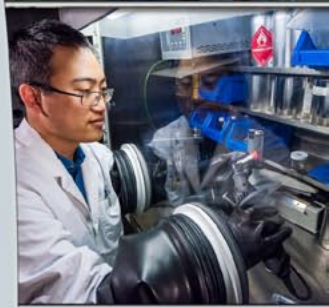
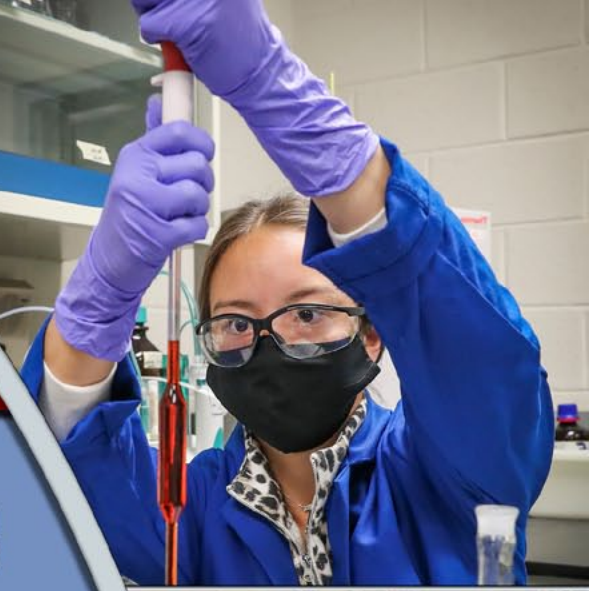




NAVAL SEA SYSTEMS COMMAND

Warfare Centers Strategic Plan 2021-2025



Leadership Message

One thing is certain: Change is one of life's constants. Since releasing the 2020-2024 NAVSEA Warfare Centers Strategic Plan, our Navy and our nation have experienced change on an unprecedented level. However, in the midst of uncertainty and turmoil, our NAVSEA Warfare Center family hasn't missed a beat, performing admirably in support of the world's greatest Navy. We are very proud of each of you, your collective accomplishments, and your personal resilience during trying times. It's fair to say our organizational trust and collective commitment to each other has never been higher, which is clearly a reflection of the individual investment you make in this enterprise. For that you have our unending gratitude.

As Vice Adm. William Galinis notes in NAVSEA's Campaign Plan 3.0, one thing that will never change is the importance of the U.S. Navy's role in protecting America's global interests. The NAVSEA Warfare Centers play an unquestioned part in ensuring that success. With more than 29,000 devoted teammates at 10 diverse and dynamic Divisions, our One Team enterprise represents approximately 30 percent of the Navy's engineering/scientific expertise. Together we serve as the Navy's principal research, development, test and evaluation assessment activity for surface/undersea systems and subsystems. We are the Navy's trusted partner and we matter.

This Strategic Plan seeks to Expand the Navy's Advantage by identifying our best pathway to success via our Mission Priorities, Strategic Goals, and Foundational Values. It's a living document, one that intentionally aligns to the CNO Navigation Plan and the NAVSEA Campaign Plan 3.0. It charts our course and focuses our efforts.

We are proud to serve and are committed to delivering technologies, solutions, and support. In addition, we will never waver in our pursuit to enable maritime superiority for today's Navy, tomorrow's Navy, and the Navy after next!



Rear Adm. Kevin P. Byrne, USN
Commander

Dr. Brett A. Seidle, SES
Executive Director

Vision



*Enabling maritime superiority for today's Navy,
tomorrow's Navy, and the Navy after next*

Advancing NAVSEA's Priorities

The NAVSEA Warfare Centers Strategic Plan supports NAVSEA's three mission priorities through our five strategic goals and a set of foundational values. Its strength depends on the condition and stability of its individual parts, which also must align and work seamlessly together, as depicted in the image below.

NAVSEA's priorities are:

Deliver Combat Power

Our most important role as the NAVSEA Warfare Centers is to provide advanced warfighting capability to the fleet and deliver relevant and innovative solutions for combat-ready ships, submarines, and systems. We will steward the technical capabilities that are needed now and develop capabilities for the future. Strategic thinking, innovation, technical excellence, quality, and safety are integral to our success and we will be relentless in our efforts to achieve on-time delivery, execution, and support for urgent operational needs.

Transform Digital Capability

Digital technologies have the potential to be force multipliers, putting data at the center of our decision making and transforming how we innovate, deliver new capabilities, and conduct business operations. The transformation of our digital capabilities will affect every aspect of our enterprise. We will modernize our virtual infrastructure and improve our interconnectedness to enhance our One Team experience. We will expand our digital capabilities and external partnerships around evolving and future technologies to develop innovative and relevant solutions. New digital tools and technologies will also give us the opportunity to reconceptualize our business models.

Build a Team to Compete and Win

Our intention is to develop and retain the most capable team and foster a culture in which we excel together. This occurs by assembling the best talent from our workforce and our government, industry, and academic partners to address the significant challenges facing the Navy and the nation. Doing so will cultivate unique innovation ecosystems to bring the best solutions forward. Developing leadership at all levels will be critical to strengthening our collaborative culture.



NAVSEA Warfare Centers Strategic Goals

Workforce and Leadership Development

The NAVSEA Warfare Centers *are* our people. We must hire, train, and develop the skills of the best scientific, technical, engineering, business, and administrative personnel to take on existing and emerging challenges. When you join our team, we become “all in” on your goals, your development, and your aspirations. The NAVSEA Warfare Centers will continue to empower personnel to lead at all levels and support you with a capable infrastructure. Your success is our success! We are committed to:

1. Recruit and retain the best personnel and continuously develop their capabilities.
2. Develop leadership opportunities at all levels.
3. Include and engage all personnel to best leverage our diversity of thoughts and ideas.

Mission-Aligned Strategies at the Division Level

It is imperative that we excel in pursuit of our mission to allow U.S. naval forces to dominate future conflicts from the seafloor to space and across the information and data domains. Our enduring relevance as the NAVSEA 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. Division strategies will drive us toward national leadership, best value for the warfighter, and resilience as an organization, and must:

1. Encourage all levels of the organization to think and plan strategically to adapt to future challenges and opportunities.
2. Develop capabilities for the warfighter in emerging technology areas that will be critical for the Navy’s future missions.
3. Remove barriers and think differently.



NAVSEA Warfare Centers **Strategic Goals**

continued

Technical Innovation and Excellence

Providing national leadership in our respective technical capability areas is critical to ensuring our warfighters continue expanding their advantage. The NAVSEA Warfare Centers will provide unique value to the Navy and the nation through innovation, collaboration, and delivering superior capability before or as soon as it is needed. We will focus on helping the Navy and Department of Defense determine technical capability requirements, now and in the future. Cultivating unique innovation ecosystems to bring the best subject matter expertise to bear on the Navy's and the nation's technical problems is a priority. It is imperative that we:

1. Invest in modernized infrastructure.
 - a. Advance connectivity, improve virtual infrastructure, and obtain the necessary tools to support the Navy's digital transformation.
 - b. Develop a long-term strategic plan for our physical infrastructure.
2. Design, develop, and field solutions for urgent operational fleet needs for greater readiness.
3. Enable the NAVSEA Warfare Centers' innovation ecosystem.
 - a. Initiate and leverage Department of Navy and Department of Defense partnerships.
 - b. Expand and enhance relationships with partners in industry and academia.



NAVSEA Warfare Centers Strategic Goals

continued

Business Excellence and Improvement

Managing the NAVSEA Warfare Centers' business well is ultimately as critical to our success as our technical expertise. We strive to be the best model of the Working Capital Fund that exists in the Navy. Our success will hinge on a strong foundation of business capabilities and processes that are effective, efficient, innovative, and adaptable. It is our responsibility to:

1. Transform and improve business processes by challenging the fiscal and policy constraints to “go faster.”
2. Ensure recommendations and decisions are driven by data and analysis.
3. Expand the adoption of common processes from the business communities of practice.

Right Culture/Values

We strive to have a culture that is inclusive, engaging, and one in which we excel together; it is shaped by living the values of honesty, integrity, unity, empowerment, and service. We will treat one another with respect and dignity, assume good intentions of others, and cultivate trust in all we do. Let empathy, kindness, and grace be the EKG that reflects our very existence. We will take the following steps:

1. Develop a sustainable plan for communicating and measuring our culture and values.
2. Strive to instill diversity and inclusion into our culture.
3. Strengthen NAVSEA Warfare Centers One Team collaborative culture.



As we move forward, we are certain to encounter many challenges; we are just as sure to find many opportunities. As One Team, we will build the best version of ourselves, treating one another with respect and dignity, in a way that ultimately leads to an efficient, effective organization that works collaboratively in service to the Navy and the nation.

Enduring Relevance

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

To Make Naval Technical Programs Successful

NAVSEA 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 deliver 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 the 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, NAVSEA 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 NAVSEA 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.

Our Culture & Foundational Values

We strive to have a culture that is inclusive, engaging, and one in which we excel together; it is shaped by living the values of honesty, integrity, unity, empowerment, and service. We will treat one another with respect and dignity, assume good intentions of others, and cultivate trust in all we do. Let empathy, kindness, and grace be the EKG that reflects our very existence.

Be Honest:

Build meaningful relationships that create a positive environment by gracefully speaking truth to one another.

HONOR

Have Integrity:

Demonstrate and model virtue by intentionally cultivating consistent, ethical behavior.

Build Unity:

Foster a sense of community through problem solving, mutual respect, and building each other up. We are One Team!

COURAGE

Empower Our People:

Commit to our workforce by encouraging leadership at all levels, trusting others, and accepting responsible risk.

Strive to Serve Well:

Support the mission by selflessly committing time, energy, and talent. Intention by all of us to serve leads to a great work environment, a stronger organization, and a joyful life. Making a difference in the lives of others through service is a priority for our NAVSEA Warfare Center family.

COMMITMENT

***Be the Change You Want to See –
Culture Begins with Each of Us***



“America is a Maritime Nation – our security and prosperity depend on the seas. Failing to maintain our advantage at sea will leave America vulnerable. We have to move decisively – and do it now.”

*- Admiral Michael M. Gilday
Chief of Naval Operations, USN*

“It follows then as certain as that night succeeds the day, that without a decisive naval force we can do nothing definitive, and with it, everything honorable and glorious.”

- George Washington

