



**TEAM**  
**SPAWAR**<sup>®</sup>



# **STRATEGIC PLAN**

**2010 - 2015**



## Leadership Message

This strategic plan expresses the vision for Team SPAWAR 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 and Intelligence (PEO C4I), the Program Executive Office for Space Systems (PEO Space), the Program Executive Office for Enterprise Information Systems (PEO EIS), and the Joint Program Executive Office for Joint Tactical Radio System (JPEO JTRS). Together, our strategic destination is focused on delivering decision superiority to the warfighter at the right time and for the right cost. It is our contribution to the National Military Strategy to achieve the goal of Full Spectrum Dominance.

Decision superiority is achieved through the integration of sensors, command and control, platforms, business systems, and weapons into a networked, distributed combat force, providing the warfighter the means to make decisions better and faster than an adversary. It encompasses combat and non-combat systems, including the acquisition of C4I, surveillance, reconnaissance (C4ISR), enterprise information systems (EIS), and space capabilities. The innovative products and services Team SPAWAR develops and fields allow increases in capability across traditional “platform” lines, thus transforming ships and aircraft from individual platforms into integrated battle forces. As such, we must interact with a wide variety of users across a large spectrum of operational environments.

In support of our Team SPAWAR strategic destination, we have three overarching strategies:

- I. Develop and deliver sustainable capability through business and acquisition excellence
- II. Develop a culture of productivity
- III. Refresh, shape, develop, and enable a diverse workforce

Collaboration is the key to our success. Our ability to reach our strategic destination depends on our workforce. This strategic plan is the product of a collaborative effort across Team SPAWAR. We must define ourselves as a unified team and conduct our operations and business accordingly to effectively and efficiently meet the challenges of delivering decision superiority to the warfighter. 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, interagency, industry, and academia. In an environment of constrained resources, we must leverage every person and resource within the larger system today as we work toward our vision.





In order to truly deliver on our promise to the warfighter, every member of Team SPAWAR – from Headquarters to the program executive offices to the systems centers – must embrace common goals supporting the greater good of the Navy and our nation. To ensure we achieve our goals and objectives, annual guidance will outline specific directives in support of our overarching strategies and their contributing objectives.

Performance measures will be critical in assessing our progress and will be monitored via our Team SPAWAR Balanced Scorecard. We ask for your continued support in realizing the Team SPAWAR vision.

Michael C. Bachmann  
Rear Admiral, U.S. Navy  
Commander, Space and Naval  
Warfare Systems Command

Chris A. Miller  
Program Executive Officer  
Command, Control, Communications,  
Computers, and Intelligence

C.E. Smith  
Rear Admiral, U.S. Navy  
Program Executive Officer  
Enterprise Information Systems

Liz Young  
Rear Admiral, U.S. Navy  
Program Executive Officer  
Space Systems

Dennis M. Bauman  
Joint Program Executive Officer  
Joint Tactical Radio System





## Strategic Environment

Information, and the manner in which it is generated, exploited, analyzed, and utilized, is rapidly shaping the maritime strategy of our country's naval forces, creating a new primary "weapon" for commanders in support of missions. The Navy of the future will differ vastly from the Navy of today as we move from platform-centric systems and capability into an integrated and networked battle force. 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. The warfighter's ability to optimize and master this vast information exchange will thus become even more crucial and challenging. The reality is, we don't have until 2020 to deliver this capability – the Navy needs Team SPAWAR to boldly move forward and commence developing and delivering fully integrated information, intelligence, command and control, networks, and cyber capability now.

Naval networks will operate both within the U.S. military/government domain and the public realm, extensively leveraging commercial networks, communication and information assets. This emerging operating concept places additional burdens on naval networks regarding procedures, protocols, security, language, and equipment. Global maritime security depends on global information sharing. The future Navy must do more with a smaller number of ships and network with an increasing number of allied, coalition and non-traditional partner maritime forces in order to interoperate and execute military and humanitarian mission directives.

Increased use of data transmission and communications by naval forces will also provide potential adversaries with greater access to the means and techniques for interfering with advanced networks. Adversaries possess an agile capability in developing cyber attacks on the tactical, operational and strategic levels. DoD infrastructure is less agile in this emerging environment with security implications becoming a primary concern and with considerable implications for the Navy's cyber and information community.

The cyber defense of networks, connectivity, and decision-making systems must become an essential element of our IT infrastructure, even as our own ability to attack adversarial networks creates new opportunities. Moreover, a flexible, open architecture – one that separates data, applications, and hardware – will make seamless interoperability of all cooperating forces possible and facilitate the "plug-and-fight" integration of new arrivals, regardless of the internal details of their hardware or software applications.

Another essential element of our information infrastructure is a workforce composed of maritime C4ISR professionals – one of our core strengths. Tailored to ensure decision superiority in a world of increasing complexity, our workforce is strongly poised to evolve naval cyber forces into a 21st-century world that requires new capabilities, capacities, and competencies to protect U.S. and partner interests in a cybercentric world. The Navy and Marine Corps – increasingly working closely with the Coast Guard – will be required to accomplish a broad range of missions dependent upon secure, collaborative networking across military, civilian, domestic, and international boundaries.





## Strategic Environment (continued)

C4ISR professionals will play major roles in these missions by providing commanders with the enhanced capabilities to make better, timelier decisions to ensure effective execution. Operating at the nexus of seapower and cyberpower, today's C4ISR professionals – whether deployed or providing support from ashore – are taking naval forces into the 21st century as informed ambassadors and effective warriors, serving our nation's interests, and facilitating free global interaction from the sea.

While our workforce is one of our core strengths, it also represents one of our major long-term challenges. Our civilian workforce is aging, and our military and contractor workforce is becoming smaller, so we must plan for a future workforce that is technically proficient and experienced to ensure we can deliver capability that meets mission requirements.

The Chief of Naval Operations (CNO) and Assistant Secretary of the Navy for Research, Development and Acquisition (ASN RD&A) 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 decision superiority 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.

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

## Mission

Team SPAWAR acquires, develops, delivers and sustains decision superiority for the warfighter at the right time and for the right cost.

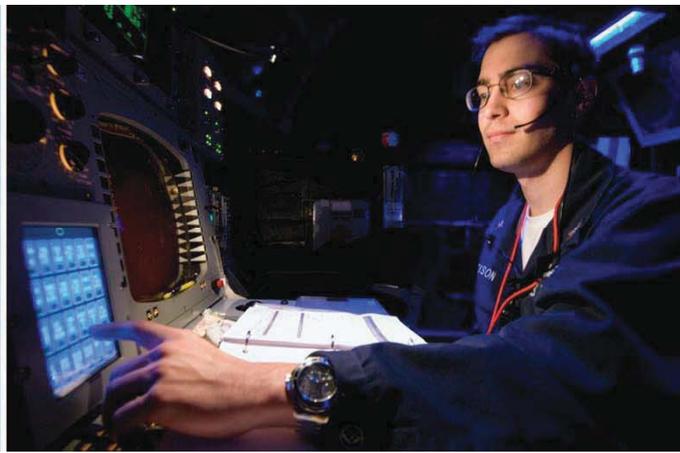
## Vision

Team SPAWAR will be the recognized leader in delivering integrated solutions for decision superiority.

## Leadership Philosophy

- We are a unified team of diverse, talented, agile, innovative, and dedicated professionals focused on providing the highest quality of service and products to meet the national strategic interest.
- We are motivated by the knowledge that the work product we deliver supports critical warfighter requirements. Our work is technically challenging, and conducted in an environment that promotes personal and professional growth and success.
- In the spirit of collaboration, we share information and knowledge, encourage continuous learning and improvement, and expect personal responsibility, mutual respect, and integrity in all of our actions.
- 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.





## Guiding Principles

We are a customer focused organization with a workforce culture built on a fundamental set of values.

- **Responsiveness:** We understand the requirements of the warfighter and deliver quality products and services on time and within budget.
- **Innovation:** We are committed to the continuous improvement of our processes and looking for better solutions to meet the Navy's mission and future objectives.
- **Teamwork:** We collaborate within the Navy Enterprises, and with customers, industry, other government agencies, and each other to achieve the best results.
- **Excellence:** We pursue continual learning and growth and hold ourselves accountable for the highest level of performance.
- **Openness:** We share information honestly and fully in a networked environment.
- **Respect and Diversity:** We recognize and respect cultural and individual differences and are open to divergent perspectives in the conduct of our business. Leadership actively supports diversity initiatives and affirms its commitment to equal opportunity through responsible decision-making.
- **Navy Core Values (Honor, Courage, Commitment):** We share the values of the Navy and those whom we serve. Our warfighters are role models whose dedication and sacrifices exemplify the highest moral conduct. We uphold these values every day.

## Overarching Strategies and Strategic Objectives

The Secretary of the Navy, CNO, and ASN RD&A have clearly set forth senior Navy leadership expectations. Team SPAWAR's overarching strategies and strategic objectives are in alignment with higher-level guidance.

### I. Overarching Strategy: Develop and Deliver Sustainable Capability through Business and Acquisition Excellence

The mission of Team SPAWAR is to acquire, develop, deliver and sustain decision superiority for the warfighter at the right time and for the right cost. We will provide the Navy's portion of DoD's Global Information Grid – a seamless space and ground network that integrates sensors, command and control, weapons, platforms, and warriors. The goal is to provide assured access to information and transform it into decision superiority enabling our naval, joint, coalition, allied, and federal agency warfighters to deliver decisive effects.

Partnering with the newly established Deputy CNO for Information Dominance (N2/N6) and Fleet Cyber Command/U.S. Tenth Fleet to identify required capabilities, we will become the recognized leader in delivering integrated information technology and network solutions for decision superiority. We will do this by leveraging technical and administrative expertise within the Team SPAWAR workforce. We will boldly strive to transition innovative solutions to programs to meet stakeholder and customer requirements, while delivering and sustaining necessary capability.





## Strategic Objectives

### **Deliver and sustain the right capability, at the right time, at the right cost**

*Leverage technical excellence and innovation to deliver high quality, secure products, services and support in a timely and cost effective manner.*

This strategic objective centers on transforming customer data into meaningful information, which continually drives proactive improvement of the total Team SPAWAR customer experience. It strives to develop and sustain a holistic view of Team SPAWAR's customers in terms of contribution to warfighter "decision superiority" and Customer Relationship Management performance. This objective aims to weigh both the tangible and intangible factors associated with customer satisfaction, customer loyalty and customer advocacy.

### **Transition innovative solutions to programs to meet requirements**

*Transition Science and Technology products to the warfighter by integrating proven innovative solutions within programs of record.*

The Navy relies on advanced technologies to maintain a competitive edge over our adversaries. Team SPAWAR will leverage the significant investments made by Defense Advanced Research Projects Agency, Office of Naval Research, National Reconnaissance Office, and other agencies that invest in technologies. Team SPAWAR 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.

Team SPAWAR 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.

### **Achieve effective financial results**

*Effectively manage Team SPAWAR budget submission and execution. Effectively participate in the Planning and Programming processes of the Planning, Programming, Budgeting, and Execution System.*

Success in this area will be defined by the reinvestment of resources to provide additional increased capabilities to the Fleet and other customers (to be measured by both General Fund and Navy Working Capital Fund composite metrics).

## II. Overarching Strategy: Develop a Culture of Productivity

Building on the effects of an enabled workforce, we will develop a culture of productivity. Internally, we will foster the development of innovative and relevant solutions, as well as strategic relationships by actively pursuing positive stakeholder and customer relations. Concurrently, we will work to standardize best business tools and practices, while developing and deploying integrated work processes. The effects of our efforts toward operations excellence will contribute to our financial objective of achieving effective financial results.



## II. Overarching Strategy: Develop a Culture of Productivity (continued)

To deliver decision superiority to the warfighter, we must be at the top of our game. As a unified team, we must fully use the talents of every employee and industry partner to achieve cost, schedule and performance improvements. We will harness Lean Six Sigma and other continuous process improvement tools to drive efficient and effective total ownership costs. We will embrace the CNO Guidance for 2010 by aligning requirements, resources and acquisition processes to achieve decision superiority and continue to be the dominant, ready naval force across all maritime missions.

We will continue our drive to be a high-performing organization. Our Competency Aligned Organization / Integrated Product Team 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 business tools and processes, such as our Common Cost Management Framework, Capability Maturity Model Integration (CMMI), and Enterprise Resource Planning.

As a team, we will continue to improve upon our measurement and reporting systems, and exploit those areas where we can add value to our customers and stakeholders.

## Strategic Objectives

### Actively pursue positive stakeholder and customer relations

*Actively determine how stakeholders and customers assess Team SPAWAR and use these assessments to develop stakeholder/customer relations initiatives.*

The goal of this strategic objective is to ensure that targeted stakeholders and customers are visited regularly in order to gain a comprehensive understanding of their business and technical drivers, thus facilitating the effectiveness and alignment of our partnerships with them. Ultimately, this will improve Team SPAWAR's ability to deliver the right capabilities.

### Develop innovative and relevant solutions

*Develop innovative, affordable, supportable and time critical solutions that may be transitioned to the warfighter.*

In accordance with this objective and to capture innovative, affordable and relevant ideas submitted by employees within Team SPAWAR, an annual Innovation Award program has been established. It provides an incentive for individuals or teams to submit innovative ideas and promotes a culture of innovation that potentially can improve future warfighter capabilities. The Innovation Award recognizes the most innovative ideas in three award categories: (1) Science and Technology Product, Process, or Service; (2) Operational Process (warfighter support); and (3) Business Model or Process. In addition, Team SPAWAR will promote innovation by tracking and reporting the innovativeness and success of proposals submitted for independent research and innovation programs at SPAWAR Systems Centers Atlantic and Pacific and proposals submitted to ASN and Office of the Secretary of Defense technology transition enhancement programs.



## Strategic Objectives (continued)

### Improve best business tools and practices

*Identify, document, and standardize best business practices within statutory and regulatory requirements.*

Using Lean Six Sigma (LSS), along with other best business practices and tools, our workforce is empowered to streamline key value streams and improve processes by eliminating redundancies and non-value added functions and reducing variation in workflow by adopting standard processes across Team SPAWAR. Through this strategic objective to implement chartered LSS projects, Team SPAWAR will track the timeliness of project completion, the utilization of trained LSS practitioners, and validated benefits (including financial savings and readiness improvements).

### Develop and deploy integrated work processes

*Identify, document and integrate standardized competency aligned work processes across all Team SPAWAR competencies.*

This strategic objective is aimed at accomplishing the following: the documentation and analysis of CAO Policy, Procedures, Processes, Practices and Instructions (P4I) using the P4I Workbook System; the capture of information supporting decisions of Risk, Opportunities, Material Weaknesses, and Reportable Conditions in Competency P4I Workbooks; the documentation of the SPAWAR mission, functions, and tasks that are aligned within Competency and Business Unit products and services; functional and process gap analysis to identify and develop standard operating procedures for prioritized competency functions; and, the satisfaction of the Inspector General's Managers' Internal Control Program, for which the P4I Workbooks must be validated annually (thereby replacing the former process requiring individual assessable unit reports).

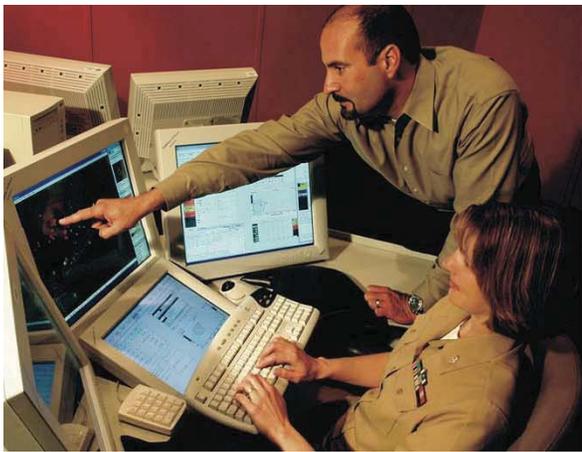


P4I data supports CMMI Maturity Levels 2 and higher, Baldrige Award Assessment Criteria, and will be used for process improvement projects including the end-to-end engineering process maturity evaluation for product delivery across all competencies.

## III. Overarching Strategy: Refresh, Shape, Develop, and Enable a Diverse Workforce

Key to generating stakeholder and customer value is leveraging the competencies and diversity of our workforce. To achieve this objective, we will focus on our human capital with the end goal of having the skilled, diverse, agile workforce we need that is aligned to deliver critical capabilities today and in the future. We will actively support diversity initiatives and affirm our commitment to equal opportunity through responsible decision-making.

Recognizing that people are our most valuable resource and the essential ingredient for our success, we will continue to refine and implement a human capital strategic plan across Team SPAWAR. The human capital vision is for "Team SPAWAR to be a mission-ready, agile, and diverse total workforce that interdependently delivers integrated solutions for decision superiority." We have adopted a multifaceted approach to human capital planning that includes: alignment to Team SPAWAR's business strategy; enhanced understanding and analytics of workforce data; projecting future workload requirements; designing human capital 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 Team SPAWAR to leadership accountability. We will focus our transformation efforts toward aligning the organizational strategies of SPAWAR Headquarters, the PEOs, and the systems centers, leveraging our total workforce, and providing the right size and skill set mix to meet mission requirements.



### III. Overarching Strategy: Refresh, Shape, Develop, and Enable a Diverse Workforce (continued)

These efforts will be forward-focused and will provide balance across different organizational boundaries and imperatives and will align to our identified competencies. At the same time, we will maintain our required technical authorities, consolidate military, civilian, and contract support plans, and integrate our strategies with those of our stakeholders. Our focus on organizational transformation is essential to ensure that our workforce is shaped for mission success today and well into the future.

#### Strategic Objectives

The intent of the following Learning and Growth objectives is to acquire and sustain critical competencies necessary for Team SPAWAR to accomplish its mission. Measures of success from an organizational perspective would include high-quality employees with the knowledge, skills, leadership abilities, and core competencies required to execute the mission; alignment of organization and competency designation; acquisition workforce members certified to the required level within the required timeframe; reduced cycle time to fill valid vacancies; and increased opportunities to achieve appropriate diversity representation. Specifically, these objectives are aimed at shaping workforce competency development and assessing the effectiveness of managing both the recruitment and retention of a skilled and diverse workforce.

#### Develop a skilled workforce

*Develop high-quality with the knowledge, skills, leadership abilities and core competencies required to execute the mission.*

#### Improve the recruiting process

*Reduce the cycle time to fill valid vacancies while ensuring the highest caliber candidates are considered.*

#### Increase workforce diversity

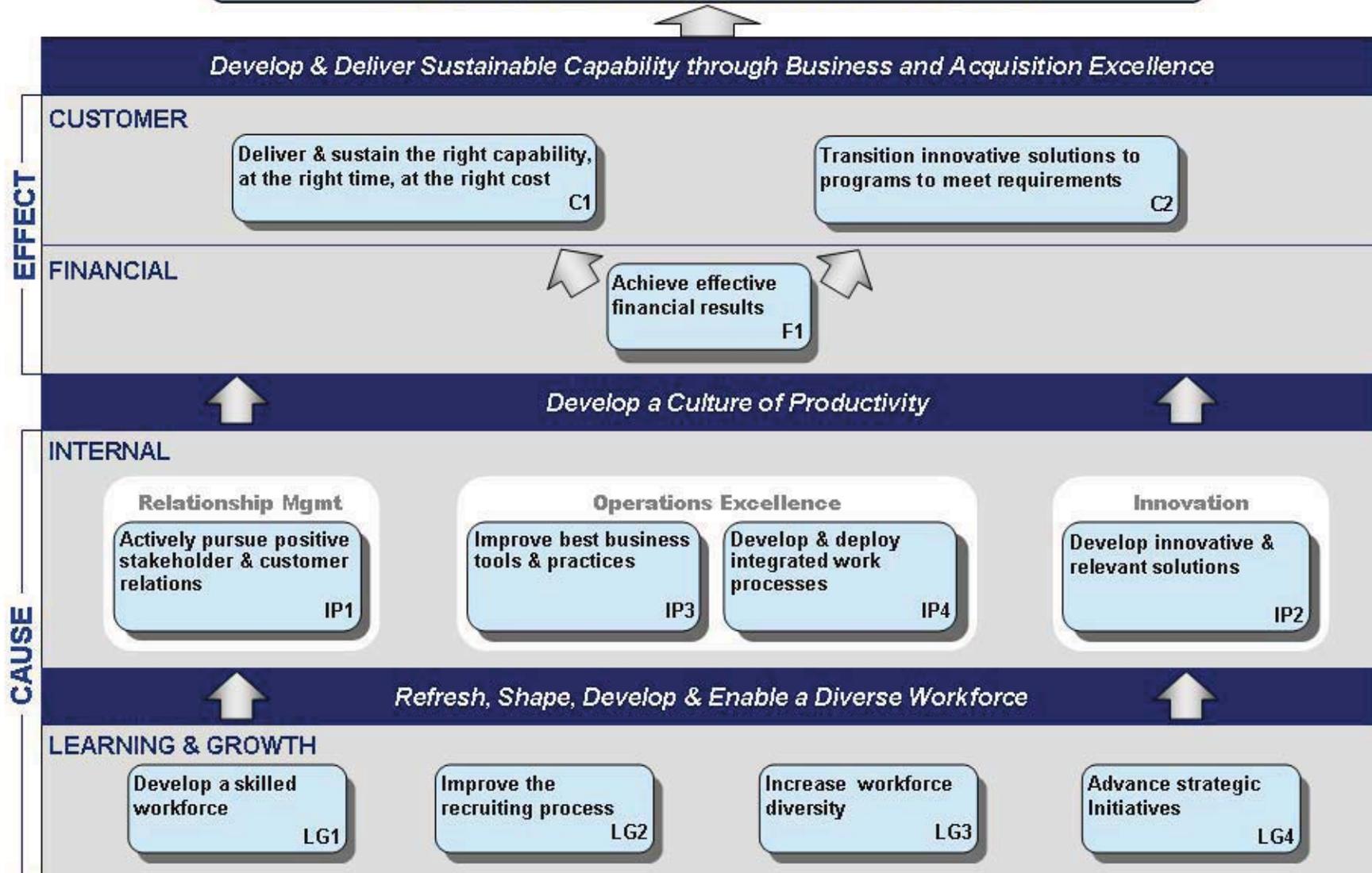
*Attract and hire qualified diversity candidates that reflect the representative population and under-represented in Team SPAWAR.*

#### Measuring Progress

Our Team SPAWAR overarching strategies and their underlying strategic objectives, described in this Strategic Plan, are visually depicted in our Team SPAWAR Balanced Scorecard (BSC) Strategy Map on the following page. The cascading structure of our fully implemented BSC creates linkages and alignment from higher level objectives to Team SPAWAR. To align our efforts and track our progress, we use the Team SPAWAR BSC as an overall performance management framework, which is monitored by Team SPAWAR senior leadership on a regular basis at the Council of Competencies/Business Units. A detailed description of each objective's measures and initiatives, as well as a listing of objective and measure owners, can be found on the BSC portal page under the Initiatives tab on the CnE intranet.

# Team SPAWAR Strategy Map

*Team SPAWAR will be the recognized leader in delivering integrated solutions for decision superiority*



Approved by EDB 3 AUG 09





## In Conclusion

This strategic plan describes a journey of change and continuing development for Team SPAWAR. It emphasizes our focus on acquiring, developing, delivering and sustaining integrated solutions for decision superiority at the right time and for the right cost. To do so, we must focus on innovative processes and products that increase our productivity and the capability we deliver. The diverse workforce of Team SPAWAR is committed to this mission, developing and refreshing its skills. As we continue to execute our Competency Aligned Organization, we will build on this foundation. As a team, we will actively pursue the process of collaborative strategy implementation in the years ahead. The impact of this strategic plan is far reaching and requires the support of each and every member of Team SPAWAR. This strategic plan is based on our understanding of the environment, our knowledge of Team SPAWAR, 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.



Contact Us:  
[www.spawar.navy.mil](http://www.spawar.navy.mil)  
[spawar\\_info@navy.mil](mailto:spawar_info@navy.mil)

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