SPAWAR Enterprise Strategic Plan 2005–2010

Leadership Message

This strategic plan expresses the vision for our Enterprise and defines an agreement among our senior leadership on our future direction. We are the Space and Naval Warfare Systems Command (SPAWAR), the Program Executive Office for Command, Control, Communications, Computers, Intelligence and Space (PEO C4I & Space), the Program Executive Office for Space Systems (PEO Space Systems), the Program Executive Office for Information Technology (PEO IT), and the Director, Navy Marine Corps Intranet (DNMCI). Together, we are focused on executing FORCEnet.

"We are not dealing with command and control in isolation anymore. Every single combat capability that we are developing is being developed with an eye toward FORCEnet."

Admiral Vern Clark
Chief of Naval Operations

FORCEnet integrates warriors, sensors, command and control, platforms, business systems, and weapons into a networked, distributed combat force, providing commanders the means to make and efficiently execute better, timelier decisions. FORCEnet encompasses business and warfighting systems, including the acquisition of C4I, surveillance, reconnaissance, information technology, and space systems. It is the integrating element of Sea Power 21. In support of FORCEnet execution, we have developed four overarching strategies:

I. Lead the Navy in delivering FORCEnet.
II. Refresh, shape, and develop our workforce for mission success.
III. Increase our effective use of acquisition processes and business methods.
IV. Foster a Culture of Productivity – the SPAWAR Enterprise's "Net Effect."

The SPAWAR Enterprise
Transforming Information Into Decisive Effects

Collaboration is key to our success. Our ability to execute FORCEnet depends on our workforce. This strategic plan is the product of a collaborative effort across the entire SPAWAR Enterprise. We must define ourselves as a unified Enterprise and conduct our operations and business accordingly to effectively and efficiently meet the challenges of delivering FORCEnet. We must also increase our collaboration with other Systems Commands, and with our partners and stakeholders in the Navy, Marine Corps, Department of Defense, joint arena, industry, and academia. In an environment of constrained resources, we must leverage every person and resource within the larger system to deliver FORCEnet today and work toward our SPAWAR Enterprise vision: FORCEnet as the decisive weapon for the future force.

In order to truly deliver on our FORCEnet promise, every member of the SPAWAR Enterprise – from Headquarters to the Program Executive Offices to the Systems Centers – must embrace common Enterprise goals supporting the greater good of the Navy. To ensure we achieve our goals and objectives, annual performance plans will outline specific actions and owners in support of our overarching strategies and their component objectives. Performance measures will be critical in illustrating our progress and will be identified within these annual performance plans. We ask for your continued support in realizing this vision.

Kenneth D. Slaght
Rear Admiral, U.S. Navy
Commander, Space and
Naval Warfare Systems Command

Dennis M. Bauman
Program Executive Officer
Command, Control,
Communications, Computers,
Intelligence and Space

Steven M. Ehrler
Program Executive Officer
Information Technology

James B. Godwin
Rear Admiral, U.S. Navy
Director, Navy Marine
Corps Intranet

Dr. W.J. Breedlove Jr.
Acting Program Executive Officer
Space Systems

Strategic Environment

Information technologies will alter the face of the force. The Navy of the future will differ vastly from the Navy of today. By 2020, networking will link sensor grids with platforms and bases, and situational awareness will encompass so much information exchange that the line between intelligence providers and consumers will blur. FORCEnet is the key to the Navy's transformation efforts.

"We've been pushing the envelope on the construct of network-centric warfare, and now we are evolving into a network-centric organization. Our most important tasking is to deliver FORCEnet – every aspect of FORCEnet from a technical and an acquisition point of view."

Rear Admiral Ken Slaght

The September 11 attacks caused major shifts in U.S. defense and security strategies as we focused on the Global War on Terrorism. The Navy is responding to these changes while it continues to support major combat operations and other missions performed by the Navy and Marine Corps. The Global War on Terrorism will not be won by building more ships and planes, but through leveraging superior information technology by delivering FORCEnet.

The central triad with responsibility for FORCEnet is the Naval Network Warfare Command (NETWARCOM), Naval Operations (OPNAV), and the SPAWAR Enterprise. NETWARCOM is the operational and requirements lead for FORCEnet, including the Assistant Chief of Naval Operations for Information Technology (ACNO IT), covering warfighter and business information technology domains. They are the key connection to our customers – the joint warfighters. OPNAV is the resource provider for FORCEnet.

The SPAWAR Enterprise is responsible for FORCEnet architectures, standards, and other critical processes. In addition, we acquire, field, support, and dispose of the SPAWAR Enterprise portfolio of products and services comprising FORCEnet.

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The CNO and the Assistant Secretary of the Navy for Research Development and Acquisition (ASN (RDA)) have made it clear that increased productivity is critical if we are to build the capability to win the Global War on Terrorism. We need to speed the development and delivery of FORCEnet capabilities. We must lead the way by leveraging developments in the commercial world. To accomplish this requires innovation in the products and services we provide, and the processes we use to deliver them.

The outcome of the Base Realignment and Closure (BRAC) 2005 cannot be predicted, but regardless of the result we can expect a significant shift in our environment. The National Security Personnel System (NSPS) will affect the manner in which civilians are paid, rewarded, and promoted. Our civilian workforce is aging, and our military and contractor workforce is becoming smaller, so we must plan for a future workforce that ensures we can deliver capability that meets future mission requirements.

This strategic plan addresses the strategic direction we need to take to perform our mission and achieve our vision in this changing environment.

The SPAWAR Enterprise
Transforming Information Into Decisive Effects

Mission

The SPAWAR Enterprise Delivers FORCEnet – Transforming Information Into Decisive Effects

Vision

FORCEnet is the Decisive Weapon for the Future Force.

Our Commitment

We are dedicated to the joint warfighters who stand in harms way, preserving our peace and defending our nation and its allies against aggression at home and abroad. We understand their mission and will do everything possible to ensure their success.

Leadership Philosophy

We are a unified Enterprise of diverse, talented, honest, dedicated and hardworking professionals focused on providing the highest quality of service and products to meet the national interest.

We are motivated by the knowledge that the work we accomplish is critical to the warfighter and to the nation, is technically challenging, and is conducted in an environment that promotes success.

We share information and knowledge, encourage continuous learning, and expect personal responsibility, mutual respect and integrity.

We use consultative leadership, coaching, teamwork and personal initiative to foster innovation and creativity while applying common sense and best judgment. We believe that teams produce superior results.

The SPAWAR Enterprise
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Values: "Rules of the Net"

In our business the network is everything. These "Rules of the Net" are how we engage our Fleet customers, our stakeholders and each other. We will be held accountable for performing to these standards of excellence.

1. Earn Trust
- Keep your promises.
- This is a quality that cannot be acquired - it must be earned.

2. Build on Integrity
- Honor, courage, and commitment.
- Accountability.
- Self-knowledge - know your strengths and weaknesses - never lie to yourself.
- Candor - dedication to honest thoughts and actions - recognize the legitimacy of different opinions.
- Maturity - achieve through dedication, observation, and working with and through others successfully and honestly.

3. Be Part of a Team
- Team with all parts of the SPAWAR Enterprise to improve our product.
- Serve each other's needs.
- There are no boundaries - have the self-confidence to involve the customer and stakeholders.

4. Think
- Use a process-driven approach to problem solving.
- Recognize that everything is part of a system.
- Innovate and learn – always.

5. Be Agile

By combining core competencies we can:
- Undertake more complex or larger tasks.
- Exploit new trends faster.
- Increase speed by having teams work concurrently.
- Manage risk.
- Lower costs by sharing infrastructure.

6. Share Information
- Exploit the power base of information – zero tolerance for withholding information.
- Ask questions until all are on the same sheet of music.
- Communication is the key to success.

7. The Fleet defines a Job Well Done
- Anticipate what the Fleet considers value.
- If we do not satisfy the Fleet's requirements, someone else will.

8. Set Stretch Goals
- Balance risk and speed.
- Use results-oriented plans, not success-oriented plans.
- Reward progress.
- Understand accountability and commitment.

9. See Change as Opportunity, not Threat
- Believe you can change the world.
- Change eliminates complacency.
- Change breeds new ideas.
- Change creates imagination.

10. Have a Passion for Excellence
- Love what you do.
- Hate bureaucracy (challenge rules or processes that slow execution or fail to add value).
- Systematically re-examine, update, and streamline processes.
- Initiate planned abandonment regularly by asking, "If we knew what we know now, would we have initiated this program, product, or organizational structure?"

11. Enjoy the Journey
- If we're not having fun then we're not doing it right!

Overarching Strategies and Strategic Objectives

The SECNAV Objectives, the CNO Guidance, and the ASN (RDA) Source Document clearly set forth senior Navy leadership expectations. The SPAWAR Enterprise's overarching strategies and strategic objectives are in alignment with higher-level guidance.

I. Overarching Strategy: Lead the Navy in delivering FORCEnet

The main focus of the SPAWAR Enterprise is to deliver FORCEnet – the Navy's portion of DoD's Global Information Grid, integrating sensors, command and control, weapons, platforms, and warriors. FORCEnet unites the warfighting pillars of Sea Power 21 (Sea Strike, Sea Shield, Sea Basing, Sea Trial, Sea Warrior, and Sea Enterprise) and transforms information to enable our Naval, joint, coalition, allied, and federal agency warfighters to deliver decisive effects.

"Simply put, the Fleet defines the priorities, OPNAV sets the requirements, SPAWAR establishes the architecture and we develop and acquire the systems to meet those requirements. We help make FORCEnet a reality."

Dennis M. Bauman

Partnering with OPNAV and NETWARCOM to identify required FORCEnet capabilities, we will design, develop, produce, and deliver FORCEnet products to users. We will do this by leveraging technical and administrative expertise within the SPAWAR Enterprise workforce, including SPAWAR Headquarters, PEO C4I and Space, PEO Space Systems, PEO IT, DNMCI, and each of the SPAWAR field activities (Space Field Activity and our Systems Centers in San Diego, Charleston, Norfolk, and New Orleans) to lead FORCEnet implementation. We will develop strong and effective partnerships with other acquisition commands to ensure that Sea Power 21 pillars are appropriately integrated and enabled using command and control, communications, networks, and intelligence, surveillance and reconnaissance technology. We will take advantage of the significant investments made by the Defense Advanced Research Projects Agency (DARPA), Office of Naval Research (ONR), the National Reconnaissance Office (NRO), and other agencies that develop advanced technologies to ensure that we are on the leading edge of capability. We will ensure that quality, affordable, interoperable, products are delivered using best-practice technical work processes.

The following strategic objectives address both organizational alignment and FORCEnet implementation.

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Strategic Objectives

Align the SPAWAR Enterprise to focus on FORCEnet delivery.
We will conduct an assessment of our ability to execute systems command responsibilities as FORCEnet Chief Engineer and to support the PEOs in their acquisition role. The assessment will also highlight strengths and weaknesses in our Fleet support responsibilities. This analysis of alignment to our objectives will provide data points for potential alignment adjustments and for use in our "Net Effect" efforts, including value stream analysis and process improvement methodologies.

Create and foster effective, aligned partnerships that will deliver FORCEnet capability.
The CNO designated the SPAWAR Enterprise as FORCEnet Chief Engineer. We will perform this important role effectively only through positive and interdependent relationships among all participants. The SPAWAR Enterprise will collaborate with OPNAV and NETWARCOM (representing the Fleet) to identify the full spectrum of capabilities needed to implement the FORCEnet concept of operations. The SPAWAR Enterprise will establish strong relationships with other Services and federal agencies to pursue common architectures for FORCEnet that enhance interoperability and decision superiority in the Global War on Terrorism. The Enterprise will effectively engage across the Virtual SYSCOM to appropriately support participants in all warfighting pillars in their delivery of FORCEnet-enabled capabilities. We will hold periodic executive committees with ASN (RDA) to address programmatic issues related to FORCEnet implementation. The SPAWAR Enterprise will take the lead in making FORCEnet effective, working closely with Navy claimants, to deliver effective, integrated business and Enterprise information technology solutions for the naval force.

Develop technical resources that support the development and delivery of FORCEnet.
The SPAWAR Enterprise will evolve and develop technical resources upon which the acquisition community can develop, procure, and deploy FORCEnet to users. These resources will include a knowledge system for broadest dissemination of resources and guidance, templates, databases, standards, architectures, checklists, design reference models, and other tools to clarify how to deliver FORCEnet capability. Acquisition life cycle management and rationalization are also critical in supporting FORCEnet capabilities; key areas for continued Enterprise collaboration include systems engineering, asset visibility, and smart acquisition. We will support the acquisition portion of this effort through the establishment of clear architectural approaches, structured evaluation and assessment of all FORCEnet programs, and collaborative evolution of the major systems architectures across organizational and functional boundaries.

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Develop technical work processes that ensure timely delivery of FORCEnet capability.
The SPAWAR Enterprise will utilize best technical work processes to identify requirements and design, develop, integrate, produce, deliver, install, and support FORCEnet capabilities. The FORCEnet Implementation Process is central to this effort. The FORCEnet Implementation Baseline is a critical tool. Both of these initiatives will evolve as required. Development of processes, including project management best practices, will include a mix of Capability Maturity Models for Software and Systems as well as other models. The SPAWAR Enterprise will use various tools and resources to analyze and improve our technical processes to increase productivity. We will use process improvement methodologies to evaluate technical work processes across all elements of the Enterprise.

Leverage science and technology investments to improve FORCEnet capability.
The Navy relies on advanced technologies to stay ahead of our adversaries. The SPAWAR Enterprise will seek to leverage the significant investments made by DARPA, ONR, NRO, and other agencies that invest in technologies. The Enterprise will use its Small Business Office expertise, including the Small Business Innovation Research Program, to identify and procure technology and to participate in the development of advanced technologies. The Enterprise will also act as a technical agent to facilitate innovation among industry, academia, and government laboratories; expose program managers to the potential of future technologies under development; use road-mapping workshops to develop available paths for future investment and technical integration; and assist program offices in articulating programmatic requirements to plan for the integration of new or emerging technologies.

Develop and use metrics that measure progress in developing and delivering FORCEnet.
The SPAWAR Enterprise will take the lead in collaborating with NETWARCOM and OPNAV on FORCEnet metrics. A top-level metric will be defined from which supporting metrics can be developed. It will focus on the delivery of FORCEnet levels of capability to the Fleet over a time frame that is acceptable to stakeholders. It will address both the compliance of developing systems to FORCEnet standards and the fielding of those systems to the Fleet. Through modeling, simulation, and at-sea demonstration, the SPAWAR Enterprise will develop additional FORCEnet metrics that measure the value provided by FORCEnet to other Sea Power 21 pillars.

II. Overarching Strategy: Refresh, shape, and develop our workforce for mission success.

Recognizing that people are our most valuable asset and the essential ingredient for our success, we will continue to refine and implement a human capital plan across the SPAWAR Enterprise. We have adopted a multifaceted approach to human capital planning that includes an understanding of our current work force and structure; projecting future requirements while taking into account the sweeping changes related to the Lead Systems Integrator (LSI) construct; designing human resource strategies to close workforce gaps; introducing and re-emphasizing policies and practices that clarify and reinforce desired workforce behaviors and outcomes; and implementing all strategies in a manner that underscores the commitment of the Enterprise to leadership accountability. We will focus our transformation efforts toward aligning the organizational strategies of SPAWAR Headquarters, the PEOs, DNMCI, and the field activities, leveraging our entire workforce, and providing the right size and skill set mix to meet mission requirements.

These efforts will be forward-focused and will provide balance across different organizational boundaries and imperatives and will align to existing community strategies, such as the National Security Space Human Capital Strategy. Significant environmental factors impacting our human capital plan include force posture, our transition to LSI concepts, evolution of the joint and interagency focus for our products, implementation of NSPS, and considerations resulting from potential BRAC actions. We will maintain our required technical authorities, consolidate military, civilian, and contract support plans, and integrate our strategies with those of NETWARCOM.

This focus on organizational transformation is essential to ensure that our workforce is shaped for mission success and is capable of providing support to FORCEnet implementation.

"FORCEnet depends on national space systems, which are elements of the Global Information Grid. Our Ultra High Frequency Follow-On and Mobile User Objective System constellations serve the communication needs of the Fleet, as well as joint, coalition and national users."

Dr. William J. Breedlove Jr.

Strategic Objectives

Document and quantify current workforce structure, roles, and responsibilities.
These products will be used as a basis for determining the type and level of work to be performed within each organization in the Enterprise. They will take into account our assumptions regarding reductions in production and other anticipated changes in the nature of our work. This process will include defining and quantifying the output of each organization in the Enterprise to ensure our workforce is correctly shaped and allocated among the three major human capital sources - civilian, military (both active and reserve), and contractor.

Project our future workforce and identify and correct skill gaps and pockets of obsolescence.
Major considerations here include force posture, FORCEnet, LSI, evolution of the joint and interagency focus for our products, implementation of NSPS, business information technology strategy, and potential BRAC actions. This process will include establishing a team to address identified challenges to human capital readiness and to recommend solutions such as mapping our recruitment, workforce development, training, and other workforce shaping strategies to the required skills balance for each entity in the Enterprise. We will track progress toward the correct skills balance and make adjustments to accommodate environmental change.

Leverage our compensation and recognition systems to reinforce behavioral expectations and results.
We are committed to quality leadership and an organization whose products and behaviors are aligned with our principles. We are placing increasing emphasis on rewarding and reinforcing those who model the behaviors described in the “Rules of the Net.” We included such a factor in the performance plans of all managers and supervisors in SPAWAR Headquarters and the Systems Centers. As we enter NSPS, we will instill this value into employee and leadership performance evaluations. Additionally, we will continue to emphasize our approval of such behaviors through available forms of recognition and routine daily acknowledgement.

III. Overarching Strategy: Increase our effective use of acquisition processes and business methods.

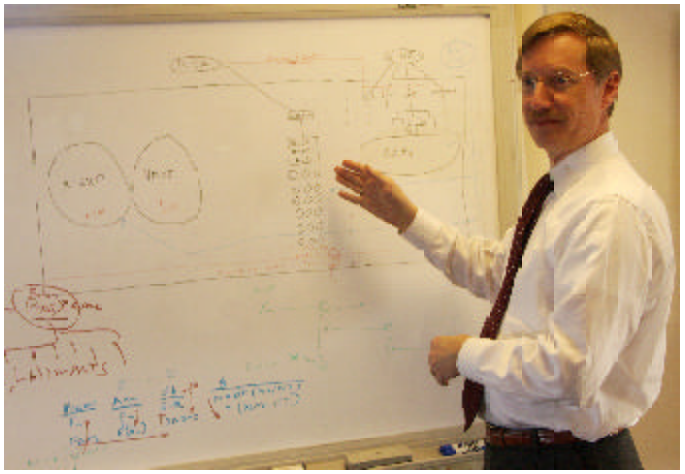
The SPAWAR Enterprise is primarily an acquisition organization and is the "provider" point of the FORCEnet/ C4ISR organizational leadership triad. Every part of the organization has undergone major changes in the past two years, which affect our internal and external alignments. In addition, we are fundamentally re-examining and redefining much of how we will perform that acquisition function in the future.

Strategic Objectives

Ensure that all work that is appropriate for industry is performed by industry.
This initiative will provide input to the effort to define roles and responsibilities at the different levels of the Enterprise. We will collaborate across the Enterprise to drive toward the most appropriate business model – to allocate to industry those roles and responsibilities that are most appropriately performed under contract.

Re-emphasize PEO roles in acquisition and Systems Command support to that role.
Focus the PEOs and the program managers on effective business and contracting arrangements, which may require a different focus on the support provided by the Systems Command and the Systems Centers. Additional working relationships with the SPAWAR Enterprise will be established in subsequent annual performance plans.

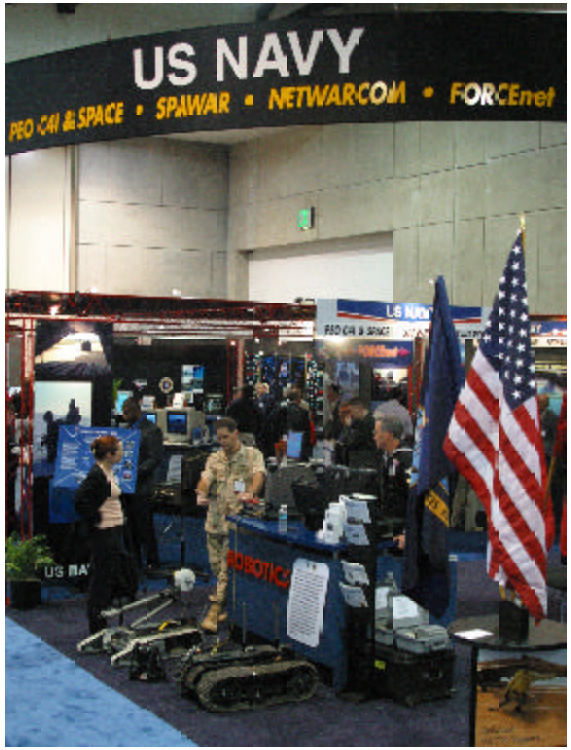
Leverage business information technology investments, strategies, and efficiencies.
The implementation of NMCI has highlighted the complexity of Enterprise approaches to information technology and the strategic importance of integrating the business and warfighting components of FORCEnet to ensure end-to-end capability. We must leverage business information technology investments, strategies, and efficiencies to reduce costs associated with FORCEnet delivery and deployment while ensuring alignment with business information technology governance policies and procedures of ACNO IT and PEO IT.



"The successful fulfillment of FORCEnet's promise depends on best-practice business processes, Enterprise-wide asset visibility and business IT solutions — yielding affordable warfighting capabilities for the naval force."

Steven M. Ehrler

We should also consider establishing an Enterprise business information technology office to recruit the most innovative engineers across the organization for the purpose of executing our business information technology strategies. This effort should also include defining our role in acquisition as well as in overall integration and technical leadership in this area.



Drive toward utilization of best business practices.
Program managers will use disciplined cost estimating methodologies to accurately price their programs and will be accountable for executable budgets and schedules. In addition, program managers will employ the full range of contract mechanisms and specialized small business programs to incentivize affordable on-schedule deliverables.

Systems Command alignment and organization will support the PEOs and DNMCI.
Functional Change Leads and Technical Directors will ensure adequate support of PEOs in their acquisition roles. They will coordinate with the PEO customers to ensure effective and efficient processes are used in all areas of support. This also includes sufficient staffing to handle the workload in areas such as contracting, legal, and comptroller.

SPAWAR Headquarters and Systems Centers will continue to execute their responsibilities.
The SPAWAR Systems Command will oversee the core processes for which it is responsible, and operate and sustain the most efficient and effective infrastructure needed to acquire, field, and support the SPAWAR Enterprise portfolio of products and services.

IV. Overarching Strategy: Foster a Culture of Productivity – The SPAWAR Enterprise's "Net Effect"

The SPAWAR Enterprise competes for scarce resources. To deliver FORCEnet, we must be at the top of our game. As an Enterprise, we must fully use the talents of every employee and industry partner to achieve cost, schedule and performance improvements. By establishing and deploying an overarching initiative called the SPAWAR Enterprise Net Effect, we will harness Lean Six Sigma and other performance improvement tools to become as efficient and effective as possible. We will embrace the CNO's goal of operating more like a business and the call for greater efficiency and effectiveness in the ASN (RDA) Blueprint for Change.

Using Lean Six Sigma and other existing tools and strategies, our workforce will be empowered to streamline and improve key value streams and processes by eliminating redundancies and non-value-added functions. We will build on our high performance organization experience and our efforts to establish a network centric organizational construct. We will also encourage our industry partners to design and deliver products with the lowest possible life cycle costs. To effectively plan and measure our Enterprise-wide Net Effect, SPAWAR Headquarters and the Systems Centers will develop an annual business plan that outlines their strategies, goals, and metrics for performance improvement; we will communicate the Net Effect of our success in an annual report that captures the combined accomplishments of the Enterprise.

Our business plans will build on many of the initiatives we have in place. We will continue our drive to be a higher-performing organization. Our network centric organizational construct reflects our commitment to align customer needs with our Human Capital resources. Our goal is to identify, capture, and drive productivity improvements both vertically (through our products) and horizontally (through service and support) by leveraging common Enterprise business tools and processes, like our Global Work Breakdown Structure, System Centers Standard Reports, and Enterprise Resource Planning.

"NMCI, used as an enabler for FORCEnet, will allow the exchange of information seamlessly with other users and with counterparts in the other Services."

Rear Admiral James B. Godwin

As an Enterprise, we will continue to improve upon our measurement and reporting systems. We will focus on improving our output business metrics and exploit those areas where we can add value to our customers and stakeholders.

Strategic Objectives:
Improve our overall Enterprise efficiency and effectiveness through:

- An Enterprise rollout of Lean Six Sigma
- Development of business plans
- Planning and measuring our efforts as they relate to Net Effect
- Capturing, describing, and communicating our productivity improvements via Net Effect
- Recognizing and evaluating our results

In Conclusion

This strategic plan is based on our understanding of the environment, our knowledge of the Enterprise, and our predictions for the future. But all change cannot be accurately predicted. We must be ready to take advantage of new opportunities as they arise. We must:

Institute our strategic management process.

- We will maintain a dynamic strategic management process.
- We will periodically review and update our strategic plan.
- We will create mechanisms for implementation through the issuance of annual performance plans containing measurable actions, performance owners, and metrics.

Be Accountable.

- The SPAWAR Enterprise Executive Decision Board will oversee the implementation of the strategic plan.
- The component organizations of the SPAWAR Enterprise will support this strategic plan.

Measure Progress.

- We will establish strategic metrics to measure progress toward our strategic goals.