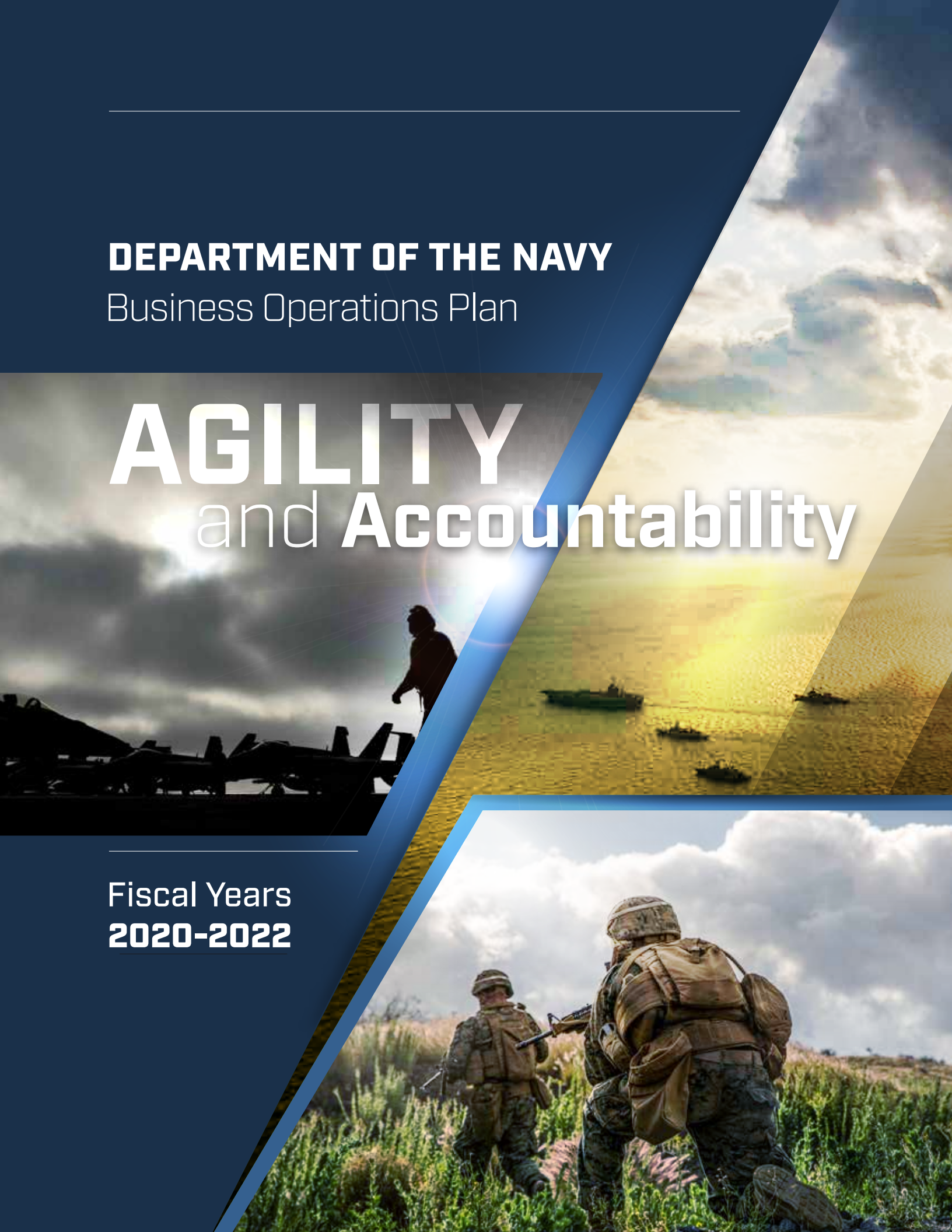
DEPARTMENT OF THE NAVY

Business Operations Plan

AGILITY and Accountability

Fiscal Years

2020-2022



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Message from the Secretary of the Navy

Over the past two years, your Department of the Navy has made significant progress towards integrating the combat and support operations of the U.S. Navy and Marine Corps team. The Chief of Naval Operations, Admiral Michael M. Gilday, and the Commandant of the Marine Corps, General David H. Berger, have expressed their commitment to creating a truly naval, united expeditionary force from the sea, one that is more agile lethal, and ready. Right now, Navy and Marine planners are working together to execute this vision, developing a new naval integrated force structure for the information age.

This DON Business Operations Plan (BOP) represents our Department's roadmap in supporting those vital integration efforts. The uniformed and civilian experts leading our business operations and audit, logistics, repair, and financial management enterprises must exhibit the urgency and resolve required to achieve the power projection needed to support the NDS. Our continuous goal for both uniformed and civilian personnel is to maximize every resource possible – intellectual, fiscal, and technical – to ensure that our Sailors and Marines will have every possible advantage to deter our adversaries, and if deterrence fails, to achieve overwhelming and decisive victory.

Our Department's unified mandate is to increase our competitive military advantage in a complex and dynamic global environment. This DON BOP represents our framework and game plan. From executing new human capital strategies for a 21st century workforce, to bold new plans for information management, to reimagining and uniting naval education, to implementing leading-edge business practices, leaders throughout our enterprise are taking on the tough but rewarding tasks of real transformation. By placing those initiatives and measurable milestones for all to see, their ideas and efforts are not only widely shared, but memorialized as part of a transparent, agile, and united plan for our entire Navy and Marine Corps team.

Message from the Under Secretary of the Navy

Last year we introduced the Department of the Navy's Business Operations Plan (BOP). The plan was intended to document and track the execution of initiatives in support of the National Defense Strategy. The BOP's initiatives are supported by milestones measured in six, twelve, eighteen, and twenty-four month increments. I am happy to report that we have completed 70 initiatives in FY 2019, greatly contributing to our efforts to achieve a more agile and accountable naval force that is aligned to the objectives prescribed in the National Defense Strategy. Overall, we have achieved approximately $1.4B in savings in FY 2019 from efforts detailed in last year's edition of the BOP, and we are projecting $1.9B for FY 2020, and $9.4B that will be achieved over the five year defense plan. Some of our most notable successes over the last year include:

Improved the rate of mission capable rates for F/A-18 E/F Super Hornets and EA-18G Growlers from 50% (last year) to 80% (as of 24 September 2019)

75% of DDG availabilities are on track to complete on time in Q1 and Q2 FY20, above the FY19 Fleet-wide baseline of 50%

Employed agile acquisition strategies to reduce the total cost of our next two aircraft carriers by $2.4B

Achieved Initial Operating Capability of the Joint Light Tactical Vehicle 10 months early

Completed the second full scope audit in our history

Achieved an unprecedented 100% baseline review of all Navy real property

Reduced future maintenance costs by divesting 11.5M square feet of obsolete Marine Corps facilities

FY19 audit remediation efforts identified over $500M of inventory that had been maintained outside of an Accountable Property System of Record (APSR)

The full list of completed FY 2019 initiatives are in Appendix I. Other accomplishments are listed on pages 05 and 06, and throughout the document in the "From the Deckplate" sections.

For FY 2020, we are harnessing the momentum of these successes. In accordance with the Secretary's strategic priorities and goals (outlined on the next page), we are implementing the recommendations of the Education for Seapower study to create an educational system that benefit Sailors and Marines at every level. A three-star level Flag and General Officer in each of the Services, advised by the recently appointed DON Chief Learning Officer, will refocus our naval educational efforts to enhance warfighting effectiveness.

We will also initiate the implementation of a new Human Capital Strategy. This strategy will apply innovative approaches to the entire end-to-end process we use to recruit, retain, incentivize, and develop our people. Our

strategy is informed by private sector best practices that leverage more efficient management practices, increasing worker satisfaction and providing the foundation for the workforce of tomorrow.

The Department of the Navy has been traditionally organized around the management of our people, our equipment, and our financial resources. In today's complex world, we must also elevate the management of information to a similar level of prioritization. Advances in data science and artificial intelligence influence every aspect of the Department's operations and will continue at an unprecedented rate creating both new dangers and new opportunities. These advances also present tremendous challenges due to the cyber vulnerabilities that the proliferation of IT systems to manage this data have created. To elevate the oversight of these opportunities and threats, we have established a new senior position in the Department: The Special Assistant to the Secretary for Information Management and Chief Information Officer (SAIM/CIO). Beginning 1 October, the SAIM/CIO will synchronize how we manage data, invest in information technology, develop digital strategies and priorities, and protect our networks.

Maintaining our deployed forces at their most lethal level is a complex business process. In the coming years, we will also focus on improving how we manage our logistics systems and our end-to-end supply chain. We will take a more integrated approach to how we develop the budget for the Navy and the Marine Corps to make the best enterprise investment decisions possible for our forces. Our decisions in all of these areas will be risk informed and undertaken through a whole-of-Department approach.

We are called to maintain peace through strength by delivering integrated naval forces well-suited for the current and emerging geopolitical challenges. The range and capabilities of our adversaries will continue to emerge, evolve, and grow. To deter and defeat these threats will require a Department of the Navy that is agile in its capabilities, and accountable in its character. This plan serves as a guide to continuously improve, and monitor, the way we man, train, and equip our Navy and Marine Corps. The changes the plan will produce are essential to creating the dominant naval force required to preserve the peace through maritime security, and to fight and win if called to do so.

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SECRETARY OF THE NAVY

YEAR 3 PRIORITIES AND GOALS

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 warfighting 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 they are challenged by adversaries across a broad spectrum of competition and potential conflict.

STRATEGIC PRIORITIES

PEOPLE

GOALS

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 SeaPower 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.

PROCESS

GOALS

DEVELOP A FULLY INTEGRATED POM PROCESS. By the end of FY20, develop and implement an integrated Department of the Navy Program Objective Memorandum cycle and budgeting process that provides the Secretariat with the holistic 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

GOALS

ELEVATE INFORMATION MANAGEMENT. In FY20, establish a fully empowered, mission-oriented Chief of 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 across the information spectrum.

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

Alignment to BOP Focus Areas

PEOPLE

INVEST IN HUMAN CAPITAL

1.2.A, Acquisition Workforce	1.5.A, Civilian Personnel
1.5.A, Military Personnel	1.5.A, Total Force

PRIORITIZE LEARNING AS A STRATEGIC ADVANTAGE

3.2.A, Education for Seapower (E4S)

PROCESS

DEVELOP A FULLY INTEGRATED POM PROCESS

1.2.A, Acquisition Affordability	3.3.A, Budgetary Reform
3.3.A, Financial Reporting and Fund Balance with Treasury	

MODERNIZE BUSINESS OPERATIONS

1.5.A, Total Force	3.1.B, Reform Business Operations
3.1.A, Enterprise Data Quality, Standards, Integration and Investment	3.2.A, Enhance Organizational Structure
3.1.A, Improve Decision Making	3.3.A, Inventory and Operating Materials & Supplies (OM&S)
3.1.B, Enterprise Risk Management	3.3.A, Real Property

CAPABILITIES

ELEVATE INFORMATION MANAGEMENT

1.2.A, Acquisition Integrity	1.4.A, Criminal Investigations and Operations
1.2.B, New Technologies	3.1.A, Enterprise Data Quality, Standards, Integration, & Investment
1.3.A, Data Centers and Cloud Services	3.1.A, Improve Decision Making
1.3.A, Enterprise Networks	3.1.B, Business Systems
1.3.A, Spectrum Dependent Systems	3.3.A, Accounting Systems Consolidation
1.3.B, Cybersecurity Readiness	3.3.A, IT General Controls

DESIGN AN INTEGRATED NAVAL FORCE STRUCTURE

1.1.A, Ship Readiness	1.4.A, Criminal Investigations and Operations
1.1.A, Aviation Readiness	1.4.A, Intelligence
1.1.A, Ground Readiness	1.4.A, Counterintelligence and Security
1.2.A, Acquisition Agility	2.1.A, Allies and Partners Synchronization
1.2.B, New Technologies	2.1.A, Security Cooperation
1.2.C, Shore and Base Infrastructure	3.1.B, Small Business Inclusiveness
1.2.C, Operational, Test and Training Range Effectiveness	3.1.B, Reform Business Operations

DON BOP **FY19** Impacts

Readiness

Perform-to-Plan (P2P): Surface, Subsurface, & Shipyard

- By targeting key performance drivers with the greatest impact on ship maintenance schedules and cost, **75% of DDG availabilities are on track** to complete on time in Q1 and Q2 FY20, above the FY19 Fleet-wide baseline of 50%
- The DON is implementing long-term shipyard capital investments (over 20 years) that will increase maintenance throughput and Fleet readiness

Tactical Aircraft (TACAIR)

- The Navy **met its goal of attaining 80% mission capable rate** for the F/A-18 E/F Super Hornet and EA-18G Growler, a significant increase from the 50% mission capable rate in 2018. This was achieved by implementing the Naval Sustainment System that captures industry best practices and addresses all elements of aviation maintenance (people, parts, and processes)

Combat Power

Nuclear Aircraft Carrier (CVN)

- The Navy awarded a single contract for construction of two aircraft carriers, saving over **$2.4B** compared to the cost of procuring each ship separately. Cost savings will be achieved by reducing shipyard labor requirements, facilitating bulk procurement of material, and integrating modifications to weapon systems that increase the lethality of these ships

Guided Missile Frigate (FFG(X))

- Changes in the acquisition process will enable contract award acceleration (by **6 years**) and is expected to reduce the cost per ship by **$86M**

Weapons

Joint Light Tactical Vehicle (JLTV)

- New efficiencies in testing and delivery resulted in the JLTV achieving Initial Operational Capability **ten months ahead of schedule**

Business Operations

Category Management (CM)

- The DON has consistently met or exceeded OMB's CM objectives: the number of contracts has been reduced by 10% (improving efficiency, reducing reporting requirements, and expanding savings among like contracts); Spend Under Management (SUM) **goals were exceeded by 33%; and $199M in savings** were achieved by using Best In Class (BIC) for 12 large contracts

Enterprise Knowledge Repository (EKR)

- The DON is implementing EKR to minimize system redundancies, identify automation opportunities, and streamline the Defense Business System certification process

Data, Cyber, & Technical Innovation

Completed Cybersecurity Readiness Review

Established a Special Assistant to SECNAV for Information Management/CIO

- The Special Assistant is focused on improving the DON's cybersecurity, data, information management, digital strategy and business systems

Personnel

Developed the DON Human Capital Strategy

- The DON developed a Human Capital Strategy that will enable a world-class workforce

"My Navy Transformation"

- The Navy transformed its human resources systems into a modern, cloud-based infrastructure that provides Sailors greater self-service capabilities to manage their careers
- **MyPCS Mobile** allows Sailors to view PCS orders and submit vouchers from their own mobile device; the **E-4 to E-6 Advancement Dashboard** helps Sailors prepare for the advancement process; and **MyNavy Family App** helps families successfully navigate the complexities of the Navy lifestyle

Optimization

Implemented recommendations of the Education for Seapower Study

- The DON has raised individual and organizational learning to the level of a warfare enabler by establishing a Chief Learning Officer (CLO). The CLO will create a Naval University System, which will include an on-line distance learning Naval Community College for Sailors and Marines

Audit

Inventory

- The DON completed the second full scope audit in its history
- FY19 audit remediation efforts identified over $500M of inventory that had been maintained outside of an Accountable Property System of Record (APSR)

Infrastructure

- The Navy completed a **100% baseline inventory** of all real property assets
- The Marine Corps **divested 11.5M sq. ft. of obsolete facilities**

Information Technology

DON Enterprise Resource Planning (ERP)

- The DON's ERP SAP cloud migration has significantly increased processing speeds. The cloud migration was the largest in North America, yet was seamlessly completed in **just nine months instead of the planned 20 months**

The Department of the Navy Business Operations Plan

Introduction: Why does the Department need a plan?

Under the Secretary of the Navy's strategic guidance, leaders at every level across the Department today are urgently partnering with key stakeholders, gleaning best practices from private and public sectors, and monitoring impact and performance to share lessons learned to integrate combat and support operations. Such guidance inspires operational and management leaders to act, to take risks, and to be decisive. However, without overall coherence and coordination, great ideas often become siloed while others languish.

The Business Operations Plan provides that coordination through measurable objectives and initiatives for the Navy and Marine Corps team to use as a uniting function. It is an agile, guiding tool, not an immovable strategy – indeed, to be successful our objectives and timelines will necessarily evolve as the external environment and capabilities of both partners and adversaries change. We therefore need a Business Operations Plan that enables our Department to:

- Improve support operations to enhance combat effectiveness and efficiency
- Coordinate our activities as one team, and rapidly find intersections of common purpose
- Focus on our key stakeholders, both public and private, across the broader institution
- Marshal scarce resources exactly where and when they are required
- Maintain budgetary and program coherence while remaining attentive to disruption
- Capitalize upon our differences by sharing diverse approaches to our challenges
- Take advantage of key best practices as well as mistakes – as a united Department of the Navy

Finally, this plan will adapt and evolve along with the demands of the institution, enabling improved readiness and lethality while creating greater agility and accountability. The initial BOP, published October 2018, promulgated the Secretary's vision to every echelon, and detailed the many outstanding initiatives throughout the Department, while measuring performance against plans. This FY 2020-2022 DON BOP links our strategic vision and operations, and promotes continuous learning, evolution, and growth as one naval team as we continue to deliver combat-ready naval forces.

> "The business of the Department of the Navy is to man, train, and equip Navy and Marine Corps forces for global operations."

"In order for our Navy to project power from the sea and win, our Sailors and Navy civilians must have the best possible platforms, combat systems and support infrastructure we can provide. The Navy is America's "Away Team" and we must always be ready to bring the fight to our adversary's backyard while at the same time we experiment with and develop new technologies as we build the Fleet of tomorrow. There will always be a natural tendency to gravitate toward the wolf closest to the sled—readiness. However, we must continue to invest in our future to maintain our edge that includes investment in our most capable weapons system—our asymmetric advantage—the brave men and women who serve in defense of our country."

— Admiral Robert P. Burke

"The Marine Corps is the premier Naval Expeditionary Force-in-Readiness forward positioned to support maritime operations, enable sea control, support sea denial, and be ready to respond to crisis when the Nation needs us the most. In order to build and sustain the Navy and Marine Corps team that this country requires, we must modernize the force to deter our adversaries, exploit emerging advances in technology, and enhance employment strategies that enable us to successfully fight and win our Nation's battles. To achieve this end, the Marine Corps remains committed to sharpening its business practices and maximizing its buying power to give the Congress and the Nation the most lethal, relevant and affordable Marine Corps possible"

— General Gary L. Thomas

DON BOP FY2020 - 2022: What's New?

Significant Changes

This document continues to serve as the integrated plan that aligns the Department of the Navy to the National Defense Strategy. The DON BOP, now in its second year, includes 197 initiatives and reduces the number of focus areas from 44 to 36. The appendix lists 70 initiatives completed in FY 19 and 58 initiatives that were carried over to FY20.

The DON continues to accomplish initiatives previously laid out in the BOP, sustain those that have been completed, and pursue new ones. New efforts this year include:

- The stand-up of a Special Assistant to the Secretary for Information Management incorporates the CIO structure and guides the DON in information technology management, digital, data, and cyber strategy
- The naming of the first-ever DON Chief Learning Officer (CLO) for naval education. The CLO's first priority is to create a Naval University System, including an on-line distance learning Naval Community College, for Sailors and Marines.
- The DON's Human Capital Strategy. This strategy provides a roadmap to hire, train, educate, and retain the best workforce to support the DON's mission

This updated DON BOP also looks to articulate the impact each initiative has on the DON BOP Strategic Objectives and therefore the Department as a whole. New business rules have been established which require initiatives to provide impact in one of three ways: cost savings, investments, or avoidance, manpower or time savings and efficiencies, or as enablers that affect readiness and lethality. To further strengthen the document, a requirement has been established for Offices of Primary Responsibility (OPRs) to provide a justification statement when requesting the deletion of an initiative, and an official requirement has been set for all OPRs to provide the Under Secretary with quarterly status updates to their initiatives.

Finally, the DON BOP aligns with the priorities and initiatives of the Office of the Under Secretary of Defense (Comptroller). All initiatives in the DON BOP fully support reform categories as published in the FY 2020 Budget Book. As a result, the DON expects to realize savings of nearly $1.9 Billion in FY 2020, and nearly $9.4 Billion over the FYDP (Five Year Defense Plan).

Alignment to the National Defense Strategy

NDSLines Of Effort	NDBOP Strategic Objectives	DON BOP Strategic Objectives (14)
1 Rebuild Military Readiness as We Build a More Lethal Joint Force	**1.1** Restore Military Readiness to Build a More Lethal Force	1.1.A Fully restore aviation/ship/ground readiness to meet missions
		1.1.B Restore inventory of weapons and ammunition to meet warfighting requirements
	1.2 Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization	1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains
		1.2.B Deliver innovative technologies that provide greater combat power and longer reach in support of missions across all domains
		1.2.C Develop and implement a sustainable path to infrastructure modernization
	1.3 Enhance IT & Cybersecurity Capabilities	1.3.A Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)
		1.3.B Increase DON's ability to deter, detect, defeat and recover from cyber-attacks
	1.4 Ensure the Best Intelligence, Counterintelligence, and Security Support for DoD Operations	1.4.A Deliver timely and relevant intelligence, counterintelligence and security support to Sailors and Marines to provide a decisive and dominant advantage
	1.5 Implement Initiatives to Recruit and Retain the Best Total Force to Bolster Capabilities and Readiness	1.5.A Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs
2 Strengthen our Alliances and Attract New Partners	**2.1** Reform the Security Cooperation Enterprise	2.1.A Implement a more strategic, coordinated approach to security cooperation
3 Reform the Department's Business Practices for Greater Performance and Affordability	**3.1** Improve and Strengthen Business Operations through a move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden	3.1.A Increase the use of data analytics and artificial intelligence in DON-wide decision making
		3.1.B Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality
	3.2 Optimize Organizational Structures	3.2.A Reduce redundancies across the enterprise (to include OPNAV, HQMC and Secretariat) to achieve cost savings and improve agility
	3.3 Undergo an Audit, and Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD	3.3.A Institutionalize annual audit and remediation, and establish a near term path to a clean opinion

Focus Areas (36)	Initiatives (197)	Initiative Owners
Ship Readiness	7	ASN (RD&A), NAVSEA
Aviation Readiness	4	CNAF, DC A, OPNAV N4, NAVAIR
Ground Readiness	2	DC P&R, DC I&L
Acquisition Agility	9	ASN (RD&A), MCSC, DC I&L, NCIS, CNR
Acquisition Affordability	6	ASN (RD&A)
Acquisition Integrity	3	ASN (RD&A), OGC
Acquisition Workforce	6	ASN (RD&A)
New Technologies	4	ASN (RD&A), OGC
Shore and Base Infrastructure	10	ASN (EI&E)
Operational, Test, and Training Range Effectiveness	5	ASN (EI&E)
Data Centers and Cloud Services	6	SAIM/CIO, OPNAV (N2/N6), MCSC, DC I
Enterprise Networks	5	SAIM/CIO, DC I, OPNAV (N2/N6)
Spectrum Dependent Systems	9	SAIM/CIO
Cybersecurity Readiness	6	ASN (EI&E), SAIM/CIO, OPNAV (N2/N6), DC I, NCIS
Intelligence	1	OPNAV (N9)
Counterintelligence and Security	6	DUSN, DC I, NCIS
Criminal Investigations and Operations	5	NCIS
Military Personnel	21	ASN (M&RA), OPNAV (N1/CNP), DC CD&I, DC M&RA, DC I
Civilian Workforce	3	ASN M&RA
Total Force	4	ASN (M&RA), ASN (RD&A), ASN (EI&E), BUMED, HQMC BRB, OGC
Allies and Partners Synchronization	4	DUSN, ASN (RD&A)
Security Cooperation	3	OPNAV (N3/N5), DC PP&O, DUSN
Enterprise Data Quality, Standards, Integration, and Investment	8	DON OCMO
Improve Decision Making	2	ASN (RD&A), DC CD&I
Business Systems	6	DON OCMO, OPNAV (N4), OPNAV (N1/CNP)
Enterprise Risk Management (ERM)	8	DON OCMO
Small Business Inclusiveness	3	OSBP
Reform Business Operations	12	ASN (EI&E), DC I&L, MCSC, DMCS, HQMC BRB, DON OCMO
Enhance Organizational Structure	5	DON OCMO
Education for Seapower (E4S)	6	CLO
Accounting Systems Consolidation	7	ASN (FM&C)
IT General Controls	2	ASN (FM&C)
Real Property	2	ASN (FM&C), ASN (EI&E)
Inventory and Operating Materials and Supplies (OM&S)	4	ASN (FM&C), OPNAV (N4), DC I&L
Financial Reporting and Fund Balance with Treasury	1	ASN (FM&C)
Budgetary Reform	2	ASN (FM&C)

NDS Line of Effort 1: Rebuild Military Readiness as We Build a More Lethal Joint Force

> The surest way to prevent war is to be prepared to win one. Building a more lethal force requires a competitive approach to force development and multiyear investment to restore warfighting readiness. We must recognize conflict's interactive nature, account for emerging technologies, identify and exploit asymmetries in our operational concepts, and validate our solutions through rigorous testing and experimentation. We must look forward to prevail in future competitions, inventing warfighting methods that will increase lethality, resilience, and operational surprise. Our aim is a ready Joint Force that possesses decisive advantages for key potential warfights, while remaining competent across the entire conflict spectrum.
>
> **— National Defense Strategy**

More than a decade and a half of wartime demands in the Middle East, together with normal high-tempo operations worldwide, taxed our capacity to maintain a ready force. Ship and aircraft maintenance periods were either delayed or cancelled, and shore infrastructure resources went to fund immediate readiness needs. The DON's depots were challenged to deliver ships and aircraft on time, which impacted training time prior to deployment. These challenges were further aggravated by shortages of parts and availability of spares. Our Department's readiness needs an injection of resources and attention.

Today, thanks to sustained support by Congress, we are on the path to recovery. Our current and planned budgets deliberately prioritize improved readiness and wholeness of our current Fleet and operational Marine force. Unfortunately, funding alone is not the long-term answer. This Business Operations Plan adjusts our business processes and inserts innovative, more efficient means to assess our progress, so that every taxpayer dollar possible goes to increased readiness and modernization of our forces. Recovering this lost readiness will take time, but our investments will be more properly balanced across all the dimensions of naval power to consistently meet our national strategic objectives

From the deckplate...

Naval Aviation Enterprise Makes Great Progress Towards Readiness Goal

The east coast Fleet Replacement Squadron (FRS) Strike Fighter Squadron (VFA) 106 initiated reforms under the Naval Sustainment System (NSS) in Q3 of FY19. VFA-106 adapted lessons learned from earlier NSS implementation at NAS Lemoore resulting in a reduction in maintenance turnover timeframes, an increase in the average mission capable (MC) rate and the return of several long-term down aircraft to flying status. Through collaboration and a whole-of-aviation approach, the Naval Aviation Enterprise is on its way to achieve and sustain its readiness goal.

Charting a New Course to Fleet Readiness

Several tragic accidents involving U.S. Navy ships in the Western Pacific in 2017 highlighted the degradation of Fleet readiness over the last three decades. The Secretary of the Navy's Strategic Readiness Review (SRR) and Commander, Fleet Forces Command's Comprehensive Review (CR) provided recommendations to correct the institutional deficiencies contributing to these incidents. The Readiness Reform and Oversight Council (RROC), co-chaired by the Under Secretary of the Navy and the VCNO, was established to "provide continuity to see reforms and recommendations through to effective completion, and thereby guard against similar future trends and challenges that adversely impact the Department of the Navy's readiness."

The RROC consolidated 111 readiness reform recommendations from a

1.1 Restore Military Readiness to Build a More Lethal Force

Why This Matters

Our armed forces have been involved in the longest continuous stretch of conflict in our Nation's history. The continuous nature of these engagements have truncated essential maintenance and training, leading to deficiencies in safety, reliability, and availability of Fleet and Marine assets. Concurrently, these operations have led to the depletion of weapons and ammunition stocks, as well as degradations to their supporting systems. Investment uncertainty resulting from budget control actions have further complicated our efforts to maintain readiness and stable ordnance inventories, creating an erosion of capability across the force. The DON is making targeted, disciplined increases in personnel, platforms, weapons, ammunition, training, and maintenance to ensure that a larger, more lethal naval force is prepared to conduct combat operations against peer adversaries in any high-intensity conflict around the world.

1.1.A » Fully restore aviation/ship/ground readiness to meet missions

From the deckplate... continued

total of 117 recommendations put forth by the SRR and CR as well as several other reports including the Government Accountability Office and the Inspector General. Of these 111 recommendations, 105 were implemented as of 25 September 2019. The remaining 6 will be adjudicated through upcoming RROC reviews. Examples of recommendations recently implemented include:

- Prioritized Navy Manning in support of Operational Requirements.
- Improved and increased the frequency of formal professional skill Assessments for Surface Warfare Officers.
- Reduced and consolidated Inspections, Certifications and Assist Visits (ICAV), resulting in 63 fewer events (32%) to allow ships more time for operations and training.

1.1.A » 3 Focus Areas 13 Initiatives

Ship Readiness

PROBLEM: The U.S. Navy (Navy) continues to be challenged by a combination of high-tempo operations and a reduced fleet size. These factors have resulted in a maintenance backlog and reduced readiness rates for Navy ships. Further exacerbating these problems, budget shortfalls in previous years have diminished parts, decreased spares availability, and reduced capacity for depot/shipyard level repairs.

SOLUTION: The Navy is focusing its efforts on improving the readiness of the surface and subsurface warfare enterprise by closely managing ship schedules to ensure all required maintenance is completed prior to operational employment. Additionally, the Navy is developing and executing plans to optimize both public and private shipyards for maximum capability and capacity.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (RD&A)	Finalize implementation of ASN (RD&A)'s new Title 10 sustainment responsibilities with stand-up of DASN (Sustainment)		●											
NAVSEA	Complete simulation and modeling of all processes critical to submarine and CVN maintenance at Puget Sound, Norfolk and Portsmith public shipyards		●	●	●	●								
NAVSEA	Execute Naval Shipyard Infrastructure Optimization Plan (SIOP) through restoration, modernization, and recapitalization projects that address shipyard maintenance capacity limitations through dry dock recapitalization, optimize shipyard layout and work flow, and modernize capital equipment to industry standards		●	●	●	●								
NAVSEA	Develop and implement a plan to improve P2P rates in private shipyards with a focus on establishing more accurate availability duration estimates		●	●	●	●	●	●	●	●	●	●	●	●
ASN (RD&A)	Improve readiness outcomes and efficiency in the sustainment enterprise		●	●	●	●	●	●	●	●	●	●	●	●
ASN (RD&A)	Develop 30-year Shipbuilding Plan and Long Range Plan for Maintenance and Modernization of Naval Vessels to support annual President's Budget		●	●	●	●	●	●	●	●	●	●	●	▶
NAVSEA	Implement improvements to enhance shipyard predictability and reduce the difference between planned and executed availabilities		●	●	●	●	●	●	●	●	●	●	●	▶

Aviation Readiness

PROBLEM: The Navy and U.S. Marine Corps (Marine Corps) aviation assets have experienced years of fast-paced, demanding operations that have decreased the number of mission capable aircraft. The resulting restricted flying hours and reduced training have led to decreased readiness rates and reduced operational effectiveness. Depots also lack a sufficient number of skilled workers and available aviation spares, both of which must be addressed to increase the quantity of fully mission capable aircrafts.

SOLUTION: The Navy and Marine Corps aviation enterprise is focusing on reducing the quantity of non-mission capable aircraft through focused maintenance and supply chain management, and expanding training to develop a broader base of highly trained maintenance personnel.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
CNAF	Develop and implement a plan to achieve MC TAI to meet and sustain warfighting requirements	●											
NAVAIR	Implement the Naval Sustainment System to optimize workflow through the FRCs	├	—	—	●								
OPNAV (N4)	Ensure implementation of supply chain improvements to increase material availability and reduce backorders	├	—	—	●								
DC A	Complete Marine Corps aviation readiness recovery model and transition	├	—	—	—	—	—	—	●				

Key: ○ USN ● USMC ● Secretariat ✓ Completed

Ground Readiness

PROBLEM: The Marine Corps continues to be challenged by a combination of high-tempo operations and budget shortfalls in previous years that impacted training and parts for equipment.

SOLUTION: The Marine Corps has implemented procedures to effectively link resources to readiness. These include increasing ground equipment readiness through data-driven decisions.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DC P&R	Reform Unit Reserve Activation/Per-Diem to improve traceability and visibility of funds during Reserve Components' activation	├	—	—	●								
DC I&L	Enhance the Marine Corps' Enterprise Ground Equipment Management (EGEM) efforts to improve operational availability	├	—	—	—	—	—	—	—	—	—	—	●▶

Key: ○ USN ● USMC ● Secretariat ✓ Completed

1.1.B » Restore inventory of weapons and ammunition to meet warfighting requirements

Procurement, Maintenance and Distribution of Munitions

PROBLEM: Our shift towards peer competition requires a re-evaluation of the types and quantities of weapons and ammunition, as well as a determination of how and where they will be globally distributed to meet the challenges of the future security environment.

SOLUTION: The U.S. Navy and Marine Corps have determined the weapons and ammunition required to source the NDS and are budgeting for those munitions and establishing policy for their global positioning. Last year, the US Navy conducted a gap analysis and determined the number and types of weapons and associated munitions required to support air, surface, and subsurface combat missions.

Navy Identifies Munitions Needs of the Fleet

The Navy's munitions process balances acceptable levels of risk in a resource-constrained environment while taking into account facets such as appropriate production levels to sustain the industrial base, continual warfighting capability improvements to munitions, and the significant cost necessary to reach Total Munitions Requirement (TMR) for every munition. Each weapon is unique and managed within the POM process using TMR as a goal and as a benchmark from which to measure risk. Additionally, in calculating the risk associated with weapons that were or were not resourced to TMR, each weapon is valued through the lens of warfighting guidance to ensure appropriate alignment to any future naval fight.

The Navy's re-invigorated requirements review, embodying the Business Operations Plan to revolutionize management processes, engaged key stakeholders to identify needs of the Fleet, enabled DON to better align resources, and promoted the Navy's goal of increased capability and capacity to support the National Defense Strategy. Additionally, U.S. Fleet Forces Command and U.S. Pacific Fleet released a new munitions Allocations Process Instruction to establish fleet policy and assign responsibilities associated with allocating, prioritizing, and distributing available conventional ordnance for those munitions delivered to the Fleet as a result of the POM process.

From the deckplate...

Joint Light Tactical Vehicle (JLTV) Delivered Ahead of Schedule

The Joint Light Tactical Vehicle (JLTV) reached initial operating capability (IOC) on 02 August, ten months ahead of its THRESHOLD date of Jun 2020. Improved business processes enabled this accomplishment and greatly improves the lethality of the Marine Corps' ground combat capabilities. Mr. James Geurts, ASN for RD&A noted that "Changing the speed in which we deliver... is a fine example of increasing Marine Corps capabilities at the speed of relevance which enables our Marines to compete and win on the modern battlefield."

Digital Shipbuilding Speeds Up Time to Perform Tasks

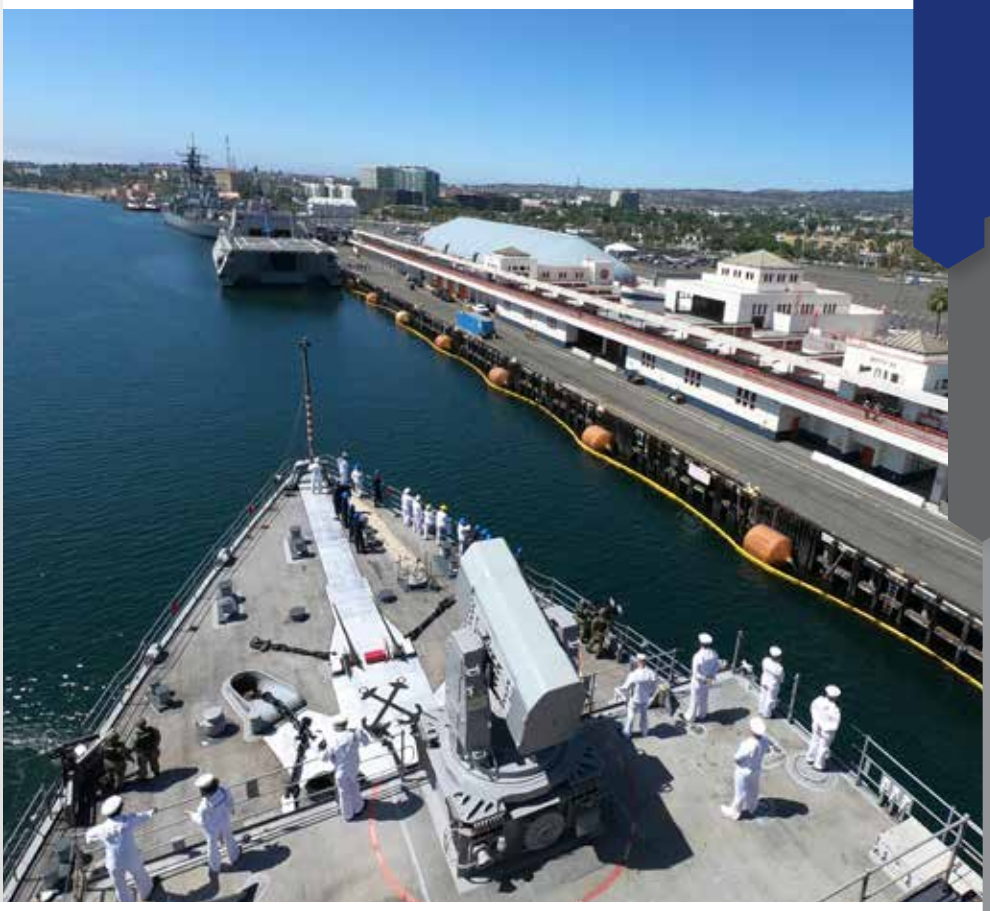
The future aircraft carrier John F. Kennedy (CVN-79) is expected to launch ahead of schedule at the end of 2019. The use of digital shipbuilding imagery resulted in a 15 percent reduction in required man-hours for ship construction. Digital images are more accurate and provide workers a more precise guide of what jobs need to be accomplished reducing the time to perform tasks and cutting the number of jobs requiring rework.

1.2 Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization

Why This Matters

Changes in the geo-political environment have led to increased global competition, characterized by a decline in the long-standing, rules-based international order. The resulting volatility and complexity will only increase in the future as potential adversaries demonstrate increasing speed and agility. This threatens our technological superiority and creates further challenges to maintaining our national security.

1.2.A » Deliver platforms that possess greater combat power and longer reach in support of missions across all domains



1.2.A » 4 Focus Areas 26 Initiatives

Acquisition Agility

PROBLEM: The acquisition process is often characterized as slow to respond. While current policy allows for the tailoring of acquisition processes to improve responsiveness, it has not been universally adopted.

SOLUTION: ASN (RD&A) has established policies, programs, and procedures to improve and expedite DON acquisition processes and is enabling prototyping enhancements to deliver future capabilities.

OPR	Initiative	Key: ○ USN ● USMC ◉ Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
MCSC	Implement Business Capability Cycle (BCAC) framework to acquire business solutions more efficiently													
DC I&L	Publish a weapon system management handbook to standardize organization, processes, management tools, and to codify weapon system team roles and responsibilities to better support Total Life Cycle System Management													
NCIS	Improve the NCIS acquisition system/process in order to ensure mission critical equipment and services are provided as required, minimizing time from requirement identification to receipt by end user													
OGC	Develop a reporting process to track data rights challenges and their resolutions in order to inform DON data rights strategies during acquisition planning and contract performance, as well as to inform DON legislative and regulatory priorities													
ASN (RD&A)/ CNR	Reduce timelines by using authorities resident in the Small Business Innovation Research and Small Business Technology Transfer programs measured by: SBIR Time to Phase II Award and SBIR Time Without Funding													
ASN (RD&A)	Train the workforce on available acquisition tools, and increase their use (Sec 804 (Middle Tier Acquisition Authority, National Sea Based Deterrence Fund (NSBDF), Other Transaction Authority (OTA), NDAA Sec 233 (Pilot Program for DoD R&D Labs)													
ASN (RD&A)	Expand wartime acquisition playbooks by engaging industry in the efforts of the Wartime Acquisition Support Plan (WASP)													
ASN (RD&A)	Reduce bureaucratic drag on the acquisition and sustainment operations through elimination of non value-added paperwork, streamlined Gate Reviews, delegation of ASN(RDA) reviews (DD 818's), and streamlined CIMS correspondence reviews													
ASN (RD&A)	Use new authorities and policies to reduce barriers to agility through the use of streamlined approvals of acquisition documentation, contract authority for advanced development of prototypes, limitation of cost charging related to data rights, and data rights associated with IRAD													

Acquisition Affordability

PROBLEM: Budgetary instability limits the ability to affordably acquire capabilities. Additionally, this uncertainty stifles the DON's ability to negotiate effectively, impedes auditability, and leads to long-term readiness issues.

SOLUTION: The DON has expanded its efforts to maximize efficiency and affordability by executing multiyear contracts and block buys. These efforts are further complemented by enhancing the competitive contracting environment, modernizing acquisition program delivery, and diversifying the industrial base through increased use of non-traditional suppliers.

OPR	Initiative	Key: ○ USN ● USMC ◉ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (RD&A)	Improve relationships with small business and non-traditional suppliers in coordination with Office of Small Business Programs													
ASN (RD&A)	Support audit and incorporate relevant findings from external; audit agencies to improve business efficiency													
ASN (RD&A)	Execute existing multiyear contracts on cost/ schedule and continue to identify opportunities for additional multiyear/block buy contracting strategies to drive affordability													
ASN (RD&A)	Evolve new DON programs with confidence by awarding Virginia Class Block V Multi-year contract and the Frigate detail design and construction contract													
ASN (RD&A)	Establish and maintain a credible competitive environment at the prime and sub contractor level													
ASN (RD&A)	Modernize the force by delivering acquisition programs within program parameters													

Acquisition Integrity

PROBLEM: The DON's technological and industrial acquisition integrity is undermined by product substitution, procurement fraud, and the contractors, subcontractors, and vendors who provide counterfeit parts to the Navy and Marine Corps. Substitute and counterfeit components fail at a higher rate than legitimate parts, causing operational degradation to critical weapons systems. As a result, these fraudulent parts jeopardize warfighter safety and threaten battlefield superiority.

SOLUTION: The DON continues to develop tactics, techniques, and procedures to identify product substitution and counterfeit parts prior to their entry into the Naval acquisition system. Additionally, the DON is expanding its Office of General Counsel (OGC) program to train the DON's acquisition workforce to deter, detect, and prevent acquisition fraud.

OPR	Initiative	Key: ○ USN ● USMC ◉ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (RD&A)	Incorporate CIFIUS supply chain expertise into the Sustainment DASN portfolio, and effectively protect products, services, data, and the supply chain from foreign actors													
OGC	Enhance and continue AIO program to train the acquisition workforce to deter, detect, and prevent fraud													
OGC	Continue execution of engagement program with the top 100 contractors regarding the role of the Acquisition Integrity Office and the importance of ethical compliance													

Acquisition Workforce

PROBLEM: While Congress has provided the DoD with new/expanded acquisition authorities and tools, implementing these new concepts/tools requires time to educate the DON Acquisition Workforce and make the necessary cultural changes to fully recognize the benefit of the changes.

SOLUTION: ASN (RD&A) is developing plans and mechanisms to manage the acquisition workforce to improve certification rates and overall performance.

OPR	Initiative (Key: ○ USN ● USMC ● Secretariat ✓ Completed)	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (RD&A)	Accelerate the pace of the robustness of learning in the acquisition enterprise by increasing the use of COTS learning tools by 50%												
ASN (RD&A)	Ensure 75% of the Acquisition Workforce are contained in the new Talent Management System												
ASN (RD&A)	Improve talent across the DON acquisition workforce through the use of multiple recruiting methodologies (Section 1111 hiring authority, rotational assignment, expedited hiring, cross-training opportunities)												
ASN (RD&A)	Streamline the hiring process and the ability to recruit and retain talent through meeting or exceeding the OPM timeline of 80 days for all hiring actions												
ASN (RD&A)	Ensure a trained and certified acquisition workforce (100% certified to competency) aligned to DON priorities												
ASN (RD&A)	Execute the FY20 Defense Acquisition Workforce Development Fund to DoD-wide benchmarks												

1.2.B » Deliver innovative technologies (e.g., weapons, sensors, force enablers) that provide greater combat power and longer reach in support of missions across all domains

1.2.B » 1 Focus Area 2 Initiatives

New Technologies

PROBLEM: The DON's ability to retain a competitive technological advantage is threatened by an increasingly complex security environment defined by rapid technological change, threats from adversaries in every operating domain, and the rise of inter-state strategic competition.

SOLUTION: The DON is implementing processes and procedures to develop innovative and evolving technologies and will field them to the warfighter at the speed of relevance.

OPR	Initiative (Key: ○ USN ● USMC ● Secretariat ✓ Completed)	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (RD&A)	Implement applicable findings of the Navy Research Development Enterprise (NRDE) Study to improve Science and Technology (S&T) alignment with NDS priorities and linkages between Naval Postgraduate School (NPS), Office of Naval Research (ONR), U.S. Naval Research Laboratory (NRL), and the Program Executive Offices (PEOs)												
OGC	Develop an OGC trademark docketing system to track registration of DON trademarks and oppositions to protect DON trademarks including the ability to obtain royalty payments												
OGC	Assert DON rights in patents, trademarks, and technical data, and ensure DON obtains adequate rights in non-commercial intellectual property during disputes with contractors												
OGC	Continue to enhance and provide OGC data rights training to DON acquisition and program professionals regarding the process for ensuring adequate data rights in non-commercial source selections as well as the process for challenging restrictive markings												

1.2.C » Develop and implement a sustainable path to infrastructure modernization

1.2.C » 2 Focus Areas 15 Initiatives

Shore and Base Infrastructure

PROBLEM: The DON's infrastructure condition, configuration, technical sufficiency, and capacity does not effectively or efficiently support current or future naval operations.

SOLUTION: The DON is executing its right-size, reset, and recapitalization strategy to restore and modernize its infrastructure.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (EI&E)	Address munitions of explosive concern (MEC) on Guam and the CNMI to mitigate construction cost and schedule impacts		●											
ASN (EI&E)	Improve installation resilience posture for energy, utilities, and environment in order to increase DON mission assurance at key mission critical facilities		●											
ASN (EI&E)	Integrate and deploy "small-cellular" and 5G wireless broadband technologies on DON CONUS installations in order to enhance command and control capabilities, and improve the quality of life for personnel and dependents living on base		├	─	─	●								
ASN (EI&E)	Execute a Nationwide Program Alternative with the Advisory Council on Historic Preservation for National Historic Preservation Act compliance for the Shipyard Infrastructure Optimization Program to streamline local project reviews with more predictable timelines and solutions for shipyard projects		├	─	─	●								
ASN (EI&E)	Apply the full range of authorities to business operations and infrastructure investments at Marine Corps and Navy installations to reduce operating costs and pursue new opportunities for the delivery of facilities and services		├	─	─	●								
ASN (EI&E)	Improve the capability and capacity of DON ordnance magazines at each ordnance installation to meet the Global Requirements Based Load Plan		├	─	─	●								
ASN (EI&E)	Support Defense Policy Readiness Initiative (DPRI) and Indo-Pacific readiness through execution of Joint Region Marianas Portion of DPRI		├	─	─	●								
ASN (EI&E)	Improve capability and capacity of DON organic industrial base infrastructure to improve depot throughput, reduce operating costs, and support future force structure		├	─	─	●								

Shore and Base Infrastructure (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (EI&E)	Improve infrastructure project delivery across the installations portfolio in order to recover force generation, projection, and sustainment capabilities													
DC I&L	Divest 11.5M sq. ft. of Q4 facilities by FY22													

Operational, Test, and Training Range Effectiveness

PROBLEM: The DON lacks a comprehensive plan to sustain – and where required, expand – operational, test, and training range capabilities that are vital to generating readiness.

SOLUTION: ASN (EI&E) is developing an integrated range management plan that assesses current and future range requirements and capabilities, monitors and prevents encroachment, and produces a risk-based investment strategy that supports operational, test, and training requirements.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (EI&E)	Through the Recovery and Sustainment Partnership initiative with US Fish & Wildlife Service, secure regulatory rulemaking for Endangered Species Act delisting of at least one listed species to remove environmental encumbrances on Marine Corps and Navy installations													
ASN (EI&E)	Sign National Environmental Policy Act Records of Decision for Fallon Range Training Complex Expansion, Northwest Training and Testing, and Mariana Island Training and Testing to triple the size of the Fallon range and conduct at-sea readiness activities in over 1 million square nautical miles													
ASN (EI&E)	Project future range requirements, accounting for future weapon capabilities and operational tactics, techniques, procedures, and concepts of operation													
ASN (EI&E)	Complete required actions necessary to secure or expand DON real estate holdings to enable force generation requirements at key aviation (El Centro, Fallon, BMGR) and ground-based training ranges/complexes													
ASN (EI&E)	Create an integrated priority list of range improvements that leverage live and virtual training and testing solutions to meet range capability requirements and mitigate encroachment													

From the deckplate...

Navy Modernizes Its Afloat End-to-End Architecture

Compile to Combat in 24 Hours (C2C24) is the Navy's effort to modernize the afloat end-to-end architecture. Instead of the legacy construct of building and installing multiple servers on the ship, capability providers now develop and field micro services code which will be hosted on shared infrastructure. The result allows the Navy to deploy new software capabilities in under 24 hours, not the 18-month timeframe that's now common.

1.3 Enhance IT and Cybersecurity Capabilities

Why This Matters

The development of an entirely new approach to how we acquire, use, and protect information technology (IT) is critical to our increased agility in business operations. Due to disparate requirements, priorities, and budgets over the years, we have often purchased separate IT systems that do not communicate with one another at both the network and system levels. Leadership in IT requires great foresight in scanning the technological landscape for solutions that will hold long-term relevance. Adaptive management in scaling our IT systems and aligning their architecture with new end-to-end processes will result in outcomes that serve our Sailors' and Marines' needs in the fleet and field enabling them to focus completely on their mission.

1.3.A » Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)

1.3.A » 3 Focus Areas 20 Initiatives

Data Centers and Cloud Services

PROBLEM: The DON possesses many data centers that are geographically separated and not optimized for efficient and effective operation. Additionally, the DON has not implemented the changes required to transition to an architecture that will support cloud-based services across the enterprise.

SOLUTION: The DON is developing and implementing plans and procedures for data center optimization and accelerating its transition to secure cloud services in order to create an efficient and effective computing environment.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
OPNAV (N2/N6)	Update Navy "Cloud First" strategy/policy to accelerate transition to cloud services													
SAIM/CIO	Develop a Navy implementation plan to align with and adopt DoD CIO's Enterprise Collaboration and Productivity Services (ECAPS) Defense Enterprise Office Solution													
SAIM/CIO	Develop a Marine Corps implementation plan to align with and adopt DoD CIO's Enterprise Collaboration and Productivity Services (ECAPS) Defense Enterprise Office Solution													
MCSC	Execute Data Center Optimization Initiative Plan to consolidate and optimize all Marine Corps data centers													
SAIM/CIO	Develop DON CIO inventory of cloud-ready systems with associated migration plans and timelines													
DC I	Modernize IT by leveraging the Federal "Cloud Smart" Strategy to improve return on investments, enhance security , and provide higher quality services													

Enterprise Networks

PROBLEM: An increased number of users, coupled with aging networks and inefficient software installations, continually exposes our ashore networks to the threat of over-saturation.

SOLUTION: The DON is modernizing its shore IT infrastructure standards to reflect best practices identified by industrial and commercial partners.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
SAIM/CIO	Develop a Navy implementation plan, in coordination with DoD CIO, that supports DoD CIO IPv6 strategy													
SAIM/CIO	Develop Marine Corps implementation plan, in coordination with DoD CIO, that supports DoD CIO IPv6 strategy													
DC I	Consolidate Domains of the Marine Corps Enterprise Network to centralize, unfragment, and increase ease of defense													

Enterprise Networks (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
DC I	Establish Enterprise IT Service Provider(s)													
OPNAV (N2/N6)	Implement Multi-Protocol Label Switching (MPLS) at multiple Navy sites to increase network performance and prepare for future modernization efforts.													

Spectrum Dependent Systems (SDS)

PROBLEM: The Electromagnetic Spectrum (EMS) has become congested and contested by both hostile actors and peaceful civil use. The DON is increasingly challenged to ensure that sufficient spectrum is available for spectrum-dependent systems (SDS) to train, operate, and fight successfully.

SOLUTION: The DON is developing and fielding SDS that are more agile, efficient, and resilient to meet mission requirements and accommodate increasing sharing initiatives such as 5G and beyond.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
SAIM/CIO	Implement guidance and assess policy effectiveness to ensure that SDS are certified to full operational capability, enabling operational flexibility to share with commercial systems and operate in multiple frequency brands													
SAIM/CIO	Develop and promulgate DON Spectrum Supportability Risk Assessment guidance													
SAIM/CIO	Assess effectiveness of 8 August 2019 policy memo ("Reducing Electromagnetic Spectrum Fratricide") directing all spectrum-dependent systems (SDS) to complete risk evaluation and management steps to reduce the recurrence of electromagnetic spectrum (EMS) fratricide (inadvertent self, friendly, or neutral electromagnetic interference caused by SDS)													
SAIM/CIO	Establish guidance/policy to streamline commercial broadband 5G/small cell deployment on Navy and Marine Corps property, leveraging the DON's streamlined process for large cell deployment which reduced the overall deployment time from 5+ years to less than one year													
SAIM/CIO	Develop and promulgate updated DON guidance that depicts acceptable use practices for DON IT													
SAIM/CIO	Implement guidance and institute governance structure to provide oversight and guidance in the development and implementation of Electromagnetic Battle Space strategy, policy, and doctrine													

Spectrum Dependent Systems (SDS) (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
SAIM/CIO	Establish guidance and define roles and responsibilities to improve DON awareness and implementation of the International Telecommunication Union Radio Regulations (ITU RR), an international treaty governing the global use of the radio-frequency spectrum													
SAIM/CIO	Establish DON Electromagnetic Spectrum Workforce policy to align with Electromagnetic Battlespace, Frequency Management, and Spectrum Supportability policy, integrating artificial intelligence													
SAIM/CIO	Establish guidance and define DON roles and responsibilities to improve Navy and Marine Corps awareness, implementation, and execution of spectrum reallocation and relocation policies and requirements													

1.3.B » Increase DON's ability to deter, detect, defeat, and recover from cyber-attacks

1.3.B » 1 Focus Area 6 Initiatives

Cybersecurity Readiness

PROBLEM: Our complex, interconnected, global networks are critical to our operational success and provide us with tremendous military advantage. However, that reliance also makes us a target for disruptive and damaging attacks. Attacks on our networks are not new but attempts to steal critical information are increasing in both severity and sophistication. We must act decisively to fully understand both the nature of these attacks and how to prevent further loss of vital military information.

SOLUTION: The DON is enhancing the DON's cybersecurity posture and processes to ensure optimization, alignment of authority, accountability and responsibility in the cyber domain that incorporates best practices from both government and industry.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DC I	Implement Marine Corps Network Access Control, Compliance, and Remediation / C2C	●											
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	├	—	—	●								
OPNAV (N2/N6)	Continue incremental improvement to Navy Cyber Situational Awareness Rapid Deployment Capability until system disposition decision	├	—	—	●								
NCIS	Provide a shared understanding of cyber capabilities across the Military Department Counterintelligence Organization and mission partners to deliver a whole of government unified depiction of technical and cyber collection efforts across the Department of Defense Information Network and Defense Industrial Base	├	—	—	—	●							
SAIM/CIO	Implement Risk Management Framework across the DON	├	—	—	—	●							
OPNAV (N2/N6)	Complete first installation of Navy Situational Awareness, Boundary Enforcement and Response (SABER) capability	├	—	—	—	●							

Key: ○ USN ● USMC ○ Secretariat ✓ Completed

From the deckplate...

NCIS Streamlines Counterintelligence Operations

NCIS analyzed its existing business processes and eliminated multiple layers of internal review by establishing the Virtual Operation Center (VOC) as a field office in 2019. The VOC's goal is to detect, identify, neutralize, and exploit attempts of foreign intelligence entities (FIEs) to penetrate the Department of the Navy (DON) and erode its warfighting edge. As a result, NCIS was able to decrease the authorization time to initiate seven complex operations from one year to 60 days, proactive counterintelligence or counterterrorism initiatives.

1.4 Ensure the Best Intelligence, Counterintelligence, and Security Support for DoD Operations

Why This Matters

In this new era of great power competition, the United States faces adversaries with similar military and strategic capabilities, rogue regimes focused on regional destabilization, and empowered fringe groups and non-state actors seeking mass disruption. Adversaries are rapidly collecting increasing amounts of information on the United States and its military through successful cyber-attacks, exploitation of social media, and other third party sources. Counterintelligence and security support are essential to combatting those activities. The safety of the nation depends on constant efforts to continually fight for an intelligence edge.

1.4.A » Deliver timely and relevant intelligence, counterintelligence, and security support to Sailors and Marines to provide a decisive and dominant advantage

1.4.A » 3 Focus Areas 12 Initiatives

Intelligence

PROBLEM: Great power competition demands an enhanced approach to intelligence and the DON must improve its analytic processes and technology to better recognize threat indicators in today's global security environment.

SOLUTION: The DON is establishing policies and operational support teams that will enable a proactive approach to identify threats and risks.

OPR	Initiative (Key: ○ USN ● USMC ◎ Secretariat ✓ Completed)	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
OPNAV (N9)	Refresh the DON's biometric identification capability within the fleet												

Counter-intelligence and Security

PROBLEM: The DON's counterintelligence efforts are largely reactive in nature.

SOLUTION: The DON is implementing policies and procedures and establishing dedicated counterintelligence support teams to proactively combat threats from domestic and foreign adversaries.

OPR	Initiative (Key: ○ USN ● USMC ◎ Secretariat ✓ Completed)	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
DUSN	Create a DON Insider Threat Hub to Initial Operating Capability (IOC)												
DUSN	Promulgate a DON counterintelligence plan												
DC I	Provide dedicated counterintelligence analytic support to Marine Corps-related Committee for Foreign Investment in the United States cases and insider threat program												
DC I	Create and resource regionally-aligned counterintelligence support teams for Marine Corps to provide support for critical infrastructure and fielded technologies												
DUSN	Expand capability of DON Insider Threat Hub to Full Operational Capacity (FOC)												
NCIS	Generate increased NCIS actions that disrupt and deny growing threats attempting to penetrate critical DON programs; compromise the integrity of the DON acquisition program; and threaten the security of naval forces–by leveraging an expanded Master-at-Arms program												

Criminal Investigations and Operations

PROBLEM: Accelerated advances in technology has dramatically exposed vulnerabilities that are increasingly exploited by criminal actors who utilize complex and sophisticated methods to undermine DON readiness and modernization efforts.

SOLUTION: The DON is creating a more modern, agile, and impactful activity by aligning limited resources to complex functional disciplines which address criminal activity such as sexual assault, counterfeit products, bribery and corruption.

OPR	Initiative	Key: ○ USN ● USMC ◎ Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
NCIS	Execute targeting plan to identify contractors, subcontractors, and vendors that engage in illegal product substitution and import counterfeit products and parts													
NCIS	Virtual Operations Center (VOC) – Operate a cyber-based operational counterintelligence platform to provide direct support to NSD/DON LOEs by protecting critical naval technologies and programs; conducting operations in the cyber domain; and protecting the DON's technological and warfighting advantage													
NCIS	NCIS to transcend geographical and functional boundaries in the protection of select DON critical technology, by coordinating and integrating the multitude of unique capabilities within the Cyber, NSD, CRIM, and MTAC disciplines													
NCIS	Develop, procure, and expand the use of modern digital forensic and advanced cyber tools to generate more investigations/ operations; increase the probability of discovery; and mitigate risks to critical DON activities from complex criminal threat vectors													
NCIS	Create and resource NCIS Cyber Crime Unit to consolidate cyber-enabled criminal operations													

From the deckplate...

The Navy Embraces the Digital Age through MyNavy HR

The MyNavy HR Transformation team rapidly delivers business process and IT solutions to the Fleet. Recent initiatives include releasing MyPCS Mobile, MyNavy Family App, and the E-4 to E-6 Advancement Dashboard. Modernizing MyNavy HR remains one of the Secretary of the Navy's and Chief of Naval Operations' top priorities and the Navy's transformation team is at the heart of this effort.

1.5 Implement Initiatives to Recruit and Retain the Best Total Force to Bolster Capabilities and Readiness

Why This Matters

Future military operations will take place in complex and uncertain operational environments. The entire DON workforce – not just the warfighter – needs to be capable of quickly integrating new capabilities, adapting and adjusting warfighting approaches, and making decisions by utilizing the best information available. Development of those capabilities requires that the Department provide the workforce with the necessary tools and training. Further, the DON must create an environment where learning is a continuous process, and knowledge is shared across the organization. The DON must also develop agile and efficient processes to identify evolving workforce skill requirements and workforce mix strategies.

1.5.A » Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs

1.5.A » 3 Focus Areas 28 Initiatives

Military Personnel

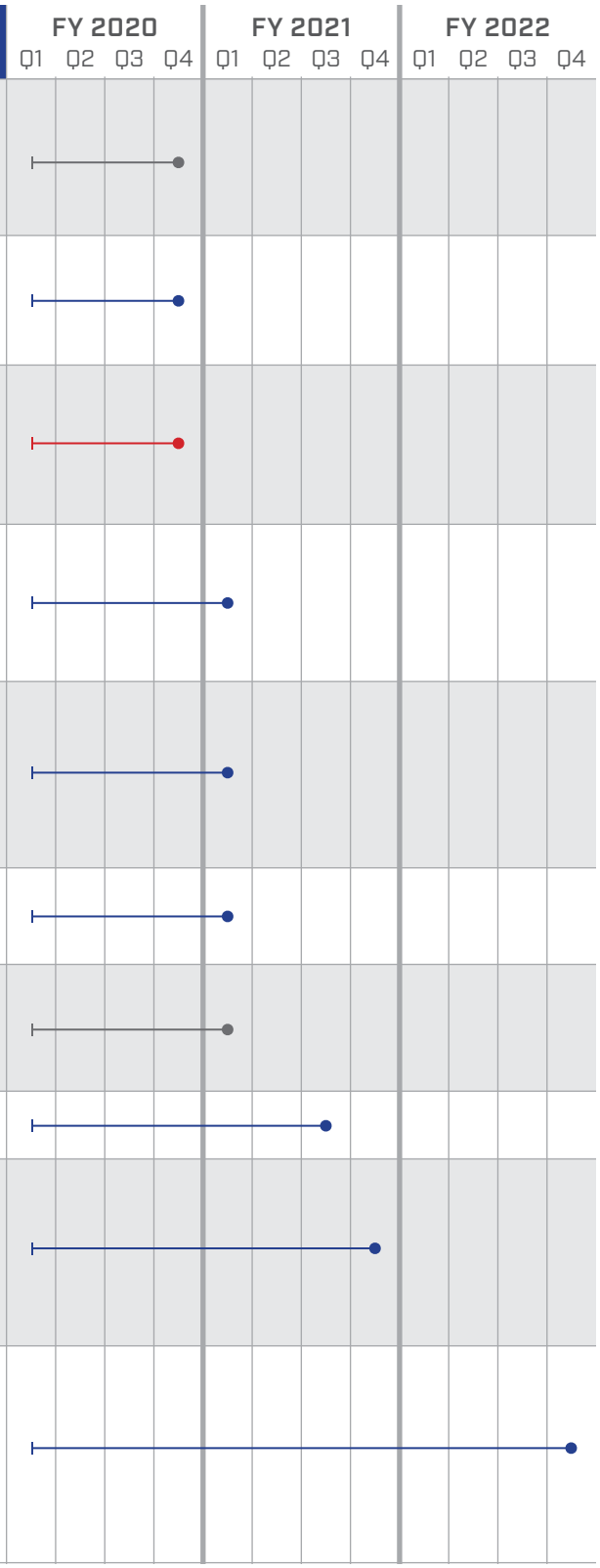
PROBLEM: Our legacy operating model, which was designed before most of our Sailors and Marines were born, causes administrative disconnects and training disruptions that leave the Fleet and Marine Operating Force less than optimally manned and trained.

SOLUTION: The Department is modernizing the Navy's human resources systems. It is focused on effectively recruiting, developing and managing the force of tomorrow, transforming how human resources — personnel, pay and training — services are offered throughout a service member's entire career by delivering services to Sailors and Marines and their families with increasing speed and accuracy, and improving readiness.

OPR	Initiative (Key: ○ USN ● USMC ● Secretariat ✓ Completed)	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
OPNAV (N1/CNP)	Improve and modernize military personnel management operations through increased automation and process improvements, by implementing a detailing marketplace and by enhancing career flexibility through rating modernization	●											
OPNAV (N1/CNP)	Evolve MyNavy HR's Authoritative Data Environment (ADE) using leading edge cloud-native services to provide accurate data mated to a powerful analytics toolset. This will allow MyNavy HR leadership to leverage advanced predictive and prescriptive analytics in making data driven decision across the enterprise	●											
DC M&RA	Modernize Marine Corps Manpower organizations, processes, and systems to achieve the human resources demands of Force 2025. Produce Marine Corps Manpower Modernization Plan which balances enterprise risk across M&RA's five Modernization goals	●	●										
DC CD&I	Modernize Marine Corps occupational specialties	●	●										
DC M&RA	Reform Marine Corps Special Duty Assignment Pay by accurately targeting incentives to attract qualified Marines to volunteer for hard-to-fill, critical assignments	●	●										
OPNAV (N1/CNP)	Establish MNCCs to enable 24/7 self-service options, call center availability, shared services capabilities, and transactional support	●	●	●									
DC I	Zero-Based Review of IT Workforce to determine the costs, skill sets, service delivery value, and service quality of the IT support environment	●	●	●									
ASN (M&RA)	Continue transformation and integration effort for the Board for Corrections of Naval Records (BCNR) application and boarding process through full implementation of a fully integrated case tracking system that provides 100% transparency and systematic actions to enable compliance with congressionally mandated timelines	●	●	●	●								

Military Personnel (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed
ASN (M&RA)	Transform the Council of Review Boards (CORB) technology, through fully digital and holistic case management by integrating processes and systems to automate non value added manual/human tasks and reduce processing time	
OPNAV (N1/CNP)	Establish a cloud based environment to deliver, track and assess modernized training content that accommodates DoD Controlled Unclassified Information (CUI) (e.g., FOUO) (FY20)	
DC M&RA	Execute Marine Corps Business and Support Services Reforms and Non-Appropriated Fund (NAF) efficiencies (e.g., shared services, outsourced supply chain, standardized procurement and staffing, etc.)	
OPNAV (N1/CNP)	Implement the Culture of Learning (individual and team development through Warrior toughness, Deliberately Developmental Learning Organization (DDLO), & character development) in the Learning Continuum	
OPNAV (N1/CNP)	Implement MyNavy HR's adoption of Artificial Intelligence and Machine Learning by aggressively leveraging automation, machine learning, and cognitive models in the areas of training support, decision support, and robotic process automation	
OPNAV (N1/CNP)	Deliver an improved PCS move experience including mobile tools, decreased financial burden and HHG schedule support	
ASN (M&RA)	Determine operational requirements and transform personnel incentives to recruit and retain critical wartime medical specialties in the active and reserve components	
OPNAV (N1/CNP)	Release initial mobile version of MyNavy Portal	
OPNAV (N1/CNP)	Deliver modernized accession level training content for the next 16 Navy enlisted ratings through the Ready Relevant Learning fielding and delivery process, ensuring every Sailor receives the appropriate level of training at the real world point of need	
OPNAV (N1/CNP)	Support Fleet rollout of a Navy-Wide Culture of Excellence to achieve warfighting lethality by fostering mental, physical, and emotional toughness; developing organizational trust and transparency; and promoting connectedness between every Sailor, Family Member and Civilian employee	



Military Personnel (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ◉ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (M&RA)	Review elements of military compensation, to include bonuses and allowances, to accomplish more efficient administration and use of funding													
DC M&RA	Continue programs to increase rates of personnel readiness by reducing the numbers of Marines Awaiting Training (MAT) at formal learning centers													
DC M&RA	Continue design, development, and deployment of Marine Corps Human Resource Management System modernization effort; move applications to the cloud and refactor/reprogram applications to make them mobile friendly													

Civilian Workforce

PROBLEM: The DON's human capital practices lag behind industry's, hindering its ability to compete for talent and respond in an agile manner with a workforce capable of meeting the challenges of a rapidly changing global environment.

SOLUTION: The DON is creating and implementing workforce solutions focused on acquiring the right talent at the right time and then developing and retaining its workforce to meet the Department's changing mission needs.

OPR	Initiative	Key: ○ USN ● USMC ◉ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (M&RA)	Finalize and begin execution of the 2019-2030 DON Civilian Human Capital Strategy initiatives													
ASN (M&RA)	Provide leadership and engage with DoD in executing 100% the Defense Civilian Human Resources Management System (DCHRMS) SaaS/Cloud required implementation activities to ensure minimum disruption to the processing of DON civilian human resource transitions and hiring at migration													
ASN (M&RA)	Continue "Hiring is a Team Sport" initiative with targeted focus on improving civilian time to hire by 2% in FY2020 toward meeting the 80-day OPM government standard													

M&RA's Human Capital Strategy

The DON's Human Capital Strategy aims to enable the DON to build a world-class workforce experience, motivated by the mission, operating within a modern environment with "always on" opportunities for continuous learning and career mobility to drive optimal organizational and individual performance powered by unfettered access to consumer-grade digital platforms.

Total Force

PROBLEM: There are two critical issues that span the DON workforce: ethics and safety. Engagement in unethical or illegal behavior by the DON workforce can and has degraded the readiness of the organization. In addition, the DON continues to experience non-combat related injuries, fatalities, and mishaps that undermine the DON's ability to execute mission-critical tasking, even when Sailors and Marines are successfully trained.

SOLUTION: The DON is providing detailed guidance, procedures, and training that reinforce ethical standards for Sailors, Marines, and civilians and create a workforce that is aware of and avoids ethical pitfalls. The DON is also focusing on safety education, tracking, and oversight to reduce both mishaps and non-combat fatalities.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
OGC	Develop a streamlined documentation and reporting process for reporting information regarding ethics training and ethics violations in order to better identify trends that will be incorporated in future ethics training and guidance												
ASN (EI&E)	Further strengthen DON-wide safety programs, procedures, oversight and tracking mechanisms; ASN (EI&E) will lead initiatives to improve mishap and near-miss reporting, leverage data analytics to generate leading indicators, roll-out the Secretary's Safety Awareness campaign, and strengthen safety training programs												
HQMC (BRB)	Charter a Travel Reform Initiative Working Group (TRIWG) to plan and execute a series of projects to streamline travel processes and systems that will improve travel experience												
OGC	Provide ethics updates, advice, and training opportunities to all DON employees on a continuous basis. Develop new annual ethics training each fiscal year to ensure training is specific to the ethical midsteps identified during the previous training cycle												

Key: ○ USN ● USMC ● Secretariat ✓ Completed

NDS Line of Effort 2: Strengthen Our Alliances and Attract New Partners

> Mutually beneficial alliances and partnerships are crucial to our strategy, providing a durable, asymmetric strategic advantage that no competitor or rival can match. This approach has served the United States well, in peace and war, for the past 75 years...Every day, our allies and partners join us in defending freedom, deterring war, and maintaining the rules which underwrite a free and open international order.
>
> **— National Defense Strategy**

Strengthening alliances and partnerships is vital to U.S. national security and represents one of the core missions of the DON. When advancing our national interests, U.S. naval forces normally operate far from American shores, while leveraging a constellation of alliances and partnerships to implement our National Defense Strategy.

The interconnected nature of our national security interests underscores the importance of nurturing and strengthening strategic relationships and reinforcing our traditional alliances and partnerships. This entails working with our allies and partners to:

- Facilitate interoperability with U.S. naval forces;
- Provide U.S. naval forces access to key naval capabilities and technologies;
- Plan security cooperation events, personnel exchanges, and quality professional military education and training; and
- Conduct staff talks and key leader engagements to advance vital relationships.

Our security cooperation initiatives are designed to build and develop allied and friendly security capabilities for self-defense and multinational operations. These initiatives contribute to building critical trust and yielding overseas access for the U.S. Navy and Marine Corps team during peacetime or contingency operations. Although currently successful, the DON's efforts cannot become stagnant. Rapidly changing international power dynamics, shaped by changing financial flows and technological disruptions, demand that we continuously assess our policies and international arrangements and measure the results we expect from our cooperative efforts.

From the deckplate...

U.S. and its Allies Train Together: Atlantic

The 47th annual Baltic Operations (BALTOPS) 2019 ended on 21 June 2019 and included participation from 18 nations, 8,600 personnel, 50 ships and 2 submarines. BALTOPS is a joint, multinational maritime-focused exercise that includes air, maritime, and ground assets and provides a unique training opportunity designed to foster and sustain cooperative relationships that are critical to ensuring the safety of sea-lanes and security of the Baltic region. This exercise marked the first time that 2nd Fleet had operated in the European Theater and the first simultaneous amphibious operations in both the Eastern and Western Baltic Sea. "The end state of the exercise is to build readiness. That readiness shows a cohesion in NATO and our allies and partners. It shows unity and commitment to security globally, not just in the Baltic": Vice Adm. Andrew Lewis, Commander U.S. 2nd Fleet (C2F).

U.S. and its Allies Train Together: Pacific

Australia and the US concluded the biennial combined training exercise Talisman Sabre 2019 (TS19) in July 2019. The exercise, the largest to date, was designed to enhance combat readiness and interoperability between the United States and its Indo-Pacific allies and included over 34,000 personnel, 22 ships, and over 200 aircraft. This exercise highlighted the critical integration of U.S Marines and sailors with Australian and Japanese units and ships. Forces from Australia, Canada, Japan, New Zealand, and the United Kingdom as well as delegations from India and the Republic of Korea participated in the exercise.

2.1 Reform the Security Cooperation Enterprise

Why This Matters

The United States is a maritime nation, bounded by two oceans and bordering a third. The Nation is connected to the rest of the world by the global commons of the sea and relies upon our naval services to protect them. Our allies and partners on distant shores, as well as those nearby, greatly enable and enhance America's economic and security future. Therefore, strengthening those alliances and partnerships is vital to U.S. national security, continued prosperity, and our way of life.

2.1.A » Implement a more strategic, coordinated approach to security cooperation

From the deckplate... continued

Strengthening Alliances

In 2019 the DON successfully reviewed and improved the process by which the Department ensures that services ordered from host nations align with the agreements already in place, specifically in the Naval Forces Europe/Africa (NAVEUR/NAVAF) Region. Host Nation agreements in NAVEUR/NAVAF were reviewed, payment methods and procedures were reformed, and new business processes were developed with the necessary internal controls to ensure all commitments are properly authorized and honored. A new Acquisition and Cross-Servicing Agreement (ACSA) instruction for NAVEUR/NAVAF has been signed and this regional success is being considered to be scaled DON-wide to improve the process through which we engage with allies and partner nations to support our forward deployed force projection.

2.1.A » 2 Focus Areas 7 Initiatives

Allies and Partners Synchronization

PROBLEM: Security cooperation activities are currently program and organization-specific with minimal synchronization across the Department; this wastes resources and risks sending inconsistent messages to our allies and partners.

SOLUTION: The Deputy Under Secretary of the Navy (DUSN) is developing DON policies to clarify priorities, leverage authorities, and sharpen tools to optimize naval security cooperation efforts globally in accordance with the National Defense Strategy.

OPR	Initiative (Key: ○ USN ● USMC ● Secretariat ✓ Completed)	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DUSN	Develop a DON Security Cooperation Strategy focusing on synchronizing and optimizing naval security cooperation plans and efforts												
DUSN	Pursue policies and authorities to increase admission and graduation rates of foreign midshipmen to the U.S. Naval Academy												
DUSN	Increase priority partner participation in Department of the Navy sponsored professional military education and training												
ASN (RD&A)	Implement Navy International Programs Office (NIPO) Strategic Guidance												

Security Cooperation

PROBLEM: The DON lacks appropriate mechanisms to monitor and evaluate security cooperation initiatives and to ensure that the outcomes of these initiatives support both the DON's priorities and the National Defense Strategy.

SOLUTION: The DUSN is establishing a process to continuously evaluate and validate the Department's security cooperation efforts across the Secretariat and Services in order to ensure that efforts are consistent with the National Defense Strategy and that security cooperation reforms are being fully implemented.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
OPNAV (N3/N5)	Implement security cooperation activities that counter Chinese and Russian efforts to influence nations; that enable partners to counter threats from Iran and North Korea; and that ensure US access to enable a superior geo-strategic position over adversaries													
DC PP&O	Develop updated Service doctrine to plan, coordinate, execute, monitor, evaluate, and report Security Cooperation activities more effectively and efficiently													
DUSN	Reform the DON Security Cooperation Workforce through implementation of new professional education standards and career milestones													

NDS Line of Effort 3: Reform the Department's Business Practices for Greater Performance and Affordability

"We must transition to a culture of performance where results and accountability matter. We will put in place a management system where leadership can harness opportunities and ensure effective stewardship of taxpayer resources. We have a responsibility to gain full value from every taxpayer dollar spent on defense, thereby earning the trust of Congress and the American people."

— National Defense Strategy

Building the naval forces to address emerging challenges requires a critical, self-assessment in every supporting function across the Department. For example, incorporating best practice management methods and uses of technology ultimately improve visibility and accountability in DON mission areas. This will inform better data and risk-based decision making – emphasizing agility over bureaucracy. The key is implementing business reforms that yield significant savings, as well as more incremental ones, in order to free up capital to fund our large capital requirements.

The DON realigns incentive and reporting structures to increase speed of delivery, enables design tradeoffs in the requirements process, expands the role of warfighters and intelligence analysis throughout the acquisitions process, and utilizes non-traditional suppliers. Prior to defining requirements and using commercial-off-the-shelf systems, the DON utilizes prototyping and experimentation. Creating a culture of agility, accountability, and continuous learning allows us to accomplish our business reform objectives. In doing so, we build a flatter and faster organization in which data is verified, processes are clear and understood, and business controls lead to informed decisions.

From the deckplate...

Navy Data Platform Consolidates Business Intelligence Capabilities

The Navy Data Platform (NDP) is a standardized business intelligence and data platform that supports Navy supply-chain data-analytic capabilities. It is designed to improve data-driven decision-making at strategic and tactical levels by establishing and optimizing business processes that increase readiness through access to data and self-service analytics. The NDP replaces two data warehouse and business intelligence systems and incorporates data governance, improves data security, and enhances data quality making it secure, traceable and auditable.

Maximizing Opportunities for Small Businesses

The DON exceeded its overall annual goal for the percentage of contracts awarded to small businesses (18.29% achieved vs 14% goal). This resulted in the total value of contracts awarded to small business primes increasing by $2.8B from just two years ago to over $16B. Goals were exceeded in all small business sub-categories including Small Disadvantaged (6.45% achieved vs 5% goal), Women Owned Small Business (3.01% achieved vs 2.55% goal), Service Disabled Veteran Owned (2.56% achieved vs 2.1% goal), and HUB Zone (1.26% achieved vs .98% goal).

3.1 Improve and Strengthen Business Operations Through a Move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden

Why This Matters

The DON's business functions are inextricably linked to warfighting capability and readiness. Strengthening our business operations better serves the Sailors, Marines, and civilians who need spare parts, ammunition, fuel, and supplies at the right time and place to accomplish their mission. Innovative business reform delivers greater organizational agility and frees up resources to reinvest in greater lethality.

3.1.A » Increase the use of data analytics and artificial intelligence in DON-wide decision making

3.1.A » 2 Focus Areas 10 Initiatives

Enterprise Data Quality, Standards, Integration, and Investment

PROBLEM: The Department lacks an enterprise framework for integrating data and analytics with process and mission performance outcomes, as well as information system portfolios and services roadmaps. This challenges the DON's ability to deliver insights to support agile decision making.

SOLUTION: The DON is supporting the development of the DoD Data Strategy and will create a DON implementation plan that focuses on governance, workforce, readiness, and tools/technology.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
SAIM/CIO	Develop a DON Implementation Plan for the DoD Data Strategy focusing on governance, workforce, readiness and tools/technology		●											
SAIM/CIO	Establish metrics (e.g., quality, accessibility, timeliness, etc.) for DON strategic data elements		●											
SAIM/CIO	Gather, track, and report on DON data metrics at the BOMC		├	●										
SAIM/CIO	Develop and promulgate a DON Data Architecture to enforce investments, systems development, and POM planning		├	●										
SAIM/CIO	Establish and implement a DON-wide data literacy program		├	─	●									
SAIM/CIO	Establish standardized specifications for strategic information exchanges		├	─	─	●								
SAIM/CIO	Execute the DON Implementation Plan for the DoD Data Strategy		├	─	─	─	─	─	─	─	─	─	─	●▶
SAIM/CIO	Develop and approve data policies governing the use, release, and disposition of DON data		├	─	─	─	─	─	─	─	─	─	─	●▶

Improved Decision Making

PROBLEM: The future strategic use of data and information will shape the ongoing great power competition as outlined in the 2018 National Defense Strategy.

SOLUTION: The DON is incorporating and leveraging Artificial Intelligence, Machine Learning and increasing data transparency to more rapidly scan, synthesize and precisely analyze information to aid decision makers.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DC CD&I	Enhance Marine Corps strategic management decision support capabilities		├	─	─	─	─	─	─	─	─	─	─	●
ASN (RD&A)	Continue to increase the use of artificial intelligence, machine learning, and data transparency		├	─	─	─	─	─	─	─	─	─	─	●▶

3.1.B » Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality

3.1.B » 4 Focus Areas 29 Initiatives

Business Systems

PROBLEM: The current enterprise systems environment is comprised of many complex systems. This has created inefficiencies and presented challenges during the financial statement audits.

SOLUTION: The DON will aggressively deploy an enterprise systems architecture that will guide future investments and capabilities through conducting systems mapping, defining target system architecture, and ensuring investments in both new capabilities and modernization of existing capabilities are aligned to the target systems architecture.

OPR	Initiative (Key: ○ USN ● USMC ● Secretariat ✓ Completed)	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DON OCMO	Establish the DON Business Enterprise Architecture (BEA) and DON Enterprise Knowledge Repository (EKR) suite of tools to support portfolio management												
OPNAV (N4)	Develop the Navy Logistics IT Digital Transformation Plan												
OPNAV (N1/CNP)	Integrate Navy Personnel and Pay System												
OPNAV (N1/CNP)	Rationalize Navy Manpower, Personnel, Training, & Education systems portfolio by First Quarter FY 2021 and integrate remaining systems into a cloud-hosted system by FY 2023												
DON OCMO	Streamline the Military Standard Requisitioning and Issue Procedures (MILSTRIP) process by consolidating over forty (40) legacy Supply Systems into an integrated systems environment with the goal of reducing Supply Systems by 20 - 30%, and by reducing MILSTRIP-related Unmatched Transactions (UMTs) by at least 40 - 50% from current UMT counts and amounts												
DON OCMO	Design and implement a structured, integrated, and auditable contract management process to improve accuracy and efficiency, reduce the number of contract writing and entitling systems, reduce DON's handoffs with multiple agencies, and remediate audit findings												

Enterprise Risk Management (ERM)

PROBLEM: The DON lacks a consistent and standardized approach for identifying and managing enterprise risks and performance across the Department. This creates significant challenges regarding successful execution of the DON's strategic goals. Historically, risks have been managed within functional silos, but the DON must move to a more holistic enterprise framework and approach in order to sustain operational and strategic readiness.

SOLUTION: The DON is establishing a foundation for enterprise risk management to provide timely insight and to make critical decisions that lead to meeting strategic objectives that increase our readiness and lethality.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DON OCMO	Establish the foundation for DON ERM through a Concept of Operations (CONOPS)	●											
DON OCMO	Develop an ERM Training and Strategic Communications Plan with stakeholder analysis and associated training materials to support ERM implementation in the DON	●											
DON OCMO	Conduct ERM SES and AO training for the DON Secretariat, to include all Assistant Secretary and Direct Report offices, to support the development of the Baseline Enterprise Risk Profile	├	●										
DON OCMO	Establish an ERM Community of Practice and maintain a forum for sharing best practices and lessons learned with members of the Navy, Marine Corps, and Secretariat	├	●										
DON OCMO	Execute a Top-Down Enterprise Risk Assessment of the objectives of the revised DON BOP to create the Baseline Enterprise Risk Profile	├		●									
DON OCMO	Conduct ERM SES and AO training for major Navy and Marine Corps HQ organizations on ERM implementation as part of DON-wide ERM Implementation	├			●								
DON OCMO	Publish FY21 DON ERM Implementation Guidance	├			●								
DON OCMO	Implement ERM across the DON in a phased approach	├											●

Key: ○ USN ● USMC ● Secretariat ✓ Completed

Small Business Inclusiveness

PROBLEM: Many times, when the Navy publishes Requests for Proposals (RFPs), only those companies that have successfully navigated the red tape of government are positioned to respond. As a result, several small businesses, who could have otherwise provided competitive services at a lower cost to the government, are precluded from submitting RFPs. Therefore, the same companies continually compete with very little chance of new competition entering the marketplace.

SOLUTION: Through a small business enterprise strategic framework, the Navy is encouraging acquisition opportunities where small businesses can best support Sailors, Marines, and their families through policy, advocacy, counseling, and training. This increases the likelihood that the best small business companies are competing for the work.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
OSBP	Analyze small business survey results and develop plan of action and milestones													
OSBP	Increase small business spend annually at both the prime and subcontract level by educating industry on DON contract opportunities in support of the Navy and Marine Corps													
OSBP	Create a cadre of supporters who can educate and advocate for small business by selecting five acquisition professionals annually to participate in the OSBP rotational excellence program													

Reform Business Operations

PROBLEM: The Department lacks an enterprise framework for integrating data and analytics with process and mission performance outcomes, as well as information system portfolios and services roadmaps. This challenges the DON's ability to deliver insights to support agile decision making.

SOLUTION: DON business reform efforts encompass more than cost cutting – they focus on developing agile and accountable business processes and systems. Business Operations Plan initiatives are actively tracked and analyzed, and performance results are included as part of Business Operations Management Council risk management proceedings.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
DON OCMO	Establish a strategic plan, critical success factors, and performance measures for conducting a Supply Chain Process Reengineering and Improvement across the DON													
DON OCMO	Establish the governance, and commission an empowered Working Group to perform on the Supply Chain BPR Strategic Plan and Priorities													
DC I&L	Consolidate Marine Corps' logistics-related databases, SW services, and sustainment contracts ICW the Logistics Data Services Plan													
DC I&L	Publish MCO 4400.201 Volume 9 - Enterprise Inventory Control in order to codify, update, and establish policy gudance and direction from Service-level materiel management/inventory control operations, processes, and procedures													
MCSC	Reform IT Contracting to increase synergies and interoperability of Marine Corps IT support service contracts													
ASN (EI&E)	Develop and implement the Governance strategy to enhance DON oversight of privatized housing programs, and work with partners to improve the financial viability of DON MHP initiatives and business operation construct													
DC I&L	Execute enterprise divestment strategy to excess stocks in stores in order to support efficient inventory management													

Reform Business Operations (cont'd)

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
DMCS	Provide 6-month updates on the development, implementation and monitoring of elimination of duplication-related organizational changes													
HQMC (BRB)	Develop and implement software applications designed to replace manpower tasks in order to replace highly manual, repetitive, labor intensive and error prone business processes with automated robotic processes													
DON OCMO	Develop metrics to measure agility and increase efficiency and effectiveness in business operations													
DON OCMO	Refine and improve DON methods to collect, analyze, and report performance measures and productivity metrics to enable decision-makers to track the progress made on BOP strategic objectives													
ASN (EI&E)	Beginning in FY20, complete new Environmental Impact Statements in two years or less as measured from the Notice of Intent to the Record of Decision per ASN (EI&E) policy of 28 Feb 2019													

From the deckplate...

NavalX: An RD&A Innovation Hub

NavalX was created February 2019 to more centrally facilitate rapid adoption of proven agility-enhancing methods across the DON and create regional Naval Tech Bridges across the country to better connect Naval organizations and the private sector. To do that, NavalX partners with leading innovators and agile teams that will learn, share, and help bring these methods to a wider audience. In addition, NavalX shares and highlights these tools and methods through Playbooks and through Department of the Navy's Agility and Accountability Awards Program (A3P).

The DON Awards Top Ideas for Innovation

The A3P recognizes top Department of the Navy (DON) individuals or teams who demonstrate dedication and leadership in increasing agility and accountability within the DON in the following initiative categories: Agile Acquisition; Agile Technology; Agile Policy Reform; Data-Driven Agility; Agile Warfighting; Agile Leadership; and Agile Authorship. NavalX provides an avenue for capturing and submitting top ideas for innovation through A3P and supports submission through their website: **https://www.secnav.navy.mil/agility/Pages/awards.aspx**.

3.2 Optimize Organizational Structures

Why This Matters

DON organizations and processes are rapidly innovating in order to meet the challenges of an increasingly complex global security environment. The DON is continuously assessing and adapting its organizational structures to provide improved support to its warfighters through efficient and effective processes that focus on creating a more lethal force. Organizational structures that have limiting impacts on lethality or performance are being consolidated, eliminated, or restructured. Revised management structures and processes are empowering warfighters with the knowledge, equipment, and support systems that ensure they are ready to fight and win.

3.2.A » Reduce redundancies across the enterprise (to include Office of the Chief of Naval Operations (OPNAV); Headquarters, Marine Corps (HQMC); and Secretariat) to achieve cost savings and improve agility

3.2.A » 2 Focus Areas 11 Initiatives

Enhance Organizational Structure

PROBLEM: The DON lacks sufficiently agile business operations that employ faster access to information, streamlined processes, and rapid decision-making.

SOLUTION: The DON is reviewing the current Functional Area Manager construct and replacing it with a portfolio management concept.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
DON OCMO	Develop a new portfolio management construct across the DON, to replace the current FAM IT-centric concept	●											
DON OCMO	During FY20, the DON OCMO will complete Phase 2 of the DON GAO-OIG Audit Management Process. Phase 2 consists of implementation of new SECNAVINST(S) and a new relational database	├	●										
DON OCMO	Update BPR training and provide Train the Trainer (T3) classes to DON commands that need to complete BPR as a part of a Business System funding request	├	—	—	—	—	—	●					
DON AA	Reform DON Task Management System by implementing a less costly, more efficient task management system to replace the outdated DON Tasking, Records, and Consolidated Knowledge Enterprise Repository system	├	—	—	—	—	—	—	●				
DON OCMO	Implement the new portfolio management construct	├	—	—	—	—	—	—	●	—	—	—	▶

Key: ○ USN ● USMC ● Secretariat ✓ Completed

Special Assistant for Information Management/ Chief Information Officer

Current governance for information management, data readiness, digital strategy, and cyber security functions are dispersed throughout the DON. There is no strategic center or resourcing activity for key technologies such as cloud, artificial intelligence, and next generation Command, Control and Communication that support the NDS. Based on recommendations from the Secretary of the Navy's Cybersecurity Readiness Review, and Information Management Tiger Team report, and in full coordination with the DoD CIO, the DON established a Special Assistant to the Secretary for Information Management/CIO ("SAIM/CIO"). The SAIM/CIO serves as a Principal Staff Assistant for the Secretary of the Navy with the support of two deputies, a Flag/General Officer from the Navy and one from the Marine Corps.

Education for Seapower

PROBLEM: A new age of great power competition and strategic complexity has dawned, finding our former competitive edge relatively diminished. The lethality of our force will further diminish if we do not improve the intellectual development of our naval leaders and their abilities to create more agile and resilient strategies to dissuade our potential adversaries, and when necessary, to prevail in conflict.

SOLUTION: A revolution in the art and science of learning is currently taking place, and the DON is applying a deeper and more holistic understanding of learning psychology to create a culture of knowledge-based continuous learning throughout the Naval Services.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
CLO	Appoint a Technical Adviser to the Naval University System	●											
CLO	Develop a Naval Education Strategy	├	─●										
CLO	Create a FITREP/EVAL category for Learning	├	─●										
CLO	Conduct naval review of Joint Professional Military Education	├	─●										
CLO	Establish a Naval Community College	├	─	─	─	─	─●						
CLO	Ensure all future Flag/General Officers attend in-residence strategic education	├	─	─	─	─	─	─	─	─●			

Key: ○ USN ● USMC ● Secretariat ✓ Completed

Education for Seapower Study

We must raise individual and organizational learning to the level of a warfare enabler. To achieve that goal, the Under Secretary of the Navy created the Education for Seapower (E4S) study team to conduct a comprehensive study of learning to glean the best possible array of ideas from academia, corporate America, and the military on educating for seapower. The Secretary of the Navy subsequently approved the study team's recommendations, which are now initiatives in the BOP.

"I am convinced, now more than ever before, that the intellectual development of our naval leaders is the most critical warfighting capability for our national security."

— Secretary of the Navy Richard V. Spencer

From the deckplate...

Navy ERP Now Entirely Cloud-Based, 11 Months Ahead of Schedule

Navy ERP is now an entirely cloud-based, operating significantly faster in memory-data storage and processing. This Tech Refresh, the largest ERP SAP cloud migration to date in North America, was planned as a 20-month project but was accomplished on an accelerated schedule in just nine months. In addition to delivering an enhanced and positive customer experience and enhancing data-driven decision-making, the shift of Navy ERP to the cloud supports the Navy's goal to create a single, unclassified general ledger. It also accelerates enterprise cloud adoption in conjunction with the Department of Defense's "Cloud First" initiatives.

The Navy's Material Accountability Campaign is a Success!

During 2019, Naval Air Stations Lemoore, Whidbey Island and Patuxent River participated in Material Accountability Campaigns to identify previously unlogged aviation material (consumable and repairable). As a result, the combined three Naval Air Stations discovered parts valued over $32 million. Of those parts, the Navy repurposed or added into the global supply system, approximately $16 million. Analysis of the material showed a significant demand in the supply system for Super Hornets/ Growlers material. NAVAIR and NAVSUP are processing these items into the supply system to fill backorders.

3.3 Undergo an Audit and Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD

Why This Matters

The American taxpayers hold the DON accountable for every dollar entrusted to it and expect transparency on how the Department uses that money to buy and build weapon systems and facilities; recruit, train and develop personnel; build a secure information technology infrastructure; and accomplish its mission. Full financial statement audits provide comprehensive assessments of how resources are invested and what the DON receives for its investments. This information enables the DON to fulfill its obligation to the American taxpayers and facilitates better analysis and forecasting of readiness and required investments that will improve the lethality of the warfighters.

3.3.A » Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion

3.3.A » 6 Focus Areas 19 Initiatives

Accounting Systems Consolidation

PROBLEM: The DON's current enterprise business system environment is complex and consists of many legacy and non-audit compliant systems and interfaces. This environment is costly to maintain and lacks the system interoperability necessary controls and standardizations to support audit examination. Information within systems often cannot be traced to the point of origination or is not sufficiently supported by transaction documentation.

SOLUTION: The DON is reducing the total number of accounting systems to two by FY 2020 with the ultimate goal of having only one accounting system, the Navy Enterprise Resource Planning System (ERP). The DON is expanding the financial management functionality in the Navy ERP to include processing receipt, acceptance, and Treasury disbursement operations for vendor and contract payments. The Department is re-engineering other business processes and enforcing systems compliance with data standards.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (FM&C)	Migrate non-ERP legacy accounting systems to the Standard Accounting, Budgeting, and Reporting System (SABRS)	●											
ASN (FM&C)	Implement Treasury Direct Disbursing for ERP and existing Marine Corps and Navy personnel and pay systems (MCTFS and OnePay)	●											
ASN (FM&C)	Shut-down legacy general ledger systems except SABRS	├	─	─	─	●							
ASN (FM&C)	Implement G-Invoicing (Inter-governmental Transactions)	├	─	─	─	─	─	●					
ASN (FM&C)	Consolidate two accounting systems to one (DON ERP)	├	─	─	─	─	─	─	●				
ASN (FM&C)	Upgrade Navy ERP expanding its financial functionalities for End-to-End Business Processes	├	─	─	─	─	─	─	─	●			
ASN (FM&C)	Implement Treasury Direct Disbursing for Navy's new integrated Navy Personnel and Pay system	├	─	─	─	─	─	─	─	●			

Key: ○ USN ● USMC ● Secretariat ✓ Completed

IT General Controls

PROBLEM: The DON needs to ensure these IT general controls are in place and operating effectively, specifically as we redesign our system environment through consolidation and modernization.

SOLUTION: By implementing the new risk management framework within the entire IT acquisition process from beginning to end, the DON is enabling increased oversight, security controls, and interoperability. The DON is leveraging new technologies and retiring legacy systems to accelerate its transition to a modern and secure system environment.

OPR	Initiative	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (FM&C)	Implement Managers' Internal Control Program	├	─	─	─	●							
ASN (FM&C)	Address ITGC Material Weakness areas	├	─	─	─	─	─	─	●				

Key: ○ USN ● USMC ● Secretariat ✓ Completed

Real Property

PROBLEM: Initial audits have highlighted weaknesses in the DON's processes to properly account for our real property assets.

SOLUTION: The DON is conducting real property asset existence and completeness inventories and improving end-to-end processes.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (FM&C)	Design, develop, implement, test internal controls to sustain E&C		●											
ASN (FM&C)/ ASN (EI&E)	Establish valuation baseline and implement sustainable processes to properly account for real property assets		├	─	─	●								

Inventory and Operating Materials & Supplies (OM&S)

PROBLEM: The DON's processes, controls, and systems are non-standard and decentralized.

SOLUTION: To manage item quantity, condition, and location, the DON is improving oversight procedures, identifying gaps in key controls with a re-engineered process, and establishing baselines for the populations of its items.

OPR	Initiative	Key: ○ USN ● USMC ● Secretariat ✓ Completed	FY 2020 Q1	FY 2020 Q2	FY 2020 Q3	FY 2020 Q4	FY 2021 Q1	FY 2021 Q2	FY 2021 Q3	FY 2021 Q4	FY 2022 Q1	FY 2022 Q2	FY 2022 Q3	FY 2022 Q4
ASN (FM&C)	Establish valuation functional requirements		├	─	●									
ASN (FM&C)/ OPNAV (N4)	Complete OM&S-Remainder baseline as part of Navy Material Accountability Campaign		├	─	●									
ASN (FM&C)/ OPNAV (N4)/ DC I&L	Establish existence and completeness (E&C) of DON managed and contractor held baseline balance: Uninstalled Aircraft Engines, Trident Missiles, Ordnance, WCF Supply Management Inventory		├	─	─	●								
ASN (FM&C)/ OPNAV (N4)/ DC I&L	Establish E&C of other government agency (OGA)-Managed baseline balance: Ordnance & WCF Supply Management Inventory		├	─	─	─	─	─	─	●				

Financial Reporting and Fund Balance with Treasury

PROBLEM: The DON's systems do not communicate with one another, therefore limiting the ability to track dollars from point of origination through execution or to report on financial statements without manual interventions and adjustments. Additionally, the DON is unable to reconcile its fund balance with the Treasury.

SOLUTION: The DON is correcting accounting system posting logic and underlying business processes to reduce the number of manual and automated adjustments to financial statements. The DON is also streamlining its processes and transitioning to U.S. Treasury disbursing and collection shared services, starting in FY 2020.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (FM&C)	Develop and Implement: end-state financial close systems, financial reporting analytics, end-state posting logic requirements, and reconciliation process with Treasury													

Budgetary Reform

PROBLEM: The DON often spends its money in a decentralized manner through reimbursable agreements (to both internal Navy organizations and other government agencies), resulting in loss of visibility of available resources.

SOLUTION: The DON is moving funds to where they are used, relieving the need for burdensome documentation and reconciliation requirements at various levels of organizations. The DON is also changing the intragovernmental payment process (with other government agencies) to enforce proper receipt of goods or services before payments are processed.

OPR	Initiative	Key: ○ USN ● USMC ○ Secretariat ✓ Completed	FY 2020 Q1	Q2	Q3	Q4	FY 2021 Q1	Q2	Q3	Q4	FY 2022 Q1	Q2	Q3	Q4
ASN (FM&C)	Reduce the use of reimbursable authority for current and future years													
ASN (FM&C)	Improve expenditure efficiency and transparency of funds across the DON													

Implementation

In a large, complex organization such as the DON, a decentralized structure is the most efficient and effective means of ensuring best service and continued relevance to the warfighter. This model is based upon private sector corporations' best practices that leading at the level closest to the customer makes for a more agile institution. This decentralized framework includes sub-organizations that are responsible for specific functions and remains flexible and adaptable through continued communications across all lines of effort and every level of management. However, even with the most inclusive team approach, a decision-making body is required to effect true and lasting change.

Governance

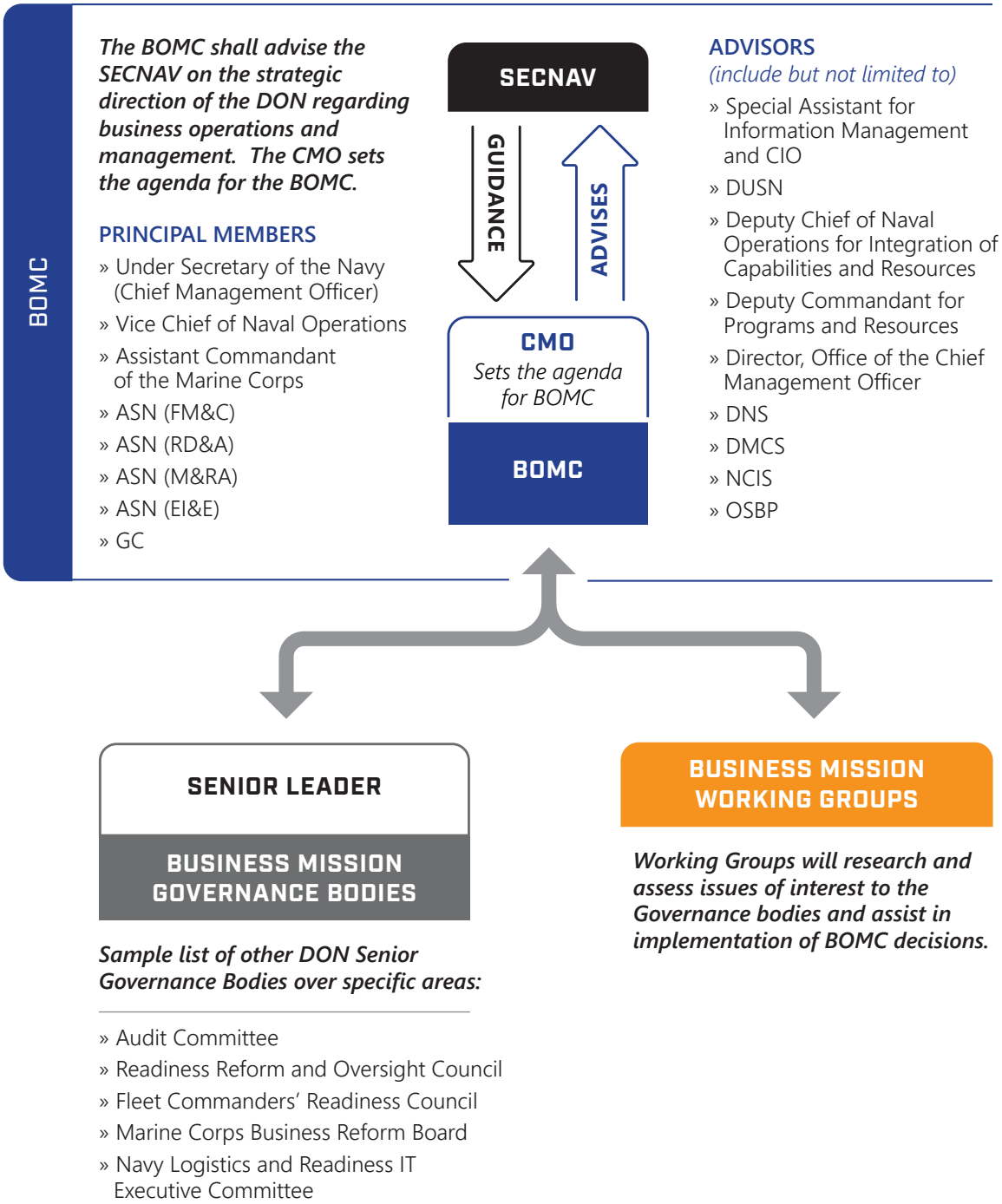
The **DON Business Operations Management Council (BOMC)** is the primary senior leader decision-making forum that monitors major business initiatives across the DON. The BOMC's mission is to lead large-scale DON business operations and management efforts that both improve core business processes and deliver greater performance and accountability in support of the warfighter. In his capacity as the Chief Management Officer (CMO), the Under Secretary of the Navy chairs the BOMC.

The BOMC complements the work of other permanent business mission governance bodies, such as the Audit Committee and the Senior Management Council, along with business mission working groups, such as the OSD Reform Management Group, Readiness Reform Oversight Council, and Investment Review Board.

This overall governance framework creates a continuous feedback loop across all echelons to adapt and update the BOP across the DON enterprise. As a result, the BOMC will continually monitor performance and ensure stakeholder accountability for the initiatives within the BOP, as well as manage any risks that may impede progress toward the achievement of the BOP's Strategic Objectives.

Business Mission Governance Bodies

To improve agility, accountability, and lethality in the DON, governance bodies have been established and will continue to be established and restructured. The business mission governance bodies identified below are in various stages of maturity and represent only a sample of the many monitoring and oversight organizations and groups in the DON. When fully established and aligned, these governance bodies will collectively form the backbone of comprehensive and effective DON governance. The DON will monitor and sustain this progress through a robust integrated culture of strategic performance, controls, and risk management practices.



Performance and Accountability

The DON recognizes that accurately measuring performance is critical to driving and supporting successful transformation. In order to truly transform our business operations, the DON goes beyond reporting backwards looking status updates to initiatives. Instead the DON analyzes if and how the status of those initiatives might pose a risk to achieving the strategic objectives they support.

Assessing and Managing Risk

The principle of "calculated risk" is a fundamental description of how naval leaders operate in an uncertain and dangerous world. The DON asks the Fleet to operate on the principle of calculated risk every day; it is a critical element of the DON's naval heritage and ethos. Similarly, when executing the DON's Title 10 functions to man, train, equip, operate, sustain, and maintain our naval forces, we must employ a comprehensive review of risk that will enable and enhance decision making across the organization. Early identification and discussion of risks and deficiencies with the appropriate leaders allows the DON to focus on root causes and engage the appropriate stakeholders to help mitigate the manifestation of risks long before they become an issue or even present a crisis.

Furthermore, the BOMC creates a culture that embraces risk transparency at all levels of the DON. Recognizing that this transformation will mature over time, the BOMC relies on DON OCMO to perform targeted, independent risk assessments to assist DON leadership. As a result, these risk assessments provide DON leaders with critical information to assist their decisions to ensure they complete their initiatives outlined in the BOP.

Secretary of the Navy
Richard V. Spencer

Under Secretary of the Navy
Thomas B. Modly

- Assistant Secretary of the Navy (ASN) for Research, Development & Acquisition (RD&A)
- ASN for Manpower & Reserve Affairs (M&RA)
- ASN for Financial Management & Comptroller (FM&C)
- ASN for Energy, Installations & Environment (EI&E)
- General Counsel

- Special Assistant for Information Management and CIO
- Chief Learning Officer
- Deputy Under Secretary of the Navy
- Office of the Chief Management Officer
- Naval Criminal Investigative Service
- Sexual Assault Prevention Response Office
- Office of Small Business Programs
- Office of Information
- Office of Legislative Affairs
- Chief of Naval Research
- Judge Advocate General
- Inspector General
- Auditor General

Chief of Naval Operations
Admiral Michael M. Gilday

Vice Chief of Naval Operations
Admiral Robert P. Burke

- Deputy CNO for Manpower, Personnel, Training & Education (N1)
- Deputy CNO for Information Warfare (N2/N6)
- Deputy CNO for Operations, Plans, and Strategy (N3/N5)
- Deputy CNO for Fleet Readiness and Logistics (N4)
- Deputy CNO for Integration of Capabilities and Resources (N8)
- Deputy CNO for Warfare Systems (N9)

Commandant of the Marine Corps
General David H. Berger

Assistant Commandant of the Marine Corps
General Gary L. Thomas

- Deputy Commandant Manpower and Reserve Affairs (DC M&RA)
- Deputy Commandant Installations and Logistics (DC I&L)
- Deputy Commandant Plans, Policy and Operations (DC PP&O)
- Deputy Commandant Combat Development and Integration (DC CD&I)
- Deputy Commandant Aviation (DC A)
- Deputy Commandant Information (DC I)
- Deputy Commandant Programs and Resources (DC P&R)

SYSCOM Commanders

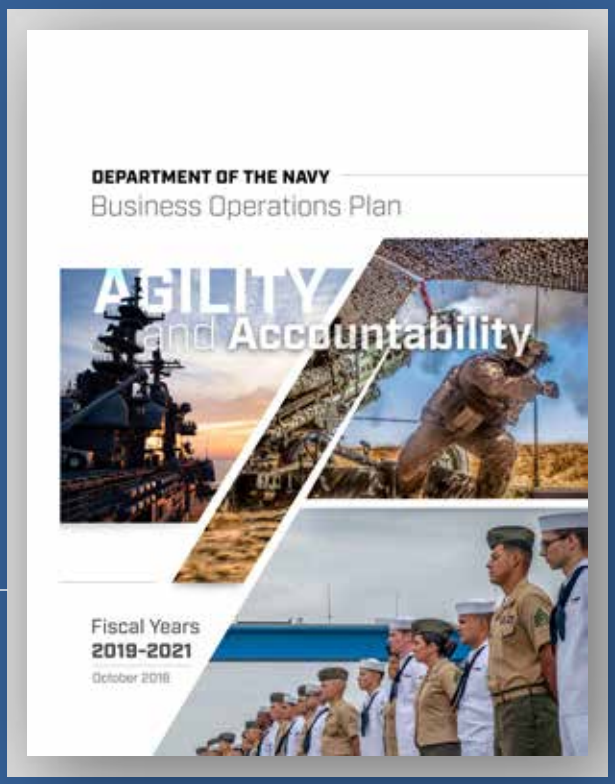
- Naval Air Systems Command (NAVAIR)
- Naval Sea Systems Command (NAVSEA)
- Naval Information Warfare Systems Command (NAVWAR)
- Naval Supply Systems Command (NAVSUP)
- Naval Facilities Engineering Command (NAVFAC)
- Marine Corps Systems Command (MCSC)
- Office of Naval Research (ONR)

APPENDIX

DEPARTMENT OF THE NAVY

Business Operations Plan

Fiscal Years
2019-2021



FY19 Initiatives

STATUS KEY	✓ Completed	✗ Deleted	» Incorporated into FY20

1.1 Rebuild Military Readiness as We Build a More Lethal Joint Force

1.1.A Fully restore aviation/ship/ground readiness to meet missions

Focus Areas	OPR	Initiative	Status
Ship Readiness	ASN (RD&A)	Develop an updated 30-year shipbuilding and ship sustainment plan with the budget	»
	NAVSEA	Conduct simulation and modeling of all processes critical to submarine and CVN maintenance at the four public shipyards	✓
		Develop initial optimized naval shipyard layouts	»
		Execute naval shipyards optimization projects	✓
	ASN (RD&A)	Implement ASN (RD&A)'s new Title 10 sustainment responsibilities	»
		Improve readiness outcomes and efficiency in the sustainment enterprise	»
	NAVSEA	Increase public shipyard manning to reduce time and increase throughput of ship repairs	✓
Aviation Readiness	CNAF	Achieve SECDEF established goal for TACAIR readiness by end of FY19	✓
	OPNAV (N4)	Ensure implementation of supply chain improvements to increase material availability and reduce backorders	✓
	NAVAIR	Implement an apprenticeship program plan to develop artisan level depot workers	✓
		Implement the Naval Sustainment System to optimize workflow through the FRCs	✓
Personnel Readiness	CMC Safety Division	Execute Service-specific Command-level safety actions to reduce non-combat fatalities and heighten awareness of trends leading to fatalities and mishaps, and implement appropriate risk management procedures	✓
	DC M&RA	Continue programs to increase rates of personnel readiness by reducing the numbers of Marines Awaiting Training (MAT) at formal learning centers	»

1.1.A Fully restore aviation/ship/ground readiness to meet missions

Focus Areas	OPR	Initiative	Status
Personnel Readiness	DC M&RA	Continue programs to increase rates of personnel readiness by reducing the numbers of non-deployable personnel in the operating forces	✓
	ASN (EI&E)	Further strengthen DON-wide safety programs, procedures, oversight and tracking mechanisms; ASN (EI&E) will lead initiatives to improve mishap and near-miss reporting, leverage data analytics to generate leading indicators, roll-out the Secretary's Safety Awareness campaign, and strengthen safety training programs	»
	NAVSAFECEN OPNAV (N1/ CNP	Implement Navy and Marine Corps programs to reduce the rate of non-deployable personnel	»

1.1.B Restore inventory of weapons and ammunition to meet warfighting requirements

Focus Areas	OPR	Initiative	Status
Procurement, Maintenance and Distribution of Munitions	OPNAV (N9)	Conduct a Navy gap analysis to determine the number and types of weapons and associated munitions required to support air, surface, subsurface combat missions	✓
	DC CD&I	Develop and resource Approved Acquisition Objectives (AAO) for the Marine Corps	✓
	DC PP&O	Establish the Marine Corps' policy to prioritize positioning and distribution of ordnance to enable Marine Corps Component Commands to react to multiple global combat operations, small scale contingencies, and ensure global force power projection	✓

1.2 Lay the Foundation for Future Readiness through Recapitalization, Innovation, and Modernization

1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Status
Agile DON Acquisition Process	ASN (RD&A)	Evolve the acquisition toolset, train the force on them, and increase their use	»
		Expand wartime acquisition playbooks	»
	MCSC	Implement Marine Corps Fast Lane initiatives	✓
	DC CD&I	Improve Marine Corps capability requirements development and solution fielding timelines, and utilize the Rapid Capability Office to quickly assess emergent capabilities to inform requirements development and investment planning	✓
	ASN (RD&A)	Pursue new authorities and policies to reduce barriers to agility	»
		Reduce bureaucratic drag on the acquisition and sustainment operations	»
	ASN (RD&A) / CNR	Utilize time-saving authorities resident in the Small Business Innovation Research and Small Business Technology Transfer programs measured by: SBIR Time to Phase II Award and SBIR Time Without Funding	»
Delivery of Lethal Capabilities	ASN (RD&A)	Effectively protect products, services, data, and the supply chain from foreign actors	»
		Initiate new DON programs with confidence	»
		Modernize the force by delivering acquisition programs within program parameters	»
Drive Affordability	ASN (RD&A)	Effectively negotiate multiyear contracts to reduce cost and stabilize Navy modernization efforts through 2025	✓
		Establish and maintain a credible competitive environment	»
		Improve relationships with small business and non-traditional suppliers	»
		Support audit and incorporate relevant findings to improve business efficiency	»
Acquisition Integrity	NCIS	Continue NCIS training of the acquisition workforce to deter, detect, and prevent fraud; identify and reduce product substitution; and ensure DON's protection of DON's capital investment in technology	✓
		Develop a NCIS plan to target those contractors, subcontractors, and vendors that engage in illegal product substitution and import counterfeit products and parts	✓

1.2.A Deliver platforms that possess greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Status
Acquisition Integrity	OGC	Enhance and continue OGC training of the acquisition workforce to deter, detect, and prevent fraud	»
		Establish an OGC engagement program for the top 100 contractors regarding the role of the Acquisition Integrity Office and the importance of ethical compliance	✓
	NCIS	Establish NCIS procedures to detect and identify product substitution, counterfeit parts, and the contractors, subcontractors, and vendors that import such products and parts before they impact DON acquisition integrity	»
	OGC	Utilize all available tools, including administrative agreements, suspension, debarment, and show-cause letters to change contractor behavior and exclude contractors who fail to comply	»
DON Acquisition Workforce	ASN (RD&A)	Accelerate the pace of the robustness of learning in the acquisition enterprise	»
		Ensure a trained and certified acquisition workforce aligned to DON priorities	»
		Execute the Defense Acquisition Workforce Development Fund to DoD-wide benchmarks	✓
		Streamline the hiring process and the ability to recruit and retain talent	»
		Understand and improve talent across the DON acquisition workforce	»

1.2.B Deliver innovative technologies (e.g., weapons, sensors, force enablers) that provide greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Status
New Technologies	ASN (RD&A)	Improve Science and Technology (S&T) alignment with NDS priorities and linkages between Naval Postgraduate School (NPS), Office of Naval Research (ONR), U.S. Naval Research Laboratory (NRL), and the Program Executive Offices (PEOs)	✓
Intellectual Property, Trademarks and Data Rights	OGC	Assert DON rights in patents, trademarks, and technical data, and ensure DON obtains adequate rights in non-commercial intellectual property during disputes with contractors	»

1.2.B Deliver innovative technologies (e.g., weapons, sensors, force enablers) that provide greater combat power and longer reach in support of missions across all domains

Focus Areas	OPR	Initiative	Status
Intellectual Property, Trademarks and Data Rights	OGC	Develop an OGC trademark docketing system to track registration of DON trademarks and oppositions to protect DON trademarks including the ability to obtain royalty payments	»
		Develop and provide OGC data rights training to DON acquisition and program professionals regarding the process for ensuring adequate data rights in non-commercial source selections as well as the process for challenging restrictive markings	✓
		Secure the authority to allow the government to exercise "government purpose rights" in intellectual property pending government challenges to a contractor's asserted restrictions on the government's use of intellectual property	✓
	NCIS	Strengthen partnerships with law enforcement offices to enhance cyber investigations and operations targeting threat actors who undermine the DON's capital investment in technology	✓

1.2.C Develop and implement a sustainable path to infrastructure modernization

Focus Areas	OPR	Initiative	Status
Navy Shore Infrastructure	ASN (EI&E)	Achieve quick wins at every installation to demonstrate opportunities to think differently and improve infrastructure readiness	»
		Complete the Navy Infrastructure Readiness Plan (IRP)	»
		Generate adjusted investment planning that aligns to the IRP	»
		Implement the IRP enterprise-wide to achieve alignment and change thinking about infrastructure requirements and solutions	»
		Provide Commander's Intent for Infrastructure Modernization and Optimization	✓
Marine Corps Base Infrastructure	ASN (EI&E)	Address munitions of explosive concern (MEC) on Guam and the CNMI to mitigate construction cost and schedule impacts	»
	DC I&L	Standardize base facility requirements across operating forces	»
	ASN (EI&E)	Support Indo-Pacific (INDOPAC) readiness through execution of Guam Portion of Defense Policy Review Initiative	»
	DC I&L	Update Divestment Plan targeting 11.5M sq. ft. of Q4 facilities by FY22	✓
Operational, Test and Training Range Effectiveness	ASN (EI&E)	Complete an assessment of encroachment risks for every range	✓
		Complete gap analysis, comparing "as-is" operational, test, and training range capabilities compared to current requirements	✓

1.3 Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)

1.3.A Optimize DON's information infrastructure (e.g., networks, transport, end-user hardware, spectrum, etc.)

Focus Areas	OPR	Initiative	Status
Data Centers and Cloud Services	DON OCIO	Develop and publish the DON Chief Information Officer (CIO) data center architecture end state and associated consolidation execution plan and timeline	✓
		Develop DON CIO inventory of cloud-ready systems with associated migration plans and timelines	»
	DC I	Publish Marine Corps cloud strategy and develop the framework to enable rationalization and migration of systems and applications to the cloud	✓
	OPNAV (N2/N6)	Update Navy "Cloud First" strategy/policy to accelerate transition to cloud services	»
Navy Enterprise Networks Ashore	OPNAV (N2/N6)	Complete a revised technical refresh plan that replaces older equipment allowing the use of higher speed connections	✓
Spectrum Dependent Systems	DON OCIO	Develop and promulgate DON Spectrum Supportability Risk Assessment guidance	»
		Establish guidance in Spectrum Supportability Software Source Code Development	✓
		Establish guidance to ensure that DON mission critical systems have a discrete radio frequency assignment to provide protection from electromagnetic interference	✓
		Establish guidance to ensure that SDS are certified to full operational capability, enabling operational flexibility to share with commercial systems and operate in multiple frequency brands	✓
		Establish guidance to provide oversight and guidance in the development and implementation of Electromagnetic Battle Space strategy, policy, and doctrine	✓
		Implement guidance and assess policy effectiveness to ensure that DON mission critical systems have a discrete radio frequency assignment to provide protection from electromagnetic interference	»
		Implement guidance and track efficiencies in Spectrum Supportability Software Source Code Development	»
		Update existing guidance and promulgate DON way ahead for management of EMS access and risk	✓

1.3.B Increase DON's ability to deter, detect, defeat and recover from cyber-attacks

Focus Areas	OPR	Initiative	Status
Reduction of Attack Surfaces	OPNAV (N2/N6)	Implement Navy Situation Awareness, Boundary Protection and Response capability	✓
Cyber Detection Capabilities	ASN (EI&E)	Deliver Internet of Things (IoT) necessary to detect, deter, defeat, and recover from cyber attacks to critical infrastructure and facilities	»
	OPNAV (N2/N6)	Develop Navy Cyber Situational Awareness Rapid Deployment Capability, a tailored, near real-time visualization of network health, vulnerabilities and operational readiness through the correlation of data from multiple sources	✓
		Implement Navy Comply to Connect (C2C)	✓
		Increase of accountability DIB performers and visibility of DIB networks associated with to protection of DON data	✓
		Implement Phases 1-3 of Navy Comply to Connect (C2C)	✓

1.4 Deliver timely and relevant intelligence, counterintelligence, and security support to Sailors and Marines to provide a decisive and dominant advantage

1.4.A Deliver timely and relevant intelligence, counter intelligences and security support to Sailors and Marines to provide a decisive and dominant advantage

Focus Areas	OPR	Initiative	Status
Operations	DC PP&O	Create and resource regionally-aligned counterintelligence support teams for Marine Corps to provide support for critical infrastructure and fielded technologies	»
	OPNAV (N2/N6)	Develop a Navy Counterintelligence Functional Services element in support of its bases, stations, and installations	»
	NCIS	Establish formal business rules and timelines for the submission of requests for NCIS Security Training Assistance and Assessment Teams assessments and security support	✓
		Complete assessment of newly established business rules for requesting NCIS Security Training Assistance and Assessment Team support by tracking scheduling impact and program improvements	✓
	DC PP&O	Provide dedicated counterintelligence analytic support to Marine Corps-related Committee for Foreign Investment in the United States cases and insider threat program	»

1.4.A Deliver timely and relevant intelligence, counter intelligences and security support to Sailors and Marines to provide a decisive and dominant advantage

Focus Areas	OPR	Initiative	Status
Operations	OPNAV (N2/N6)	Review and improve intelligence analysis and production processes for the Navy	✓
Security Information Sharing	OPNAV (N2/N6)	Support establishment of a facility for Insider Threat Hub for the DON	»
DON Counterintelligence Enterprise	DC PP&O	Develop Marine Corps counterintelligence program order	✓
	NCIS	Establish and staff a functional DON Counterintelligence Coordinating Activity, led by NCIS, to synchronize actions and related support activities across the enterprise	✓
	DUSN	Promulgate a DON counterintelligence plan	»
System Improvements	NCIS	Field a secure case management system to synchronize Navy, Marine Corps, and NCIS Counterintelligence activities through a secure, common information and data storage network	✓
		Increase availability and usage to the NCIS Tip system in an effort to deter and report criminal activity	✓
		Complete assessment of the effectiveness of the secure case management system to synchronize Navy, Marine Corps, and NCIS CI activities by tracking usage and surveyed user comments	✓
		Complete assessment of the effectiveness of the NCIS Tip system in contributing to DON crime deterrence by tracking usage, numbers of submissions, and operational impact	✓

1.5 Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs

1.5.A Produce a highly skilled workforce (Sailors, Marines, and civilians) shaped for today and prepared for tomorrow's needs

Focus Areas	OPR	Initiative	Status
Operations and Governance	OPNAV (N1/ CNP)	Establish a Navy transformation team led by an industry experienced Executive Director, supported by a Results Delivery Office and executed top down from his senior leadership team through assigned Business Design Owners	✓
		Improve and Modernize military personnel management operations through increased automation and process improvements, by implementing a detailing marketplace and by enhancing career flexibility through rating modernization	»
Technology	DC M&RA	Continue design, development, and deployment of Marine Corps Human Resource Management System modernization effort; move applications to the cloud and refactor/ reprogram applications to make them mobile friendly	»
	ASN (M&RA)	Execute cutting edge transformation efforts within the Board for Correction of Naval Records (BCNR), bringing to bear a new, modern Authoritative Data System and Online application portal which will facilitate a fully transparent end to end digitized case management process	»
		Transform the Council of Review Boards (CORB) technology, specifically the Physical Evaluation Board (PEB), by migrating current patchwork of database and case management systems to a state of the art ATLAS case management system	»
Civilian Workforce	ASN (M&RA)	Continue "Hiring is a Team Sport" initiative with targeted focus on improving civilian time to hire	»
		Maximize direct and expedited hiring flexibilities to ensure right talent at the right time	✓
		Provide leadership and participate in DoD working groups in support of the Defense Civilian Human Resources Management (DCHRM) System SaaS/Cloud Implementation and other enterprise-wide human resources (HR) reform efforts	»
Ethical Midfield for DON Civilian and Military Workforce	OGC	Develop and issue FY19 DON guidance on "playing the ethical midfield"	✓
		Provide ethics updates, advice, and training opportunities to all DON employees on a continuous basis, and develop the FY 2020 ethics program	✓
		Provide timely identification and resolution of potential conflicts of interest	✓

2.1 Strengthen Our Alliances and Attract New Partners

2.1.A Implement a more strategic, coordinated approach to security cooperation

Focus Areas	OPR	Initiative	Status
Allies and Partners Synchronization	DUSN	Develop DON policies and tools by DUSN to enable international key leader engagement synchronization	✓
	DC PP&O	Release implementation guidance for Marine Corps Security Cooperation Strategy	✓
Security Cooperation	DC PP&O	Develop a Marine Corps assessment and evaluation program to monitor progress against the Commandant's security cooperation objectives	»
	DUSN	Implement continuous evaluation of key leader engagements through monthly DUSN-led stakeholder review	✓

3.1 Improve and Strengthen Business Operations Through a Move to DoD-Enterprise or Shared Services; Reduce Administrative and Regulatory Burden

3.1.A Increase the use of data analytics and artificial intelligence in DON-wide decision-making

Focus Areas	OPR	Initiative	Status
Enterprise Data Quality, Standards, Integration, and Investment	DON OCMO	Influence the DoD Data Strategy	✓
Artificial Intelligence (AI)	ASN (RD&A)	Increase the use of artificial intelligence, machine learning, and data transparency	»
Strategic Management	DC CD&I	Enhance Marine Corps strategic management decision support capabilities	»

3.1. B Reform business operations enterprise-wide to generate lasting, institutionalized, resources to support strategic reinvestment in lethality

Focus Areas	OPR	Initiative	Status
Enterprise Risk Management (ERM)	DON OCMO	Establish OCMO ERM Office	✓
		Establish the foundation for DON ERM through a Concept of Operations (CONOPS)	»
		Execute a Top-Down Enterprise Risk Assessment of the objectives of the revised DON BOP	»
Small Business Inclusiveness	OSBP	Coordinate with ASN RDA to develop a survey to obtain feedback on experiences in conducting business with the Navy and Marine Corps	✓
DON Reform Roadmap	OPNAV (N4)	Develop the Navy Logistics IT Digital Transformation	»
	DC I&L	Enhance the Marine Corps' Enterprise Ground Equipment Management (EGEM) efforts to improve operational ability	»
	ASN (EI&E)	Streamline environmental compliance through legislative/ regulatory relief and improved policy/processes	✓
	DON OCMO	Transfer the DON Audit Liaison Management process for coordinating and assisting on all audit matters with the U.S. Government Accountability Office (GAO) and the Department of Defense Inspector General (DoDIG) from the NavIG to the NAVAUDSVC	✓

3.2 Optimize Organizational Structures

3.2.A Reduce redundancies across the enterprise (to include Office of the Chief of Naval Operations (OPNAV); Headquarters, Marine Corps (HQMC); and Secretariat) to achieve cost savings and improve agility

Focus Areas	OPR	Initiative	Status
Education for Seapower (E4S)	DON OCMO	Establish a Chief Learning Officer for the Department of the Navy	✓

3.3 Undergo an Audit and Improve the Quality of Budgetary and Financial Information that is Most Valuable in Managing the DoD

3.3.A Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion

Focus Areas	OPR	Initiative	Status
Accounting and Business Systems Consolidation	DON OCMO	Conduct a targeted business process re-engineering (BPR) effort for the Military Standard Requisitioning and Issue Procedures (MILSTRIP) process	»
	DC P&R	Remediate system control weaknesses in the Marine Corps Standard Accounting, Budgeting and Reporting System (SABRS)	✓
Financial Reporting and Fund Balance with Treasury	ASN (FM&C)	Define Functional Requirements for End to End Processes: B2R, P2P	✓
	DC P&R	Remediate Marine Corps audit findings through Treasury Direct Disbursing and reform of Defense Finance and Accounting Service processes	✗
		Resolve intragovernmental eliminations that impact the presentation of Marine Corps' financial statements	✗
Inventory and Operating Materials & Supplies (OM&S)	ASN (FM&C)/ DC P&R	Develop a viable audit path for Marine Corps ammunition held by Army	✓
	DC I&L	Develop a viable audit path for Marine Corps ammunition held by Army	✗
Budgetary Reform	ASN (FM&C)	Initiate Zero Based Budgeting Process for current and future years	✓

3.3.A Institutionalize annual audit and remediation, and establish a near-term path to a clean opinion

Focus Areas	OPR	Initiative	Status
Real Property	ASN (EI&E)	Complete 100% E&C of baseline balance for Navy by Q2 and Marine Corps by Q4	✓
	DC I&L	Develop/adjust executable plan to 1) remediate Marine Corps audit findings on Real Property and, 2) sustain audit readiness	✓
	ASN (FM&C)/ DC P&R	Generate, fund, and implement real property sustainment requirements for FY 2020 and beyond	✓

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