

Commander's Intent & Campaign Plan 3.0 Preview

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Today, as a nation, we are in challenging times – engaged in a Great Power Competition, working through the ongoing pandemic, and engaged in a rigorous debate on equality for all. One thing remains unchanged however, and that is that 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 the Navy's ships and submarines. I will tell you, hands down, no other organization contributes more to advance our country's naval presence than NAVSEA.

My intent is to build on the foundation of Campaign Plan 2.0 and the work of the ONE NAVSEA team with a focus on executing our mission and ensure our team is postured for an unpredictable future. We will evolve our current efforts to reflect the progress we have made to further step up our game in supporting the requirements of the Department of the Navy. The NAVSEA Team has demonstrated over many years that we are top-rate problem-solvers and the best at what we do. My commitment is to help you succeed by removing barriers and ensuring you have the resources you need. Together we must be relentless in executing our mission and looking for ways to improve and stay the best!

Our strategic direction and vision to *Expand the Advantage* of our military over our adversaries is sound. 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's *FRAGO 01/2019: A Design for Maintaining Maritime Superiority*. Everything we do will align to the FRAGO and its focus on Warfighting, Warfighters, and the Future Navy.

Mission Priority #1: Deliver Combat Power – On-Time Delivery of Ships, Submarines, and Systems

Building and delivering combat power to the warfighter remains our top priority. Our Combatant Commanders rely on NAVSEA to provide the combat-capable assets they need, when they need them. We will meet that demand by delivering ships from new construction and out of maintenance availabilities on-time, war ready, and complete with the requisite quality to ensure reliable ships, submarines, and systems. Along with our industry partners, there is no team better at delivering this combat capability. We will be true to our commitments – to ourselves, to each other, and to our Navy. Even in these unprecedented times highlighted by the ongoing pandemic, we must maximize mission and get back to on-time delivery of ships with a coordinated focus on these broad areas:

- **Planning:** Get the requirements and planning right up-front, drive stability in requirements, and establish accurate and executable plans / 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. Achieve on-time delivery, fully tested and complete, with the requisite quality to ensure reliable and capable ships, submarines, and systems
- **Infrastructure:** Execute the Shipyard Infrastructure Optimization Program (SIOP)
- **Information Technology (IT):** 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 in execution on the waterfront

Mission Priority #2: Transform Digital Capability

Digital transformation remains a top priority and 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.

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Our digital transformation efforts will focus in these areas:

- **Strengthen our cybersecurity efforts** by integrating cybersecurity into system design:
 - Affordably integrate Cybersecurity
 - Enable Cyber Operational Readiness
 - Understand the Cyber terrain and reduce Cyber risk
 - 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:
 - Formalize the development and integration of models to include but not limited to Condition Based Maintenance (CBM), Energy Management Systems (GENYSIS), and Model Based Product Support (MBPS)
 - Incorporate technology innovation to improve engineering practice and readiness management to include but not limited to digital manufacturing, DevSecOps, Virtual Ship Pilot, and eRM and SWFTS Vanguard
 - Embrace additive manufacturing as a driver to enhance warfighting capabilities, increase readiness, accelerate capability development, and improve sustainment of our systems
 - Provide an enduring authoritative knowledge source
 - 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:
 - Empower our workforce by providing them with training required to be digital-savvy and tools to enhance their analytics capabilities
 - Expand, integrate, and streamline the NAVSEA Business System-of-Systems Enterprise Architecture with further integration of business tools and solutions
 - Develop and enhance our predictive analytic capabilities
 - Ensure decisions and recommendations are driven by data and analytics
 - Apply Artificial Intelligence (AI) and Machine Learning to enhance our Robotic Process Automation (RPA) capabilities across our enterprise digital business solutions

Mission Priority #3: Build a Team to Compete and Win

The day I took command, I told you that your ideas and your role as a member of the ONE NAVSEA team are key to NAVSEA's mission success, serving as the indispensable technical foundation upon which the Navy operates. Your work is why NAVSEA is the best at what we do – but there is no guarantee we will remain the best at what we do. We have to earn that every day. 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 opportunity 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.

Building a team to compete and win will focus in these areas:

- **Build and sustain technical 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
- **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
- **Implement effective retention strategies** to affirm an attractive workplace culture to decrease turnover and maintain a diverse and high-performing workforce

These mission priorities are underscored by the NAVSEA core principles of *affordability, reliability, agility, and technical competence* -- drivers in our decision-making and foundational to how we operate. This is hard stuff. I'm counting on your engagement for this plan's success and the success of NAVSEA. There can be no bystanders.

NOTE: This Commander's Intent sets the framework for "NAVSEA Campaign Plan to Expand the Advantage 3.0", planned for release by the end of the calendar year.