



The Naval Research, Development & Acquisition Team

1999–2004 Strategic Plan

Surface Ships
Aircraft
Submarines
Marine Corps Materiel
Surveillance Systems
Weapon Systems
**Command Control &
Communications Systems**
Intelligence Systems
Ordnance
Satellites
Training Systems
**Supply and Support
Facilities**

*"We acquire the means to move forward
...from the sea."*



A Letter from the Assistant Secretary of the Navy for Research, Development and Acquisition

The Honorable H. Lee Buchanan
Assistant Secretary of the Navy for
Research, Development and Acquisition

This Strategic Plan represents a significant step for the ASN(RD&A) Team. It is an evolutionary departure from our initial strategic plan published in 1996. This new plan reflects our commitment to help the Navy and Marine Corps successfully address the core issue of achieving long-range modernization and recapitalization goals during a period of fixed budgets and extensive operational demands. It reflects a total commitment to support our customers, the Sailors, Marines and allies operating our equipment, by providing better equipment and services faster, cheaper and smarter than ever before. Success will result in meaningful improvements in how we work, how we fight and how we live with emphasis on reducing burden on the fleet Sailor and Marine.

To realize this vision the ASN(RD&A) Team has embarked upon an extensive outreach program. The goals, strategies and metrics contained in this plan will require the support of the Chief of Naval Operations, Commandant of the Marine Corps, Assistant Secretary for Financial Management and Comptroller and the Operational Commanders. By linking arms with these customers and stakeholders, we intend to implement strategies that will unify and streamline efforts across the Department to help meet today's growing operational demands while developing the force of the future.

During the first year of this plan we will baseline each goal area throughout our organization, then establish quantitative performance targets. Subsequent activity will focus on performance measurement against these targets. Goals, strategies and metrics will continue to be refined through close coordination with our customers and stakeholders.

Successful execution of this plan cannot be accomplished by the ASN(RD&A) organization alone. It requires the coordinated efforts of the entire Navy and Marine Corps Team. Our challenge is to sustain the maritime superiority our nation enjoys by providing the finest equipment in the world to our Sailors and Marines. The ASN(RD&A) Team is committed to meeting this challenge now - and in the future.

Sincerely,

H. Lee Buchanan

Assessment of the Strategic Environment



The President's National Security Strategy for a New Century tells us that we must simultaneously address the problems of today and prepare for the uncertainties of tomorrow. The National Military Strategy, developed by the Joint Chiefs, describes four strategic concepts that guide us in the development and acquisition of Navy force

structure - Strategic Agility, Overseas Presence, Power Projection and Decisive Force. The Navy-Marine Corps Team fulfills a particularly critical role in executing the National Military Strategy. The ASN(RD&A) Team must develop and provide equipment that is technologically superior, sufficient in quantity, and affordable in operation to support our military strategy throughout the globe.

Successful execution of our military strategy since the end of the Cold War has been complicated by an overall increase in the tempo of operations combined with a steady decline in the defense budget. Peacekeeping and operations other than war, such as Bosnian peacekeeping operations, have increased the operational demands on our Navy-Marine Corps Team. Sustaining readiness levels along with a high operational tempo, in a period of fixed or declining resources, has contributed to deferred modernization and threatens to create a vicious cycle - increasing cost to support current readiness at the expense of modernization. We must find a balance, in partnership with resource sponsors, operational commanders, the Congress, and overseas partners, to ensure a capable Navy and Marine Corps today and for the 21st Century.

Meeting these challenges will require innovative approaches. The Revolution in Military Affairs (RMA) promises potentially dramatic increases in military capability by leveraging new technology with new operational concepts and organizations. In keeping with the goals of the National Performance Review and consistent with the Government Performance and Results Act and the Revolution in Business Affairs (RBA), ASN(RD&A) will strive to develop and procure the weapons systems of tomorrow better, smarter, cheaper and faster. We will carry forth this revolution by expanding acquisition reform beyond procurement into logistics, finance and other key business areas, with the ultimate goal of combating resource shortages through revolutionary business practices. Resource savings may then be applied toward modernization and recapitalization of the Navy-Marine Corps Team.



Concept of Operations



Instituting a Strategic Planning Process

The RD&A Team will build a dynamic planning process. This process will become a tool to provide both equipment and services better, faster, cheaper and smarter. To succeed, we will need to constantly refine the Plan to accomplish our mission and to achieve our vision.

Critical Success Factor: Integration of Planning and Management

We must use the Plan to drive RD&A operations and align support functions.

Accountability

RD&A leaders will develop corresponding plans to support RD&A strategic goals. Each RD&A organization will implement a cascading planning and reporting structure of supporting objectives, strategies and performance measures. The recurring metrics briefs will provide formal feedback on progress toward strategic goals. We will use this information to improve our performance.

Customer and Stakeholder Outreach

In this Plan, we have made the priorities of our customers and stakeholders our own priorities. We will base our goals on our realistic assessment of the strategic environment, derived from CNO and CMC requirements and priorities. We will reach out to our customers and stakeholders to update them on our progress in achieving their goals and objectives. Through this process, we will jointly explore means to meet their expectations and, if necessary, explain any inability to meet their requirements.

Performance Management System

Our Strategic Plan will form the underpinning of a performance management system. During the initial year of implementation we will concentrate on building baseline and benchmark data to validate our measurements. We will use this baseline data to set targets for each measure of success. Ultimately, we will use our performance plan to support budget development.

Overarching Concept

Reducing Total Ownership Costs to increase resources available for recapitalization and modernization is the overarching concept for this Strategic Plan.

Simplicity and Focus

To focus our efforts and simplify the planning process, we will concentrate on four key areas of our enterprise; the Warfighter customers, our People, our Finances and our Business Processes.

Mission, Vision, and Goals



Mission

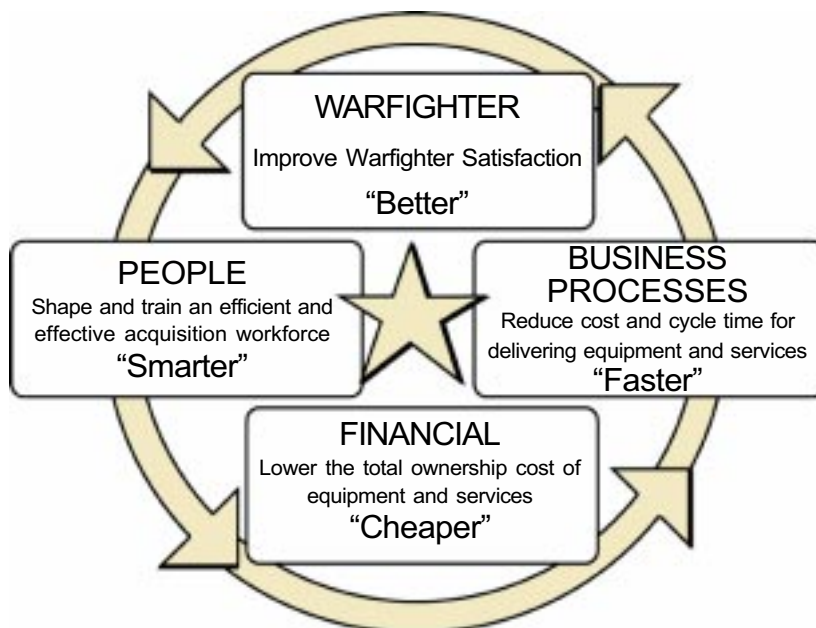
The Naval Research, Development and Acquisition Team, in partnership with Industry, will continue to serve the Nation by developing, acquiring and supporting technologically superior and affordable systems for Navy, Marine Corps, Joint and Allied Forces.

Our products allow the operating forces, in support of the Unified Commanders, to train, to deter conflict and, if required, to fight and win.

Vision

Our continuing vision is to be the world's best acquisition and life-cycle support organization. We will dedicate ourselves to innovation and excellence through teamwork and trust - developing, acquiring and supporting systems for the finest Navy and Marine Corps in the world.

Goals



WARFIGHTER GOAL

"IMPROVE WARFIGHTER SATISFACTION"

PROVIDE *BETTER* PRODUCTS AND SERVICES

STRATEGIES

- ☆ Provide effective, reliable, affordable and interoperable battleforce systems.
- ☆ Pursue initiatives to lessen workload on Sailors and Marines.
- ☆ Engage in regular and open communication with stakeholders and the Warfighter.
- ☆ Focus science and technology (S&T) efforts on future Naval capabilities desired by the Warfighter.



MEASURES OF SUCCESS

- ▮ Improved Effectiveness - Increase Warfighter readiness as measured by established operational performance standards.

Mission Capable Rate

MC Rate



Successful OPEVALS 1st Attempt
Total OPEVALS

OPEVAL Rate



- ▮ Higher Availability - Increase overall systems availability as measured by SYSCOM and operational data.

Total Platform Hours Mission Capable
Total Platform Hours

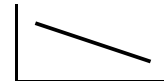
Availability Rate



- ▮ Greater Affordability - Lower the cost to the Warfighter of operating weapons systems.

Operating and Support Cost
Operating Hour

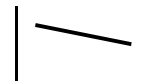
Cost/Hour



- ▮ Superior Interoperability - Reduce systems interoperability issues measured by Warfighter Battle Group Systems Interoperability Test (BGSIT) reports.

BGSIT Issues
Operation

BGSIT Rate



- ▮ Increased Capability - Accelerate progress toward future Naval capability objectives.

S&T Resources Applied to Warfighter Objectives
Total S&T Resources

S&T Resource Rate



Successfully Transitioned S&T Initiatives

S&T Transitions



PEOPLE GOAL

"SHAPE AND TRAIN AN EFFICIENT AND EFFECTIVE ACQUISITION WORKFORCE"

PROVIDE PRODUCTS AND SERVICES *SMARTER*

STRATEGIES

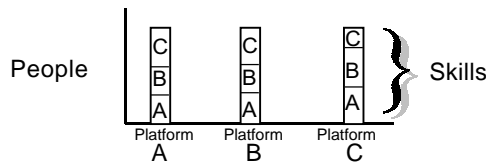
- ☆ Establish a requirements driven plan for the size, composition and capabilities of the ASN (RD&A) total workforce.
- ☆ Improve workforce by aligning recruiting and retention to total workforce.
- ☆ Improve civilian and military skill levels through the DAWIA program, mentoring, leadership development programs, continuous learning and career management.



MEASURES OF SUCCESS

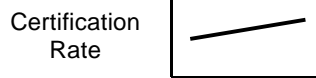
- ▶ **Correctly Sized Workforce** - Number and skill mix of people relative to Warfighter force structure and mission requirements.

Number of People per Skill
Number of Platforms per Type

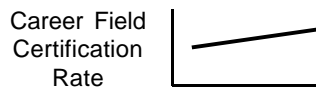


- ▶ **Higher Certification Levels** - Increase the number of DAWIA certified employees.

Employees Properly Certified
Total Acquisition Positions

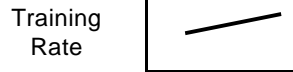


Employees Properly Certified in a Career Field
Total Employees by Career Field



- ▶ **Increase Workforce Development** - Improve workforce skills through continuous professional training.

Employees Receiving Minimum 40 Hours Training
Total Employees



FINANCIAL GOAL

"LOWER THE TOTAL OWNERSHIP COST OF EQUIPMENT AND SERVICES"

PROVIDE PRODUCTS AND SERVICES CHEAPER

STRATEGIES





- ☆ Develop financial management process improvements with stakeholders that support high-level decision-making.
- ☆ Develop TOC baselines and measurement tools.
- ☆ Promote initiatives that will lower TOC.

- ☆ Identify acquisition team operating efficiencies by applying such techniques as Activity Based Costing (ABC) and Activity Based Management (ABM).
- ☆ Invest a portion of program savings to reduce TOC.
- ☆ Pursue international program partnering opportunities that lower TOC.


MEASURES OF SUCCESS

- ▮ Reduce Total Ownership Cost - Decrease development, acquisition, operation and maintenance costs for weapons systems.

New Systems: Projected TOC (Constant Year \$) TOC 

Fielded Systems: Actual TOC (Constant Year \$) TOC 

- ▮ Increase Operating Efficiency - Increase amount of products and services provided per dollar of operating cost.

$\frac{\text{Dollar Value of Contracted Products and Services}}{\text{RDA TOA Minus Dollar Value of Contracted Products and Services}}$ Operating Efficiency 

- ▮ Optimize Return On Investments - Invest in initiatives that produce largest reductions in TOC over the life cycle of weapons systems.

$\frac{\text{Change in TOC}}{\text{Investment}}$ ROI 

BUSINESS PROCESS GOAL



"REDUCE COST AND CYCLE TIME FOR DELIVERING EQUIPMENT AND SERVICES"

PROVIDE PRODUCTS AND SERVICES FASTER

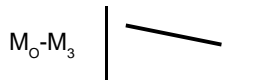
STRATEGIES

- ☆ Promote acquisition reform initiatives that reduce cost and cycle times.
- ☆ Increase integration of the requirements, resources and acquisition communities in the acquisition process.
- ☆ Improve the efficiency of internal processes that have a major impact on cycle times.
- ☆ Partner with the Warfighter, stakeholders and industry on a weapons system approach to life cycle management.
- ☆ Reduce the time to develop and insert new technologies that improve Warfighter capabilities.

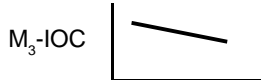
MEASURES OF SUCCESS

- ▶ Reduce Major Product Cycle Time - Reduce cycle time to develop products and services for the Fleet.

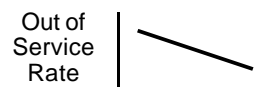
Time to Develop by Product Line
(Milestone 0-3)



Time to Field by Product Line
(Milestone 3-IOC)

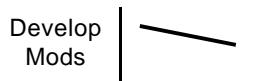


Total Time Out of Service
Total Platform Time

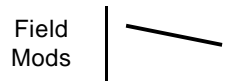


- ▶ Shorten the Product Improvement Cycle - Reduce elapsed time to develop and field major modifications. Reduce elapsed time to field new Science and Technology capability.

Time to Develop
Major Modifications

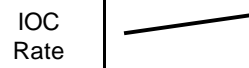


Time to Field
Major Modifications

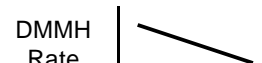


- ▶ Increase the Quality of Logistics Support - Increase percentage of logistics elements in place at product IOC. Decrease direct maintenance man-hours per platform.

Program
(Logistics Elements Required)-(Logistics Elements in Place at IOC)



Direct Maintenance Manhours (DMMH)
Platform Type



CONCLUSION



This Strategic Plan represents a significant milestone for the Naval Research, Development and Acquisition Team. It is a capstone document, marking our continuing transition to a performance management system. We rigorously analyzed our vision, mission and goals to reduce them to their very core - to better focus our efforts. Guided by the Defense Reform Initiatives, we will adopt the best commercial business process applicable to our operation. Beginning with this Plan, the Team is adopting a simplified process for integrated planning that uses the existing organizational framework. This will help us implement the Plan throughout the Team. It will also provide improved accountability for achieving our strategic goals.

The number of strategic goals has been reduced and concentrated in four functional areas: Warfighter Satisfaction; People; Finance; and Business Processes. The goals, strategies and performance measures set forth herein will be further improved through a process of continuous interaction with our customers and stake-holders.



Developing relevant strategic goals and a supporting performance management plan will be an iterative process. We will begin by building a baseline of data for measuring future progress toward our strategic goals, recognizing that it will take time, effort and resources to achieve our vision. We are confident that through our partnership with industry, operational customers and stakeholders we will succeed in our vision of sustaining the maritime dominance of the finest Navy and Marine Corps Team in the 21st Century.





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