WARFARE CENTERS
STRATEGIC PLAN
2020 - 2024

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Change is the one constant in life; meeting it head on is one of the characteristics that have defined the relevance of the Warfare Centers. It’s what helps us continue to perform a singular and vital role as stewards and honest brokers of naval technical capabilities, critical knowledge, and unique facilities.

In the 2020-2024 Warfare Centers Strategic Plan, we have created a roadmap to the future that updates the preceding Warfare Centers Strategic Business Plan (SBP) and adjusts for changing environmental and internal drivers. Like the SBP, the Warfare Centers Strategic Plan will apply across our One Warfare Centers Team - two Warfare Centers and ten Divisions - and advance the principles set out in the Enduring Relevance document, which is included at the end of this plan.

Warfare Centers strategic planners will also develop an Execution Plan with measurable short-term actions and metrics that will be updated annually. The Strategic Plan is informed by and aligned to higher-level guidance while ad-dressing unique Warfare Centers’ value and needs as we forge ahead to achieve our vision: Enabling Maritime Superiority – Today, Tomorrow and the Navy After Next.

Our Goals:

Our four goals can be summarized as:

- Empowered workforce
- Technical and business excellence
- Enhanced partnerships
- Relevant innovation
1. Empowered Workforce

The Warfare Centers’ strength is our people. We must therefore hire, train, and develop the best scientific, technical, engineering, business, and administrative personnel to take on existing and emerging challenges. As we look ahead, we need to identify and build the right mix of skills in the technical and business fields to enable us to deliver technical advice and solutions across the full-spectrum life cycle of the U.S. naval force’s platforms and systems – from basic research through in-service engineering. To ensure that each and every member of our workforce is able to contribute to mission success, we must give them the necessary tools to operate in an environment that encourages their optimal performance. We must create and sustain a culture of diversity and inclusion, empower personnel to lead at all levels, and equip them with a modern infrastructure. The Warfare Centers must fully commit to having a robust system of knowledge transfer and management, including mentoring, succession planning, and networking tools.

Goal:

Be the employer of choice, ensuring our total workforce is empowered, organized, resourced, trained and equipped to satisfy the Navy’s evolving mission needs.

Objectives:

1. Recruit, retain, and develop the best personnel at all levels, and nurture future leaders.
2. Develop and sustain required capabilities.
3. Instill a culture of diversity, inclusion, and engagement.
4. Invest in modernized physical and virtual infrastructure.
5. Remove barriers and think differently.
2. Technical and Business Excellence

It is imperative that we excel in pursuit of our mission, now and in the future, to allow U.S. naval forces and our allies to dominate future conflicts from the seafloor to space and across the information and data domains. Our enduring relevance as the Warfare Centers stems from our ability to safeguard the technical success of naval programs; deliver an array of responsive options and services for fleet needs; and ensure that systems are safe and secure, integrating cybersecurity throughout the life cycle of our products. Our success will hinge on a strong foundation of technical and business capabilities and processes that are effective, efficient, innovative, and adaptable. To safeguard our technical and business excellence, we must balance risk and compliance by challenging all assumptions and taking targeted risk.

Goal:
Pursue technical and business excellence to strengthen the Warfare Centers’ ability to deliver decisive solutions to the warfighter across maritime (all warfighting) domains for the Navy of today, tomorrow and the future.

Objectives:
1. Advance connectivity, improve virtual infrastructure, and obtain the necessary tools to support the Navy’s digital transformation.

2. Transform and improve technical and business processes by challenging the fiscal and policy constraints that prevent us from “going faster.”

3. Ensure recommendations and decisions are driven by data and analysis.
3. Enhanced partnerships

Partnership and collaboration, both internal and external, are critical enablers to delivering innovative and rapid solutions. We must work collaboratively across the two Warfare Centers and ten Divisions, other government organizations, academia, and industry, to bring together solutions that address national security challenges. We will foster the collaborative spirit and strengthen the infrastructure and processes that support this culture and allows us to provide U.S. naval forces with the best possible unbiased solutions and options based on high-, medium, and low-risk options.

Goal:
Enhance partnerships within Warfare Centers, and with other government activities, academia, and industry to achieve a true collaborative culture.

Objectives:
1. Strengthen Warfare Centers One Team collaborative culture.
2. Initiate and leverage DoN and DoD partnerships.
3. Expand and enhance relationships with industry and academia partners.
4. Relevant Innovation

To continue to provide unique value to the Navy and the nation, the Warfare Centers must innovate, collaborate, and deliver superior capability as rapidly as possible. We must identify timely and affordable technical solutions for readiness and modernization, understand their impacts on operational needs, and ensure program success. Our focus must be on helping leadership determine what technical capabilities it needs, now and in the future. Cultivating unique innovation ecosystems and sharing great ideas are critical to enable the rapid development, delivery, and sustainment of the most effective products and services for the Navy and Marine Corps.

Goal:
Provide mission critical **innovative** products, systems, and solutions, as fast as possible.

Objectives:
1. Develop capabilities for the warfighter in emerging technology areas that will be critical for the Navy’s future missions.
2. Design, develop, and field solutions for urgent operational fleet needs.
3. Enable Warfare Centers Innovation Ecosystem.
NAVSEA WARFARE CENTERS
ENDURING RELEVANCE

The Warfare Centers exist to provide unique value to the Navy:

- **To Make Naval Technical Programs Successful** – Warfare Centers safeguard the technical success of naval programs by providing customers with unbiased technical advice. We strive to make industry successful and work with our partners to provide options based on high-, medium- and low-risk solutions. We bring together solutions and provide products and services that meet national security challenges of today and tomorrow.

- **To Help Determine and Develop the Capabilities that the Navy and Marine Corps Need** – We are an integral part of leadership’s decision making process in our roles as government trusted technical advisors. We contribute to naval strategy by identifying timely and affordable technical solutions for readiness and modernization and understanding their impacts on operational needs. Our focus is on helping leadership determine what technical capabilities it needs, now and in the future.

- **To Verify the Quality, Safety, and Effectiveness of Platforms and Systems** – As trusted technical agents, Warfare Centers exercise technical authority through rigorous systems engineering processes to promote the safety and effectiveness of our ships and systems. When our nation’s warfighters are sent into harm’s way, we have validated that the platforms and systems they rely on to do their jobs are safe and perform the way they should.

- **To Help Design, Develop, and Field Solutions for Urgent Operational Fleet Needs** – The Navy and Marine Corps are our first priority, and we pride ourselves on our ability to deliver an array of responsive options and services for fleet needs. For over a century, the Warfare Centers have demonstrated the ability to diagnose technical problems and get fleet systems back up and operating within a short timeframe. We help maintain fleet readiness so our warfighters can wholly focus on their mission. We are ready at a moment’s notice to help get the right people and the right technical services to the fleet.

- **To Provide a Bridge Between Warfighters and the Technical Community** – We work with the warfighter to understand their operational needs and translate them into requirements that the technical community can understand. Our technical knowledge and one-of-a-kind facilities uniquely position us to work across the span of Science and Technology, Research and Development, Acquisition Support, and Fleet Support to help get capabilities into the warfighters’ hands. In order to keep our ships and systems on the cutting edge of technology, we also work in the laboratory environment to explore and develop ideas for the future. Our ability to combine a deep understanding of the warfighting environment with the exploitation of the technical realm of the possible yields effective near- and far-term responsiveness to fleet needs.
NAVSEA WARFARE CENTERS

Operating Principles

- **Do What is Right for the Nation and the Navy** – We value our government role as technical advisors above all else. At all times, we do what is right for the warfighter, even at the expense of local interests. We value objective decision making, and we must be courageous at all times.

- **Foster Broad and Open Competition** – We work with the program offices to develop second sources and through our contracting efforts we create an environment of broad and open competition, ensuring innovation and best value from our industry partners.

- **Provide Unbiased Analysis** – As data-driven systems engineering organizations, we understand how the systems we support perform, where investments would yield improvements, and how the options under consideration can be prioritized.

- **Grow and Mentor our People** – Our people are a significant part of the intellectual capital of the Navy and the Marine Corps. We cultivate a culture of inclusion and engagement and value their contributions. We help our people leverage opportunities for professional growth, both inside and outside the organization. The more they understand the fleet, HQ, and program office needs, the more effective and responsive they can be.

- **Enable Technology Transition** – We find innovative ways to bridge the gap in transitioning new technologies into programs of record.

- **Maintain a Systems Perspective** – We consider the end-to-end system, not just its pieces, in our recommendations and decisions.

- **Provide Balanced Options and Services to the Customer/Fleet/Stakeholder** – We strive to provide a range of balanced technical options that address not only technical risk, but cost and schedule.

- **Maintain Vital Technical Capabilities and Unique Facilities** – We are stewards of our Technical Capabilities and a source of critical technical expertise for the nation. We measure our technical health and work with leadership to ensure needed capabilities and facilities are sustained.

- **Take Responsibility and be Accountable** – As government employees we are accountable and responsible for making sure our technical and business support operations do what is best for the warfighter.

- **Think Strategically** – We bridge gaps between warfighter, program office, and S&T community, and help connect naval technical programs of today and tomorrow.

- **Continuously Improve** – We create new value by inventing and applying ideas, technologies, and processes. We never rest on our laurels, but always strive for better alliances with the program offices, industry, and the fleet. We take our responsibility seriously to provide and maintain the Navy and Marine Corps with the best solutions, now and for posterity.

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Providing critical technical expertise to ensure current and future program success and fleet readiness.