



# Secretary of the Navy Year 3 Strategic Vision, Goals, and Implementation Guidance

Fiscal Years  
2020-2023





# CONTENTS

Message from the Secretary of the Navy.....1

Vision and Goals.....2

Act Now.....3

Engagement Plans and Conclusion.....5



“Operating with a sense of urgency means you fix something when it’s wrong. It’s a habit of thought and action that recognizes a personal responsibility to continually improve our organization to be faster, more efficient and more effective in complex and challenging environments.”

-Secretary Spencer





# Message from the Secretary of the Navy



America's naval force is essential to defending the nation and its interests around the globe. The credible and immediate presence of the Navy and Marine Corps within all operational domains ensures the security and prosperity of the American people, and preserves open access to the global commons. The expeditionary character of our Sailors and Marines is an indispensable component of the Joint Force. As such, we can expect America's adversaries to continue to attempt to erode our maritime advantage through every means at their disposal. With this challenge in mind, we must make every effort to retain and expand our competitive edge.

In order to guarantee our continued preparedness, I am updating my guidance for the Department. My focus remains on the continuous improvement of my enduring priorities: people, processes, and capabilities. Excellence in these areas will ensure that our integrated naval force is ready to meet the challenges required of us in the National Defense Strategy.

The six strategic goals outlined here will demand a sustained, department-wide effort to fully implement and manage. We must act now to create irreversible momentum towards a truly integrated and effective naval force. I am extremely proud of our naval

history, but we must not be wed to outdated ways of thinking or nostalgic practices that constrain the effectiveness of our naval operations and capabilities in any way.

The concept of a strategy is the application of limited resources to attain a goal. My approach rests on the belief that the Naval Services are our decisive strength, and the recognition that any Department strategy must be designed to enable the Navy and Marine Corps service strategies. The Department is clearly responsible for alignment towards a fully-integrated naval approach, but this does not over-ride the primacy of Service Chief role.

In this guidance, I designate responsible leaders to manage each department goal, and I will hold them accountable for timely and effective execution. I know that the civilian and uniformed leaders of our Naval Services will work together from initial planning through final execution with a sense of urgency and purpose.

Richard V. Spencer





# MISSION

The Department of the Navy will recruit, train, equip, and organize to deliver combat ready naval forces to win conflicts and wars while maintaining security and deterrence through sustained forward naval presence.

# VISION

The Nation demands a next-generation, integrated naval force as the cornerstone of our competitive advantage. Over the next three years, the Department will relentlessly innovate and adapt to opportunity, aggressively seek out and reform legacy business practices, cultivate a culture of continuous learning and professional development as an essential war fighting capability, and strengthen our global network of allies and partners to guarantee freedom of the seas. Maintaining American sea power and expanding our strategic initiative requires a sustained sense of urgency from every member — Sailor, Marine, and civilian alike. Together we will ensure America’s security and prosperity as we are challenged by adversaries across a broad spectrum of competition and potential conflict.

# STRATEGIC GOALS

## PEOPLE

**INVEST IN HUMAN CAPITAL.**  
In FY20, develop and implement human capital strategies guaranteeing our military and civilian workforce are the most skilled, innovative, agile, and valued capability in the Department of the Navy.

**PRIORITIZE LEARNING AS A STRATEGIC ADVANTAGE.**  
In FY20, accelerate the implementation of Education for Sea Power initiatives to advance an institutional culture of learning, innovation, and intellectual preparedness of the Department of the Navy military and civilian workforce as the core of our sea power advantage.

## PROCESSES

**DEVELOP A FULLY INTEGRATED POM PROCESS.**  
By the end of FY20, develop and implement a fully integrated Department of the Navy Program Objective Memorandum cycle and budgeting processes that provides the Secretariat with an understanding of requirements, risks, and strategic decision points over the FYDP.

**MODERNIZE BUSINESS OPERATIONS.**  
In FY20, continue the aggressive implementation of the initiatives detailed in the DoN Business Operations Plan with a particular emphasis on rationalizing and modernizing the Department’s supply chain and logistics operations, systems, financial management, and business process reforms that generate measurable savings across the FYDP.

## CAPABILITIES

**ELEVATE INFORMATION MANAGEMENT.**  
In FY20, establish a fully empowered, mission-oriented Chief Information Officer (CIO) implementing structure and strategies that accelerate the whole Department of the Navy digital transformation while delivering secure, reliable, and resilient warfighting capabilities resilient warfighting capabilities across the information spectrum.

**DESIGN AN INTEGRATED NAVAL FORCE STRUCTURE.**  
In FY20, develop a fully integrated Department of the Navy strategy and Industrial Base Management Plan proposal for a modernized naval force and supporting infrastructure capable of global projection, interoperable with partner nations and lethal over match from warfighting capability and capacity delivered ahead of global business trends.





# Department of the Navy — Act Now

Goal	OPR/OCR	Activity	Date
Invest In Human Capital	(OPR) ASN (M&RA)	Begin development of a synergistic DON military human capital strategy, accounting for active/reserve and service uniqueness, which balances empowerment with resource constraints and mission readiness	IPR: Jan. 2020 Completion date: Oct. 2020
		Finalize and begin execution of 2019-2030 DON Civilian Human Capital Strategy (HCS) Implementation Plan initiatives	IPR: Jan. 2020; Quarterly updates Completion date: Ongoing
	CIO, OCMO	Support M&RA lead on behalf of the DON	IPR: As Directed Completion date: As Directed
	CLO	Coordinate and expand learning opportunities for the civilian workforce	1 Oct. 2020
Prioritize Learning As A Strategic Advantage	(OPR) CLO	Publish a unifying strategy for the Naval University System	31 Dec. 2019
		Establish an effective governance and advisory forum for the Naval University System	31 Oct. 2019
		Appoint and empower the Principal Technical Adviser for the Naval University System	31 Oct. 2019
		Create a FITREP/EVAL category for Learning	1 Jan. 2020
	Submit a plan of action and milestones to the SECNAV for the establishment of the Naval Community College	1 Jan. 2020	
ASN (All)	Support CLO lead on behalf of the DON	IPR: As Directed Completion Date: As Directed	
Develop A Fully Integrated POM Process	(OPR) ASN (FM&C)	Lead development and revision of PPBE that reflects an integrated Navy and Marine Corps POM analysis	IPR: Jan. 2020 Completion date: Aug. 2020
	ASN (All) OCMO	Support FM&C lead on behalf of the DON	IPR: As Directed Completion Date: As Directed



Goal	OPR/OCR	Activity	Date
Modernize Business Operations	(OPR) UND OCMO, CIO	Coordinate the integration of initiatives supporting SECNAV Year 3 Goals into the FY20 BOP mid-year update	Mar. 2020
		Develop and implement guidelines to enhance the DON's business processes and standardize the approach to process improvements	Apr. 2020
		Develop a current state map of existing executive decision-making processes, areas of duplication and organizational gaps related to enterprise business operations	Sept. 2020
		Develop and implement guidelines and criteria for new organizational design, change proposals and integrate into Secretariat decision making processes	Mar. 2021
	ASN (All)	Support UND lead on behalf of the DON	IPR: As Directed Completion Date: As Directed
Elevate Information Management	(OPR) UND CIO	Develop a vision, strategy, and architecture to modernize our infrastructure and technology, create transformational capabilities via emerging technologies, and defend our critical data and assets with a robust cyber posture	Q2 FY20
	ASN (EI&E)	Improve DON mission assurance posture of operational technology (facility related control systems) by completing an inventory of systems and implementing plans, processes, and tools in order to identify, track, respond to, and mitigate vulnerabilities	Q4 FY20
	ASN (All) DUSN	Support CIO lead on behalf of the DON	IPR: As Directed Completion Date: As Directed
Design An Integrated Naval Force Structure	(OPR) UND ASN (RD&A)	Design an alternative naval force model	1 Dec. 2019
		Define priorities for naval modernization	1 Feb. 2020
		Create Industrial Base Management Plan	1 Jun. 2020
		Develop a 24 month partnership to promote the use of naval power along the continuum of international engagement and competition	1 Oct. 2020
	ASN (All)	Support UND/RD&A lead on behalf of the DON	IPR: As Directed Completion Date: As Directed

“I see innovation and adaptation as complementary strengths. Adaptation adjusts to the security environment, while innovation transforms it. To succeed in today’s complex world, we must do both.”

-Secretary Spencer



## **Engagement Strategy**

As the DON develops and implements this guidance, we must organize and manage the upcoming year of senior leader engagements in a strategic manner to amplify the messages and reinforce the priorities contained in the vision statement and strategic goals. To that end, the Department requires purposefully designed and synchronized plans for legislative efforts, international partnerships, and public communication planning. The following is my guidance and tasks on these matters.

## **Legislative Efforts**

A detailed Year 3 legislative engagement plan for FY20 that supports the Department of the Navy's vision, goals, and objectives is essential. The purpose of this plan is to inform, provide awareness, and develop understanding of the vision and future of the Nation's naval forces and its maritime role. Equally important, we must also seek legislative actions and support from the House and Senate to achieve our priorities and goals of the Department and Services. We cannot be in reactive mode, waiting for priorities to be dictated by Congressional leaders. We must frame and accelerate the conversation.

## **International Partners**

Our Year 3 international engagement plan is imperative to our success as a naval force. The partnerships we develop and maintain provide the Department of the Navy a freedom of action, strength, and the international will to protect our interests against our competitors. The Year 3 engagement plan will cultivate the opportunity to develop infrastructure capable of supporting global naval projection, interoperability with partner nations and industry, and technology development that enhances lethality. This power must overmatch our competitors at every occasion.

## **Public Communication**

The most critical element will be the Year 3 communications plan. We must build

understanding and support among our stakeholders through sustainable and agile narratives designed to support achievement of the strategy goals. Aligning our message for both internal and external audiences is a challenging, but critical, continuing effort. The Department requires not only narratives that are effectively aligned to each goal, but the ability to seize every communication opportunity to maximize the opportunity presented by a given audience and moment.

In coordination with my office, we will design a process to manage the assessment and reassessment of these engagements towards our goals and priorities. The Chief of Staff to the Secretary of the Navy is tasked with direct management of these requirements on my behalf.

## **Conclusion**

Thank you for your careful attention to this guidance and for the actions you will take in its execution. Everyone – Sailor, Marine and Civilian – has a critical role in rigging this ship for speed. Fulfilling the requirements of this guidance will ensure that our integrated naval force upholds its responsibilities under the National Defense Strategy, and fulfills our sacred oath to the American people.

The renewal of great power competition leaves no room for complacency, and no time for inefficiency. Our adversaries will not hesitate to exploit our weaknesses if we let them. We must out-pace, out-think, and out-innovate all who threaten the American people and challenge our global interests. As America's forward deployed force in maneuverability, we stand on the horizon and maintain the watch, not only from every ship and forward position, but also from every office and yard. We are one team, with one mission. And if we all move forward and implement this guidance with a sense of urgency, there is no victory we cannot achieve. It is an honor to serve at your side.





