

DEPARTMENT OF THE NAVY
ACQUISITION WORKFORCE
FY 19-24
STRATEGIC PLAN

BUILDING THE WORKFORCE TO COMPETE AND WIN

Every Person Matters, Every Day Matters, Every Dollar Matters

Team:

We are in the Executive Branch and our job is to EXECUTE. I need everyone to ensure they understand the priorities of their customers, the plans for the next six months, and act with a sense of urgency in all we do. We need to remain OUTPUT oriented, fully TRANSPARENT, and be completely ALIGNED—that is what winning teams do.



Honorable James Geurts
ASN RDA

OUTPUT oriented means ensuring we have the end in mind and that we are only spending calories on those things that lead to the OUTPUT our customers require. It means breaking down barriers, removing barnacles, blowing up unproductive bureaucracy, and focusing all of our attention on value added activities. It means delegating to the lowest capable level. It means focusing our resources on value added activities and acting with the highest standards at all times because to do otherwise is wasting calories. Winning teams care about the end result - not just the processes used to get there.

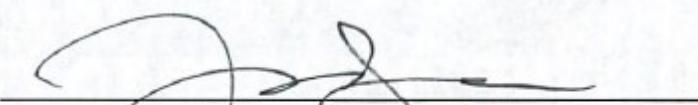
TRANSPARENT means being open, objective, and true to ourselves on how we are executing, where we are having problems, and where we need help. We need to develop solid plans, ruthlessly measure ourselves against our plans, and where are plans are not delivering, quickly and rapidly adjust the plans. Winning teams generate trust and credibility because with plans and execution, there is no risk in showing our efforts because we are afraid of what someone might find if they look hard. Trust through transparency enables freedom of action. Winning teams generate and take advantage of freedom of action.

ALIGNED means all working together and bringing all our various talents and perspectives to the table to deliver OUTPUT in a TRANSPARENT manner. It means harnessing diversity in all dimensions as a source of strength and competitive advantage towards a common purpose. Aligned means ensuring everything we are doing can be traceable to the National Defense Strategy. Unit cohesion is critical if we are to continue to build and sustain the team that can compete and win for our Nation.

All of this needs to be underpinned with a sense of urgency in all we do. Assume every week is our last week of peace. Winning teams don't rest on past success, winning teams have a competitive mindset in all that do. We are a winning team and I need you to ensure you are helping us continue to compete and win.

Our Sailors and Marines around the world depend on it—our Nation depends on it.




Honorable James P. Geurts
Assistant Secretary of the Navy
(Research, Development and Acquisition)

All this relies on our most important asset, our people, and the approaches we take to recruit, train, and retain the workforce we need to compete and win in support of our national defense strategy.

— The Honorable James F. Geurts, ASN(RD&A)

Highly educated, skilled, and experienced government acquisition professionals are vital now and in the future, to provide warfighters the products they need. Our noble mission endures: support the women and men who are protecting and serving our nation. Having the right people, in the right job, at the right time enables effective and efficient acquisition, delivering the Department of Navy's complex technical war-fighting capability quickly at an affordable price.

Acquisition is a team sport. Our team needs people who are individual leaders of their own life and collaborative leaders of every project and program they touch. We need people who are willing to learn and re-tool across a career to adapt to emerging technologies and approaches.

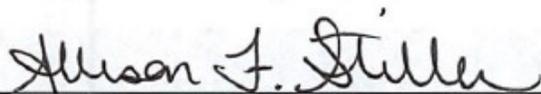
Our team needs professionals in engineering, cost estimating, financial management, contracting, program management, science and technology, life-cycle logistics, information technology, facilities engineering, test and evaluation, small business, international programs, industrial/ contract property management, and production quality and manufacturing—and others.

Collaboration and full transparency across all disciplines ensures our success as a team and is key to delivering required capability to the warfighter at speed.

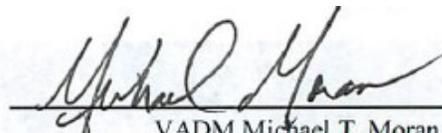
Our team is grounded in the values of integrity, trust, teamwork, service, and excellence. We recognize and embrace diversity of all kinds as we recruit, develop and retain the service members and civil servants who provide stewardship to our acquisition programs.

Through informed policy, with a sound understanding of scientific, technological, and organizational advancements, applying systems thinking in all that we do, and with deliberate leadership across all career fields, our team demonstrates commitment to those who have committed their lives to protect our freedom.

This 2019-2024 Strategic Plan sets course to build, develop and sustain a balanced workforce to compete and win.



Ms. Allison Stiller
Principal Civilian Deputy Assistant Secretary (RD&A)



VADM Michael T. Moran, USN
Principal Military Deputy Assistant Secretary (RD&A)

Deliver and Sustain Lethal Capability Focusing on Mission Output

The Acquisition Background

The Department of the Navy (DON) acquisition enterprise exists to put capability in the hands of warfighters so that when necessary they can fight and win. The DON acquisition workforce (AWF) manages the planning, design, procurement, manufacturing and construction, testing, deployment, and sustainment of materiel solutions and services to fulfill the Navy's mission and support operations. Doing so requires thousands of contracts, millions of contract actions, and billions of dollars each year.

Acquiring effective and efficient materiel solutions that support naval missions is critical to meeting U.S. national defense objectives. Maintaining readiness of the current Navy to fight and win; accelerating delivery of war-fighting capability for the next Navy; and researching and transitioning new technologies for the Navy after next all require that DON maintains a healthy acquisition workforce that is qualified to deliver the Naval Force the Nation needs.

The AWF is responsible for designing, building, sustaining, modernizing, and maintaining complex ships, aircraft, and vehicles with associated equipment, combat systems, weapons, and ordnance to support Sailors and Marines 24/7 anywhere around the globe. Many of our major acquisition programs have life-cycles exceeding 50 years.



requires tens of thousands of individual decisions on a daily basis. Experienced acquisition professionals know how to work in the defense marketplace, understand the technical issues, stay within the guiding regulations, and navigate myriad relationships central to acquisition success. Strong, repeatable acquisition performance requires a knowledgeable, resilient, and adaptable AWF.

Why do we need an educated and trained workforce?

- We face increasing risks and threats from near-peer competitor nations
- Today's systems are more complex and interdependent than ever before
- The decisions we make today will have operational relevance and life-cycle cost implications for 30-50 years



The DON acquisition workforce must be capable and have adequate capacity to fulfill the demand for acquisition work. Leaders throughout DON are challenged to identify and implement actionable levers to sustain required acquisition workforce capability and capacity.

The AWF ensures a technological edge for our military, while balancing cost, schedule, and risk, in the context of growing legislation, regulations, and policies. Doing so

Increase Agility from Both an Acquisition and Operational Perspective

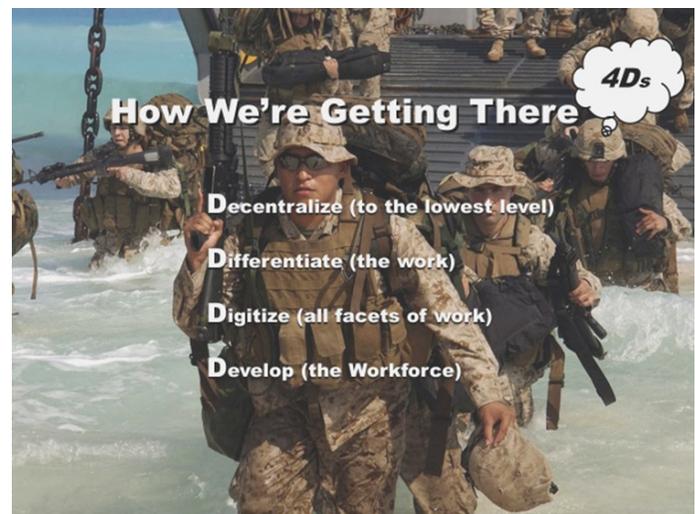
The Acquisition Environment

The acquisition environment is quickly changing. Even as our military advantage erodes, downsizing pressures will continue and the focus on cost control is greater than ever before. In the current operating environment of constrained budgets, increasing complexity, limited competition, a shrinking industrial base, and cyber security challenges, maintaining our edge will require an even more innovative, astute, and responsive AWF.

To operate in today's environment, we must better understand the costs and risks associated with AWF staffing so we can responsibly manage this community throughout its life-cycle (recruiting, hiring, developing, retaining, and retiring).

DON acquisition includes many diverse processes and stakeholders that interact over time in a wide variety of ways. Addressing DON acquisition workforce challenges requires a systems perspective and enterprise level systems solutions. Understanding the interactions among workforce components is critical to developing improved AWF policies, which need to evolve in response to environmental changes and national security strategies.

An AWF that is connected to warfighting missions, energized, courageous, and boldly innovative will be better able to navigate through the challenges of the changing environment to produce the Naval Force the Nation needs.



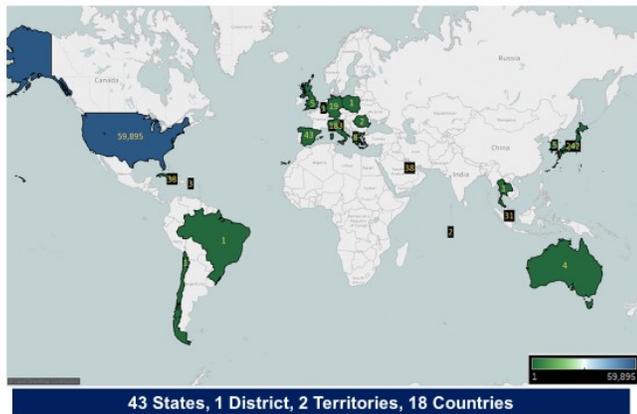
Drive Affordability by Evaluating the Front and Back Ends for Improvement in Efficiency

The Acquisition Workforce

Acquisition is a Team Sport

Today's Navy and Marine Corps face numerous challenges. Ships and aircraft are in poor material condition. The DON's culture of saying "yes" to all operational tasking has overstretched its resources – especially the Sailor and Marine at sea. Near peer competitors are emerging, and old rivals are reasserting themselves. Private sector companies with cutting-edge technologies find it difficult to work with DoD.

Navy Acquisition Workforce Locations



Our leaders want the acquisition process to better leverage private sector models, to include pushing decision-making to the lowest level and reducing regulations.

Acquisition of complex military systems requires a team of experienced, trained and skilled military, civilian and industry talent. They work in offices, labs, industrial complexes, and test ranges located across the United States and around the world.

Our priorities evolve from U.S. National Strategy documents, such as the Department of Navy (DON) 30-year shipbuilding plan, which identify a certain amount of acquisition work that must be accomplished to get capability into the hands of warfighters. DON has established various domains of acquisition work among several Program Executive Offices (PEOs) supported by multiple System Commands (SYSCOMs) to deliver the required products.

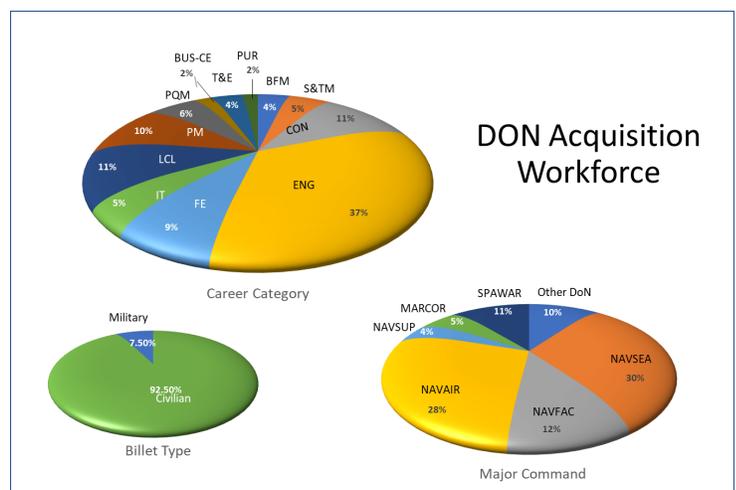
Each SYSCOM uses a tailored approach to support programs in their domain and account for the volume of work to be accomplished. Each SYSCOM's tailored approach estimates how many people (with appropriate knowledge and experience levels) are needed to perform the work identified.



Work accomplished by the DON AWF enables industry partners in the value stream to construct and deliver warfighting systems. Delivering acquisition, modernization, and sustainment of warfighting capability to warfighters is the aim of this civilian-military-industrial enterprise. The outcome is readiness to fight and win.

Changes in National Strategy over time have caused cyclical shrinkage and growth among the ranks of the AWF. Perceptions of AWF affordability fluctuate among stakeholders across time.

Robustly managing the AWF and telling a defensible story about its affordability demands strategic thinking, systems thinking, industrial and organizational psychology, management science, engineering, and principles of major program management.



Expand Results through Commitment, Curiosity, and Courage

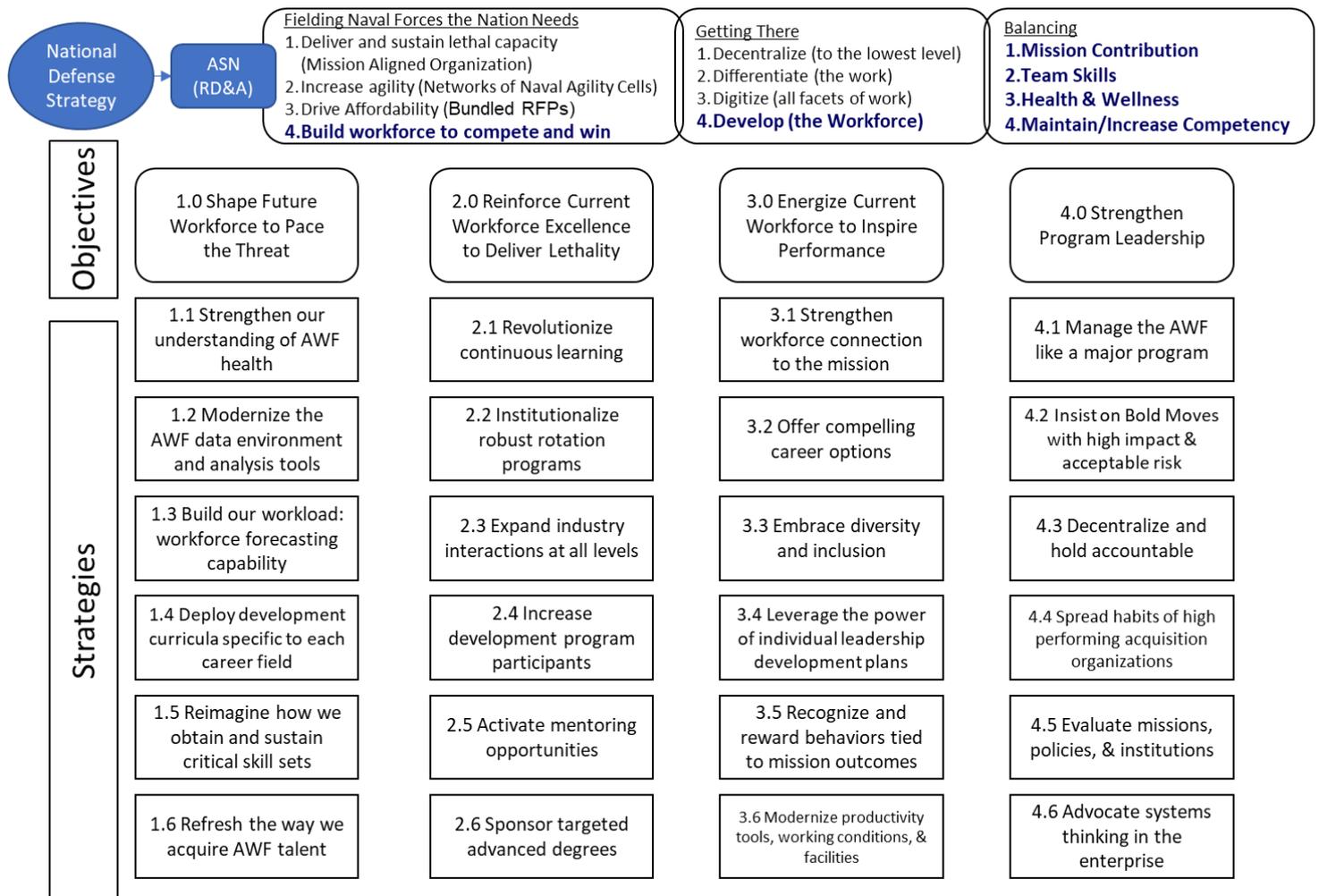
AWF Strategic Plan 2019-2024

EVERY PERSON MATTERS, EVERY DAY MATTERS, EVERY DOLLAR MATTERS

AWF Vision Right people, right skills, right place, right time; making a positive impact for current and future Sailors and Marines

AWF Values Integrity Trust Diversity Teamwork Dedicated Service Excellence

AWF Ethos Promote ethics, integrity, trust, teamwork, communication, & continuous high velocity learning



Leverage Relationships to Connect, Communicate, and Collaborate

Objectives and Strategies Defined

1.0 Shape Future Workforce to Pace the Threat

A workforce that morphs in size, composition, and skill in parallel with technology advances and global trends.

1.1 Strengthen our understanding of AWF health

Develop metrics to monitor AWF health and predict the impact of policy choices on enterprise capability.

1.2 Modernize the AWF data environment and analysis tools

Leverage data mining and analysis platforms to inform decisions across all phases of the workforce lifecycle.

1.3 Build our workload:workforce forecasting capability

Model the complex relationships among workload drivers to predict critical AWF capacity and capability gaps.

1.4 Deploy development curricula specific to each career field

Prepare individuals to fill critical skill gaps and future leadership openings.

1.5 Reimagine how we obtain and sustain critical skill sets

Use every bold recruitment and training approach available to help fill critical skill gaps.

1.6 Refresh the way we acquire AWF talent

Brand the Navy AWF to reach a diverse recruiting pool; leverage all hiring authorities; on-board and engage to win employee loyalty and retention from day one.

2.0 Reinforce Current Workforce Excellence to Deliver Lethality

A workforce that understands their contribution to the kill chain that delivers lethality.

2.1 Revolutionize continuous learning

Encourage the pursuit of new, emerging modalities for lifelong learning and development.

2.2 Institutionalize robust rotation programs

Embrace rotations and job swaps to enrich career paths and boost retention.

2.3 Expand industry interactions at all levels

Increase interactions and rotations with private sector companies.

2.4 Increase development program participants

Broaden the spectrum of development programs offered and increase the number of applicants & participants.

2.5 Activate mentoring opportunities

Encourage mentoring of all AWF members..

2.6 Sponsor targeted advanced degrees

Close advance education gaps in critical knowledge areas.

Integrate the Environment of People, Processes, and Products

Objectives and Strategies Defined

3.0 Energize Current Workforce to Inspire Performance

A workforce that feels energized about their career path and inspired to do their best for the warfighter.

3.1 Strengthen workforce connection to the mission

Create and execute strategies to ensure every employee sees and appreciates their mission contribution.

3.2 Offer compelling career options

Proactively address career planning at all levels. Make it easier for people to change career fields and SYSCOMs.

3.3 Embrace diversity and inclusion

Value all people and their perspectives without regard to gender, race, religion, sexual orientation, age and personality.

3.4 Leverage the power of individual leadership development plans

Institutionalize ILDPs focused on achieving employee goals and programmatic needs.

3.5 Recognize and reward behaviors tied to mission outcomes

Encourage, promote and institutionalize non-traditional reward and recognition methods.

3.6 Modernize productivity tools, working conditions, & facilities

Ensure every employee has what they need on day one – phone, CAC, email, voicemail, etc. Re-emphasize efforts to ensure workspace cleanliness and functionality.

4.0 Strengthen Program Leadership

A workforce that embraces cross-functional program leadership at all levels.

4.1 Manage the AWF like a major program

Develop leaders who make AWF decisions systematically with a view for short term results and long term strength.

4.2 Insist on Bold Moves with high impact & acceptable risk

Deploy agile enterprise teams who take calculated risks, fail early and often, and then make the next Bold Move.

4.3 Decentralize and hold accountable

Push decisions downward, minimize review loops, trace individual objectives to the mission.

4.4 Spread habits of high performing acquisition organizations

Build leadership teams to fight and win together, by training and developing as a team.

4.5 Evaluate missions, policies, & institutions

Increase alignment and reduce bureaucratic friction to build trust and speed.

4.6 Advocate systems thinking in the enterprise

Use integrative long term thinking and continual feedback loops to balance innovation and risk.

It's All About the Warfighter

