



NAVSEA 04 2004 BUSINESS PLAN



Message from the Deputy Commander, Logistics, Maintenance & Industrial Operations

The Navy's maintenance and logistics philosophy has changed dramatically over the past two years. We have clearly moved from a rotationally based Inter-Deployment Training Cycle (IDTC) to a readiness based IDTC. We at NAVSEA 04 must respond to these changes in our environment if we are to create our future instead of simply responding to it. To do that, we have chosen to develop a Business Planning process. Through Business Planning and this Business Plan we will drive our organization toward the future by providing a prioritized framework for Directorate decision makers, employees, customers and stakeholders. Business Planning is the dynamic process that brings our leadership together to critically evaluate our mission, vision, purpose, and guiding principals and set a path that will unify and strengthen NAVSEA 04 from top to bottom by providing a common set of strategic thrusts and goals.



Our Business Plan takes long-term strategic thrusts and breaks them down into budget synchronized short-term goals that have clearly defined plans of action, milestones, and metrics. It will energize the Directorate and focus our resources on those actions that are transformational in nature and enable us to create our future.

Message from the Executive Director, Logistics, Maintenance & Industrial Operations

This Business Plan is the 2004 increment of a continuous process to change and improve the way we do our jobs. Its near-term purpose is to identify and align our priorities with those of our customers and stakeholders. The plan focuses our efforts on key goals and strategies that will help us to better manage and utilize our time and resources, and as important as anything else we do, to improve our internal communications so that we may work more closely together as a team. Only then can we deliver the greatest value from our collective talents and energy.



When viewed in its entirety the plan presents a unified vision, our purpose as an organization, what we value as a team and the direction we need to head if we are to remain a vital player on the Navy team. The plan is not intended to outline everything we do, but what we must do to transform our organization. It provides a framework for setting priorities and decision making within which everyone and everything we do should fit. Our intent is to use the Business Planning process to continuously challenge what we do and how we do it to ensure we are always focused on what is most important to our command, our Navy and our Nation.

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I. Executive Summary

The Naval Sea Systems Command's (NAVSEA) Logistics, Maintenance, and Industrial Operations Directorate (NAVSEA 04) has embraced a Headquarters Directorate focused business planning process that is intended to provide common goals and directional stability for all employees within the Directorate. The business planning process and its deliverables are presented in this document, titled *NAVSEA 04 2004 Business Plan*.

The purpose of the business plan is to set a one-year course that can be modified as necessary to remain firmly aligned with Navy/NAVSEA goals and guidance. We will deal with emerging requirements as they present themselves. If there is a better way of doing things, we will pursue that smarter approach. What will remain firm is the overall path we have set and the outcomes we envision. Our plan is a living document that forms a stable framework for action while remaining flexible enough to take advantage of emerging opportunities, respond to new priorities and incorporate lessons learned as we pursue our strategies and goals.

There is a direct relationship between the NAVSEA 04 Business Plan and the plans and guidance from our superiors, as well as subordinate NAVSEA field activities. We are firmly aligned with top-level Navy acquisition and logistics strategic plans and guidance and the Fleet Response Plan.

The troubled world in which we live and work has fundamentally changed the threats we face, and the way our military forces will defend against those threats today and in the future. Our Navy is moving rapidly toward a streamlined, agile, and readiness-driven force. NAVSEA is moving with it and we are part of that move. NAVSEA 04 plays a key-enabling role by providing the logistics and maintenance expertise, business processes and information technology necessary to surge, sustain and constitute the Navy's ships and weapons systems. We need to prepare our people and our processes to remain a valued part the Navy's future. This business plan puts our NAVSEA 04 team on that strategic path.



II The Environment We Work In

When we built out strategic thrusts and goals for 2004, we looked to the strategies and guidance provided by the Assistant Secretary of the Navy (Research, Development and Acquisition), the Chief of Naval Operations, the NAVSEA Commander, and of course, the Fleet as articulated in the Fleet Response Plan. By ensuring that our strategic thrusts and goals are consistent with and support the strategies and guidance of our seniors in the chain of command, we are confident that we are charting our future in the right direction. It is important to note that as the strategies and guidance of our seniors are refined and kept responsive to a dynamic national security environment, that we will also continue to assess and refine our strategic thrust and goals to remain on the right course.

2.1 Assistant Secretary of the Navy (Research, Development and Acquisition) Strategic Plan for 1999 -2004

The ASN (R,D&A) strategic plan reflects our nation's commitment to achieve long range modernization and recapitalization goals during a period of constrained budgets and heavy operational demands on the Navy and Marine Corps team. The strategic goals found in this plan are as follows:

- Provide better products and services - Increase Warfighter's satisfaction
- Provide products and services smarter – Efficient, trained acquisition workforce
- Provide products and services cheaper - Lower Total Operating Costs
- Provide products and services faster – Reduce cost and cycle times

2.2 Chief of Naval Operations Guidance for 2004

CNO guidance for 2004 emphasizes that readiness, advanced technology, the maritime domain, and the genius of our people are our real advantages over any potential adversary. It further notes that it is our job to continuously seek improvements and **accelerate our advantages** over the next year. CNO Guidance particularly emphasizes:

- Manpower - Improve the growth and development of our personnel
- Current Readiness - Improve readiness to respond with decisive power
- Future Readiness - Sea Power 21 - Improve the effectiveness and efficiency of our fleet
- Quality of Service - Improve our sailor's quality of life and quality of work
- Alignment - Sea Enterprise - Resource tomorrow's fleet

2.3 NAVSEA Commander's Guidance 2004

NAVSEA Commander's Guidance emphasizes that NAVSEA must refine its goals and objectives to support Sea Power 21. Particularly emphasized are:

- "One Shipyard" - Utilize full capability without hindrance to organization or administrative boundaries
- ERP and Virtual SYSCOM initiatives

- Navy Distance Support Program
- Identify ongoing initiatives and successfully incorporate them (e.g., SUPSHIP consolidation, Workload Validation and Assessment Wedge)
- Execute the Integrated Readiness and Capability Assessment Concept to maintain forward presence and to surge, sustain and constitute additional combat power
- Performance Based Logistics
- Implement Commander, Naval Installations (CNI) efficiencies without degrading mission performance

2.4 Fleet Response Plan

While past strategy focused on rotational deployments and presence, the Fleet Response Plan responds to CNO tasking to “streamline the IDTC” and produce a significant (6 + 2) institutionalized surge capability. This plan is intended to produce presence with a purpose. Present strategy focuses on having 6 surge ready Carrier Strike Groups (CSGs), including those forward deployed, with 2 CSGs to follow shortly thereafter. Key to the success of this plan is the Navy’s ability to:

- Determine and meet the requirements of “safe to operate” and “competent to surge”(i.e., emergency surge and surge ready)
- Institute changes to processes (maintenance, manning and training) that extend the 24 month CV/CVN deployment cycle length to 27 months
- Create a “Culture of Readiness,” the old “readiness bathtub” is no longer acceptable
- Industrial base must optimize for surge



III. NAVSEA 04 Mission, Vision, Purpose and Guiding Principles

3.1 Mission

We get ships to sea and keep them ready.



3.2 Vision

Transforming logistics and maintenance to create an “always ready” Fleet.

3.3 Purpose

We are NAVSEA’s agent for material readiness support to facilitate our Navy’s transformation to Surge, Sustain, and Constitute.

3.4 Guiding Principles

- *Think Fleet*
- *Workforce Excellence*
- *Corporate Teamwork*
- *Principled Leadership*

IV. NAVSEA 04 Strategic Thrusts

4.1 Mission Alignment (MA)

End State:

NAVSEA 04 is aligned with and supports the ASN (R,D&A) strategic plan, CNO's guidance, and NAVSEA Commander's guidance, and is responsive to the mission requirements of its customers and stakeholders.

Attributes:

- The recognized provider of maintenance and logistics requirements
- Implement stakeholder and customer guidance and strategies
- Provide measurable value to our stakeholders and customers
- Anticipate and be prepared to meet customer requirements before they know them
- Help customers frame their requirements and provide the bridge between the Fleet and OPNAV when necessary
- Clear understanding of NAVSEA 04's functions and recognition of changing priorities
 - Willing and able to invest in a function when it makes sense to do so
 - Willing and able to divest a function when it makes sense to do so

Goals:

MA-1. Develop partnerships with customers/stakeholders (e.g. OPNAV, PEOs, and Fleet) to establish common goals, metrics and processes in support of FRP/Readiness, Sea Enterprise, acquisition/conversion and NAVSEA Commander's guidance

MA-2. Develop/focus NAVSEA 04 capabilities in support of MA-1 recommendations

What have we done?

- Initiated Virtual SYSCOM – SEA/SUP Partnership
- Developed Shipyard Transformational Plan
- Transferred Naval Shipyard Pearl/Puget to Mission Funding
- Developed SUPSHIPS Reengineering Plan
- Moved Repair SUPSHIP Claimancy to the Fleet
- Implemented Command Center Mitigation

What is in process?

- Strategic Thrust Goal MA-1 (Mission Alignment) Fast Track Team
- Ship Maintenance Initiative (SHIPMAIN)
- Shipyard Transformational Plan Execution
- Fleet Response Plan - Sustain/Surge/Constitute
- SUPSHIPS Reengineering Plan Execution
- Claimancy consolidation (CNI) implementation

4.2 Money (M)

End State:

Financial resources are based upon valid requirements, available when necessary, to ensure executable programs.

Attributes:

- Financial resource amounts, sources, and flows are clearly defined and visible to NAVSEA 04 leadership
- Laws, rules, and regulations that affect resources are known and understood at all levels of NAVSEA 04
- Sources and flow of resources are known and understood at all levels of NAVSEA 04
- Barriers to efficient allocation are broken down across NAVSEA 04
- NAVSEA 04 has credibility with the resource sponsors and NAVSEA 01
- NAVSEA 04 is responsive to the resource sponsors and NAVSEA 01

Goals:

M-1. Align NAVSEA 04's financial resources with customer and stakeholder requirements

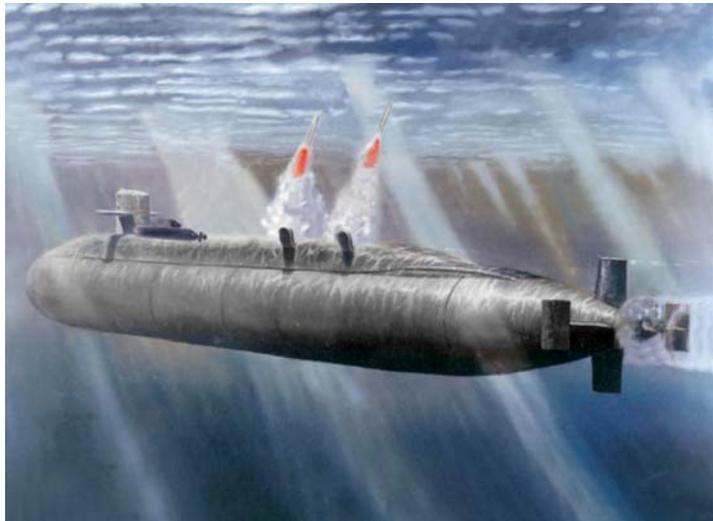
M-2. Build a financial process within NAVSEA 04 that ensures resources are programmed, budgeted, and executed in accordance with clearly defined mission priorities

What have we done?

- Completed Financial Execution Fast Track Team
- Established NAVSEA 04F organization with staff
- Designated single financial leads in each Department

What is in process?

- Training for Department Staff
- Evaluation of migration of additional execution work to 04F



4.3 People (P)

End State:

The NAVSEA 04 Headquarters workforce is recognized as educated, committed, and empowered to succeed.

Attributes:

- NAVSEA 04 workforce shares an understanding of the goal and purpose of the organization
- Career development processes and programs are relevant and used
- Subject matter experts
- Involved
- Enthusiastic
- Flexible/multi-skilled
- The right people, at the right place, at the right time
- Skilled communicators
- NAVSEA 04 workforce exemplifies the Navy Core Values of Honor, Courage, and Commitment

Goals:

P-1. Build a NAVSEA 04 workforce that is robust and relevant

P-2. Align the workforce with the requirements of NAVSEA 04's stakeholders and customers

P-3. Foster an environment that values the contribution of every member of the organization

What is in process?

- Strategic Thrust P-1: People Integrated Process Team (IPT)



4.4 Processes (PR)

End State:

NAVSEA 04's processes are current, clear, concise, enforced, and aligned with customer, stakeholder, legislative and regulatory requirements.

Attributes:

- Value added
- Measurable results
- Enforceable
- Useable by customers and stakeholders
- Aligned and integrated with customer and stakeholder requirements
- Concise, codified, documented, clear
- Compliant with regulatory requirements
- Integrated with customers and stakeholders
- Well communicated/understood

Goals:

PR-1. Identify and define NAVSEA 04's fundamental processes, deliverables and roles

PR-2. Establish regular process and deliverable reviews and identify best business practices while maintaining alignment with internal, customer, stakeholder and regulatory requirements

What have we done?

- Completed IPT for Strategic Thrust Goal PR-1 (Processes)

What is in process?

- Navy ERP Convergence
- Performance Based Logistics
- SHIPMAIN process development and implementation



4.5 Trust (T)

End State:

The NAVSEA 04 organization is trusted by customers, stakeholders and employees.

Attributes:

- Recognized by customers, stakeholders and employees as:
 - Reliable
 - Credible
 - Honest broker
 - Subject matter experts
- Open and targeted communications for:
 - Timely response and follow-up
 - Regular customer and stakeholder feedback

Goals:

T-1. Institutionalize a communications process that ensures NAVSEA 04 reaches employees, customers and stakeholders with timely and targeted information

T-2. Implement the goals of the NAVSEA 04 Internal Communications Plan

T-3. Develop and implement a customer and stakeholder relationship management process that allows NAVSEA 04 to foster communications and receive regular feedback and provide timely response and follow-up

What have we done?

- Completed IPT for Strategic Thrust Goal T-1 (Communications)
- Hunter's Point Historical Radiological Assessment
- Appointment of Communications Advocacy Group
- Monthly Department All Hands, Bi-weekly brown bags with 04B, publication of NAVSEA 04 Messenger

What is in process?

- Implementation of the Communication Plan



V. The NAVSEA 04 Team

The Logistics, Maintenance and Industrial Operations Directorate (NAVSEA 04) plays a key enabling role in the execution of NAVSEA’s mission of **Keeping America’s Navy #1 in the World**. This is accomplished by providing the workforce skills and expertise, facilities, equipment, and information technology necessary to support the fleet’s ships and systems in a budget constrained environment.

5.1 Headquarters Demographics

The NAVSEA 04 Headquarters Team is made up of 206 civilian and military engineers, program managers, technicians, logisticians and support personnel. Specific demographic data may be found in Appendix B of this document. The Directorate is organized around four principal Departments and four direct reporting Divisions. Figure 1 below is a graphic depiction of the NAVSEA 04 Directorate:

The NAVSEA 04 Organization

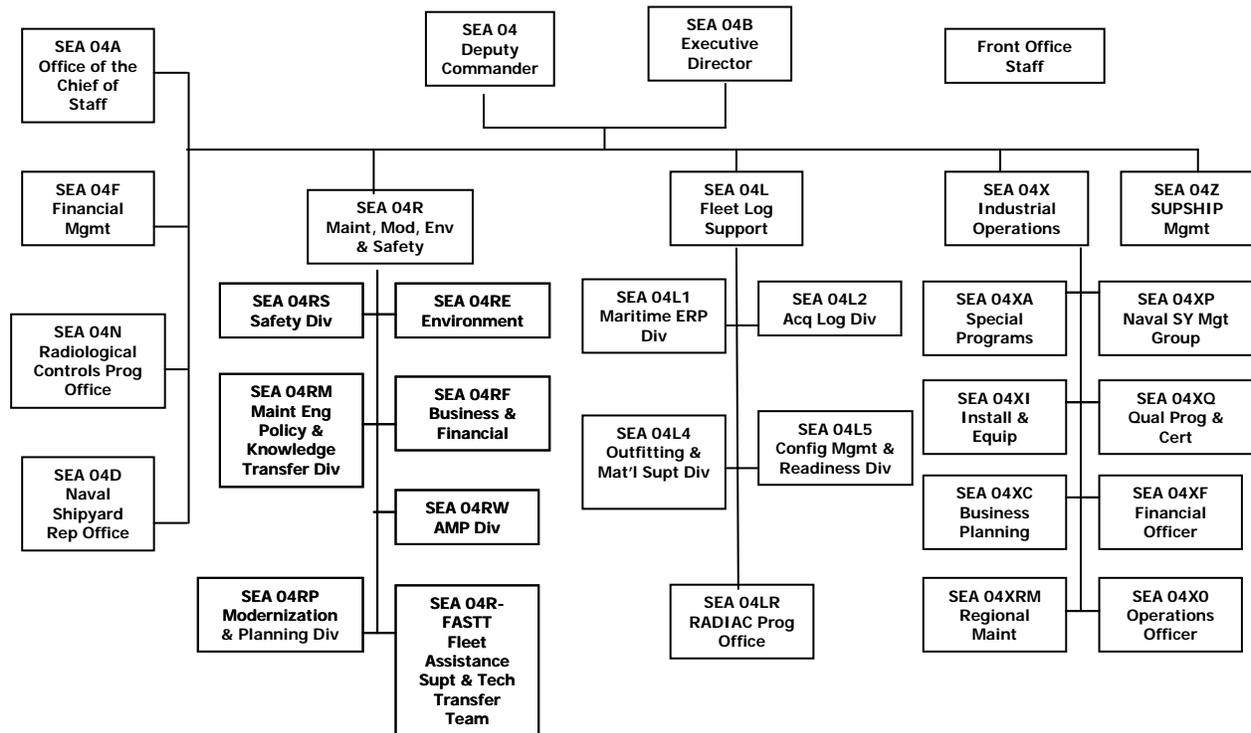


Figure 1

5.2 Office of the Chief of Staff (04A)

The Office of the Chief of Staff coordinates external inspection and audit requests to ensure proper Directorate action on INSGEN, GAO and Navy Audit Service findings and serves as Corporate Operations advisor to the Deputy Commander and Executive Director. NAVSEA 04A ensures service oriented organizational support is provided to the Directorate for operational functions including staffing/manpower management, space and facilities, safety and security, administrative support, records and documentation management, Strategic Planning, and Human Resources Management. This office coordinates Navy Manpower Mobilization Systems (NAMMOS) and selected reserve manpower requirements with the Command's Naval Reserve Affairs Office (SEA 09NR). NAVSEA 04A administers and maintains military requirements including, but not limited to, Fitness Reports and Physical Readiness Training.

5.3 NAVSEA Shipyard Representative's Office (04D)

The NAVSEA Shipyard Representative's Office (NSR) is responsible for independent oversight of Naval Shipyard non-nuclear operations. Other NAVSEA 04D duties include:

- Overseeing ship safety during maintenance and modernization periods
- Assisting NAVSEA in working with the shipyards to resolve issues that inhibit first-time quality work
- Assisting in improving the performance of the Naval Shipyards

5.4 Financial Management (04F)

NAVSEA 04F's charter is to provide financial guidance to senior NAVSEA 04 leadership and to assist NAVSEA 04 personnel with coordination of financial issues with NAVSEA 01 and other Navy/DoD commands. NAVSEA 04F financial analysts perform all financial functions pertaining to the execution of Operations and Maintenance, Navy (OM&N) documents for all NAVSEA 04 departments. In addition, NAVSEA 04F personnel perform execution document duties pertaining to all appropriations for the NAVSEA 04R department. Accordingly, NAVSEA 04F personnel assist all NAVSEA 04 personnel with financial-related issues as required including acting as a liaison with NAVSEA 01, OPNAV staff, FMB, and other Navy and DoD activities as required.

NAVSEA 04F is the central point-of-contact (POC) for all external data calls and major financial events throughout the fiscal year including:

- Coordination of the annual Fleet OMN Review
- Coordination of all POM/PR functions including:
 - Resource Sponsor issue paper submission/brief planning and preparation
 - OPNAV-directed financial budget drills...ex. PR05 LOE effort
- Provide guidance/status on (but not oversee) financial events including:
 - Annual Navy, OSD, and President's Budget submission
 - Congressional inquiries
- Coordination of current year fiscal issues including:
 - Submission of future phasing plans

- Obligation data tracking performance
- Mid-Year review
- Fiscal year closeout/sweep-up
- Certification obligations
- Corporate budget plans: NAVSEA 04F will develop and administer plans to fund all front office and NAVSEA 04-wide events/initiatives.

5.5 Fleet Logistics Support (04L)

The NAVSEASYSKOM Fleet Logistics Support Department (NAVSEA 04L) is responsible for the program management of claimancy-wide logistics functions and for assisting with the implementation of logistics policies and processes within NAVSEA and its field activities. The Department is involved in developing policies, technologies, and resources to ensure a comprehensive and fully integrated execution plan for logistics that encompasses the acquisition and life cycle support for all ship classes and weapon systems. NAVSEA 04L assists Program Managers in development and assessment of logistics support planning for ships and weapons systems while ensuring all Fleet material readiness and mission performance requirements are met. NAVSEA 04L designs and implements information systems and software applications that assist both Program Managers and other functional experts in executing their logistics responsibilities. In addition, NAVSEA 04L serves as program manager for the following:

- Outfitting and Material Support
- Configuration Management
- Navy's Distance Support Program
- Radiation, Detection, Indication, and Computation (RADIAC)
- Navy Enterprise Maintenance Automated Information System (NEMAIS)
- Value Chain Manager for Maritime for Navy Enterprise Resource Planning (ERP).

As the command's senior logistician, NAVSEA 04L is the Defense Acquisition Workforce (DAWIA) coordinator for logistics and has administrative responsibility for NAVSEA's civilian Integrated Logistics Support intern program.

NAVSEA 04L has oversight responsibility for the Naval Sea Logistics Center (NAVSEALOG), a NAVSEA subordinate command that provides logistics support and technology solutions to Navy customers. Serving as the command focal point for logistics management, NAVSEA 04L has the lead for all Virtual Systems Command actions involving Fleet material readiness.

5.6 Radiological Controls Program Office (04N)

NAVSEA 04N ensures that no one is harmed or injured by the Navy's use, storage or disposal of radioactive material or radioactivity, excluding those initiatives associated with the Naval Nuclear Propulsion Program and medical issues. NAVSEA 04N is responsible for the Navy's:

- Radiological controls policy and procedures for the Navy Weapons Radiological Controls Program
- Radiological Affairs Support Program

- Laser Safety Program

These responsibilities are Navy-wide requirements.

5.7 Maintenance, Modernization, Environment and Safety Department (04R)

The Maintenance, Modernization, Environment and Safety Department, NAVSEA 04R, provides policy, process and management oversight for the assigned programs, many of which are Navy wide programs. Specifically, NAVSEA 04R is responsible for policy and guidance for Environmental Protection, Hazardous Material Control and Management (HMC&M), Pollution Prevention (P²), and safety, including Occupational Safety and Health (OSH), as part of mission work at field activities, in support of acquisition programs, and for the NAVSEA Headquarters employees. NAVSEA 04R acts as the central NAVSEA point of contact for ship maintenance issues, including Reliability-Centered Maintenance (RCM), Condition-Based Maintenance (CBM), calibration, and Continuous Maintenance, and provides centralized ship availability planning for the all levels of maintenance through the Ship Availability Planning and Engineering Center (SHAPEC) process. As the OPNAV N43 agent for the Fleet Modernization Program/Process Administrator for the SHIPMAIN Modernization Process, NAVSEA 04R develops FMP policy implementation, process and procedures in concert with all cognizant activities, and maintains and manages the authoritative database for Navy Modernization, the Navy Data Environment (NDE). NAVSEA 04R also provides direct Fleet support and metrics as part of the Alternations Management Program (AMP).

5.8 Industrial Operations Management Office (04X)

The Industrial Operations Management Office (NAVSEA 04X) provides management direction to the Naval Shipyards and the Regional Maintenance Centers, and serves as the NAVSEA Headquarters focal point for Depot Level Maintenance. This role includes the full range of management, financial, business and technical functions, programs and projects for the Naval Shipyards and Regional Maintenance Centers. Specifically NAVSEA 04X formulates, recommends and implements policies and programs to ensure technical quality, continuity of purpose, cohesiveness, cost effectiveness and conformance to Fleet and Command requirements. This includes controlling workload assignments and approving distribution of assigned manpower resources, directing field manpower management programs, developing, improving and maintaining field management systems and programs. Additionally, NAVSEA 04X evaluates activity performance and exercises management control of Regional Maintenance associated with the naval shipyards. The office acts as the Command focal point for the Military Construction Program, certifying that all Navy and commercial dry docks which dock U.S. Navy ships meet safety certification standards. This office develops industrial factors and ship work statistics related to the U.S. shipbuilding industry and justifies all ship overhaul and modernization execution matters to Congress.

5.9 Supervisor of Shipbuilding, Conversion and Repair (SUPSHIP) Management Office (04Z)

The SUPSHIP Management Office (SEA 04Z) provides management direction to the Supervisors of Shipbuilding, Conversion and Repair (SUPSHIPS) and serves as the NAVSEA Headquarters advocate and primary focal point for the SUPSHIPS. This role includes providing guidance regarding organizational structure, resources, policy, and direction to over 2,300 civilian and 230 military personnel in the SUPSHIP community who procure and administer the Navy's ship new construction, conversion and repair work done in the private sector. Specifically, SEA 04Z develops, justifies and executes the SUPSHIPS operating/manpower budgets and oversees all operational and organizational policy. The office also provides support and assistance in the resolution of management issues and problems that impact SUPSHIP's mission accomplishment.

The SUPSHIPS serve as DoDs designated contract administrators for shipbuilding and repair contracts. Located near private shipbuilding facilities throughout the United States, the SUPSHIPS act as NAVSEA's on-site technical, contractual, and business agents. Working side by side with the shipbuilders, these agents are instrumental in bringing each new ship from the drafting table to the fleet.

5.10 NAVSEA 04 Executive Steering Committee (ESC)

The Executive Steering Committee (ESC) is a decision making body that shapes the strategic direction, policy and management of NAVSEA 04. The ESC is comprised of key executives within NAVSEA 04 whose responsibilities and authority have a major impact on the size, shape, and cost of successfully executing the NAVSEA 04 mission and vision. The mission of the ESC is to provide the leadership and resources necessary to support Fleet readiness requirements while crafting a vision of the future that maintains alignment with NAVSEA's corporate strategy and keeps NAVSEA 04 technically robust, capable, agile, and cost effective.

The ESC is the key to the successful execution of NAVSEA 04's business plan. Their sponsorship, experience, and active participation in the process are absolutely necessary for business planning to become institutionalized across NAVSEA 04. The ESC is ultimately responsible for the success of each strategic thrust and its' supporting goals and objectives.

5.11 NAVSEA 04 Operations Management Team (OMT)

The purpose of the OMT is to provide timely, responsive and expert support to the NAVSEA 04 Executive Steering Committee (ESC) in all matters relating to strategic and business planning. The complexity of the issues that must be considered by the ESC and the time sensitivity of the budget cycle require responsive and expert support to maximize ESC effectiveness. The OMT provides that support in the following areas: Administrative issues; strategic and business initiatives; and, broad based tasks that have no single Department lead. The OMT is an active participant in the execution of the Business Plan Strategy. The team is partnered in these initiatives with a strong sense of ownership and responsibility for the ultimate success of each strategic thrust and its supporting goals and objectives.

VI. NAVSEA 04's Future

We stand at a crossroad today. When we look to the future we can clearly see that we must sustain our Fleet's current readiness while building future capabilities. We have invested a great deal of effort in making sure we are aligned with the leadership of the Navy and the requirements of our customers and stakeholders. The question now is, "What can we expect over the next year?"

While the answer to this question cannot be given in absolute terms, we at NAVSEA 04 can expect to deal with the following issues:

- Continued development and implementation of Naval Shipyard transformation initiatives
- Completion of the waterfront realignment and regional maintenance center stand-up
- Integrated Planning Activity stand-up
- NMCI
- Virtual SYSCOM
- Genesys Organizational Alignment (Action Plan)
- Continued development of our Directorate metrics
- BRAC
- POM 06
- National Security Personnel System Implementation
- Realignment to Resources Management System
- Resource Sponsor Realignment
- DoD Future Force Structure Plan
- DoD and DoN safety improvement goals
- SHIPMAIN implementation
- Impacts of encroachment on training operations

Additionally, the requirements of the developing Fleet Response Plan will certainly impact what we do and how we do it.

A key to the success of NAVSEA 04 is having current, accurate metrics. Maintaining a well publicized, consistent system of metrics is critical in measuring our progress toward accomplishing the strategies and goals of this Business Plan, and ensuring our employees have the knowledge to represent the Directorate accurately in critical logistics, maintenance, safety and environmental working groups and meetings. The Directorate is presently working on the development of NAVSEA 04's corporate metrics.

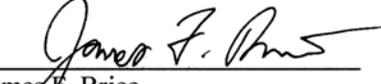
With all of the above going on, our people must be at the heart of all we do. Our employees are our greatest asset and our best hope for the future. We have chartered a People IPT as part of this Business Planning process and will focus on executing their recommendations over the next year.

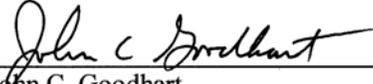
Regardless of what the future may actually look like, we must lead the transformation of our Navy to keep our advantage over determined and capable enemies. We at NAVSEA 04 will use the Business Planning process to focus our resources and innovative actions to accomplish this and **Keep our Navy #1 in the world.**

Approval:


William R. Klemm, Rear Admiral, USN


Stephen M. Bonwich


James F. Brice


John C. Goodhart


Iona E. Evans