

CY2015 SPAWAR Strategic Objectives

1. ACCELERATE AND STREAMLINE DELIVERY (OBJECTIVE CHAMPION: RDML BECKER)

1.1. Decrease the number deployed C4I configurations on DDGs (Lead: PEO C4I)

The end state is a set of integrated and tested BMD and non-BMD Aegis C4I Baselines for the DDG ship class, with process and governance structure in place to enable the intentional decrease of DDG C4I.

1.2. Increase quality of installations and decrease installation timelines and cost (Lead: FRD)

Focus on the functional alignment of the IMOs to create a SPAWAR installation enterprise that promotes increased efficiencies and effectiveness.

1.3. Accelerate the delivery of advanced technologies (Lead: SSCs)

Integrate and compliment the three functional areas from S&T CONOPS: Innovation, Experimentation, and Technology Transition by modifying approaches to established venues, use process tools, integrate new venues/programs to minimize / eliminate seams within and at the boundaries of the functional areas that slow / block technology progression. Identify/track SPAWAR S&T activities. Increase visibility/engagement of S&T activities w/ PEO/PMW's (across SPAWAR).

1.4. Identify and implement common scheduling practices for Programs and Projects across SPAWAR (Lead: SPAWAR 6.0)

Implement consistent project management practices that realize effective control of cost, schedule, performance, and risk. Develop and finalize an agreed upon scheduling toolkit, then codify via a SPAWAR Instruction.

2. ENABLE MODERN IT SERVICE DELIVERY (OBJECTIVE CHAMPION: VICTOR GAVIN)

2.1. Develop an approach to break down barriers for acquiring commercial data center & cloud services (Lead: PEOs EIS, SPAWAR 2.0 & 3.0)

End-Goal: Technical, organizational, procedural, and security-related lessons learned during the pilots are being incorporated into pilot transition plans and future hosting determinations.

2.2. Consolidate the management of data centers (Lead: PEO EIS & FRD)

End-Goals: Consolidate Data Center infrastructure: management and operations. Navy CY15 data center consolidation plan, as approved by the NEIGB for the purpose of reducing the Navy's IT footprint and preparing the Navy to leverage cloud computing, has been fully executed.

2.3. Streamline technology delivery through the establishment an Innovation Cell framework as a key speed-to-market enabler (Lead: PEO EIS supported by SSC-LANT)

End-Goal: The Innovation Cell engages industry to address key Navy IT requirements (Enterprise Challenges), using a collaborative model to rapidly acquire and insert technology solutions.

2.4. Define the service models for Platform as a Service (PaaS), Infrastructure as a Service (IaaS), and Software as a Service (SaaS) (Lead: SPAWAR 5.0)

End-Goal: Define the enterprise cloud-based hosting services and associated service models that 1) support the Navy's missions, 2) achieve sustained operational efficiency, and 3) meet the Navy's rigorous information security standards and requirements.

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3. OWN CYBER TECHNICAL LEADERSHIP (OBJECTIVE CHAMPION: RDML AILES)

3.1. Define the architecture and technical specifications and standards to ensure a common and interoperable implementation of cybersecurity controls (Lead: SPAWAR 5.0)

Align Navy SYSCOMs to a Common Technical Approach by: establishing holistic top down security architecture; obtaining IT/IA TAB endorsement of cybersecurity standards; and ensuring interoperability of Navy systems.

3.2. Establish a risk-based approach to improve cybersecurity (Lead: SPAWAR 5.0)

Establish a risk based approach to characterize cybersecurity and inform investment decisions by defining and developing: a process to characterize cyber risk; a Cyber Certification Process; and Cyber Figure of Merit (CFOM).

3.3. Establish and baseline operational configurations to fully capture assets and understand the cybersecurity posture and risk (Lead: FRD)

Define and set cyber baselines; specifically, establish cyber baselines for five platforms selected by TFCA EXCOM and track to POA&M.

3.4. Improve basic patching and speed to close known vulnerabilities, recognizing that much of this process needs to be automated (Lead: FRD in concert with PMWs & SPAWAR 5.0)

Increase the following: patch delivery and availability / auto patch; patch delivery and availability / manually patched systems in sailor; and patch delivery and availability / incomplete patch downloads. Reduce unmitigated vulnerabilities (both trend analysis & speed to patch). Align system correlation between eMASS, DITPR-DON, and OCS/VRAM. Determine process to measure First Pass Yield for Critical Cyber Directive Compliance.

4. REDUCE THE COST OF OPERATIONS (OBJECTIVE CHAMPION: PAT SULLIVAN)

4.1. Develop a culture of data-driven business processes and analytics focused on increasing process efficiencies and reducing the cost of doing business (Lead: Pat Sullivan)

HQ competencies will achieve a balanced service-delivery model by develop a system of metrics to manage organizational performance. Echelon III will reduce their cost of doing business across overhead, service center and direct cost categories. Through increased synergy with Echelon III, Echelon II will drive efficiencies. Redundant and manual efforts will be reduced through the application of business intelligence and data management.

4.2. Optimize In-Service Engineering Agents (ISEA) management to meet Fleet readiness needs (Lead: FRD & SPAWAR 4.0)

ISEA organizations will become more efficient and effective at delivering and sustaining mission critical C4I products through improved processes, task prioritization, and elimination of redundant activities by: transforming SPAWAR's ISEA organizations to become more efficient and effective at delivering and sustaining our mission critical C4I products; creating "Capability-based ISEAs" to aggregate the resources and SME talent into more robust and focused sustainment organizations that will lead us to more efficient and effective use of our limited resources; achieving higher readiness of deployed systems and a long term goal of maintaining a 1.0 Deployed Ao, without increasing costs; and, providing resource sponsors "true"/holistic sustainment costs to support risk-based funding decisions (DWTS).

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4.3. Reduce the time and expense of contract management activities (Lead: SPAWAR 2.0)

Implement improvements to SPAWAR's approach to services requirements and acquisitions and to its contracting practices that lead to reduction in the time and expense of contract management by: implementing the recommendations of the Multiple Award Contract (MAC) Working Group; identifying commonalities in similar functional service areas across PMWs that can be competed together; and, evaluating the acquisition process and eliminate processes not required by policy or regulation; look to streamline required steps.

5. OPTIMIZE OUR ORGANIZATION AND WORKFORCE (OBJECTIVE CHAMPION: KIMBERLY KESLER)

5.1. Establish and implement Human Capital management approach to provide visibility into resource allocation, capabilities and enable resource prioritization across the enterprise (SPAWAR 8.0 supported by PEOs & SSCs)

End-state outcomes: Fair and balanced approach to allocate Mission Funded billets (both number & type of FTEs); Prioritization / apportion of Mission Funded workload; Successful justification of FTEs to Echelon 1.

5.2. Identify and implement best practices across SPAWAR to drive repeatable and efficient processes; consolidating, aligning and/or differentiating functions where appropriate (Lead: HQ Efficiencies IPT and SSCs)

End-state outcomes: Consolidation and/or alignment of functions resulting in quantifiable / measurable efficiencies.

5.3. Define and establish way forward to train and/or cyber credential 95% of the workforce over the next three years (Lead: CSWF IPT)

Includes SPAWAR Cybersecurity Workforce compliance to training & certification as well as incremental approaches for each level (Expert, Journeyman, and Apprentice). End-state outcomes: POR's meet statutory and operational Cyber requirements; implementation of a cost effective Cyber Aware education program so that 95% of the SPAWAR Workforce is compliant by FY18.

5.4. Develop approach to assess and improve workforce competence and capacity in modern information-related disciplines (Lead: SPAWAR 8.0 & SSCs)

End-state outcome: Introduce modern ways of doing business and approaching/working in our current environment by establishing a baseline of visibility in Year 1 and a means for assessment and improvement in Years 2 & beyond through establishing the following: list of information-related disciplines and key knowledge, skills and abilities needed to demonstrate competence; documented process for validating competence; and documented course catalog for information-related disciplines.



SPAWAR Strategy Map

in support of the SPAWAR Strategic Vision 2015-2022

To Rapidly Deliver Cyber Warfighting Capability from Seabed to Space

STRATEGIC OBJECTIVES

TARGETED END-STATES

Stakeholder & Customer

Operations

People

Decrease Deployed C4I Configurations on DDGs Increase Quality of Installations & Decrease Timelines & Cost Accelerate the Delivery of Advanced Technologies Implement Common Scheduling Practices for Programs & Projects

Accelerate & Streamline Delivery
Champion: RDML Becker

Breakdown Barriers for Acquiring Commercial Data Center & Cloud Services Consolidate the Management of Data Centers Streamline Technology Delivery through an Innovation Cell Framework Define Service Models for Platform / Infrastructure / Software as Services

Enable Modern IT Service Delivery
Champion: Victor Gavin

Ensure Common & Interoperable Cybersecurity Controls Implementation Establish a Risk-based Approach to Improve Cybersecurity Establish & Baseline Operational Configurations Improve Basic Patching & Speed to Close Known Vulnerabilities

Own Cyber Technical Leadership
Champion: RDML Ailes

Develop a Culture of Data-driven Business Processes & Analytics Focused on Increasing Process Efficiencies & Reducing the Cost of Doing Business Optimize ISEA Management to Meet Fleet Readiness Needs Reduce the Time & Expense of Contract Management Activities

Reduce the Cost of Operations
Champion: Pat Sullivan

Establish & Implement Human Capital Management Approach Consolidate, Align and/or Differentiate Functions Where Appropriate Train and/or Cyber Credential 95% of the Workforce Improve Competence & Capacity in Modern Info-related Disciplines

Optimize Our Organization & Workforce
Champion: Kimberly Kesler

FOUNDATIONAL PRINCIPLES

Relevant

Resilient

Responsive