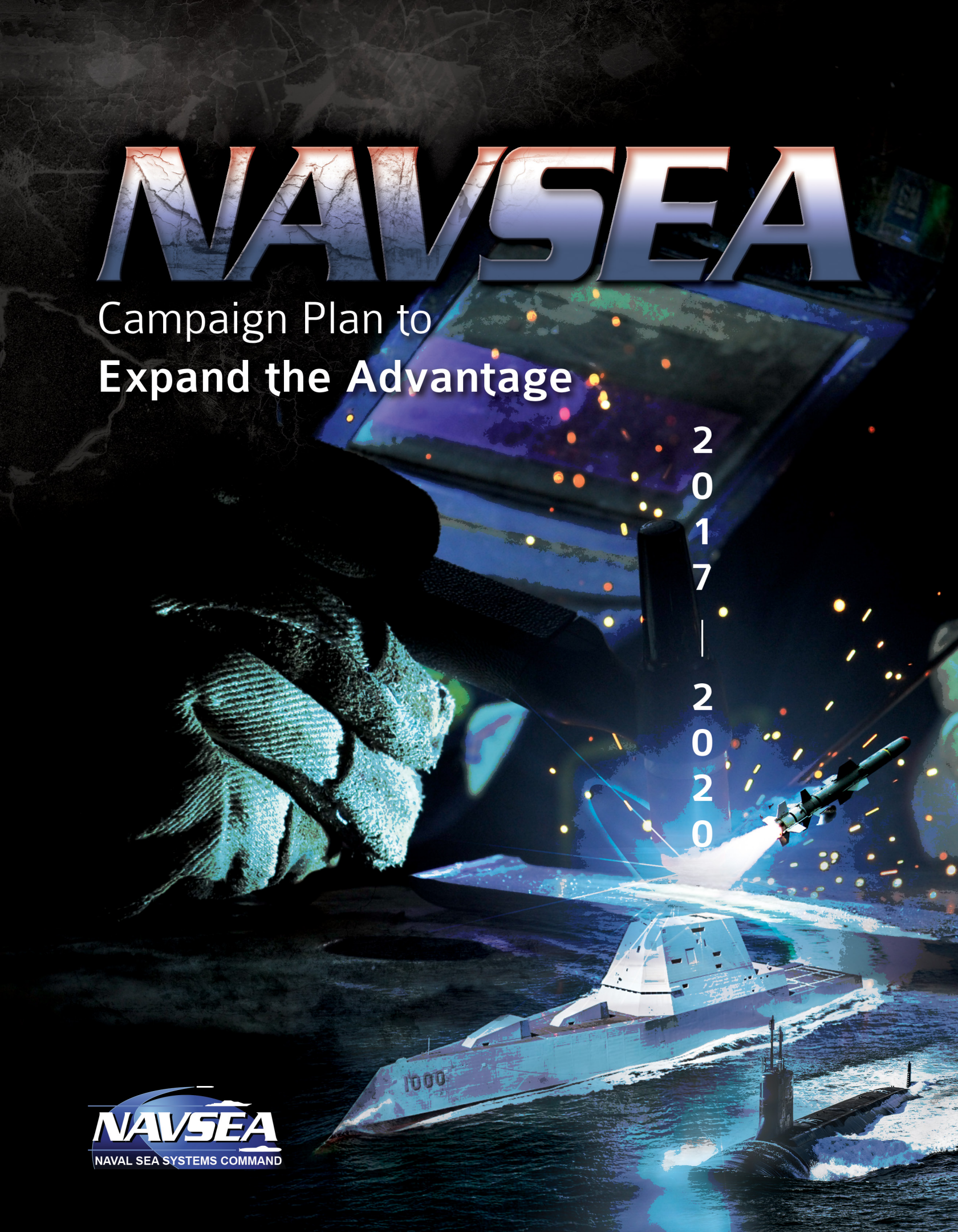
# NAVSEA

## Campaign Plan to
## **Expand the Advantage**

2017 | 2020




NAVSEA
NAVAL SEA SYSTEMS COMMAND

# Commander's Message

In today's global environment, the U.S. Navy protects America's interests at home and abroad by maintaining maritime superiority, deterring aggression, and providing humanitarian assistance. The cornerstone of our Navy's success is its ships, aircraft, and people — no other organization contributes more to our country's naval presence than NAVSEA. For 220 years, NAVSEA and its predecessor organizations have been responsible for the design, construction, delivery, maintenance, and disposal of our Navy's ships and associated systems.

The NAVSEA mission "to design, build, deliver, and maintain ships and systems on-time and on-cost for the United States Navy" underpins our priorities and aligns directly with the Navy's *Design for Maintaining Maritime Superiority*. Everything we do aligns to the *Design* and its four Lines of Effort that focus on warfighting, speed of learning, strengthening our Navy team, and building partnerships.

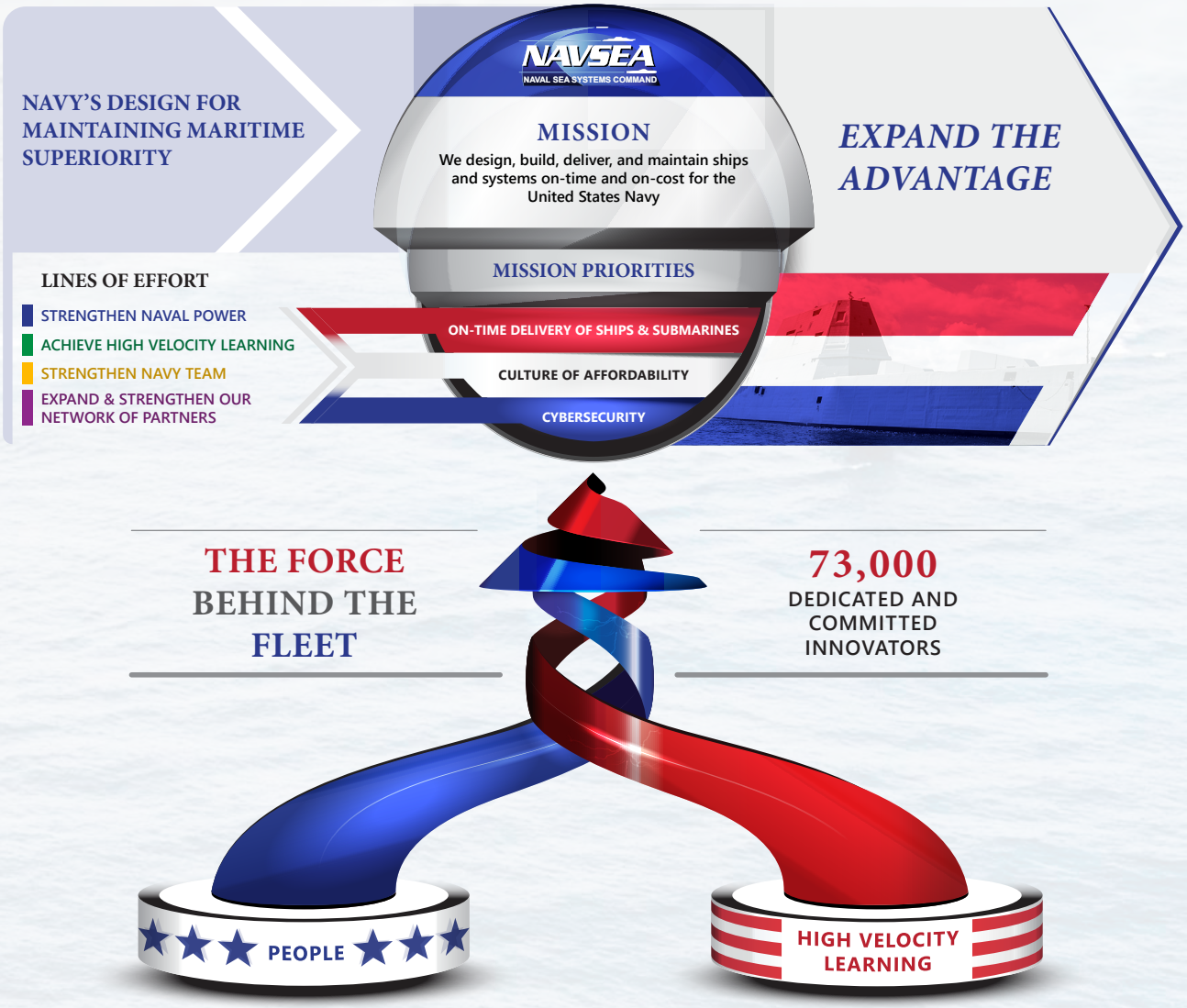
Why a Campaign? The strategic mission priorities and foundational lines of effort presented in this plan are a related series of activities that, when executed in conjunction with one another, will enable us to achieve mission success. These are not independent efforts that can be effectively executed on their own. They are inter-related and require communication, coordination, and leadership to achieve our desired results.

This Campaign is influenced by the operational and fiscal environment that define today's world. While we expect these external forces to be relatively consistent over the next several years, we must be ready to respond to unexpected changes. Our strength as a Navy and as a Nation is our ability to react to uncertainty with a sense of urgency, a confident and positive attitude, and pride in the products and services we provide to our Navy.

What we do is not easy, but I have the utmost confidence in the NAVSEA workforce to answer this Campaign Call to tackle our challenges head-on and expand our Navy's maritime advantage over our adversaries. I am proud to serve as your Commander and it is my privilege to be part of your effort in meeting these challenges. Thank you for what you do each and every day in support of this great Navy and great Nation. Share what you know and Win Them All!

VADM Thomas J. Moore
Commander, Naval Sea Systems Command

# NAVSEA Strategic Framework




The NAVSEA Strategic Framework flows from the Navy's *Design for Maintaining Maritime Superiority*. The *Design's* four Lines of Effort outline the overarching strategic vision for the Navy and encompass the actions to maintain and expand our maritime advantage.

This Campaign Plan is focused on three mission priorities: *On-Time Delivery of Ships and Submarines*, *Culture of Affordability*, and *Cybersecurity*. These priorities address today's challenges and provide the focus to achieve our mission and support the fleet. Our mission priorities may change over time, but our foundation will always be our exceptional workforce. Our dynamic, diverse, and innovative workforce is the *Force Behind the Fleet* and will *Expand the Advantage* in a high velocity learning environment.

In executing our mission priorities, we need to apply the right resources, in the right places, at the right times so our collective energy is focused on those forces that need to be changed. This alignment of effort requires active employee involvement, idea generation, and creativity. As our Campaign builds momentum, we will demonstrate how the power of working together, inspiring others, and igniting imaginations leads to more innovation, collaboration, and employee fulfillment.

# **Strategic Framework** - How it Fits Together

### The Framework Legend

*Why* = Our vision: "Expand the Advantage"

*What* = NAVSEA Mission

*Who* = Talented People of the NAVSEA Enterprise

*How* = Instill High Velocity Learning and create an environment of innovation, knowledge sharing and collaboration

*When* = Right Now!

## ORGANIZATIONAL CHALLENGE:

***Instill HVL principles and effectively manage idea flow, solve problems, and share knowledge through the ingenuity and collaboration of our workforce***

***Foundational Lines of Effort are the Critical Drivers for Overall Mission Success***

**Design for Talented People**

- Empowered Employees
- Sustainable Talent Pipeline
- Motivated Employees
- Growth and Development

## THE FORCE BEHIND THE FLEET

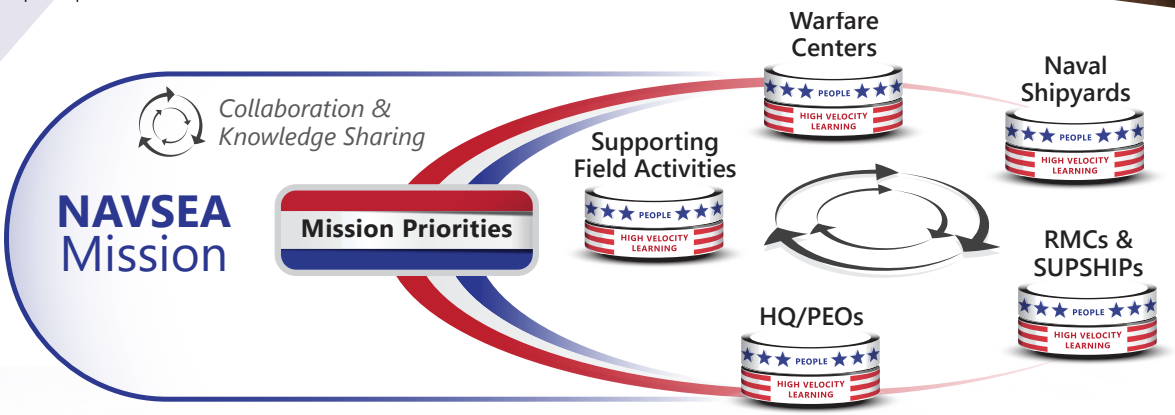
**Design for High Velocity Learning Environment**

- Innovation and Creativity
- Collaboration
- Knowledge Sharing
- Problem Solving

**LEADERSHIP CHALLENGE:** Create *Direction, Alignment* and *Commitment*

# Expand the Advantage

For as long as we've been a Nation, our Navy has played a key role in protecting the world's maritime system. Today, traditional and non-traditional forces threaten our safety both at home and abroad. Our technical and tactical advantage over our adversaries is being challenged as technology advances at a rapid pace. Every campaign requires a clearly stated and shared objective and vision. The overarching objective and vision of the NAVSEA Campaign is to expand the U.S. Navy's maritime advantage over our adversaries through our people, products, and services.

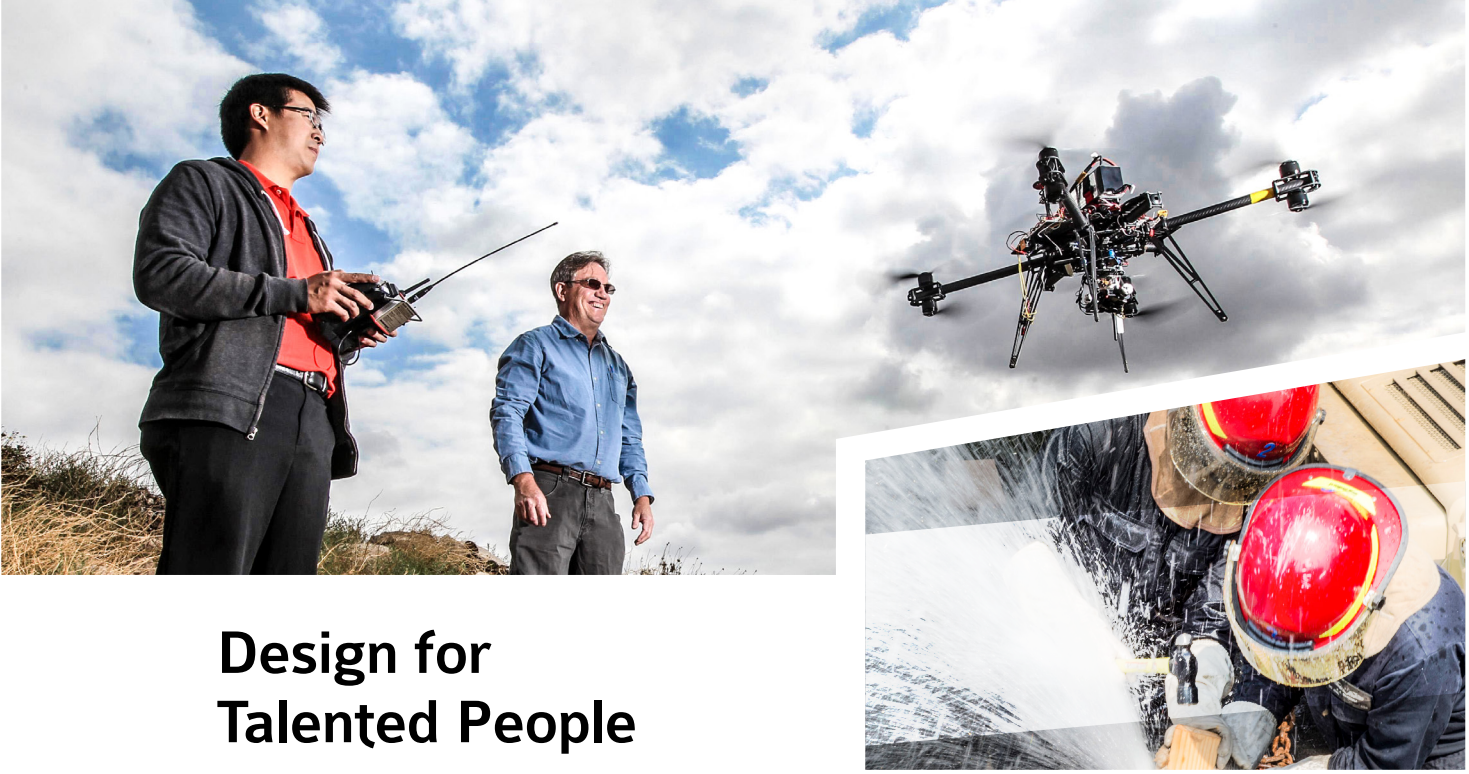



# The Force Behind The Fleet

Our Nation's greatest asset is its people and their ability to design and develop innovative solutions to meet any challenge. NAVSEA's dedicated workforce is the key to our Navy being ready to fight and win. We are the *Force Behind the Fleet!*

The *Force Behind the Fleet* is comprised of two foundational Lines of Effort: the Design for Talented People and the Design for a High Velocity Learning Environment. Mission success and our full performance potential is dependent on these design efforts. The Design for Talented People will promote an environment where employees are valued, empowered, and motivated, while being provided the opportunities to learn, grow, and develop both personally and professionally. In this environment, we both seek and value diversity in all its forms. The Design for a High Velocity Learning Environment will provide communication and education on the principles and concepts of High Velocity Learning and will support knowledge sharing, innovation, and collaboration across the NAVSEA Enterprise.

Our challenge is steep and is dependent on all employees to help the Enterprise learn *how* to more effectively manage innovation and idea flow, and collaborate through the sharing of best practices, ideas, and problem solving. NAVSEA is united by a shared value system and an unwavering commitment to our mission: to design, build, deliver, and maintain ships and systems on-time and on-cost for the United States Navy. Through our Design efforts, we will create a setting that supports and promotes our organizational values, enabling us to achieve anything we put our mind to.



# Design for Talented People

The NAVSEA workforce is the *Force Behind the Fleet* and the foundation of this Campaign Plan. For 220 years, the people of NAVSEA and its predecessor organizations have been the innovators who led the Navy from wooden ships to today's nuclear navy. Every member of the NAVSEA Enterprise is part of this rich history and is integral to continued successful accomplishment of our mission.

Our workforce is second to none. We are committed to ensuring that advantage continues by attracting, retaining, and developing a workforce inspired to embrace the extraordinary careers and unique opportunities within this great organization. This means providing the tools, training, resources, and facilities necessary to effectively perform their jobs. It also means providing opportunities to grow professionally, advance in their careers, and become the leaders of tomorrow.

Organizationally, we must improve our ability to predict and meet emergent and future workforce capability and capacity needs. We must also work together strategically to recruit and retain critical skills and align talent needed to meet the current and future demands of our mission.

Objectives to achieve desired results:

- Organize, align, and optimize existing and future workforce development and leadership programs to ensure we provide growth and development opportunities for our workforce.
- Motivate and inspire passion and commitment in our workforce by documenting and communicating NAVSEA's history, values, career opportunities, and unique mission requirements.
- Improve our analytical and technological processes to predict workforce capability and capacity needs.

## Design Intentions:

*Recruit, develop, and retain a workforce committed to the Navy core attributes of Integrity, Accountability, Initiative, and Toughness, and with the needed skills, at the right time, in the right place, and performing the right work to accomplish the mission in an affordable fashion.*

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**"To remain competitive – indeed superior – we will need a highly capable Navy Team....Our Team is our competitive advantage and is the key to our success"**

***Admiral John M. Richardson***
***Chief of Naval Operations***

# Design for a High Velocity Learning Environment

To *Expand the Advantage*, we must unleash the full potential of the 73,000+ innovators that comprise the NAVSEA team. We are taking a fresh look at how we tackle problems and evaluate new ideas every day. Our challenge is to solve problems faster, so we can get to the next problem sooner; learn from problem solving, so we don't repeat the same problems; and share what we learn, so the entire organization benefits from the knowledge.

The Design for a High Velocity Learning Environment provides a flexible, yet disciplined approach to learn, adapt, and innovate, helping to maximize performance and support the successful execution of our mission. It will embed a shared understanding of High Velocity Learning principles and concepts throughout the NAVSEA Enterprise and facilitate the identification and distribution of tools and processes for effective knowledge sharing, innovation, and collaboration.

A High Velocity Learning environment means being intolerant of waste and work-arounds, learning rapidly through disciplined problem solving, and widely sharing that learning — both successes and failures — to improve performance across the NAVSEA Enterprise. It means tapping the creativity of the workforce, encouraging a questioning attitude and informed risk-taking, and empowering employees to identify and pursue unique solutions to our complex challenges — all in support of the NAVSEA mission.

These adjustments in our day-to-day behavior require focused leadership at all levels that demonstrate our commitment to cultivate and reward rapid learning, innovation, and collaboration as the cornerstone of how we do business.

Objectives to achieve desired results:

- Provide effective communication and education of High Velocity Learning principles and concepts.
- Identify and remove organizational barriers to achieving a High Velocity Learning environment.
- Implement processes and technologies that maximize information and knowledge sharing across the NAVSEA Enterprise.

## Design Intentions:

*Realize a NAVSEA Enterprise with a common understanding of High Velocity Learning principles that unleashes innovation, collaboration, and rapid learning through employee empowerment and contribution.*

# On-Time Delivery of Ships and Submarines

Ensuring maritime superiority requires a ready and capable fleet of ships, submarines, and associated systems. Our Combatant Commanders rely on us to provide the assets they need, when they are needed. Our ability to deliver ships from new construction and out of maintenance availabilities on-time and with the requisite quality and safety is critical to meet this demand. The fleet relies on NAVSEA to get this right. At any given time, approximately 40% of our ships and submarines are in the hands of NAVSEA, either in CNO availabilities or other windows of opportunity. Achieving on-time delivery of ships and submarines requires a multi-faceted approach.

Objectives to achieve desired results:

- Reduce execution risk by establishing stable requirements and predictive planning.
- Improve productivity by focusing on supervisory proficiency and accelerating training and leadership development at every level.

- Evolve surface ship contracting strategies to increase contractor accountability and drive performance and ensure contracting strategies more effectively manage production capacity.
- Improve materiel delivery system to reduce and/or eliminate waste and work stoppages.
- Establish and follow processes to ensure non-stop execution of work.
- Invest in capital equipment, information technology and industrial plant infrastructure to improve productivity, reduce cycle time, and increase capacity.
- Build an environment that promotes increased levels of collaboration and high velocity learning at all levels.

## Mission Priority Success:

*Meet our commitment for on-time delivery of ships and submarines to the fleet.*

# Culture of Affordability

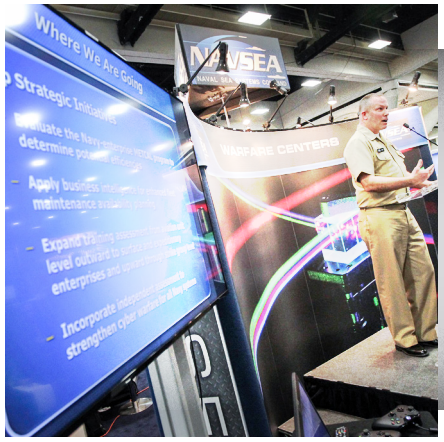
The American people expect us to invest their money wisely to protect them in a dynamically-evolving security environment. The pressures in the current fiscal environment make it critically important to improve our performance and respond to the challenges and demands placed on the Navy by the Combatant Commanders. We must ensure every dollar counts and increase our focus on cost judiciousness. Every opportunity to reduce the cost of our products, processes, and day-to-day business has a great impact as we continue to look for ways to build, acquire, and maintain ships and ship systems more affordably. This is a key enabler for maintaining the ships we have and ensuring we have the funds necessary to build the next generation of naval vessels.

Objectives to achieve desired results:

- Leverage and expand affordability and innovation initiatives.
- Identify and eliminate barriers that restrict affordable/cost conscious behavior.

## Mission Priority Success:

*Meet the Combatant Commander's demand signal with the fiscal resources available to us.*




# Cybersecurity

The U.S. and our international partners are increasingly dependent on electronic data and information systems to operate, communicate, and deliver essential services. Our adversaries continue to develop and adopt unprecedented techniques to deny, disrupt, disable, or cause physical damage to our forces and infrastructure through electronic attacks. Therefore, Cybersecurity remains both a challenge and warfighting imperative for the U.S. Navy. NAVSEA plays a critical role in our Navy's Cybersecurity mission. We are charged with protecting afloat- and ashore-based systems (e.g. machinery control, combat system control and ashore-based information technology) from both insider and external threats. To do this effectively, we must integrate Cybersecurity into every facet of our business to protect, detect, react, and restore our systems from cyber-attacks.

Objectives to achieve desired results:

- Increase our collective level of knowledge regarding Cybersecurity threats, processes, procedures, and tools that enable us to effectively support the fleet.
- Affordably integrate Cybersecurity into our current and future products.
- Transition to and effectively execute our assigned responsibilities within the new information security system known as the Risk Management Framework (RMF).

## Mission Priority Success:

*Prevent, detect, characterize, and mitigate cyber-attacks on our shipboard and shore networks.*

# Leadership Commitment

This Campaign Plan sets the Enterprise direction and will be complemented by a leadership strategy to transform intent into practice and ensure NAVSEA reaches its full performance potential. Achieving our mission priorities will not be easy, nor will they occur on their own. Everyone in NAVSEA has a role in our collective success. Strategic leadership at all levels shapes an organizational environment that contributes to creating *Direction*, *Alignment*, and *Commitment* across the Enterprise in support of the Campaign. Direction is understanding and agreement on goals (our mission priorities); Alignment is coordination of work to ensure we're working on the right things and in an effective way; Commitment is the day-to-day dedication to the success of the Enterprise and the Campaign Plan to include resourcing the plan with people, time, and funding.

In execution, we will establish the following processes to maximize our performance and effectiveness:

First, develop detailed Execution Plans for each of the three mission priorities. These plans spell out how we translate the mission priorities and their associated objectives into measurable, focused results. The plans document specific initiatives for each mission priority objective, as well as establish a timeline and quantifiable targets and metrics for each initiative.

Second, develop Design Plans for each of the two foundational lines of effort. These plans are the blueprint for how we address the critical drivers for overall mission success and meet associated Design Intentions.

Third, our leadership team will monitor progress through regular review sessions and adjust Execution and Design Plans, as needed. We will hold each other accountable for progress through these reviews and presentations at the Commander's Leadership Forums.

Finally, and most importantly, everyone in NAVSEA must engage in this process. Leaders must ensure their people have the freedom and latitude to share ideas and try new and innovative techniques to address issues. Only through your engagement, trust, collaboration, and ingenuity will we be successful. I'm counting on each and every one of you to ensure this success. The greatest Navy in the world requires nothing less.

**Mission Priority Execution Plan Elements**

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|---|---|
| Mission Priority Goals | Broad, long-term focus areas and goals that define what is considered accomplishment of the mission. |
| Objectives | Specific, realistic steps that are to be accomplished over a mid to long-term period to achieve mission priority goal(s). |
| Initiatives | Specific, quantifiable, shorter-term steps to be taken to achieve progress towards an objective(s). |
| Targets | The agreed upon quantifiable result that you wish to achieve over a definitive timeframe. |
| Measures/ Metrics | A precise description of what will be measured to monitor progress. |

"Our competitors are moving quickly, and our adversaries are bent on leaving us swirling in their wake"
Admiral John M. Richardson
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