DEPARTMENT OF THE NAVY
INTERNATIONAL PROGRAMS OFFICE

STRATEGIC GUIDANCE 2020
VISION AND MISSION

✧ **Our Vision:** Lead the Department of the Navy’s (DON) Security Cooperation (SC) enterprise to build enduring global relationships and safeguard the transfer of U.S. technology.

✧ **Our Mission:** To advance international interoperability and increase coalition lethality, capability and capacity, Navy International Programs Office (NIPO) develops and manages technology security policies and SC programs.

MESSAGE FROM THE DIRECTOR TO NIPO STAFF

Our world today is changing rapidly. Not only do we face national security challenges from a host of regional actors in virtually every corner of the globe, major world powers have re-emerged. They challenge us across a wide spectrum and at different levels, from peaceful political and economic competition to armed conflict. The competitive space has also expanded beyond land and sea, to new domains such as space and cyber. Moreover, the pace of change has accelerated, complicating our ability to predict and prepare for tomorrow’s challenges.

As the great power competition reemerges, NIPO is steadfast in our key role of advancing the military capability and capacity of our Partners and Allies in support of U.S. security interests. The best way to counter challenges wherever they should occur, quickly and effectively, is to build a formidable international network of allies and partners. They must be capable and highly interoperable with our maritime or joint forces. The tools or levers with which NIPO crafts this network include Foreign Military Sales (FMS), Technology Security and Foreign Disclosure (TS&FD) policy advancement, Cooperative Acquisition Programs, Data Exchange Agreements, Foreign Military Training and Education, personnel exchanges, Excess Defense Articles, and grant aid programs. These levers contribute to a robust U.S. economy, strengthen our political standing and military responsiveness, and solidify a bond and mutual understanding across a generation of military personnel throughout the globe.

In the competitive environment of advancing partners capability, we find our rivals are often able to offer weapons systems and capabilities more quickly or at a lower cost. I am proud of the speed improvements you have made, but we have more to do. This past year the NIPO Team achieved significant cost avoidance through International Agreements and near record FMS. Through our Speed initiatives, we cut weeks and months out of many of our SC processes. We have proven that when required, and when stakeholders align, significant Letters of Offer and Acceptance (LOA) can be developed and offered in a very short period. DOD and DON leaders are committed to supporting our efforts to overcoming barriers by eliminating unnecessary tasks or activities, pursuing processes in a parallel, vice the traditional
serial fashion, and delegating authority where appropriate. Speed, Capability, and Capacity remain key success factors, not only for our own military, but for our coalition partners as well.

As described in Figure 1, our strategic imperatives will continue to be Alignment (alignment of our efforts and priorities to the National Defense Strategy and higher-level strategies) and Execution (timely delivery of coalition capability).

![NIPO Strategic Imperatives](image)

Figure 1: NIPO Strategic Imperatives.

As part of our organizational DNA, we continue to find ways to expedite the delivery of coalition capacity and capability, from when the requirement is understood, to when the article or service is delivered; whether through FMS, International Armaments Cooperation, Building Partnership Capacity, Foreign Military Financing, Excess Defense Articles, or other SC programs. We will continue to seek revolutionary or evolutionary changes in processes, seek efficiency through parallel efforts, delegation of efforts, removing redundant steps or prioritizing specific steps.

Looking forward to 2020, we will address four (4) strategic challenges:

1) Being a proactive force in aiding the overall USG effort to be a more consistent partner of choice for international acquisition.
2) Better compete in the great power competition. Be the partner of choice!
3) Explore opportunities for revolutionary structural change in the TS&FD policy development and policy process review.
4) Continued improvement on DON SC synergy of effort.
ALIGNMENT

We will continue to align our resources, priorities, engagements, and messaging with senior leaders, including SECNAV, ASN RD&A, CNO, Commandant of the Marine Corps, Commandant of the Coast Guard, COCOMs, DSCA, and Fleet Commanders. We will maintain and continuously refresh the Alignment Roadmap as our primary alignment tool, especially with Fleet Commanders. Our Alignment efforts with each Fleet Commander will remain centered on our semi-annual International Requirements Board (IRB), where the Fleet Commander relays any changes in SC priorities, and we (the SC enterprise) provide an overview of our SC activities that contribute to those objectives. We will continue to support and operationalize the Navy Security Cooperation Council (NSCC) and DSCA’s Strategy to Capability framework.

We will align with and support COCOM, NCC, CNO, or DOD strategic documents when released. Figure 2 highlights our Alignment framework.

EXECUTION

Our Execution will focus on Organizational Optimization, Metrics, Process Improvement, Communication/Outreach, and Information Technology.

**Organizational Optimization:** We will identify and analyze constraints to determine where delays occur in our processes. We will optimize workload and shed non-essential work, assume risk where necessary and focus on key constraint areas. We will shift labor to
key areas in order to optimize throughput, while maintaining and enhancing a talented and motivated workforce.

“It has been decades since we last competed for sea control, sea lines of communication, access to world markets, and diplomatic partnerships. Much has changed since we last competed. We will adapt to this reality and respond with urgency... The future of the United States depends on the Navy's ability to rise to this challenge.”

- A Design for Maintaining Maritime Superiority, Version 2.0

**Metrics:** We will include alignment and accuracy in our data reconciliation efforts, compare “apples-to-apples” and establish trust in our data. Although our current metrics are solid, we will seek and utilize meaningful metrics to allow timely reaction to execution challenges or signal us when processes are failing, rather than summarizing past performance.

**Process Improvement:** We will aggressively manage the “left side” of our processes. Since a day lost on the left side of the process may result in more than a day of delay in delivery. We must, more closely and thoughtfully manage, the left side of the process. Typically, when program challenges become an overall organizational priority, we have already lost unrecoverable schedule. To reduce the incidence of such inefficiencies, we will aggressively manage efforts on early steps where management attention and resource adjustment can make a difference on the long-term case timeline. We will continue to compare alignment/best practices across the SC enterprise.

**Communication and Outreach:** We will maintain effective internal communications with the NIPO staff and external communications with the Naval Enterprise, DOD and other interagency stakeholders. In addition, we will continue our robust outreach efforts to align U.S. industry plans and efforts with U.S. government SC objectives.

- We will proactively achieve results by clearly understanding senior level policy guidance and effectively managing stakeholder expectations.
- We must continue working as teammates (both internally and externally) regardless of where we sit or to whom we report.
- We coordinate, cooperate, and most importantly, COLLABORATE with each other, our stakeholders, and our partners to achieve success.

**Information Technology:** We will use existing tools efficiently and effectively. We will assimilate new tools and products quickly. We will leverage innovations and expertise from across the acquisition and SC enterprise.
**Prioritization:** Where we are resource constrained, we will prioritize efforts to achieve alignment roadmap objectives.

**“YES-IF” CULTURE**

The “Yes-if” culture describes an attitude and behaviors which exemplify the spirit of innovation, ingenuity, creativity and the commitment to our partners that are the hallmark of NIPO’s mission. When posed with challenging and complex requests and problems, we look for ways to get to “yes,” while understanding the guardrails we must operate within to protect our own unique operational capabilities, as well as those of our key partners. A professional and highly trained workforce, with high ethical standards and skillful interagency communication and facilitation skills are essential to achieving a “Yes-if” culture.

**Enhance our Talented and Motivated Workforce:** As the international SC environment becomes increasingly complex and fast-paced, developing and maintaining a fully proficient, diverse, inclusive, and intrinsically motivated workforce is our top priority. We will continue to empower, equip, train, mentor, and guide this workforce while creating an environment that promotes enhanced employee performance, satisfaction, and retention.

- Because of the importance we place on the workforce, NIPO’s Improvement Goals, Objectives, and Tasks (Appendix A) starts with the workforce, followed by execution and alignment.
- We will continue to support implementation of the 2017 National Defense Authorization Act (NDAA) and Security Cooperation Workforce Development (SCWD). We will provide for better training and career paths for the civilian and military personnel conducting the SC mission and support new certification requirements. We will support the SCWD Senior Steering Board and implementation of the DOD instruction.
- We will continue to utilize and refresh the “SC War Room” to share best practices and improve communication to the workforce and enterprise stakeholders.
- We will continue to educate the SC workforce to shift the culture and better respond to our environment of Great Power competition. In FY19, we reorganized our TS&FD Directorate and improved our outreach to Foreign Disclosure Officers (FDO) across the enterprise. In FY20, we will continue our outreach and training, ensuring all DON SC stakeholders understand policies and processes.

**Set the Standard:** We will ensure active adherence to the principles of Equal Opportunity, Equal Employment Opportunity, workplace diversity and inclusion, and the prevention of sexual harassment. We will exhibit the highest standards of personal integrity and ethical behavior; recognize and reward top performers; and promote a healthy work/life balance.
**Collaborate and Communicate:** Great organizations are transparent, trustworthy, skillful in communications and fully accountable for their output. We will seek and share lessons learned; and encourage innovation and informed risk taking.

- We rarely accomplish any task alone and must therefore continue working as teammates (both internally and externally), regardless of where we sit or to whom we report. We coordinate, cooperate, and most importantly, COLLABORATE with each other, our stakeholders, and our partners to achieve success.

**Change in Risk Balance:** Our "Yes-if" mindset regarding policy and execution is essential for addressing the competitive nature of and the speed required in today's environment. The world is changing and the risk balance has shifted in an ever more competitive world. Figure 3 below identifies some of the key considerations regarding technology security risks and foreign disclosure decision-making.

![Figure 3: Risk balance and decision-making.](image)

For the staff at NIPO, your work is critical at all levels of our military - from high-end war fighting capabilities, to low-end assets for strategic regional partners. Your work has never been more important.

RADM F. D. MORLEY