

### NSWC PHD Strategic Plan 2.0





# WHY A STRATEGIC PLAN UPDATE?

The Naval Surface Warfare Center (NSWC) Port Hueneme Division (PHD) Strategic Plan released in 2020 charted our course toward where the command must be by 2030. With this update, we are expanding on the momentum gained and targeting execution results with this revised strategy to keep NSWC PHD on the critical path to support the world's greatest Navy in 2030.

Key developments that led to the update:

First, 2022 implementation of the NSWC PHD Future State Task Force effort aligns our organizational structure, workforce, processes, and Combat System In-Service Engineering Agent (ISEA) role to the Navy's current and future needs and requirements.

Next, two years in and successes accomplished to date demonstrate that NSWC PHD is ready for the next phase in the strategic planning journey, development of strategic measures and targets organizational goals.

Lastly, Get Real, Get Better is a call to action to accelerate changes that drive results to fleet systems for the U.S. Navy's warfighting advantage over adversaries.

Our NSWC PHD team demonstrated that we adapt and pivot to meet new challenges. We have and will continue to expand our learning culture that started with the creation of the Command Learning Office. The CLO looks strategically at aligning and developing our workforce and establishing a talent management systems.

The NSWC PHD 2023-2030 Strategic Plan began NSWC PHD's journey to build a sustainable organization that fosters innovation to deliver results into fleet systems. The 2023-2030 plan fosters a collaborative execution with department leaders developing and taking on strategic actions to stimulate a culture of strategic thinking in the workforce. This deckplate strategic framework will ensure our employees are a major player in the development and execution of the 2030 strategic vision.

"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, Vice Chair Joint Chiefs (Surface Navy Association, Jan 2020)

### **FOREWORD**

A bright future lies ahead of us. NSWC Port Hueneme Division's new organization, two years in the making, now serves as the foundation of a refined and bold path to achieve our mission. We have discerning guidance from our Navy's highest leader to ensure success as we journey forward, along with updated North Stars and strategic goals to guide us with clear vision. Where we need to be by 2030 is more than a goal; it is a parallel evolution with top-level DoD and CNO priorities to anticipate tomorrow's needs while meeting them fully today. Our Navy depends on us to uphold the combat readiness of our warfighters and anticipate potential obstacles that could threaten its superiority around the globe. When our Navy is battle ready, our nation is safer. When our Navy is at its most lethal, our adversaries are ineffective. Our country and her allies depend on our vision materializing, our drive to innovate, our commitment to succeed and our collective and formidable execution.

The strategic plan outlined in the coming pages drives our singular mission to keep the Navy underway, combat ready and effective. Our command-wide reorganization improves our efficiency and responsiveness to the Navy's call for urgency. From this solid foundation, we are building a more sustainable workforce. Now smartly aligned with our customers, we will drive results into fleet systems as the warfare center positioned for the future. Our new relationships and collaborations will inspire and motivate us to innovate and improve for the betterment and advancement of our command. Through the bold execution of our plan, and with data-driven and comprehensive planning, we can and should expect to outpace peer and near-peer adversarial threats increasing from the Indo-Pacific and Middle East theaters of operation. This strategic plan demands we adopt a sense of urgency at the speed of relevancy to own tomorrow's fight today. Nothing less will do.

Let's unite and work together to deliver on our vision. Our guiding North Stars are the future. We will prioritize becoming the Navy's engineering agent and test and evaluation center for unmanned operations. We aspire to transform business processes and practices at the speed of need, eliminating waste and redundancy. We are adapting our mindset to wartime requirements and strengthening our role in the Wartime Acquisition Response Plan to sustain the fleet in case of conflict. We are adopting digital transformation to maximize the tools we have and create those we don't. The Navy's focus and priority on an integrated combat system (ICS) is also our future, and we will advance our knowledge in virtualization, network engineering and digital modeling to support ICS as our next area of superiority.

We are calling on each of you to help us deliver on our strategic goals. Get Real, Get Better principles are the tools; our North Stars will illuminate the path. We hope to inspire and encourage each of you to advance us toward the exceptionally bright future of this command. We set our expectations high because we know the capability of our team, and we are proud to stand among you and succeed beside you every day.

CAPT Tony Holmes
Commanding Officer

Jeffrey T. Koe, SES Division Technical Director

### INTRODUCTION

#### Purpose of the 2023-2030 Strategic Plan

This strategic plan captures NSWC PHD's inspirational vision of the future, and it defines our approach toward the continued achievement of our mission. The plan provides NSWC PHD and our customers with a clear projection of what success will look like in the year 2030, and outlines a measurable and actionable path.

#### 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 and innovate. What made us successful in the past may not be the right solution for the Navy of 2030. A well-defined strategic plan, with defined implementation at the lowest level and with measurable outcomes to monitor performance, is needed to establish the flexible mindset and foundational business rules that will support our success moving forward.

#### Summary

The strategic plan will anticipate the In-Service Engineering Agent (ISEA) the Navy needs in the future and align with direction from DoD and DON leadership. The plan defines the requirements for NSWC 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 2023-2030 Strategic Plan.

- Alignment of NSWC PHD with 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.
- Enduring and annual goals along with measures and targets.
- Critical actions and timelines needed to enable successful mission accomplishment in 2030.

The primary audience for the 2023-2030 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, rapidly 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."

### 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, each supported by key enablers and unique resources 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.

#### **Technical Capabilities** Strike Force Interoperability and Threat Warfare Systems Surface and Expeditionary Combat Systems **Surface and Expeditionary Weapon Systems Underway Replenishment Systems Surface and Expeditionary Missile Launcher Systems Radar Systems Directed Energy and Electronic Weapon Systems Littoral Mission Module** BMD T&E Target Vehicle Development, Integration and Deployment National Technical Means and Space Effects Integration Combat/Weapon Systems ISEA **Lines of Effort** Fleet Advocacy Engineering Support/Enablers **Unique Resources Product Support Business Operations** SOTS DESIL Acquisition WSMR Det **Finance** SWEF Installation / Modernization Contracting MPSF UNREP Research **Test & Evaluation** 24/7 Watch Innovation Lab & Development Cybersecurity Missile Assembly Facility Sustainment

As we implement the 2023-2030 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
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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

NSWC 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.

#### 2021

Mission Package Support Facility renovations are completed to welcome the Navy's new Extra-Large Unmanned Undersea Vehicles, enabling PHD to support as the unmanned in-service engineering agent.

"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 O8 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, O9 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.

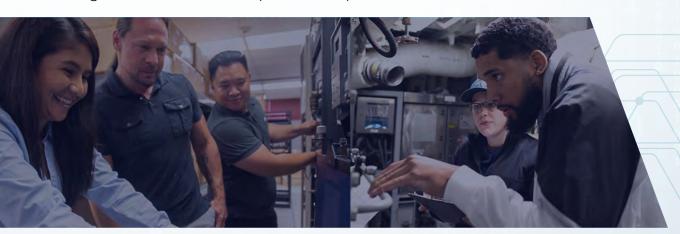


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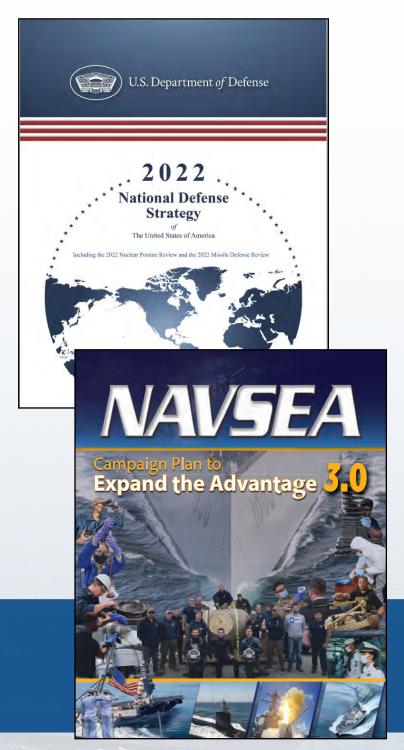
PHD 2030 VIGNETTE Aboard USS Jeremiah Denton, a Flight III Aegis DDG, the Tactical Action Officer (TAO) surveys Contacts of Interest (COIs) on tactical displays that seamlessly fuse voluminous data streams from Denton's AN/SPY-6 radar and a wide array of Navy and Marine Corps sensor sources. In days 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!

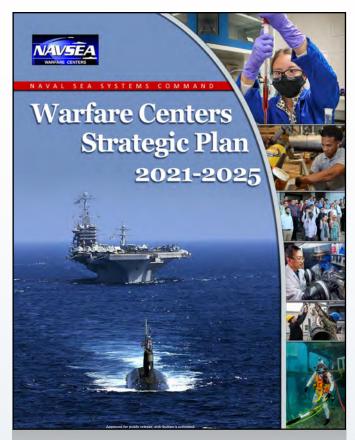


## STRATEGIC

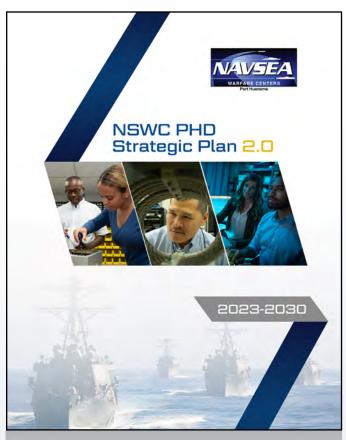




## ALIGNMENT



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



- Build a Sustainable Organization
- Drive Results into Fleet Systems
- Innovate and Improve

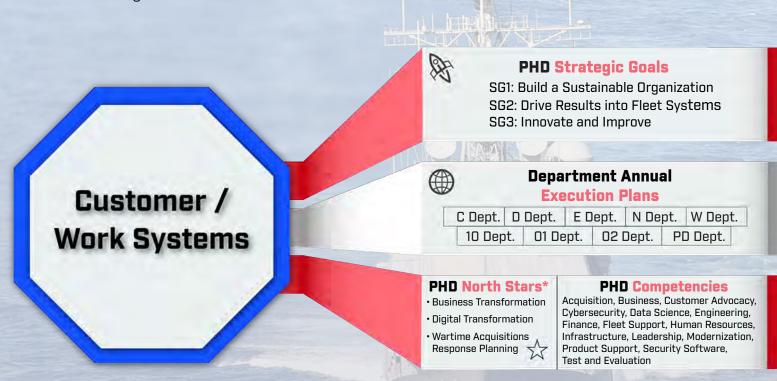
NSWC PHD's strategic goals are in alignment with the tenets of our Navy, NAVSEA and our NAVSEA Warfare Center leadership. Many aspects of our mission and lines of effort are unique to PHD, yet the character with which we execute must be consistent with our Navy customers.

### STRATEGIC INTENT

NSWC PHD will build a sustainable organization that will deliver results to the fleet ashore or at sea and under peacetime or wartime operations. To meet that challenge, we will lead the effort to design and deliver the ISEA of the Future for NAVSEA. NSWC PHD will create an innovation culture that fosters creativity at the lowest level — those working directly with the fleet and Sailors — to improve and sustain current and future capabilities. Our workforce and workplace will allow our cadre of talented individuals to thrive and meet the challenge set forth by Adm. Michael Gilday, Chief of Naval Operations to "Get Real and Get Better." This update brings home that NSWC PHD will accelerate our efforts to produce outcomes for the Navy.

### STRATEGIC FRAMEWORK

NSWC PHD established a distributed strategic planning framework in FY23. This framework incorporates a tiered planning strategy that aligns all strategic activities undertaken by the command, from our North Stars that focus our efforts with command-level momentum, to our department strategic action plans that execute sustaining and annual goals. NSWC PHD empowers the strategy team (command strategist and department planners) to develop strategy framework and propose measures and targets. It is the responsibility of the Executive Leadership to set Strategic Intent.



NAVSEA MISSION PRIORITIES Deliver Combat Power: On-Time Delivery of Combat-Ready Ships, Submarines and Systems

**Transfers Digital Capabilities** 

Build a Team to Compete and Win

### External & Internal Influences

Competencies, Customer Surveys, Diversity Metrics, DEOCS, EEO Assessment (MO715), TCHA, Command Investment Strategy, Higher Strategic Guidance

2030 ISEA of the Future Strategic goals focus our actions as a command to achieve the transformation described in the 2030 vignette.



**Build a Sustainable Organization**Champion: Jeff Sourwine

2



Drive Results into Fleet Systems
Champion: Arman Hovakemian

3



Innovate and Improve Champion: Greg Devogel

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

STRATEGIC GOALS

# STRATEGIC GOAL 1



### **Build a Sustainable Organization**

### **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 skills, education, competencies and qualifications to meet our mission tasking. In order to attract and retain high caliber employees, NSWC 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 NSWC 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 NSWC PHD team. To have the right people now and in the future, we need to examine the personnel life cycle — 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 NSWC PHD the most desirable workplace in our area. By investing in our employees, we are sustaining a culture of diversity and inclusion, and boosting the overall health of our organization.

### Objectives:

- 1. Strengthen the capabilities of our workforce.
- 2. Improve the workplace to support our workforce.

### Measures and Target

- Staff meets required qualification standards (Number of Experts and Journey (e.g., TQS, certified acct)--written standard)
- Increase Supervisor Effectiveness
- 100 percent connect employee to the mission
- · Increase number of quality of life improvements
- Increase infrastructure support at the detachments/alternate sites

# STRATEGIC GOAL 2



### **Drive Results into Fleet Systems**

### Background

NSWC PHD has a long history of providing outstanding fleet support. 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 NSWC 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 cyber secure. 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. Driving results into fleet systems means that we will challenge the status quo and pursue alternatives that meet our exacting standards, find a path to green that satisfies customer demands for cost, schedule, performance and risk, and excel at financial stewardship. Affordability must be pursued in all functions and across all Lines of Effort.

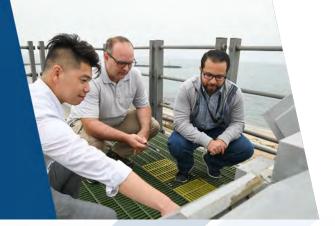
### Objectives:

- 1. Improve Fleet operation, maintenance and modernization for our systems and elements.
- 2. Accelerate effective use of data analytics to enable data-driven decisions.
- 3. Accelerate digital transformation to improve efficiency and accelerate capability to the fleet.

### **Measures and Target**

- Increase Affordability (Affordability/cost)
- Increase Zero On-Board Tech Assistance (Self-sustaining/#DBTA)
- Increase System Availability ( %Down time/System Availability)
- Improve On-time delivery

# STRATEGIC GOAL 3



### **Innovate and Improve**

### **Background**

NSWC PHD is committed to fostering an environment that promotes innovation and encourages creative solutions that result 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 NSWC 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 to evolve 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 NSWC PHD.

### **Objectives**

1. Create an ecosystem to expand opportunities to innovate.

### **Measures and Target**

- Increase Innovation ROI (efficiency, effectiveness, value creation)
- Improve Innovation Culture Adoption (tracking innovation NWA, CPI)
- Expand Innovation Opportunities (freestyle Friday, PEM/DPMAP-production measure, challenge)

"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** 

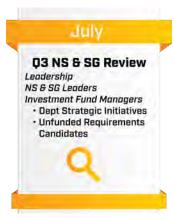
**Accountability** 

### **Investments Alignment**















Success in achieving these bold goals is dependent upon each and every employee, at all levels of the NSWC PHD organization. The entire team will need to understand this strategic plan and be actively engaged in its execution. Ultimately, our strategic plan for NSWC 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 distributed throughout the organization, tyinge execution into mission priorities that are evaluated by use of strategic measures and targets.

#### **Process**

- 1. Strategic Planning is a continuous cycle with the initial planning event held in August to validate the Command Strategic Vision and goal development. The Strategic Governance Team will:
  - a. Validate the Command Strategic Vision, ensure current strategic efforts are on track to achieve 2030 ISEA of the Future vision, and determine next pressing issues needing command-level intervention.
  - b. Validate and identify strategic measures and targets to track execution.
  - c. Develop department action plan framework for refinement by department leadership and subject matters experts.
- 2. In mid-September, department action plans are reviewed and approved by PHD's Commanding Officer and Technical Director
- 3. October is the release of the Command Strategic Intent through All Hands messaging and other digital media release. This shares the plan with the workforce our PHD strategic objectives, measures, and leaders steering the command towards ISEAotF goal.
- 4. Conduct quarterly progress reviews (Apr, Jul, Oct) with the Strategic Goal Champions and at half year (Jan), hold off-site review of department strategic action plans, on progress, schedule, and impediments. The offsite will help align resources, revisit strategic alignment, and prepare investment strategies to drive goal accomplishment.
- 5. The consolidated command investment strategy review is conducted in March that looks at all investment funds allocations for the fiscal year. The review will align fund sources to projects and look for areas of compatibility to achieve greater synergy with limited investment dollars.

### NOTES

### SG 1 - Build a Sustainable Organization

My Ideas:				
My Goals:				
My Actions:				
SG 2 - Drive Results into F	leet Systems			
My Ideas:			1	
My Goals:		+1		
My Actions:				
SG 3 – Innovate and Improv	/e	, #		
My Ideas:	A)		A FARE	
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My Actions:				

## NOTES

