapts, learns, and improves the fastest gains an enduring warfighting advantage. The essential element is fostering an ecosystem – a culture – that assesses, corrects, and innovates better than the opposition."
–CNO Michael Gilday



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Vision: Outpace our Adversaries

As a full-spectrum energetics provider, we must Outpace Our Adversaries to give our warfighters a comparative advantage. In this era of Strategic Competition, we will execute our mission with a sense of urgency and rigor. We will embrace our heritage as the Navy's arsenal for producing energetics and ordnance systems, growing our readiness and ability to respond to wartime surge. We will seize opportunities to innovate and insert game-changing technologies into the fight. We will do this through collaboration and integration of our business across the organization, passing the baton from molecule to mission. Our efforts require us to increase the flexibility and agility of our team, so we can respond on any timetable and meet rising demands. We will instill a leadership culture that enables this responsive and resilient workforce. In all aspects, we will make decisions with an eye to the future to keep our warfighters ahead of the curve. **Let's take aim and outpace!**





NSWC IHD's Strategic Framework

To outpace our adversaries, it is imperative that we integrate and collaborate across our molecule-to-mission capabilities, strengthen the Navy's arsenal, and improve the flexibility and agility of our team. The strategic framework provides an outline to achieve this vision, with specific focus areas to help us along the way.

Vision:

Outpace our
Adversaries

**Strategic
Imperatives:**

Molecule to
Mission

Strengthen the
Navy's Arsenal

Workforce
Flexibility &
Agility

CREATE

PRODUCE

ADAPT

**Focus
Areas:**

Innovation

Integrated Capabilities

Collaboration

Ready Infrastructure

Production Capacity

Leadership

Workload Capacity

Flexible Capabilities

Strategic Imperative 1: Molecule to Mission

CREATE – Give our warfighters what they need to win

True innovation comes from understanding, and capitalizing on, how a new molecule will be transformed across its lifecycle, from inception to disposal. NSWC IHD's full-spectrum capabilities allow us to maximize innovation using our deep expertise across the molecule to mission to end of life cycle. We are a place like no other! We must collaborate and integrate these capabilities, flexing all of our muscles to deliver innovative solutions and keep our warfighters ahead of the game.

Focus Area 1.1: Innovation

- We are facing determined and capable adversaries. As the threat continues to evolve and advance, we will introduce new ideas, new concepts, and new molecules into the fight, moving the needle at the speed of relevance.

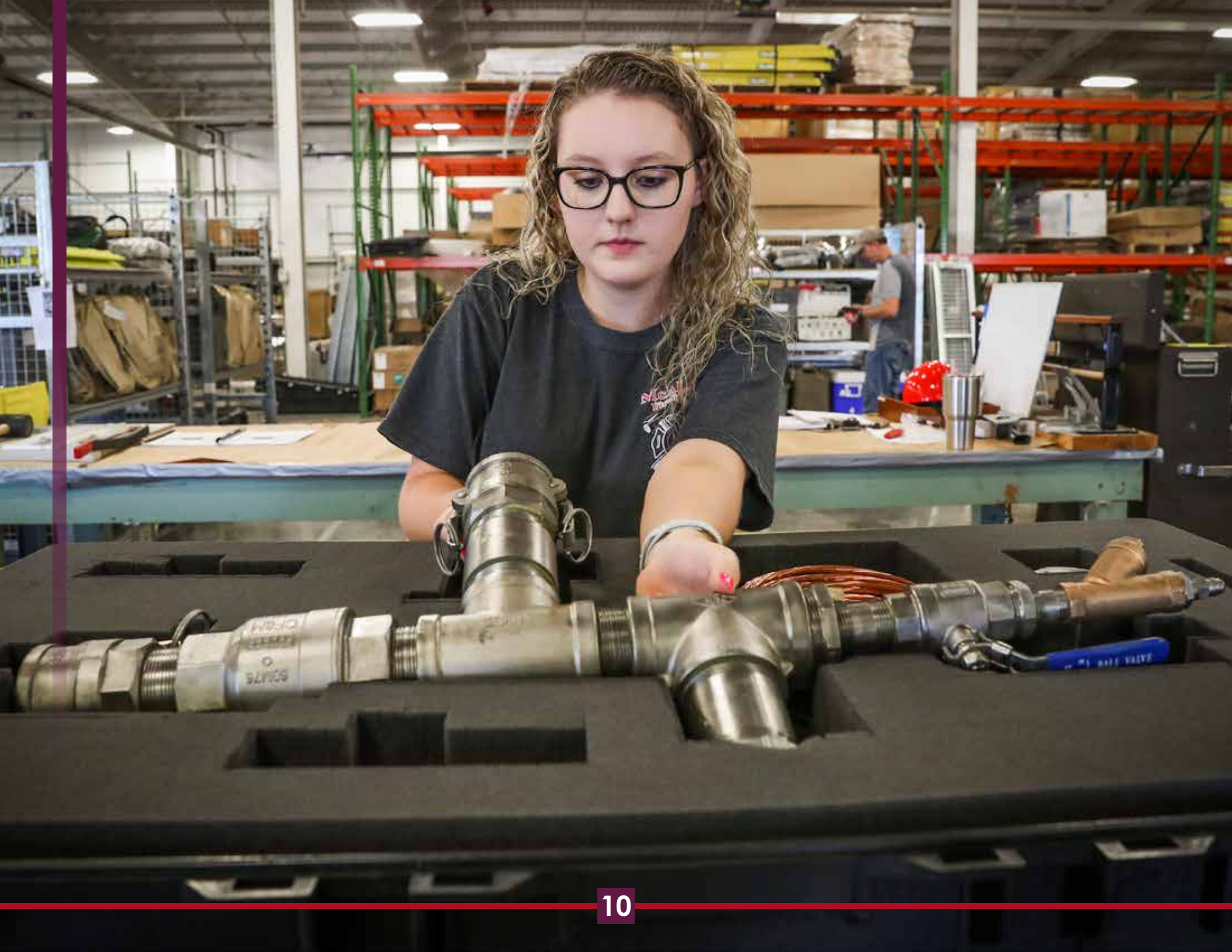
Focus Area 1.2: Integrated Capabilities

- Innovation relies on our ability to think through the design, manufacturing, fielding, operation, disposal, and support of the molecules we create. We will ensure our work spans across our organizational lines to take advantage of, and cultivate, the breadth of expertise that makes NSWC IHD so unique.

Focus Area 1.3: Collaboration

- Outpacing requires us to innovate our processes and find ways to execute faster. We will collaborate, understand each other's requirements, identify the risks, and find solutions to execute faster while staying within the necessary bounds of compliance.
- We will embrace the diversity of our workforce and capitalize on the perspectives and expertise we each bring to the table.





Strategic Imperative 2: Strengthen the Navy's Arsenal

PRODUCE – Give our warfighters enough to win

Indian Head has been manufacturing energetics at war mobilization scales for over 125 years. Strengthening the Navy's arsenal means embracing our heritage as the Navy's sole full-spectrum provider of energetics solutions, keeping our warfighters prepared and protected. We must maintain our unique capabilities and capacity and be ready to meet surge requirements, whenever the need arises. This requires an infrastructure that is ready to support expansion of our capacity to deliver more of the products and services our warfighters rely on to accomplish their missions.

Focus Area 2.1: *Ready Infrastructure*

- We will continue to shore up our workplaces, facilities, equipment, information technology, and processes. Our infrastructure must enable us to:
 - By ready to support surge requirements;
 - Deliver on current and future Navy/DoD needs.

Focus Area 2.2: *Production Capacity*

- We will maximize output in all that we deliver to the fleet, be it innovative concepts, engineering support, manufactured products, logistics, information, analysis, or other arsenal capabilities.

Strategic Imperative 3: Workforce Flexibility & Agility

ADAPT – Give our warfighters what they need, when they need it

Providing a comparative advantage is only possible with a workforce that is poised to respond and adapt. We need the right mix of people, coupled with the right mix of skillsets, supported by a command climate that is committed to effective leadership at all levels. Flexibility and agility are the name of the game.

Focus Area 3.1: *Leadership*

- We are committed to developing leaders all throughout the organization, with a focus on transparent communications, facilitation, motivation, and accountability.

Focus Area 3.2: *Workload Capacity*

- In a fiscally constrained environment, we must get creative with how we accomplish our work to ensure we can respond to rising demands. We will exercise multiple avenues to augment our team, using partnerships, teaming, and contractor support to increase our capacity.

Focus Area 3.3: *Flexible Capabilities*

- Providing solutions requires the right mix of skillsets aligned to the work. We will focus on cross-training and building a workforce with diverse capabilities, able to pivot and surge as needed.





Commander's Intent

The strategic framework is just that – a framework. It provides an outline for our daily activities, priorities, and decision-making. It is intentionally flexible, yet focused, allowing us to pivot in real-time as the volatile environment of Strategic Competition demands.

Now it's your turn. As you go about your daily activities, embrace smart risk-taking and get creative, using the strategic imperatives as your compass check. Focus your efforts on what you can do, right now, to Outpace Our Adversaries.

In all that we do, we must exercise urgency and rigor. We will up our pace as we stay true to our tenets of proficiency, discipline, motivation, morale, and esprit de corps. **Let's take aim and outpace!**

Mr. Ashley Johnson
Technical Director



Capt. Eric Correll
Commanding Officer

FLY FARTHER.

HIT HARDER.

SAVE LIVES.

