VISION AND MISSION

- **Our Vision:** Lead the Department of the Navy’s (DON) Security Cooperation 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 (Navy IPO) develops and manages technology security policies and Security Cooperation programs.

MESSAGE FROM THE DIRECTOR TO NAVY IPO STAFF

Navy IPO’s support to the National Defense Strategy imperative to strengthen and expand our allies and partners has never been more important. Your efforts lead directly to building interoperable coalition capability while protecting our technology and adding value to DON acquisition programs.

This past year the Navy IPO Team achieved record Foreign Military Sales (FMS) and record cost avoidance through International Agreements. Through our Speed initiatives, we cut weeks and months out of many of our Security Cooperation (SC) processes. We have achieved much and have more to do. As discussed in the National Defense Strategy, we are emerging from a period of strategic atrophy, aware that our competitive military advantage has been eroding. In consultation with Congress and the Department of State, the Department of Defense (DOD) will prioritize requests for U.S. military equipment sales, accelerating foreign partner modernization and ability to integrate with U.S. forces. DOD and DON leaders are committed to supporting our efforts to overcoming barriers by eliminating unnecessary tasks or activities, pursuing processes in parallel fashion vice serial, and delegating authority where appropriate.

Allies and partners remain our strategic center of gravity. However, the world is changing and the risk balance has shifted to a strategic environment of Great Power competition, which requires strengthening alliances and partnerships, and maintaining global rules and norms. Speed, Capability, and Capacity remain a key not only for our own military, but for our coalition partners as well. The business of providing our partners capability and capacity is part of that competition as our rivals are often able to offer weapons systems and capability more quickly or at a lower cost. Also, warfighting complexity is increasing as new technologies and innovations in warfare such as network-enabled weapons are deployed, accompanied by exponential increases in sensor capability and quantity. Competition is keen, complexity is high, demands are increasing, and the pace of technology changing within DOD and industry is unprecedented.
As described in Figure 1 below, our strategic imperatives will continue to be Alignment (alignment of our efforts and priorities to higher level strategies) and Execution (timely delivery of coalition capability). Aspects of both imperatives are described in further detail below.

![NIPO Strategic Imperatives](image)

**Figure 1: Navy IPO strategic imperatives.**

In FY19 we will adopt “Speed 2.0” and 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 Foreign Military Sales, International Armaments Cooperation, Building Partnership Capacity, Foreign Military Financing, Excess Defense Articles or other SC programs. We will continue to seek evolutionary and revolutionary changes in processes, seek efficiency through parallel efforts, delegation of efforts, removing redundant steps or prioritizing specific steps.

**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 monthly International Requirements Boards (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 support the numerous laws, regulations, and policies that reform and improve the SC process.
We will align with and support the soon-to-be-released Navy Strategy, Maritime Design 2.0 (the “public” face of Navy Strategy), Navy SC Guide, Navy Strategic Guidance for Working with Allies and Partners, DASD SC Guidance for FY21-FY25 and other strategic documents as they are released. Figure 2 below 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 manpower to key areas to optimize throughput while maintaining and enhancing a talented and motivated workforce.

- **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 shift our focus to leading metrics that will signal us when processes are failing, rather than summarizing past performance. We will develop common NCC/Navy IPO metrics for tracking key SC objectives and common Navy IPO/SYSCOM metrics for tracking key acquisition programs supporting NCC objectives.

“Programs get behind schedule one day at a time.”
**Process Improvement:** We will more 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. To better understand our business in a broad sense, we will compare SC alignment/best practices across COCOM/NCC regions and with our counterparts in the U.S. Air Force and Army.

**Communication and Outreach:** We will maintain effective internal communications with the NAVY IPO 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 utilize a whole of government approach to communication with international partners.
- 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.

“Planning keeps you out of trouble; Relationships get you out of trouble.”

**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 that exemplify the spirit of innovation, ingenuity, creativity and the commitment to our partners that are the hallmark of Navy IPO’s mission. When we are posed challenging and complex requests and problems we look for ways to get to “yes”, understanding the guardrails we must operate in 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 is 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 employees and create an environment that promotes enhanced employee performance, satisfaction and retention. Overcoming our complex challenges require better problem-solving and a diverse and inclusive workforce!

- We will continue to support implementation of 2017 National Defense Authorization Act 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.
- We will support the SC Future Force (SCFF) study to identify manning requirements across DOD to implement congressionally-mandated reforms of the SC enterprise.
- We will continue efforts to develop a “SC War Room” to share best practices and improve communication to the workforce and enterprise stakeholders.
- Because of the importance we place on the workforce, and because “culture eats strategy for breakfast”, the attached addendum of objectives for Navy IPO staff starts with those objectives associated with the workforce, followed by execution and alignment.

**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 standard of personal integrity and ethical behavior; recognize and reward top performers; and promote a healthy work/life balance.

**Collaborate and Communicate:** Great organizations are open, trustworthy, skillful in communications and fully accountable for their output. We will seek and share lessons learned; and encourage innovation and informed risk taking.
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.

![Risk Balance Diagram]

Figure 3: Risk balance and decision-making.

We will continue to educate the SC workforce to shift the culture and better respond to our new environment. In FY18 we improved our outreach to foreign disclosure officers across the enterprise. In FY19 we will continue our outreach and training, ensuring all DON SC stakeholders understand policies and processes.

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.

For the staff at Navy IPO, 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.

F. D. MORLEY

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#### APPENDIX A – NAVY IPO IMPROVEMENT GOALS, OBJECTIVES AND TASKS

**Goal 1 – ENHANCE OUR TALENTED, MOTIVATED AND “YES-IF” WORKFORCE.**

As the international Security Cooperation (SC) environment becomes increasingly complex and fast-paced, developing and maintaining a fully proficient, diverse, inclusive and intrinsically motivated workforce is our top priority. Our “Yes-if” culture describes an attitude and behaviors that exemplify the spirit of innovation, ingenuity, creativity and the commitment to our partners and customers that are the hallmark of Navy IPO’s mission. A professional and highly trained workforce, with high ethical standards and skillful interagency communication and facilitation skills is essential to achieving a “Yes-if” culture.

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<tr>
<th><strong>Enhance Our Workforce Objectives</strong></th>
<th><strong>Task</strong></th>
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| 1.1 Continue to recruit, retain and develop a professional and diverse workforce. | 1. Review and update the Career Development Guide (Human Capital Board of Directors)  
2. Continue Senior level engagements with DON/AA, OCHR and other stakeholders to improve the hiring cycle time. (IPO-04 and All Hiring Managers) |
| 1.2 Continue to assess and promote a command climate that fosters teamwork and productivity. | 1. Complete FY 18 DEOCS Survey Results Work plan.  
2. Conduct an FY 19 DEOCS Survey to assess and identify improvement areas. |
| 1.3 Ensure that our staff is highly trained. | 1. Continue to implement FY17 National Defense Authorization Act (NDAA) and associated workforce reform efforts. (IPO-230)  
2. Ensure new personnel rotate to other directorates for orientation early in their assignments. (per DEOCS work plan)  
3. Continue to support the SC Future Force (SCFF). (IPO-230)  
4. Continue to develop a “War Room” for the International Acquisition Career Path. (IPO-04)  
5. Continue to seek methods to leverage other DACM and DON training initiatives. (IPO-04)  
6. Increase Organization Resiliency to changing priorities in a dynamic SC environment. Continue to promote formal Resiliency training and include Resiliency topics in Staff meetings, All Hands meetings and other venues. (All Leaders) |
1.4 Organizational Optimization.

1. Identify and analyze process and procedural constraints to increase speed. Optimize workload by identifying and shedding non-essential work; assume risk where necessary and focus on key constraint areas. Shift manpower to key areas to optimize throughput while maintaining and enhancing a talented and motivated workforce. (IPO-09 and Directors)

1.5 Execute actions that improve the safety of our workforce.

1. Implement physical security enhancements to continue improvement of workplace and workforce safety. (IPO-09X)

2. Conduct drills and exercises to increase workforce responsiveness during emergency events. (IPO-09X)

3. Conduct and Facilitate required training events to maintain employee awareness on security and safety procedures, processes, and policies. (IPO-09X)

GOAL 2 – IMPROVE EXECUTION

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

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<tr>
<th>Improve Execution Objectives</th>
<th>Task</th>
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| 2.1 Improve usefulness of our metrics. | 1. Develop leading metrics that show upcoming problems to allow timely reaction to avoid performance failures. (IPO-01, 02, 03, 04). Remarks: Leading metrics are three times more useful than lagging metrics.  
2. Utilize regional-unique approaches for each NCC to track key coalition capability development efforts, realizing each region uses different terminology. (IPO-03)  
3. Develop common execution metrics for tracking key SC programs. (IPO-01, 02) |
### 2.2 Continue to seek ways to improve our processes.

1. Continue to compare best practices with our counterparts in the U.S. Air Force and Army. (IPO-01, 02, 03)

2. Conduct process improvement initiatives using available tools and methods. (Process owners)

3. Deploy improvements to the Technology Security and Foreign Disclosure Workload Management Tool. (IPO-01, CIO)

4. Improve administrative processes and support.

5. Implement the DEOCS work plan.

### 2.3 Communication and Outreach.

1. Continuously assess ways to improve communications to internal and external stakeholders. To improve internal communication, conduct “Town Halls”, Admiral’s calls or Captain’s calls with junior personnel. Assess communication in the annual climate survey. (Senior Leaders)

### 2.4 Organizational Optimization

1. Implement the remodeled Technology Security and Foreign Disclosure organization, closely monitoring training and workforce productivity.

### 2.5 Information Management.


### 2.6 Strengthen our financial management execution and auditability process.

1. Ensure all authorities, processes and key supporting documentation for all transactions are in place. (IPO-04)

   **Remarks:** Complete and accurate data will support better decision-making to support Navy IPO mission.

2. Ensure timely accounting entries, complete and substantiated documentation and retention of documentation. (IPO-04)

3. Ensure rapid implementation of funding authority for all applicable accounts managed at Navy IPO, including achievement of Navy and OSD benchmarks for commitments, obligations, and expenditures.

4. Support Security Assistance Account (SAA) Audit Readiness Governance efforts led by DSCA. Accounts include FMS, FMF, SDAF, IMET and Loan accounts.

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**GOAL 3 – IMPROVE ALIGNMENT**

Navy IPO Strategic Plan
We will continue to align our resources, priorities, engagements and messaging with senior leaders, including ASN RD&A, CNO, COCOMs, Commandant of the Marine Corps, Commandant of the Coast Guard, DSCA and Fleet Commanders. Will continue to support the U.S. industrial base and align U.S. industry with SC objectives.

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<tr>
<th>Improve Alignment Objectives</th>
<th>Task</th>
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<td>3.1 Continue to encourage participation of stakeholders in the IRBs and CDBs.</td>
<td>1. Maintain alignment with NCC, COCOM, Country Teams, OSD, OPNAV and other stakeholders especially via stakeholder participation in International Requirement Boards (IRBs) and other roadmap efforts. Adjust the participants as needed based on changes in the regional or broader SC environment, especially when new SC guidance is issued. (IPO-03)</td>
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<td>3.2 Influence domestic acquisition strategies to consider international program aspects throughout a program life cycle.</td>
<td>1. Participate in DON acquisition Gate Reviews, represent International Program equities and provide feedback to the Director of Navy IPO. Shift focus to gates 3 &amp; 4 as much as possible. (IPO-03)</td>
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Navy IPO Strategic Plan