



# NSWC PHD Strategic Plan



2020-2030





***“It is incumbent upon us to treat every day as though it were the last day of peace, and so we have to own the fight today. That is imperative.”***

***— Admiral Christopher Grady, Commander USFFC***

***(Surface Navy Association, Jan 2020)***

# FOREWORD

Our Warfare Center Division – our workforce, and the amazing work that we do – is integral to the Navy’s strategy for maintaining maritime superiority. Our strategic plan charts our course toward where we must go by 2030; details illuminate the measurable and actionable path to get us there. Building upon our previous four-year (2018-2022) strategy, we expand on the momentum gained while remaining aligned with top-level DoD and CNO strategic priorities. We proclaim the vital importance of this plan as we extend our strategic horizon over the next decade. NSWC PHD is on the critical path to support the world’s greatest Navy in 2030; our leadership matters.

The strategic objectives detailed in our last strategic plan remain completely valid and serve as a springboard for the 2030 plan. Relevant objectives focused on sustained capability through innovation, our PHD NSWC workforce and work environment, and ensuring rigor and excellence in all we do are the foundation. This strategic plan drives our mission; keeping our Navy underway, combat ready and effective. With rigorous and comprehensive planning – and through bold execution of our plan – we can aspire to outpace the peer and near-peer adversarial threats present in the Middle East and Indo-Pacific theaters of operation. Our plan is equally instructive in the face of new threats like COVID 19.

These threats are real. They advance in strength and capability across all warfare domains, including cyber. Our Chief of Naval Operations makes clear, “Modern naval operations are in rapid transition, demanding the integrated, multi-domain capabilities of our fleets. We will respond to this transition with urgency” [Admiral Michael Gilday]. This strategic plan inspires a sense of urgency at the speed of relevancy to deliver and sustain readiness, modernize and maintain the current fleet, and field the surface fleet of the future. We must own tomorrow’s fight today.

The nature of our work and the dynamic needs of our Navy require changes in our processes, procedures, and behaviors. We must embrace change and adapt fast; resistance to change must evaporate. Leadership, at all levels, throughout the chain of command must embrace change and lead by example. We must ignite the sense of urgency to adapt fast into everything we do. Our strategic plan seeks to nurture innovation, aspires to support our invaluable workforce team of teams, and provides a North Star Compass Rose to navigate forward, always forward, with agility and flexibility.

Yesterday’s collaborating and coordinating must become today and tomorrow’s integrating. We are inextricably linked with the rest of the ONE Warfare Center Team, NAVSEA and Enterprise. Sailors and our Nation’s citizens depend on all of us to support today’s ISEA mission so the maritime imperatives of our national security thrive and endure. Always looking forward, it is equally important that we anticipate tomorrow’s ISEA requirements. We are called upon to be relentless on readiness; define and uphold high standards; be self-sufficient; and always battle-minded.

Our goal with this visionary strategic plan is to clearly communicate our strategic planning objectives in a way that is relevant and executable to all. Our success depends on you, as individuals, teams, and teams of teams. With great admiration and aspiration, we join you to push forward diligently and hastily toward a culture of excellence. Effort is interesting. We must deliver results. We are proud to serve amongst all of you and together, we drive sustained operational readiness, and we make true our Navy’s lethality and maritime superiority.



CAPT Andrew Hoffman  
Commanding Officer



Paul D. Mann, SES  
Division Technical Director

# INTRODUCTION

## Purpose of the 2020-2030 Strategic Plan

This strategic plan captures our inspirational vision of the future for NSWC PHD, and it defines our organization's approach toward the continued achievement of our mission. The plan provides PHD and our customers with a clear projection of what success will look like in the year 2030. With this vision in mind, the strategic plan outlines a measurable and actionable path that is relevant to and can be implemented at all levels. This strategic plan helps show how the day-to-day efforts of our workforce, in every capacity, are relevant and essential to our future success as an organization.

## Why do we need a Strategic Plan?

Our United States Navy faces formidable power competition from adversaries that seek to match or surpass our military capabilities. In an era of unprecedented technological change, uncertainty, and growing complexity, we are faced with an urgent need to adapt our approach accordingly. What made us successful in the past may not be the right solution for the Navy of 2030. A well-defined strategic plan, with a deliberate mechanism for implementation and measurable outcomes to monitor performance, is needed to establish the wartime mindset and foundational business rules that will support our success moving forward.

## Summary

The strategic plan will anticipate the ISEA the Navy needs in the future, aligning with direction from DoD and USN leadership. The plan defines the requirements for PHD to be successful in our mission to integrate, test, evaluate, and provide life-cycle support for tomorrow's warfare systems. Here are some of the key elements of NSWC PHD's 2020-2030 Strategic Plan:

- alignment of NSWC PHD with our senior leadership at all levels, traceable through DoD, DoN, NAVSEA and NSWC strategic planning, to an executable and measureable approach that fits our organization and mission
- clearly defined strategic goals and objectives that are aligned to our mission and vision
- vectors with agile and annual goals along with measures and capture mechanisms
- critical steps, actions and timelines needed to enable successful mission accomplishment in 2030

The primary audience for the 2020-2030 Strategic Plan is our talented and invaluable workforce. Implementation of the plan requires deliberate action, effective communication, and involvement across our warfare center. As we push forward and execute our mission, this strategic plan will help us find ways to improve upon the great work we do, adapt to change, and continue to successfully support our Navy.

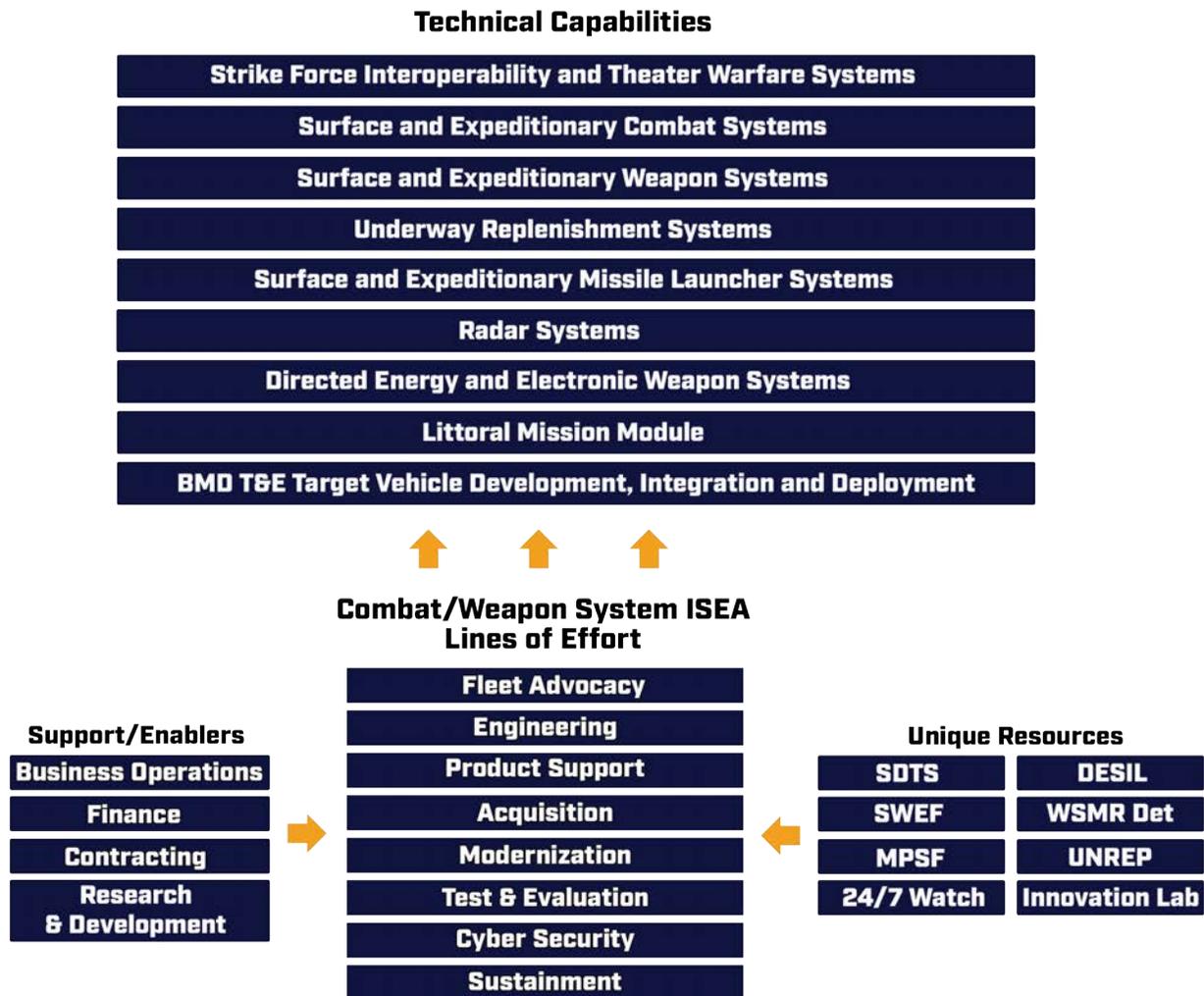


***“Mission One for every Sailor –  
active duty and reserve, uniformed and civilian –  
is the operational readiness of today’s Navy”***  
— Admiral Michael M. Gilday,  
Chief of Naval Operations

# LINES OF EFFORT

Our Lines of Effort are the enduring mission focus areas that NSWC PHD supports across our assigned Technical Capabilities. We provide in-service engineering, test and evaluation, systems engineering, integrated product support, and integration of surface ship weapons, combat systems and warfare systems. NSWC PHD is the leading interface to the surface force for in-service maintenance and engineering support. We also often represent the in-service domain and fleet users in new acquisition programs.

The execution of our mission is realized across eight core Lines of Effort, with each supported by key enablers and the unique resources that we are proud to have at PHD. These resources will mature and evolve to meet the needs of the fleet, and in parallel with rapid technology advancements, including cybersecurity, artificial intelligence, unmanned systems, defensive laser systems, virtual reality/augmented reality and big data.



As we implement the 2020-2030 Strategic Plan, our foundational Lines of Effort will not change, however, we will experience a transformation in the way we carry out the mission. Our invaluable team of engineers, scientists, technicians, logisticians, and support personnel will continue to provide America's naval surface fleet with vital and timely support, for the warfare systems of today and tomorrow.

# WHO WE ARE

## **Vision**

Keeping Our Navy Underway, Combat Ready, and Effective

## **Mission**

Integrate, Test, Evaluate, and Provide Life Cycle Engineering and Product Support for Warfare Systems

## **Core Attributes**

**Integrity, Accountability, Initiative, Diversity, Toughness**

*Core Attributes define our professional identity and serve as guiding criteria for our decisions and actions.*

## **Desired Behaviors**

**Agile, Collaborative, Innovative, Respectful, Inclusive,  
Accountable, Experts, Urgent, Relentless**

*Behaviors define how we aspire together as a team to do our jobs.*

## **Core Values**

Embrace and Apply the Principles of Operational Excellence  
Provide Outstanding Fleet Support  
Continually Develop our People  
Serve the Fleet as the Combat Systems Technical Experts  
Drive Efficiencies into all Aspects of our Organization  
Embrace Diversity, Partnering, and Collaboration  
Be Innovative to Expand the Advantage



## **Principles of Operational Excellence**

### **Integrity**

Do the right thing. Adhere to the highest ethical standards at all times.

### **Level of Knowledge**

Know your job, people, and procedures. Never stop learning.

### **Procedural Compliance**

By-the-book procedures. No short cuts. Fight complacency.

### **Formal Communications**

Use clearly-stated and standardized language that minimizes misunderstanding.

### **Questioning Attitude**

Speak up, ask, investigate when you sense or know something is not right.

### **Forceful Backup**

Reinforce what you know is right. Say something and/or take action when you know something is wrong.

### **Risk Management**

Identify, understand, and mitigate risk.

# Our Heritage and for the



## 1963

NSWC PHD, then known as the Naval Ship Missile Systems Engineering Station, began its legacy of in-service engineering by providing technical support for newly deployed Terrier, Talos, and Tartar guided missiles. The command opened for business with six military, 38 civil service, and 14 contractor personnel to support 45 ships with a total of 124 systems.

## 1972

The command's name changed to Naval Ship Weapon Systems Engineering Station, reflecting the expansion of its responsibilities beyond missiles, as it assumed work for many new shipboard combat and weapon systems, provided integrated product support to the fleet, and became the test site and home for the Navy's underway replenishment program.

# Setting a Course Future

PHD continues “cradle to grave” lifecycle engineering, product support, and sustainment planning to ensure that sensors, combat management systems, launchers, weapons, and networks are effectively integrated to accomplish ship and fleet assigned missions.



## 1992

The NSWC PHD name is assigned, reflecting an organizational lineage to NSWC. Today, the command consists of three sites - Port Hueneme, Virginia Beach, and White Sands - and focuses on the future of naval technologies, ensuring America’s fleet receives optimal support.

## 2020

Port Hueneme Division is focusing its technical capabilities on ISEA of the Future, which involves direct connectivity to the fleet on a global basis and the immediate availability of round-the-clock access to products, services, and fleet support capabilities. ISEA of the Future will support predictive system failure, totally integrated data environment, remote diagnostics, and corrective action via realtime, networked communications.

*“We choose to control the seas because if we don’t, someone else will.”*  
— President John F. Kennedy

# PHD 2030 VIGN

## NSWC PHD Supporting the Fleet at Home and Over the Horizon

It's 08 July 2030, and USS Paige (FFG-63), the second in a new class of the Navy's guided missile frigates, has just departed her homeport of San Diego after a long Independence Day weekend. Before transiting for her maiden deployment to the Western Pacific, the ship will make a brief stop for maintenance at NSWC Port Hueneme. The ship's crew is alerted automatically from our advanced machine learning algorithms to an impending casualty that would render the primary gun system nonoperational, potentially impacting deployment readiness. The Port Hueneme In-Service Engineering Agent (ISEA) is automatically notified of the issue and, before USS Paige moors, the PHD team is on the wharf and ready to provide immediate deckplate support. Advanced analysis and remote monitoring allow the PHD team to predict system failures before they happen—informing a custom logistic support package to precisely meet the ship's need.

Just before dawn on Tuesday, 09 July 2030, USS Paige arrives safely at the Port of Hueneme. Having already completed their virtual reality (VR) supported UNREP training in preceding weeks, the crew is now free to enjoy a few hours at PHD's Steel Beach wellness facility, which opened in 2024. Steel Beach, which started with an idea submitted to PHD's Innovation Dropbox (ID), offers employees and guests with state-of-the-art fitness equipment, a food court (with healthy options), and high-speed secure wireless technology. The culture of innovation has ultimately placed PHD on Forbes Magazine's "Top 50 Places to Work" for five consecutive years!

Meanwhile and 6,500 nautical miles away, USS Jeremiah Denton (DDG 129), USS Harrisburg (LPD 30), and USS Canberra (LCS 30) are conducting an integrated Distributed Maritime Operations (DMO) Littoral Operations in a Contested Environment (LOCE) exercise in the South China Sea. The Littoral Combat Group (LCG) is supported by manned and unmanned aircraft and surface assets, amphibious vehicles, and a composite array of advanced surveillance, targeting and weapon capabilities. The LCG's mission is to protect shipping lanes, counter Fast Attack Craft/Fast Inshore Attack Craft (FAC/FIAC) threats, and exercise integrated operations across the sea-land interface.



# ETTE

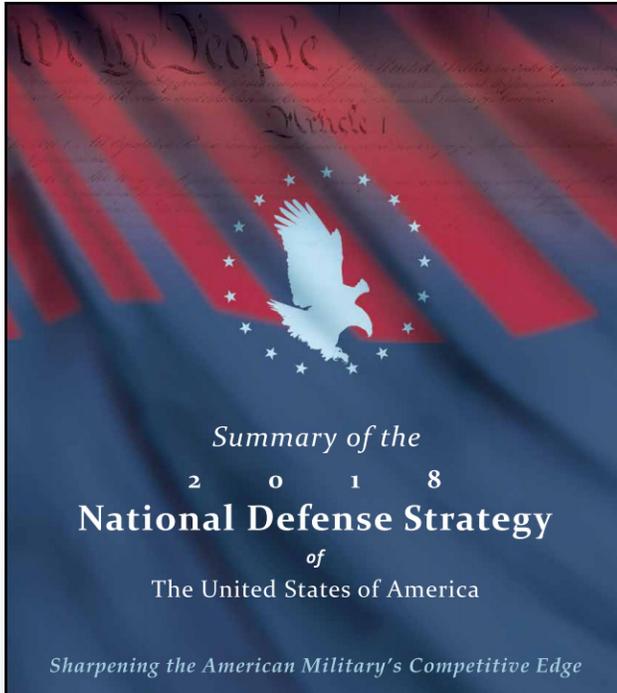
Aboard USS Jeremiah Denton, a Flight III Aegis DDG, the Tactical Action Officer (TAO) surveys Contacts of Interest (COIs) on tactical displays that seamlessly fuse voluminous data streams from Denton's AN/SPY-6 radar and a wide array of Navy and Marine Corps sensor sources. In days ahead, the LCG will exercise joint CONOPS with foreign naval allies in archipelagic waters. USS Paige, as she transits west, will stream the LCG scenario parameters into to the ship's high velocity learning system. This dynamic, real-world environment allows naval warfighters to train-in-transit effectively, giving watch-teams an integrated VR environment that mirrors the South China Sea operational area. Operator proficiency has never been higher.

One-week port visits are a distant memory as USS Paige departs Port Hueneme within forty-eight hours of her arrival, fully supported, equipped and combat ready. NSWC PHD is a favorite port visit for Sailors who reap the benefits of outstanding fleet support and excellent quality of life offerings. During Paige's transit west to join the LCG, watch-teams will exercise network dynamic reconfiguration procedures and AI Red Team tactics, bolstering afloat cyber-resiliency and minimizing vulnerability. Paige will boost the group's formidable defense capabilities with her 57mm ALaMO guided munitions, SM-2 block IIIC, OTH missiles and a High Energy Laser (HEL). Much of Paige's firepower is directly supported by NSWC PHD, including the HEL, which relies on the Directed Energy Systems Integration Lab (DESIL) at Point Mugu. Following the DESIL model, PHD opened ESIL (Engineering Solutions Innovation Lab) in 2021, providing employees with effective and innovative on-campus think tank opportunities for idea generation and collaboration. Our culture is transformed and innovation is accelerating outpacing our adversaries.

As USS Paige sails over the horizon, system health is monitored via CBM+ and the crew jointly monitors maintenance alerts with the PHD 24-hour distance support team. A culture of innovation, sparked back in 2020, has helped PHD make great strides forward in their mission of providing effective and timely fleet support. In 2030, PHD has become a bastion for innovation, sustained by a world class environment enabling a world class team of professionals. Readiness of the fleet is the highest ever in the history of the Navy... We Ain't Done Yet!

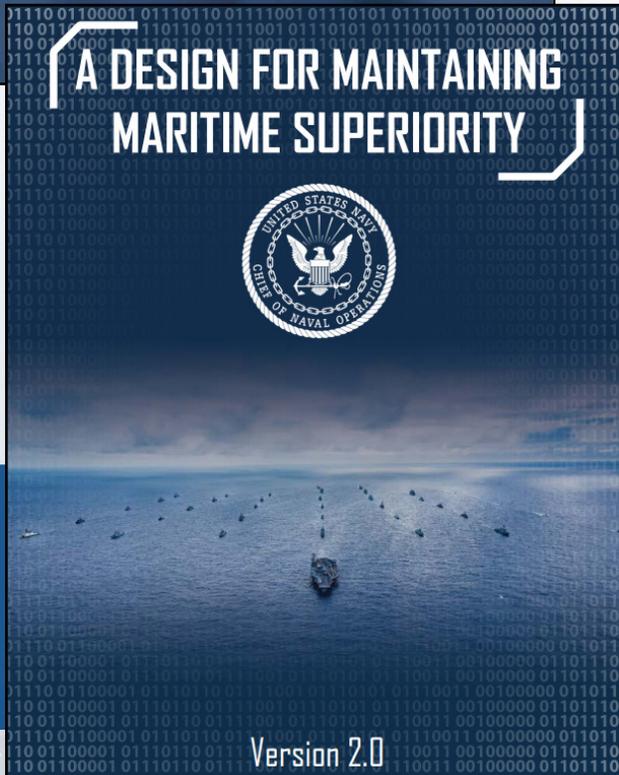


# STRATEGIC



Summary of the  
2018  
National Defense Strategy  
of  
The United States of America

Sharpening the American Military's Competitive Edge



A DESIGN FOR MAINTAINING  
MARITIME SUPERIORITY



Version 2.0



## FRAGO 01/2019: A DESIGN FOR MAINTAINING MARITIME SUPERIORITY

DEC 2019

Our Navy's strategic direction, focused on Great Power Competition, is sound. This Fragmentary Order is written for senior Navy leaders to simplify, prioritize, and build on the foundation of Design 2.0 issued in December 2018. We will focus our efforts toward **Warfighting, Warfighters, and the Future Navy**, expanding on the momentum we have gained as a Navy over the past two years guided by both the National Defense Strategy (NDS) and the National Military Strategy (NMS).

**Mission One for every Sailor – active and reserve, uniformed and civilian – is the operational readiness of today's Navy.** Our nation expects a ready Navy – ready to fight today – and our commitment to the training, maintenance, and modernization that will also ensure a Navy ready for tomorrow. We will deliver this Navy.

Modern naval operations are in rapid transition, demanding the integrated, multi-domain capabilities of our fleets. We will respond to this transition with **urgency**. Our fleets will be ready to fight and win at sea – keeping that fight forward, far from the homeland. Underpinned by resilient reach-back/reach-forward and logistics capabilities, we will deliver a combat credible maritime force, ready to conduct prompt and sustained combat operations at sea. We must also succeed in sustained, day-to-day competition, winning future fights before they become kinetic.

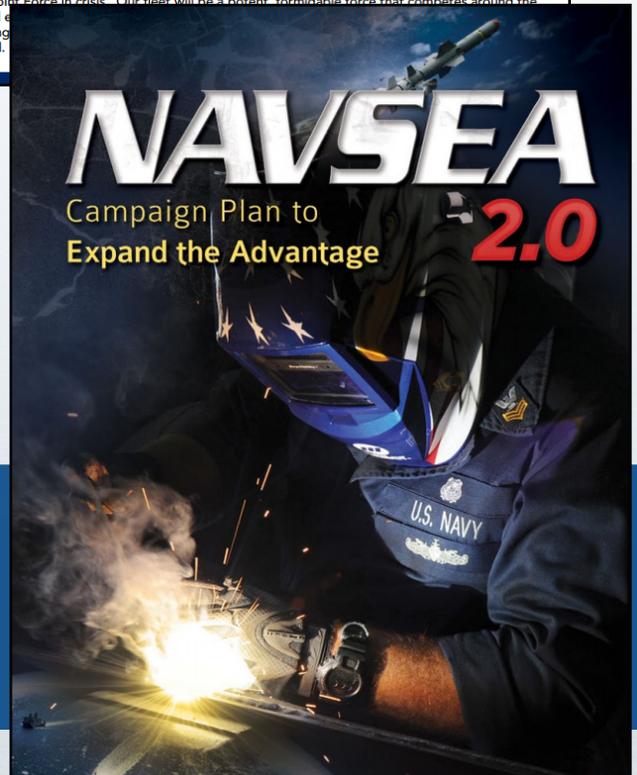
Together with the United States Marine Corps, our Navy is the bedrock of **Integrated American Naval Power**, a force capable of fulfilling the mandate of the NDS and NMS. We will remain steadfast in our alliances and partnerships, which remain indispensable in any future fight. We will apply time, effort, and resources to grow naval power and think differently to find every competitive advantage.

We will focus our efforts on **Warfighting, Warfighters, and the Future Navy.**

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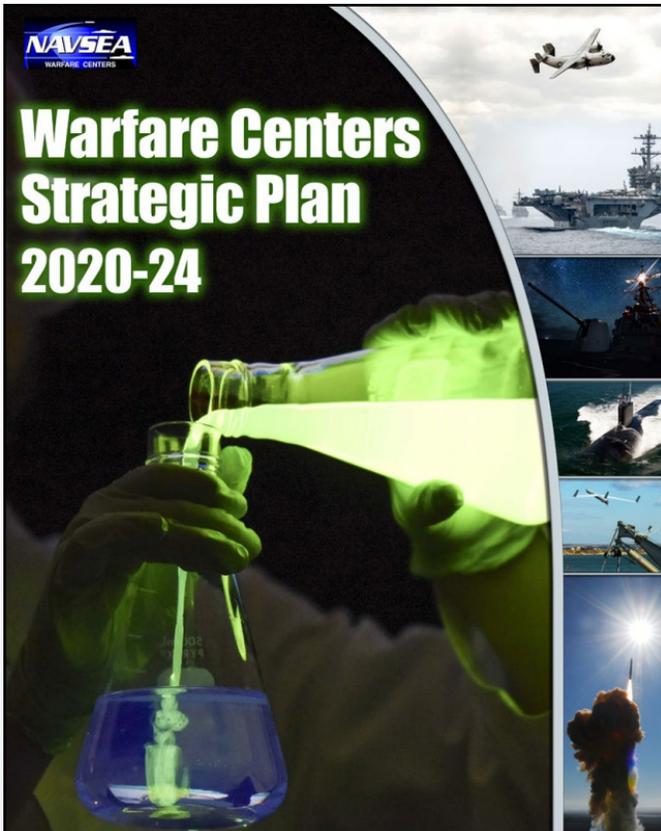
## WARFIGHTING

**End State:** A Navy that is ready to win across the full range of military operations in competition, crisis, and contingency by persistently operating forward with agility and flexibility in an all-domain battlespace. Our Navy must be the best when the nation needs it the most. On a daily basis, our objective is to have our fleet sustainably manned, trained, equipped, and integrated into the Joint Force. Deployed forward, we will be ready to meet requirements directed by the Secretary of Defense, the tasking of Combatant Commanders, and be prepared to surge with the Joint Force in crisis. Our fleet will be a potent, formidable force that competes around the world and is ready to be called.

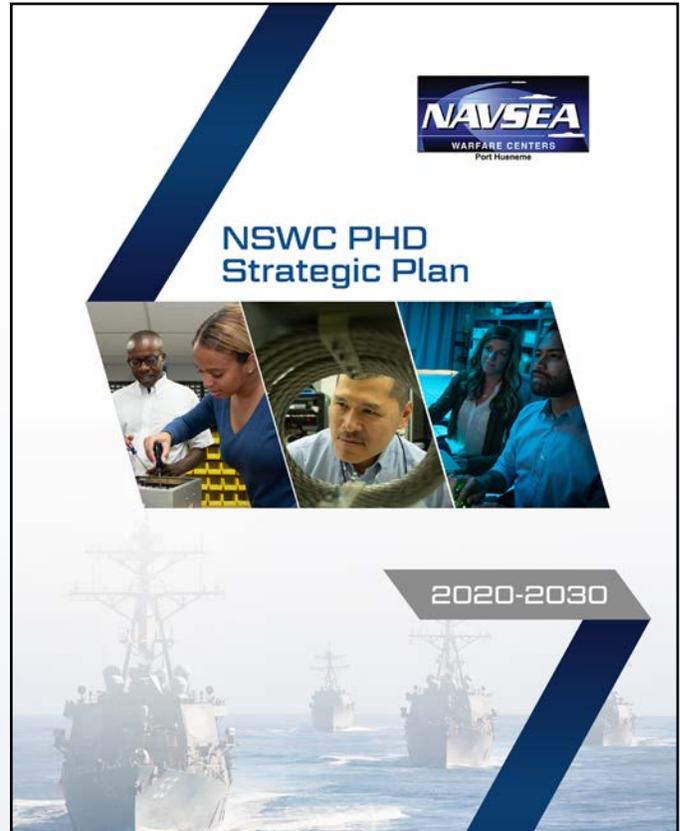


NAVSEA  
Campaign Plan to  
Expand the Advantage **2.0**

# ALIGNMENT



- Empowered Workforce
- Technical and Business Excellence
- Enhanced Partnerships
- Relevant Innovation



- Right Workforce for the Workplace of Choice
- Rigor and Excellence in All We Do
- Culture of Innovation for Sustained Capability

The NSWC PHD strategic goals are in alignment with the tenets of our Navy, NAVSEA and our NAVSEA Warfare Center leadership. Many aspects of our mission and lines of effort are unique to PHD, yet the character with which we execute must be consistent with our Navy customers.

Strategic goals are the vectors we will pursue as a command to achieve the transformation described in the 2030 vignette.

1



**Recruit, Retain and Maintain  
the Right Workforce  
for the Workplace of Choice**

2



**Promote Rigor and Excellence  
in Everything We Do**

3



**Create a Culture of Innovation  
to Deliver and Sustain Capability**

The objectives below each strategic goal are aspirational to help describe the purpose and intent of each strategic goal. The annual strategic execution plan will define tactical goals flowed down across the command from each strategic goal.

# STRATEGIC GOALS

# STRATEGIC GOAL 1



## Recruit, Retain and Maintain the Right Workforce for the Workplace of Choice

### Background

People are our most important resource, and it goes without saying that our success depends upon the health of our workforce. We need the right people with the right skillsets, education, competencies, and qualifications to meet our mission tasking. Likewise, in order to attract and retain high caliber employees, PHD must be a desirable and rewarding place of employment. As a workplace of choice, our facilities, tools and resources must outclass what is offered by competing employers. The PHD work environment, in its totality, must engender a passionate, diverse workforce that is sufficiently compensated and supported.

### Summary

This strategic goal is focused on shaping the right workforce and supporting a superb work environment for a robustly talented PHD team. To have the right mix of people now and in the future, we need to examine the personnel lifecycle—from recruiting to retirement, using authoritative data sources to manage the health of our knowledge, skills, and abilities. Concurrently, we will pursue improvements that will help make PHD the most desirable workplace in our area. By investing in our employees and our place of employment, we are sustaining a culture of diversity and inclusion, and boosting the overall health of our organization.

### Objectives:

1. Improve integration and alignment of workload to workforce planning to meet technical capabilities.
2. Improve assessment and management of workforce health, competency, and proficiency.
3. Facilitate knowledge transfer through defined mechanisms and processes.
4. Optimize our organization to increase efficacy in mission execution, with focus on cost, schedule and performance.
5. Strive for an optimal employment workplace, tools, and resources.

# STRATEGIC GOAL 2



## Promote Rigor and Excellence in Everything We Do

### Background

PHD has a long history of providing outstanding fleet support. It is our heritage. In executing our mission, we focus on how we define and maintain preeminent expertise in all we do, including test and evaluation, systems engineering, integrated product support, in-service engineering, and systems integration. Our role at PHD is to ensure that Sailors can operate and maintain their integrated combat/weapon systems in a safe and effective manner, in an environment that is cybersecure. The Navy warfighters' confidence in our ability to support fleet combat systems is dependent on the rigor and excellence with which we carry out our mission.

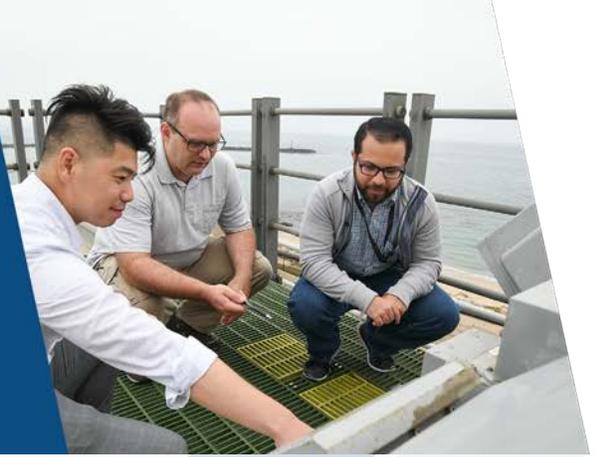
### Summary

This strategic goal is focused on making sure we remain the best at what we do. It requires fully embracing our principles of operational excellence, specifically procedural compliance, questioning attitude, forceful backup and risk management. This goal requires discipline across all lines of effort: technical, logistics, business, acquisition, cybersecurity and fleet advocacy. Achieving rigor and excellence in all we do means that we will challenge the status quo and pursue alternatives that meet our exacting standards, finding a path to green that satisfies customer demands for cost, schedule, performance and risk. Being excellent in everything we do also includes financial stewardship. Every dollar matters. Affordability must be pursued in all functions and across all lines of effort.

### Objectives:

1. Disciplined compliance with documented, measurable processes.
2. Effective command risk management process.
3. Oversee and direct fleet operation and maintenance of cybersecurity systems for our combat systems and elements.
4. Embrace digital transformation to improve efficiency and accelerate capability to the fleet.
5. Effective use of data analytics to enable data-driven decisions.

# STRATEGIC GOAL 3



## Create a Culture of Innovation to Deliver and Sustain Capability

### Background

NSWC PHD is committed to fostering an environment that promotes innovation and encourages creative solutions that results in the development of new capabilities required by the fleet to fight and win. As the U.S. Navy's technological advantages are challenged on multiple fronts, the sense of urgency for innovation is being exclaimed by our leadership at the highest levels. The current geopolitical environment drives us to change the way we have done much of our business over the past twenty-plus years. In today's climate, transforming PHD is a mandate, not a suggestion.

### Summary

This strategic goal relies upon elements of culture, urgency, and leadership. This need for innovation applies to all aspects of our command, and across all lines of effort—including engineering, product support, business and cybersecurity. This is innovation with an all hands on deck approach. The future naval force will bring new sensor, weapon, and network capabilities, along with new ship classes—both manned and unmanned. While we innovate to meet the needs of tomorrow's Navy with a 5x/10x capability upgrade, we must continue our foundational support of current ship and customer demand signals. Most importantly, an innovative environment will affirm and reinforce the culture that we want to promote, thus attracting more talented professionals to join our team at PHD.

### Objectives

1. Create an agile and fault tolerant mindset.
2. Drive affordability to maximize use of limited resources.
3. Team with internal and external sponsors to transition innovation into practice.
4. Support sufficient people and infrastructure dedicated to innovation.
5. Establish best-practice innovation processes.
6. Leverage industry and academia partnerships.

**“Every person matters, every day matters, and every dollar matters”**  
– Assistant Secretary of the Navy (Research, Development and Acquisition)  
Mr. James F. Geurts, January, 2020

# STRATEGIC PLAN EXECUTION

## Annual Planning

## Agile Process

## Accountability

Success in achieving these audacious goals is dependent upon each and every employee, at all levels of the PHD organization. The entire team will need to understand this strategic plan and be actively engaged in its execution. Ultimately, our strategic plan for PHD's future will benefit our U.S. Navy customer by enabling operational readiness, affordability, and mission capability.

The annual strategic execution plan will be developed from an agile process that allows tailored goals based on a dynamic environment, political and military direction, senior level guidance and the needs of the fleet and customers. Tactical strategic planning actions will be influenced by current and forecasted workload acceptance, which will help shape our workforce and workplace requirements.

### Process

1. Select strategic goal co-champions accountable for each goal's execution and reporting.
2. Establish a strategic governance team with inclusive and diverse representation from staff and line departments.
3. Conduct a command strategic governance offsite meeting, to establish an annual, command-level strategic execution plan, and define tactical actions under each strategic goal.
4. The strategic governance team will determine metrics and track progress of attaining strategic goals and tactical actions.
5. The strategic governance team will brief command leadership, on a quarterly or more frequent basis, to provide measured status and evaluation of the strategic execution plan.

# NOTES

## SG 1 – The Right Workforce for the Workplace of Choice

My Ideas:

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My Goals:

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My Actions:

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## SG 2 – Rigor and Excellence in Everything We Do

My Ideas:

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My Goals:

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My Actions:

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## SG 3 – Culture of Innovation for Sustained Capability

My Ideas:

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My Goals:

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My Actions:

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**One Team, One Fight**



Naval Surface Warfare Center,  
Port Hueneme Division

*STATEMENT A: Approved for public release; distribution is unlimited.*