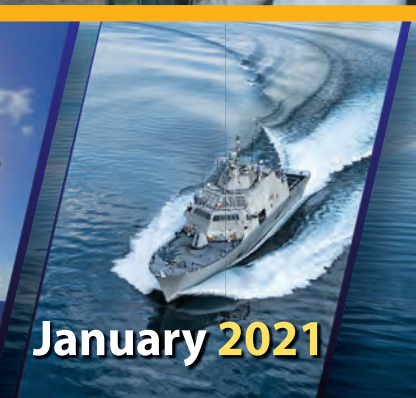


# NAVSEA

## Campaign Plan to Expand the Advantage 3.0



January 2021



## Commander's Message

As a nation and as a Navy, we are being challenged in ways we have not been in many years. The renewal of the Great Power Competition with China and Russia has fundamentally changed the conversation with respect to the strategic defense of our country and allies. One thing that remains unchanged however, is that the U.S. Navy protects America's interests at home and abroad. It protects these interests and provides stability around the world by operating forward. The cornerstone of our Navy's capability and success to operate forward is in its ships and submarines. To that end, it is NAVSEA's fundamental responsibility to provide our Fleet Commanders with the capabilities required to maintain maritime superiority, deter aggression, defeat our enemies in combat and provide humanitarian assistance in times of crisis. I will tell you, hands down, no other organization contributes more to advance our country's naval presence than NAVSEA.

This Campaign Plan (3.0) builds on the foundation of Campaign Plan 2.0 and the work of the ONE NAVSEA team with a focus on executing our mission and ensuring our team is postured for an unpredictable future. The NAVSEA Mission "to design, build, deliver, and maintain ships, submarines, and systems reliably, on-time, and on-cost for the United States Navy" underpins my priorities and aligns directly with the *CNO Navigation Plan*. Everything we do will align to the *CNO Navigation Plan* and its focus areas of Readiness, Capabilities, Capacity, and Sailors in our continued efforts to *Expand the Advantage*.

What we do is not easy. Campaign Plan 3.0 outlines what we will do better, what we will do faster, and how we will sharpen our edge. My commitment is to help you succeed by removing barriers and ensuring you have the resources you need. I ask you to be engaged, ask questions, challenge assumptions and strive for excellence. Together, we must be relentless in executing our mission and looking for ways to improve and stay the best!

Thank you for all you do for our Navy and our Country every day. Stay Safe, Stay Engaged, and Keep Charging!

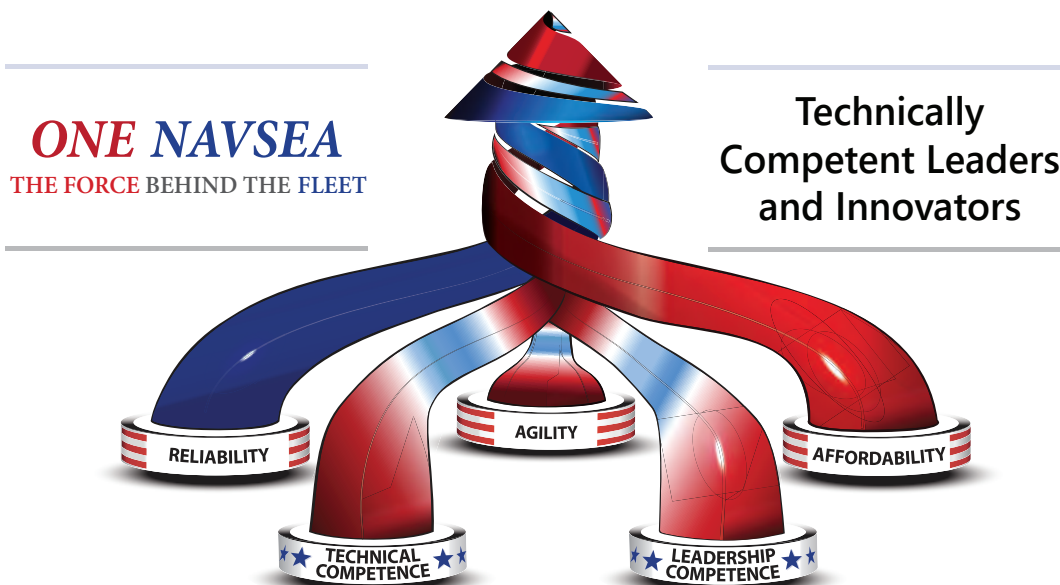
VADM William J. Galinis  
Commander, Naval Sea Systems Command

# NAVSEA Strategic Framework 3.0

NAVSEA's Strategic Framework flows directly from the *CNO Navigation Plan* and its focus on Readiness, Capabilities, Capacity and Sailors. The NAVSEA Strategic Framework outlines what we must do to expand our maritime advantage and deliver on the CNO's priorities. This Campaign Plan focuses on three mission priorities:

- *Deliver Combat Power: On-Time Delivery of Combat-Ready Ships, Submarines and Systems*
- *Transform our Digital Capability*
- *Build a Team to Compete and Win*

These priorities address today's challenges and provide the focus for executing our mission and ensuring our ONE NAVSEA team is postured for an unpredictable future. Our five core principles of **Technical Competence**, **Leadership Competence**, **Reliability**, **Affordability** and **Agility** underscore NAVSEA's mission and represent the attributes that guide our decision-making and operational behavior.



# History and Heritage of NAVSEA



- **Naval Act of 1794** established a permanent standing naval force
- Joshua Humphreys and Commodore John Barry charged with overseeing the design and construction of the original six frigates



USS Constitution



- **Navy Department** established to provide a government organization structure to the U.S. Navy



- **Board of Naval Commissioners** oversaw business of the Navy



- **Bureau system** established:  
**Bureau of Construction and Repair & Bureau of Ordnance** among 5 original Bureaus



First Chief of the Bureau of Construction, Equipment & Repair: Commodore David Conner



- **Bureau of Ships** established from merger of Construction & Repair and Engineering
- **Bureau of Naval Weapons** established from merger of Ordnance and Aeronautics



- **SYSCOMs** established:  
Bureau of Ships becomes **Naval Ship Systems Command**  
Bureau of Naval Weapons becomes **Naval Ordnance Systems Command**



First "COMNAVSEA": VADM Robert C. Gooding



- **Naval Sea Systems Command** established from the merger of Naval Ship and Naval Ordnance Systems Commands



**Technical Cornerstone of the U.S. Navy for over 225 Years**

**A**s a maritime nation, our security and prosperity depend on the seas ...  
 ... Great Power Competition is threatening our nation's collective security by undermining the free and open conditions at sea and shrinking our technical and tactical advantage. NAVSEA's vision and mandate to expand our Navy's competitive military advantage over our competitors remains unchanged!



## Mission

**We design, build, deliver and maintain ships, submarines and systems reliably, on-time and on-cost for the United States Navy**

## Vision

**Expand the Advantage**

# ONE NAVSEA

**O**ur nation's greatest asset is its people with our ability to design and develop innovative solutions to challenging problems. NAVSEA's dedicated and diverse workforce designs, builds, delivers and maintains the most powerful Navy in the world.

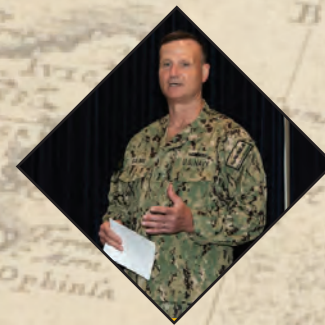
ONE NAVSEA means teamwork, building trust and leveraging and helping each other to make each of us successful.

*We are The Force Behind the Fleet!*



# Core Principles

*We are defined individually and as an enterprise by our core principles of **Technical Competence, Leadership Competence, Reliability, Affordability and Agility**. These principles are foundational to how we operate and guide us each day in the decisions we make and actions we take while executing our mission. We hold ourselves to these principles and support each other in their application, such that they become a seamless part of our culture.*



## Technical Competence

## Leadership Competence

**T**echnical competence is foundational to everything we do. It applies equally to all areas of our business from engineering and program/project management to financial management, contracting, human resources, legal, diving and salvage, quality assurance, logistics and critical production trades. Technical competence is not guaranteed. Technical Competence is built and reinforced every day. We are committed to provide support to the members of our ONE NAVSEA team in continuing to develop the exceptional and diverse skills necessary to successfully complete our mission and remain the best at what we do.

**L**eadership is the ability to build, develop and inspire a team to execute the mission. Like Technical Competence, leadership is foundational to what we do and the opportunity to lead must be earned every day. We are committed to building leaders and developing leadership talent at all levels across the ONE NAVSEA team. Focusing on fairness and trust, we will provide equal opportunities and build leadership talent with a keen focus on tactical execution and strategic thinking. We will lead the way in solving the Navy's toughest technical and programmatic challenges.

- **We are principled in exercising Technical Authority and taking measured and deliberate risk with a full understanding of mitigations and outcomes**
- **We are top-rate problem solvers and the best at what we do**
- **We are committed to develop and sustain expertise in all areas of our business**

- **We are committed to recruiting, developing and retaining technical leadership talent for NAVSEA and our Navy**
- **We provide fair and equitable opportunities to build and develop leadership skills**
- **We develop technically competent leaders to guide teams and drive issues to closure**

# Reliability

Across the Enterprise, we must consider the impact to the warfighter in everything we do. Our Sailors and Marines, our principal customers, as well as our teammates, depend on each one of us to act responsibly and ethically in delivering high quality, reliable and sustainable platforms, systems and support. This is especially important as the average age of the Fleet and complexity of our ships and systems continues to increase. As an organization and as individuals, we are steadfast in our commitment to the Navy core values of *Honor*, *Courage* and *Commitment*. We are “radically transparent” and trust one another to enable decisions and execute actions that are in the best interest of our customers, provide value to our Nation and increase our quality of life.

- We provide the fleet the capability they need, when they need it
- We deliver systems with the requisite quality and safety that perform as advertised and meet expected service life
- We place trust in our fellow teammates to make appropriate decisions and execute our mission
- We are disciplined in our actions and take seriously the daily commitments we make to ourselves, our teammates and our customers



# Affordability

A focus on affordability must be at the forefront of our thinking and considered in every decision we make. We must ensure a holistic approach that considers the end-to-end system and full life cycle cost of our products where cost and affordability are as much a part of the trade-off and risk assessment process as technical and schedule considerations. We must leverage technology and advances in digital capability to improve our technical practices and re-imagine our business processes to ensure we get the most from our resources within all areas of our complex business and throughout the lifecycle of the ships, submarines and systems we build and maintain.

- We challenge all assumptions
- We are relentless in looking for ways to improve
- We learn from history and actively share and apply lessons learned
- We consider the implications of our decisions and actions on the cost to the Navy to ensure we make every dollar count



# Agility

We continue to face external threats on a grand scale. The dynamic nature of today’s global security environment, marked by a rapid rate of change and demands for increased naval presence around the globe, is driving new naval force structure designs, and with it, setting a new course for Navy shipbuilding, systems development and sustainment in the coming decades. Threats on a microscopic scale have driven changes in our physical work environment and how we interact to perform our work, while at the same time, opening the door to re-imagine everything about how we do our jobs and the capabilities we provide. These threats challenge us every day to anticipate change, continuously adapt and ensure our empowered workforce is equipped with the right tools and processes to respond with urgency in meeting our mission.

- We adapt and pivot to emergent issues and changing requirements with timeliness and responsiveness
- We operate with a sense of urgency
- We empower our workforce and push decision-making down to the lowest levels
- We value innovation and think differently to find a competitive advantage

# Mission Priorities

## Deliver Combat Power: On-Time Delivery of Combat-Ready Ships, Submarines and Systems

The vision of the U.S. Joint Force articulated in our *National Military Strategy* (NMS) is a force capable of defending the homeland and projecting power globally, now and into the future. Together with the United States Marine Corps, our Navy is at the core for fulfilling that vision. As a maritime nation, our U.S. Navy is instrumental in protecting and advancing our nation's prosperity and security in the face of renewed Great Power Competition. It is NAVSEA's mission to design, build, deliver and maintain both the current and future Fleet. Our Combatant Commanders rely on NAVSEA to provide the combat-capable assets they need, when they need them. Together with industry, we will meet that demand by delivering ships from new construction and maintenance availabilities on-time, within cost, fully tested and combat-ready with the requisite quality to ensure reliable ships, submarines and systems. We will be true to our commitments – to ourselves, to each other, and to our Navy.

***"We must ensure the fleet's readiness today so we can deliver credible ready forces tomorrow. This includes the prioritization of force design and the delivery of naval forces capable of imposing lethal power to any adversary and aggressive pursuit of increased lethality and modernization across the Navy."***

**Admiral Michael M. Gilday**  
Chief of Naval Operations





**Focus Areas to achieve desired results:**

- **Planning:** Get the requirements and planning right up-front, drive stability in requirements, and establish accurate and executable plans and schedules
- **Workload/Resource Capacity Balance:** Ensure the balance of resources (people, facilities, funding) with anticipated workload
- **Material:** Improve supply chain performance and material forecasting and availability
- **Execution:** Be relentless on execution and in looking for ways to improve productivity, drive out cost, increase productive capacity and decrease availability timelines
- **Innovation:** Develop new capabilities in emerging technology areas that will be critical for the Fleet’s future missions
- **Emergent Battle Damage Assessment and Repair:** Develop plans, strategies and training regimens to enhance and maintain Enterprise proficiency and ensure effective response to emergent battle damage to ships, submarines or systems
- **Fire Safety Prevention, Detection and Response:** Establish a consistent and robust fire safety and protection posture across the Enterprise to improve fire protection, damage control and firefighting doctrine, minimize the occurrence of preventable mishaps and ensure timely and effective response to future mishaps
- **Infrastructure:** Execute the Shipyard Infrastructure Optimization Program (SIOP) and develop a similar 30 year strategic plan for Regional Maintenance Center (RMC) and Warfare Center infrastructure with a focus on mission effectiveness, energy efficiency, weather resiliency and quality of life for the workforce
- **Information Technology (IT):** Pursue IT improvements across the Enterprise to enhance combat power and ensure effective implementation of Logistics IT for Navy Maintenance, Repair and Overhaul (N-MRO)
- **Contracting:** Establish and implement contract strategies that balance risk, provide for stable & predictable workload, effective change management, and build constructive, accountable contractor relationships at all levels while decreasing cycle time to get contracts in place
- **Initiative Implementation:** Ensure rigorous follow-through of initiatives across the Enterprise and particularly in execution on the waterfront

**Mission Priority Outcome:**

*Combat-ready ships and submarines available for unrestricted operational tasking.*



# Transform Digital Capability

The modern digital age has impacted all aspects of our business. The expanded cyber domain has increased our need for security awareness and offered advances in C5ISR capabilities. Rapid technological advances in cloud computing, additive manufacturing, robotics, autonomy, directed energy and artificial intelligence are changing the way we design, build, operate and maintain today's fleet.

Advancing our digital advantage requires an Enterprise mind-set across every facet of our business. Successful digital transformation requires development and integration of a wide-range of capabilities to improve performance, unlock new opportunities, drive innovation, deliver new efficiencies, and inform analytic-based decision-making.



## Focus Areas to achieve desired results:

- **Strengthen our cybersecurity efforts** by integrating cybersecurity into system design:
  - o Affordably integrate Cybersecurity
  - o Enable Cyber Operational Readiness
  - o Understand the Cyber terrain and reduce Cyber risk
  - o Improve the Cyber competence of our workforce
- **Build on our digital engineering capability** through the integration of digital tools, data, processes, and infrastructure to improve engineering practices in design, manufacturing, maintenance, and operation enabling systems to reliably perform their mission at the lowest possible lifecycle cost:
  - o Formalize the development and integration of models to advance predictive analysis, reduce or prevent operational downtime and drive on-time delivery from maintenance availabilities
  - o Incorporate technology innovation to improve engineering practice and readiness management
  - o Embrace additive manufacturing as a driver to enhance warfighting capabilities, increase readiness, accelerate capability development, and improve sustainment of our systems
  - o Provide an enduring authoritative data and knowledge source
  - o Establish supporting infrastructure and transform culture
- **Advance our business processes** through adoption and implementation of digital tools to enhance our workforce experience, as well as technologies, processes, and data analytics to improve organizational capability and reimagine our business models with digital technology central to how we operate:
  - o Empower our workforce by providing them with training required to be digital-savvy and tools to enhance their analytics capabilities
  - o Expand, integrate, and streamline the NAVSEA Business System-of-Systems Enterprise Architecture with further integration of business tools and solutions
  - o Develop and enhance our predictive analytic capabilities
  - o Ensure decisions and recommendations are driven by data and analytics
  - o Apply Artificial Intelligence (AI) and Machine Learning to enhance our Robotic Process Automation (RPA) capabilities across our enterprise digital business solutions

## Mission Priority Outcome:

*Secure and enhanced warfighting capabilities and improved decision-making and response driven by data and analytics.*

***“We will leverage the power of networks, cloud-computing, machine learning, and artificial intelligence – including tactical clouds on our platforms and shore infrastructure – to connect all weapons and sensors. Digitization increases lethality, integrates new technologies, and improves information warfare capabilities.”***

Admiral Michael M. Gilday  
Chief of Naval Operations

# Build a Team to Compete and Win

The ONE NAVSEA team is the “Force Behind the Fleet” and the indispensable technical foundation upon which the Navy operates. We must ensure our workforce has the tools, training, resources and facilities to enable them to perform their jobs and achieve mission success. Fundamental to this continued mission success and the long-term health of our team is a positive and constructive culture. The ONE NAVSEA team must be built and sustained on a culture of excellence, characterized by integrity, trust, toughness and competence.

We must commit to building a team and providing a workplace environment where all members of the workforce – civilian, military, and contractor – feel they are a valued and respected member of our team, that their work is important for our Navy and our Nation, where all know they have opportunities to contribute and advance, to grow and develop in their careers, and will be treated fairly and recognized appropriately for their efforts. The concepts of fairness, inclusion, empowerment, and transparency, with equal opportunities for all members of the workforce to compete and win are foundational to building this environment.



***“Our Sailors — active and reserve and the civilians who enable them — are the true source of our naval power.”***

CNO Navigation Plan 2021

**Focus Areas to achieve desired results:**

- **Build and sustain technical, business and leadership competence** in all functional areas and at all levels
- **Develop, instill, and sustain a constructive culture and workplace environment** that maximizes mission success and employee fulfillment
- **Enhance our team through expanded partnerships** with industry, academia, and other government organizations
- **Build a learning organization** through collaboration and teamwork across the NAVSEA Enterprise
- **Ensure fairness and equal opportunity** for advancement, mentoring, training, and all areas of professional development
- **Ensure succession planning utilizing workforce analytics** to anticipate future workforce requirements and grow our future leaders
- **Implement effective retention strategies** to affirm an attractive workplace culture to decrease turnover and maintain a diverse and high-performing workforce

**Mission Priority Outcome:**  
*A world class team built on exceptional technical proficiency and leadership competence.*





## Tracking our Execution - NAVSEA Corporate Board

We will monitor and measure our progress against the Campaign Plan through the NAVSEA Corporate Board. Enterprise-level key performance indicators (KPIs) and supporting business unit metrics will be established for the key focus areas of each Mission Priority and reviewed by the Corporate Board on a monthly basis to ensure we're on track to meet our intended targets. Data will be transparent and available to the workforce to build trust and hold each other accountable. As needed, the Corporate Board may adjust goals and objectives to align with the changing environment or meet new demand signals from the Fleet and Navy leadership.

Members of the NAVSEA Corporate Board are guided by the following covenants to affirm their binding promise and commitment:

*I will assume positive intent.*

*I will hold an Enterprise focus and support what is best for NAVSEA and what is best for the Navy.*

*I will inform the discussion with constructive debate and avidly support all final decisions.*

While the Corporate Board provides executive-level review, it is you and your engagement that will lead us to success. Leaders must ensure our empowered workforce has the freedom and latitude to share ideas and try new and innovative approaches to meet our complex challenges. Only through engagement, trust, collaboration, and ingenuity will we be successful. We are counting on each and every one of you to ensure this success. The greatest Navy in the world requires nothing less.



# Leadership Commitment

This Campaign Plan establishes Enterprise priorities and direction. Achieving our mission priorities is not easy and calls for every member of the NAVSEA Team to play an active role in our collective success. Empowered leadership is required at all levels to shape an organizational culture that contributes to creating Unity of Purpose, Alignment and Commitment across the Enterprise in support of the Campaign. Unity of Purpose is understanding and agreement on goals (our Mission Priorities); Alignment is coordination of work to ensure we are 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.

***“Our leaders will find the real levers of performance through data-driven insights. When confronted with a barrier to moving a key performance lever, we must remove it or elevate it to a specific leader to address.”***

**Admiral Michael M. Gilday**  
Chief of Naval Operations

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***"America is a maritime nation — our security and prosperity depend on the seas. Failing to maintain our advantage at sea will leave America vulnerable. We have to move decisively — and do it now."***

CNO Navigation Plan 2021

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