A World-Class Vision: Professionalization and Enterprise Excellence
I am pleased to present the Naval Inspector General’s (NAVIG) Strategic and Campaign Guidance for 2022-2026.

The Naval Inspector General (IG) and Enterprise’s mission is to independently and objectively inspect, investigate and inquire into matters of importance to the Department of the Navy (DON). While our mission remains the same, the Department of Defense’s doctrinal shift from the Global War on Terror to Great Power Competition, in addition to the rapidly shifting information landscape, and dynamic environmental and societal changes, have combined to fundamentally alter our perceptions, our assumptions, and even the realities for how we conduct IG business.

The imperative for the NAVIG and Enterprise to deliver independent, objective, high quality and reliable products to the DON on behalf of the American people demands that we take purposeful action now to ensure we position ourselves to continually be vigilant and successful in the more challenging environment we see in the future. Everyone—from the junior investigator or inspector to the NAVIG—must commit to achieving our IG imperatives, all while making our processes clearer and more transparent.

Our Strategic Goal is to become a world-class organization, and thereafter the world-leading IG organization. Within our resources, our two enduring and supporting Campaign Plan goals are: 1) Professionalizing our IG workforce and 2) Achieving IG Enterprise Excellence. Simply stated, we will recruit, hire, develop, train, and certify our people to be their best. We will organize and establish governance and processes to synchronize our operations, and be the best and most enabling IG organization possible.

Our strategy and supporting campaign plans highlight the Naval IG and Enterprise’s commitment to those we support and those who support us. Successful organizations adapt and flourish despite changing times. While we do many things exceptionally well today, these two campaigns are about our purposeful commitment to continual improvement. Continual improvement includes standardizing our workforce, holding ourselves accountable to these standards, and encouraging and normalizing holistic IG Enterprise Excellence. Meeting these campaign goals and synchronizing our efforts across the Enterprise, increases the return-on-investment to the DON from IG efforts and increases the confidence in the Navy IG and Enterprise writ large.

Achieving Professionalization and normalizing Enterprise Excellence in this challenging environment requires adapting, seizing opportunities, and innovating based on our experiences and measureable data. It also means we accept the fact that sometimes, realizing the desired improvements is necessarily disruptive. I ask you, the IG family, to join me and bring your best ideas to shape our campaigns. Our nation and Department of the Navy family deserves a Naval IG and Enterprise that is independent, vigilant, and world-class. I challenge you to help us become the world’s premier IG organization, something I believe we can accomplish if we seize this opportunity and build this together.

J. V. FULLER
Naval Inspector General
OUR MISSION

To independently and objectively inspect, investigate, and inquire into matters of importance to the Department of the Navy (DON).

OUR VISION

To become world-class, then world-leading. The Naval Inspector General (NAVIG) and Enterprise will be the standard-bearers for conducting inspections, investigations, reviews, and assessments, not only among the Services, but within the Federal government.

OUR ENTERPRISE

The Secretary of the Navy established that command Inspectors General (IGs) are assigned additional duty to report to the NAVIG, who leads the NAVIG Enterprise. The NAVIG Enterprise comprises all DON personnel who perform core IG functions embedded within DON commands and activities. Like all DON personnel, command IGs and NAVIG Enterprise personnel will fully assist and cooperate with all NAVIG requests, including providing relevant information, documents, records, data, and other evidence consistent with constitutional, statutory, and regulatory due process protections. The NAVIG Enterprise is a collaborative and transparent team focused on generating actionable and decision-quality information.

OUR OPERATING PRINCIPLES

We will employ the principles of independence, transparency, integrity, service, and vigilance across IG efforts. These principles will guide our decision-making and optimize our performance and stewardship. We define these principles and the actions to embody them as follows:

★ Independence: Operate free from undue influence or conflicts of interest; exercise legal authority to make credibility determinations and findings of fact; be an objective, impartial, inquisitive, unbiased, fair and truth-seeking organization. The NAVIG Enterprise collectively and simultaneously operates as a distributed team and as focused cells when and where necessary. NAVIG Enterprise independence means we will share relevant data, knowledge, expertise, and information within the Enterprise while protecting the data to ensure our efforts remain within the bounds of laws and regulations.

★ Transparency: Clearly communicate NAVIG Enterprise processes and products; demonstrate accountability; report accurate findings in a timely manner; seek knowledge from available data; share insights to improve the NAVIG Enterprise and DON; analyze and share the results from NAVIG Enterprise inspections and investigations as appropriate.

★ Integrity: Adhere to the highest ethical principles; strive for continuous improvement and self-accountability; perform all work in an honest and trustworthy manner so that it would withstand scrutiny; seek and report the truth.

★ Service: Be a mission-oriented and unified NAVIG Enterprise; exemplify the DON’s core values; remain unwavering in our efforts to uncover the truth; advocate for fairness and a high quality of life for our Sailors, Marines, civilians, and their families.

★ Vigilance: Keep a careful watch for possible danger or difficulties and communicate those findings as appropriate; become more proactive through training, certifications, data analysis and feedback to help prevent events and circumstances that may negatively impact the DON and our Sailors, Marines, civilians, and their families.
STRATEGIC AND CAMPAIGN PLAN GOALS

To achieve our vision, we must actively think about and act to improve. We should only accept the status quo when it serves as an avenue for achieving our vision. Through our strategic campaigns, we will professionalize our workforce and enable and normalize Enterprise Excellence. Developing and retaining the best people and building the best organization will increase the DON’s return on investment and the public’s confidence in our efforts.

Image 1. NAVIG Enterprise Foundational Strategic Efforts
FOUNDATIONAL STRATEGIC EFFORTS

Becoming “world-class” is a bold vision! To meet this lofty goal, we will be thoughtful and deliberate while generating the capacity and agility to excel in the current and future operating environments. To professionalize our team, we need an adaptive training system. To achieve NAVIG Enterprise Excellence, we need clear standards, policies and procedures. To consistently and accurately measure our effectiveness, readiness, and performance trends, we need to master the data. To better inform our decisions and become more proactive, we need to understand the information derived from the data. To be successful in the increasingly dynamic, information-dependent, perception-driven world, we must become communicators who receive, process, and share information effectively. Finally, to better support the Fleet, we must refine how we assess and inspect to ensure we accurately capture and portray the DON’s strengths and weaknesses and convey actionable data on levels of compliance, effectiveness, and risk to decision-makers.

The following four strategic efforts are foundational to achieving both Professionalization and Enterprise Excellence and serve as our NAVIG opening “campaign operations” for improvement:

★ **Modernize NAVIG Learning Ecosystem:** Implement the NAVIG Certification Manual and NAVIG Learning Platform. The certification manual outlines the competency groundwork for certifying investigators and inspectors, while the learning platform portal will provide training and opportunities to develop required skills.

★ **Standardize Core Function Policies and Processes:** Standardize the processes used by the NAVIG Enterprise. We will specifically focus on consolidating our guidelines and operating instructions into more straightforward and user-friendly authoritative references. We will provide timely, high-quality, and impactful governance over issues that improve IG-monitored programs. Our efforts will establish wider NAVIG Enterprise involvement and proactively seek out the DON’s blind spots and cross-enterprise risks.

★ **Establish Data-driven Approaches:** Establish the foundation to make experiential and data-driven decisions, especially to measure progress toward our strategic goals.

★ **Strengthen Communications:** Communicate to our stakeholders in a relevant, timely, transparent, accurate and understandable manner. Promote transparency whenever possible.
DEFINING SUCCESS

Today’s NAVIG Enterprise is not up to today’s or tomorrow’s challenges. To meet those challenges, we need to adapt and excel as a distributed and dynamic Enterprise that is self-aware, self-correcting, and self-improving. We must predict more problems before they happen, and assess them more quickly when they occur; help clearly inform leadership when to take more decisive actions during emerging situations; develop better tools to understand and communicate information related to the uncorrelated data already in hand; differentiate between systemic and minor isolated issues. Finally, the NAVIG Enterprise must better retain lessons learned from past problems, in cooperation with our partners.

Data will help drive our approach to defining and measuring success. Our goal is to be world-class, and then the best in the world. We will establish our current readiness levels before we set measurable goals. We will use data and our team’s experience to determine which metrics are key to achieving world-class status and which are key to world-leading status. Our first and enduring NAVIG priorities and campaigns are professionalizing the force and establishing Enterprise Excellence, knowing that innovation may be counterintuitive and evolving may be disruptive.

We will demonstrate success through our vigilance, independence, and by creating and retaining a trained, certified and professional workforce. We will share our lessons learned, data-driven decisions, and recommendations throughout the Enterprise and to senior leadership. Our purposeful, campaign-aligned, high-quality inspections, investigations, reviews, and assessments will result in recommendations that improve the DON.

Moving forward, we will craft a comprehensive Execution Plan that will map and align to measurable objectives in our strategic and campaign goals. We will share our progress in our Annual Report.

REFERENCES