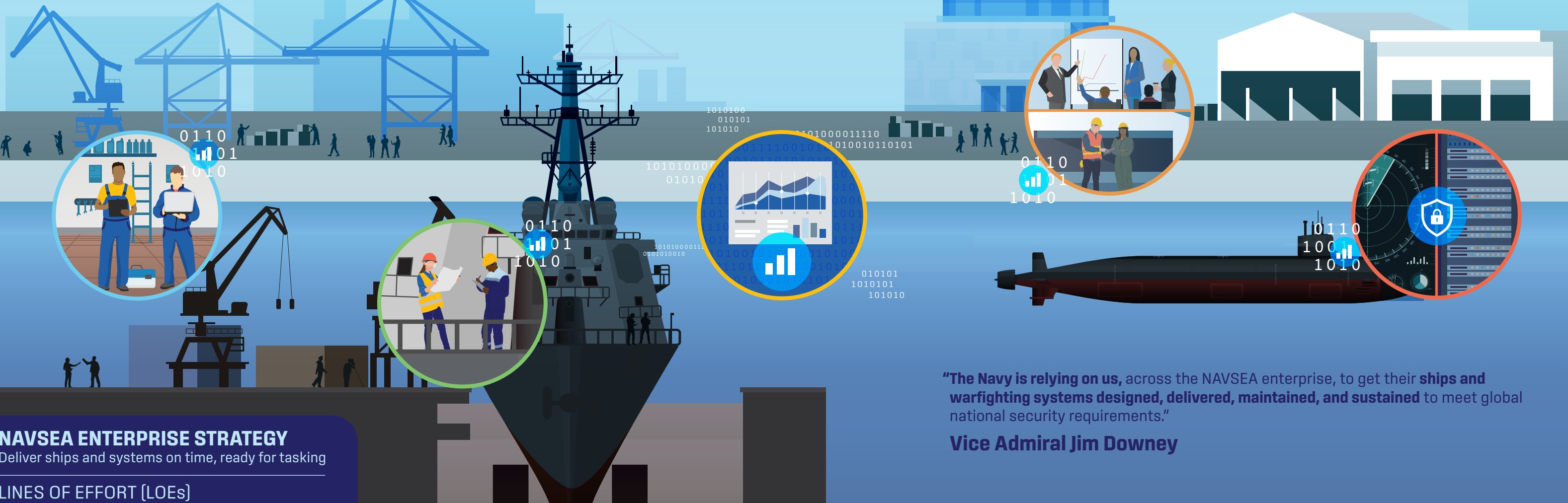


FORCE BEHIND THE FLEET



NAVSEA ENTERPRISE STRATEGY

Deliver ships and systems on time, ready for tasking

LINES OF EFFORT (LOEs)

LOE 1 ACCELERATE FORCE GENERATION

Deliver Ships and Combat Systems

Ensure that NAVSEA's capabilities are fully operational and ready to support the fleet through a relentless focus on quality and on-time delivery. Partner with Industry to strengthen the industrial base and develop innovative solutions to warfighting needs.

- We will measure:**
- On-time delivery
 - Quality

- We will:**
- Ships and systems ready to meet the demand
 - Strengthen maritime industrial base capacity
 - Measure program performance against common bases of measurement

NORTH STAR
Achieve shipbuilding rate to meet Navy's 30-year shipbuilding plan by 2030.

LOE 2 GENERATE READINESS

Maintain, Modernize, and Sustain Platforms

Ensure maintenance, modernization and sustainment of ships, submarines, and systems is completed on-time to maximize readiness and availability for fleet tasking. Partner with industry and implement proactive strategies to enhance lifecycle management.

- We will measure:**
- On-time delivery
 - Operational Availability

- We will:**
- Get more submarines, ships, and systems operational
 - Increase material availability
 - Increase our industrial base capacity and capability

NORTH STAR
80% combat-surge readiness by 2027.

LOE 3 GENERATE, CAPTURE, AND USE DATA

Drive Innovation with Data

Enhance readiness through data integration and real-time analysis to deliver a decision-making advantage. Use innovative technologies and predictive analytics to improve efficiencies, identify risks and opportunities, and forecast performance.

- We will measure:**
- Data Availability
 - Analytics-enabled Workforce

- We will:**
- Integrate data analytics at speed and scale
 - Adopt a data-centric approach to make informed decisions
 - Transform the organization's culture to be data-driven

NORTH STAR
Enterprise-wide integration of data, utilization of analytics, and adoption of AI by 2027.

LOE 4 STRENGTHEN THE NAVY TEAM

Attract, Retain and Grow Our Workforce

Enhance the NAVSEA team by attracting, developing, and retaining a capable workforce. Ensure team members are equipped to effectively support the warfighter. Become one of the best places to work in the federal government.

- We will measure:**
- Fill Rate
 - Attrition
 - Development

- We will:**
- Embrace talent management
 - Renew our commitment to technical competency and leadership development
 - Establish and execute enterprise human capital strategy

NORTH STAR
Achieve a Global Satisfaction Index (GSI) score of 80 by 2027, becoming one of the best places to work in federal government.

LOE 5 STRENGTHEN THE FOUNDATION

Enhance Critical Infrastructure

Create mission resiliency throughout our operations by building, deploying, and sustaining critical physical and digital infrastructure. Allocate the necessary resources to prioritized enhancements providing uninterrupted quality access and optimized throughput.

- We will measure:**
- Operational Availability
 - On-time and On-budget Delivery
 - Workforce Productivity

- We will:**
- Enhance digital and cyber capabilities
 - Recapitalize facilities and equipment
 - Optimize shipyard layout and functionality

NORTH STAR
Improve public maintenance efficiencies by at least 10% by 2030.



Vice Admiral
Jim Downey
Commander



Mr. Chris Miller
Executive Director



CMDCM Blake Schimmel
Command Master Chief

Shipmates,

The Navy is relying on us, across the NAVSEA enterprise, to get our ships and their warfighting systems designed, delivered, maintained, and sustained to meet global national security requirements. We must continue to complete maintenance on time and deliver these critical assets to the fleet so they may be ready for tasking at any time.

What does readiness look like for us? It means helping the Navy achieve and sustain combat surge ready forces. It means that at any given time, in ideal circumstances, one third of our ships and attack submarines should be in maintenance, one third in training, and one third on or ready for deployment. To make this happen, we must think, act, and operate differently.

This charge to **accelerating readiness with a sense of urgency is not new to NAVSEA**. We have been working to get ahead of the readiness bow wave for some time, and we know firsthand that our teams are asking the right questions, identifying and solving the right problem sets, and applying critical thinking to drive innovation.

As an enterprise, we’re seeing the fruits of significant investment in the Nation’s industrial base and partnerships aimed at igniting growth in shipyard capacity and manufacturing. Within NAVSEA, we’re making progress streamlining processes through problem solving, where we identify gaps and barriers and then implement high-impact actions to achieve measurable results. But, in this uncertain security environment, we must keep focused on improvement through self-assessment, self-correction, and continuous learning. We’re proud that each one of you is contributing exceptional expertise toward making NAVSEA a transformative force, delivering the nation’s fleet, ready for tasking.

As we continue our trajectory to improve readiness for a high-end fight, we have developed an enterprise strategy focused on those priorities that are most impactful to improving readiness outcomes. Specifically, we have five interconnected lines of effort all intended to better support our sailors and warfighters. NAVSEA’s ability to drive achievements in each of these respective areas is what will collectively position us to deliver the capability and capacity our Navy needs. As we familiarize ourselves with these lines of effort, please think about how you can help accelerate our acquisition and sustainment processes.

Navy leadership is looking at everything through a warfighting lens, and so must we. The time is now to increase the Navy’s capability and capacity so we can be ready to surge effectively. The hour has never been more critical for us to perform at the top of our game. Never give up the ship!

NAVSEA Enterprise Strategy

Accelerate readiness with a sense of urgency:

DELIVERING SHIPS AND SYSTEMS ON
TIME, READY FOR TASKING.

Force Improvement Office (FIO)

The FIO at NAVSEA is designed to accelerate the Get Real, Get Better [GRGB] vision by enhancing our warfighting capabilities through:






-  **Strengthening Foundational Excellence:** Establishing a strong base for continuous improvement
-  **Building a Learning Environment:** Creating a culture where learning and growth are prioritized
-  **Bringing People Together:** Fostering collaboration and unity across teams
-  **Communicating with Scale:** Ensuring effective and widespread messaging
-  **Measuring What Matters:** Capturing data and focusing on key metrics to drive performance and improvements

Get Real, Get Better [GRGB]

GRGB is a call to action to apply Navy-proven leadership and problem-solving best practices that empower our people to achieve exceptional performance.

We will establish, adopt, and sustain a culture of continuous improvement, empowering leaders to problem-solve, innovate, and execute solutions that enhance the delivery of warfighting capabilities and fosters growth within NAVSEA.







GRGB means:

-  Collaborating
-  Challenging the status quo
-  Speaking up when you have an idea
-  Setting realistic and positive goals for a healthy work-life balance
-  Striving for excellence, everyday



Culture of Excellence [COE]

Nurture and encourage colleagues; build great leaders and teams, recognizing:

-  Everyone is a Sailor, both officer and enlisted. Civilians are a critical part of the Navy team
-  Our core values drive what we do
-  Great leaders & teammates shape great work cultures, nurture the best in people, and recognize excellence
-  Our people are tough and resilient—strong in mind, body, and spirit
-  Our leaders demonstrate great character and competence
-  Our teams are connected, collaborative, and inclusive