



NAVAIR Commander's Guidance FY 2013 - 2018

My *Commander's Intent* provided a vision for the future, achieved through three mission-related focus areas (speed, capability and affordability). It provided a framework to guide our decisions and actions as we address the challenges of a dynamic global and fiscal environment and a National Security Strategy that relies heavily on naval aviation capabilities and readiness.

NAVAIR's Commander's Guidance for 2013-2018 is our action plan for achieving the near-term outcomes most vital to our operating forces. It describes specific objectives, stretch goals, metrics and actions for each focus area – and assigns responsibility for leading execution of these efforts across our collective NAVAIR team. While many of you will have specific roles in supporting these activities, we need all members of the NAVAIR team to do their part to increase speed, drive out cost, and ensure the products we deliver are integrated and effective.

Our ability to achieve our goals and effectively prepare for the future rests on three key enablers: 1) leadership at all levels, 2) a skilled and diverse workforce, and 3) the technology and infrastructure needed to execute our mission. Leadership is an acquired skill, not just a position, and we need to cultivate and develop it in every member of our workforce. Strengthening the technical and business expertise of our diverse workforce enables creativity and innovation in all we do. Targeted investments in technology and infrastructure are essential to maintaining our technological edge. These enablers will ensure NAVAIR remains ready and able to provide the superior warfighting capabilities our Sailors and Marines need, when they need them. We'll address these areas in greater detail in our *Long-Range Strategy*.

As an acquisition command, we are expected to deliver superior warfighting capability – on time and at best value to the taxpayer. As such, we must be able to demonstrate the value our people, products and infrastructure represent to our Navy and our nation. Supporting the Navy's audit readiness goals is one of the important ways we will deliver and demonstrate best value. Everyone who plays a role in paying our people, buying goods and services, and managing assets will help ensure NAVAIR is "ready for audit" through standard business processes, internal controls, and complete and accurate supporting documentation.

The NAVAIR Commander's Guidance represents the combined efforts of our entire leadership team – Competencies, Commands and PEOs – who drew on experts throughout their organizations to design this blueprint for the future. This is our plan. Working together, we will take calculated risks, experiment with new approaches, and learn from each other – always maintaining focus on execution and outcomes.

Although we will face serious challenges in the coming years, I am confident we will rise to the occasion and turn challenge into opportunity, as we have always done.

With great respect,

VADM David Dunaway
Commander, NAVAIR

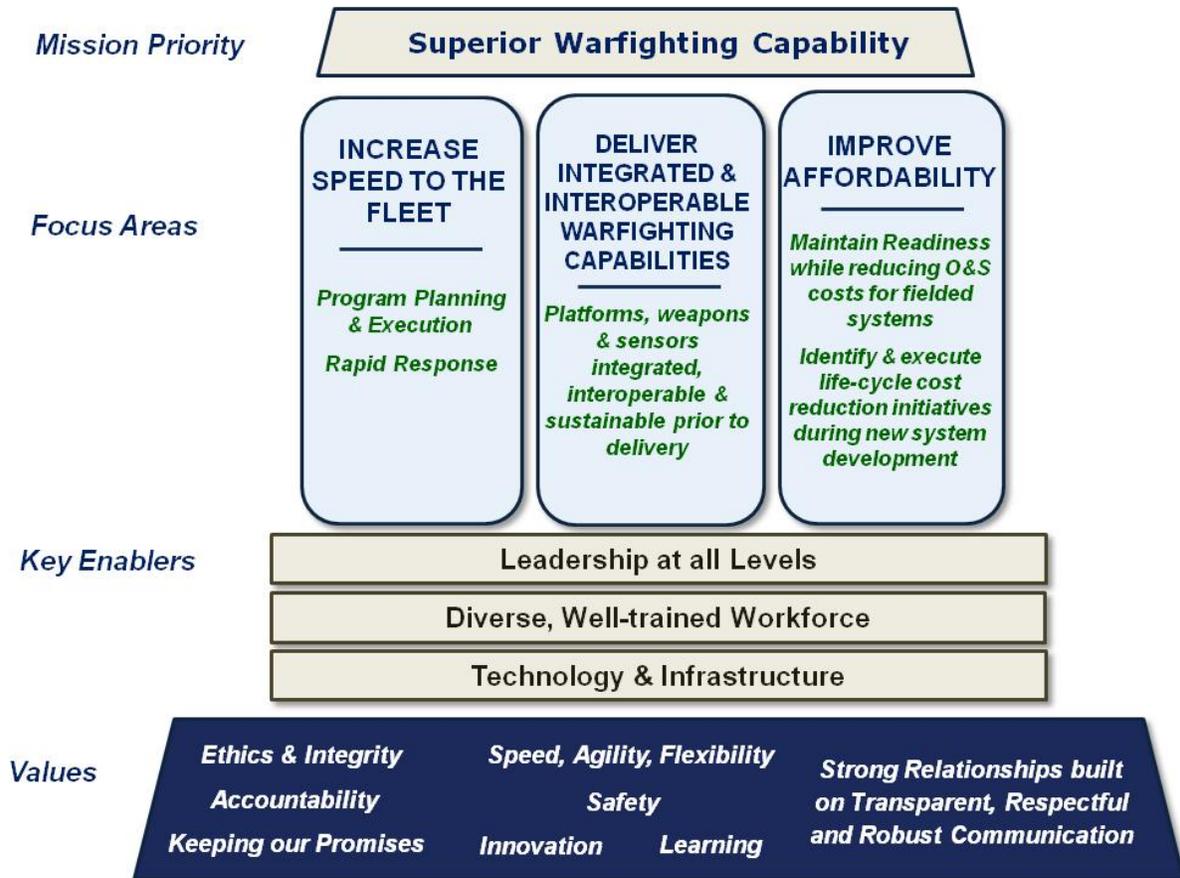
STRATEGIC FRAMEWORK

Mission

NAVAIR, in partnership with industry, serves the Navy and Marine Corps by developing, acquiring, and supporting naval aeronautical and related technology systems with which the operating forces, in support of the unified commanders and our allies, can train, fight, and win.

Vision

*We are Naval Aviation's provider of choice.
We will deliver safe, affordable, integrated and interoperable warfighting capabilities with agility, flexibility and speed.*



FOCUS AREAS

FOCUS AREA 1: SPEED TO THE FLEET

Increase speed to the fleet through program of record planning and execution and rapid response to urgent warfighting needs. (*Leads: PEO(A) and Executive Director, NAWCAD*)

Background: Program of Record (POR) execution timelines (start to initial operational capability (IOC)) continue to expand due to increased systems complexity, integration challenges, program oversight, and reporting requirements. Delays in program execution translate to increased cost and reduced fleet capability and/or capacity. We must also expand our ability to rapidly respond to urgent warfighter needs in the irregular warfare domain. Working together, NAVAIR and the aviation PEOs will provide rapid and cost effective capabilities across the full spectrum of POR and non-POR systems development.

Focus Area (FA) 1; Objective 1: Decrease acquisition process cycle time across all naval aviation programs while consistently delivering expected capability.

Stretch Goals:

1. Achieve 10 percent reduction in “red” (cost and schedule) programs as measured against current Acquisition Program Baseline Agreement (APBA) by FY18.
2. Achieve 20 percent improvement in number of programs meeting original APBA IOC milestone by end of FY16.

Metrics:

- M1: ACAT I-IV Program Performance to APBA (cost, schedule, performance tracked to original and current APBA)
- M2: ACAT I-II Program Integrated Master Schedule (IMS) Performance to next APBA Milestone
- M3: ACAT I-IV Program Schedule Performance to original APBA IOC date

Actions:

1. Implement the Procurement Management Tool (PMT) tool across all programs, competencies and commands; baseline “time to contract award” metrics for both programs of record and competencies/commands; and identify and improve processes to reduce turnaround time by 1 October 2013. (AIR-1.0)
2. Identify a set of tools and/or innovative processes/methods that will facilitate a program manager’s ability to quickly respond to urgent warfighter needs and emerging requirements. Develop a POA&M for programs of record to better respond to fleet needs by 1 June 2013. (DPEO(U&W) in collaboration with DPEO Council)
3. Establish a best practices framework and a POA&M to document, train, update and institutionalize best practices that support program planning and execution by 1 April 2013. (AIR-1.0 with AIR-4.2)
4. Identify external and internal acquisition processes, procedures, policies and constraints that inhibit a program manager’s ability to rapidly deliver product to the Fleet. Prioritize these “bottlenecks” based on overall impact and ability to influence them, and implement

actions to eliminate or minimize them by 1 June 2013. (AIR-1.0 in collaboration with the DPEO Council and NAWC technical directors)

5. Identify an appropriate set of ASN(RD&A) program execution metrics for regular review in the NAVAIR Command Information Center (CIC). (PEO Acquisition Codes and CASO (AIR-00X))

FA-1; Objective 2: Rapidly meet urgent, irregular and emergent warfighting needs by applying both new technologies as well as latent capabilities inherent in existing and developmental systems.

Stretch Goals:

1. Deliver 95 percent of rapid response (RR) projects and emergent requirements to the customer on or before established due dates by 2017.
2. Reduce administrative cycle time for RR requirements by 50 percent by the end of FY14.

Metrics:

- M1: Meeting cost, schedule and performance requirements
- M2: Customer feedback
- M3: Warfighter capability outcome(s) satisfied

Actions:

1. Define the scope, roles, functions and responsibilities of the NAVAIR Rapid Response, Irregular Warfare (RR/IW) organization. Identify RR/IW lessons learned, barriers and constraints to RR/IW requirements support by 1 June 2013. (AIR-4.5)
2. Define the necessary skills, experience, policy, processes, technologies and tools for RR/IW product life cycle management, i.e., the lead systems integrator role, by 1 June 2013. (AIR-4.1)
3. Baseline the current state of available contracts to support RR/IW requirements. Identify contracting processes to be utilized for rapid requirements. Identify challenges and recommend process and policy changes to improve execution efficiency by 1 July 2013. (AIR-2.0)
4. Establish a web-based RR community of interest to coordinate responses to requests for information and support regarding rapid/emerging needs requirements by 1 June 2013. (NAVAIR CTO)
5. Establish a robust battlespace analysis capability to identify latent capabilities and guide RR decisions, plans, and strategies by 1 June 2013. (AIR-4.10)
6. Establish a best practices library and a POA&M to document, train, update and institutionalize RR best practices that support program planning and execution by 1 April 2013. (AIR-1.0 with AIR-4.5)
7. Establish field technical units (FTUs) to provide RR fleet liaison and collaboration in identifying warfighting capability gaps and opportunities in support of deployments by 1 July 2013. (AIR-4.5)

FOCUS AREA 2: INTEGRATED WARFIGHTING CAPABILITY

Consistently deliver integrated and interoperable warfighting capabilities (platforms, sensors and weapons operating seamlessly in a systems-of-systems environment) that produce an immediate and sustainable increase in warfighting effectiveness. (*Leads: Technical Director, NAWCWD*)

Background: Our warfighters operate in a capabilities-based environment to achieve mission objectives, whereas the current acquisition process is focused on optimizing individual systems/platforms. As a result, the “stand-alone” systems we design, develop and test do not always integrate well with existing systems. This places the burden of integration and future logistics support in the hands of the operators – often at significant cost and with decreased capability and readiness. Our focus must shift from individual platforms, sensors, and weapons-based capabilities, to fully integrated and interoperable capabilities that produce holistic warfighting effects.

FA-2; Objective 1: Ensure platforms, weapons and sensors are effectively integrated, interoperable and supportable prior to delivery to Navy and Marine Corps warfighters.

Stretch Goal: Reduce the number of broken warfighter-identified / assigned kill / effects chains by 25 percent in three years (end of FY16).

Metrics:

- M1: Weapon-target pair and kill chains with approved baselines (goal: 100 percent in 1 year)
- M2: Reference designs developed and certified for critical interfaces; reference designs reused (goal: 50 percent in 3 years; 100 percent in 5 years)
- M3: Development contracts using the standard engineering and testing tools (goal: 50 percent in 3 years, 100 percent in 5 years)
- M4: Standard interfaces developed and used by acquisition programs
- M5: Development contracts using government-owned labs and facilities for mission-based T&E (goal: 50 percent in 3 years, 100 percent in 5 years)
- M6: Use of fleet experiments and exercises as a mission wholeness proving ground (goal: 25 percent increase per year for 4 years from 2010 baseline)

Actions:

Organizational Development:

1. Establish CAO units within NAVAIR to manage the technical competencies and processes that enable building integrated warfighting capability (IWC) for NAVAIR products by 30 April 2013. (AIR-4.0)
2. Ensure all programs of record supported by NAVAIR have specifically assigned and certified IWC mission level engineers, testers and logisticians from the Competencies by 30 September 2013. (AIR-4.0, AIR-5.0, AIR-6.0)

Delivering IWC:

3. Establish governance and technical authority (tech standards) to actively manage IWC for each warfighter-identified / assigned mission area by 30 September 2013. (AIR-4.0)

4. Support FFC/COTF warfighting capabilities baseline (WCB) efforts and integrated capability packages (ICP). Review annually. (AIR-4.1)

Capability-based Acquisition:

5. Include mission-based criteria in gate reviews and SETR products / plans by 1 January 2014. Fully institutionalize by 1 January 2015. (AIR-4.1)
6. Prepare standard contractual language for the use of government-prepared and certified architectures and critical interface design reference tools for ASUW and NIFCA by 30 September 2013. (AIR-4.1)

Infrastructure Preparation and Application:

7. Using existing RDT&E lab inventory baseline, identify gaps and improvements needed to ensure ability of RDT&E laboratories, modeling and simulation facilities, installed system test facilities, and ground test facilities to effectively support program of record and IWC requirements. Improve database to add linkage to kill chains, modeling and simulation and status of verification, validation and accreditation in FY13. (AIR-5.0)
8. Increase use of fleet experiments and exercises as a mission wholeness proving ground. Review annually. (AIR-5.0)
9. Prepare and provide secure laboratories and facilities to support mission engineering and testing demand by 31 December 2013. (NAWC Commanders)

FOCUS AREA 3: IMPROVE AFFORDABILITY

Improve affordability by reducing operating and sustainment costs for fielded systems and implementing life cycle cost reduction initiatives as part of new systems development. (*Lead: AIR-6.0 with COMFRC supporting*)

Background: Our Sailors and Marines depend on us to deliver the capabilities and support they need, when needed, at an affordable cost. Developing strategies to manage total ownership costs is essential to the long-term affordability of naval aviation forces.

FA-3; Objective 1: Reduce fielded system operations and support costs.

Stretch Goal: Reduce fielded system operations and support costs by 15 percent by the end of FY19.

Metrics:

- M1: Costs per flight hour by type/model/series
- M2: Affordability initiatives in work by PEOs and Level-I Competencies

Actions:

1. Implement standardized readiness tools and processes (e.g., Integrated Logistics Support Management System (ILSMS), Optimized Organizational Maintenance Activity (OOMA) Center of Excellence, Workload Management System, shared services, etc.) across NAE activities and teams by 1 January 2014. (AIR-6.6/AIR-6.8)
2. Further replicate cost reduction activities across TMS teams by 1 January 2014. (AIR-6.6/AIR-6.8)
3. Engage with Future Readiness CFT to coordinate additional affordability initiatives by the end of each POM cycle. (AIR-6.6/AIR-6.8 in conjunction with all PMAs)
4. Broaden application of Aviation Rapid Action Team (ARAT) across FRCs and programs; continuously monitor as part of TMS reviews. (AIR-6.6 and FRCs)
5. Implement maintenance optimization concept across FRCs – first phase 1 May 2013; final phase 1 May 2015. (FRCs)
6. Broaden application of co-located maintenance beginning in FY13. (FRCs)

FA-3; Objective 2: Identify and execute “should cost” initiatives across the life cycle.

Stretch Goal: Reduce program of record execution costs by 10 percent below baseline budget numbers by end of FY18.

Metrics:

- M1: Projected cost/flight hour of fielded programs
- M2: RDT&E and production costs
- M3: Production quality metrics
- M4: Achievement of repair and maintenance goals

Actions:

1. Develop a list of program management best practices by acquisition phase (including “speed to fleet” practices identified in focus area 1, objective 1, action 3) that should be included in the development of should cost plans by 1 May 2013. (PEO/AIR-1.0 Acquisition Codes)
2. Develop a collection of competency-specific best practices to assist in driving program should cost results by 1 May 2013. (all Level-I Competency Leads)
3. Implement should-cost initiatives/processes for our IPTs with the greatest potential impact on long-term should cost savings based on outcomes of actions 1 and 2 above. Implement in accordance with relevant milestone/gate reviews beginning 1 September 2013. (PEOs and Competencies)
4. Develop and implement a standardized should cost measurement program to capture associated metrics and status results across all life cycle phases by 1 June 2013. (AIR-4.2, AIR-1.0, and AIR-6.8 in conjunction with all TMS teams)

IMPLEMENTATION

This Commander's Guidance serves as a roadmap for execution across every element of our organization – programs, competencies and commands. Our focus areas and supporting actions are naturally interdependent and will require a high degree of integration and collaboration. Although the actions contained in this document are assigned to specific organizations, we all own a stake in the outcomes. Accountability for results rests with the entire NAVAIR team.

We will implement a number of methods to monitor our progress against the objectives, actions and metrics identified in this document. Our Command Information Center (CIC) and network of competency and command CICs will provide leaders with increased situational awareness – helping to identify trends, opportunities and best practices for broader application across programs and teams. We will update this guidance annually to ensure we maintain proper heading and speed.

I expect leaders *at all levels* to use this plan as a guide to inform our daily work, influence our decisions and actions, and help us communicate our priorities and expectations with employees, partners and stakeholders. In every decision and action we take, we will consider the impacts on *Speed to the Fleet, Integrated Warfighting Capability, and Affordability*.

Looking Forward:

Although Naval Aviation is facing a number of significant challenges, today's leadership is more open than ever before to ideas that break from the status quo. To be successful, we need bold actions that will enable our Navy and Marine Corps to operate more efficiently and effectively in a resource-constrained environment where the threats are unpredictable and rapidly changing.

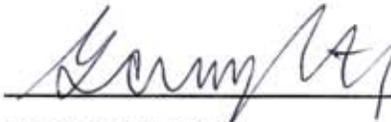
NAVAIR is a proven leader when it comes to innovation, navigating change and balancing competing priorities. As we manage a diverse portfolio of highly complex programs, we must redouble our efforts to ensure that new and legacy systems are effectively integrated and interoperable, ready when needed, supportable and affordable over their full life cycles. This is our day job – we take pride in our work and fully intend to remain the best in the business.

No matter what the future holds, Naval Aviation will remain the preeminent symbol of America's power and an instrument for bringing stability to an increasingly unstable and unfriendly world. Our Navy and Marine Corps rely on NAVAIR to deliver the capabilities and support they need to fight and win, and we will deliver.

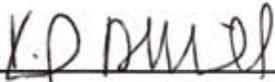
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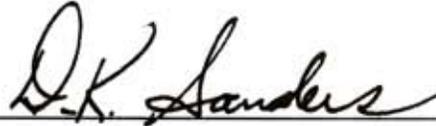
VADM David Dunaway
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Mr. Garry Newton
AIR-00A (Deputy Commander NAVAIR)



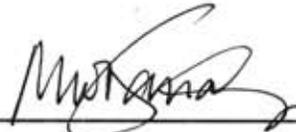
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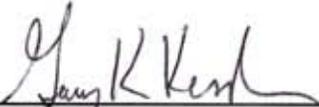
Mr. Keith Sanders
AIR-1.0 (Assistant Commander for Acquisition)



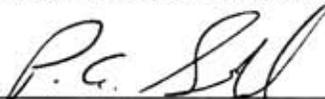
Ms. Diane Balderson
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RDML Mark Darrah
AIR-4.0 (Assistant Commander for R&E)
and Commander NAWCAD



Mr. Gary Kessler
Executive Director, NAWCAD and Deputy Asst.
Commander for T&E, NAVAIR



RDML Paul Sohl
AIR-5.0 (Assistant Commander for T&E)
and Commander NAWCWD



Scott O'Neil
Executive Director, NAWCWD
and Director, R&E, NAWCWD



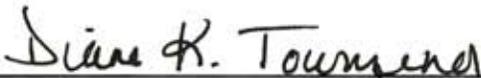
RDML CJ Jaynes
AIR-6.0/FRC (Assistant Commander for Logistics
and Commander FRC)



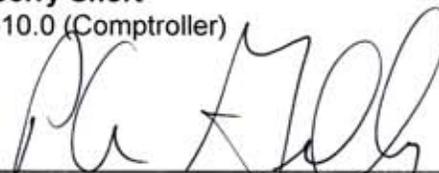
Mr. Gary Kurtz
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Mr. Jerry Short
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Ms. Diane Townsend
AIR-11.0 (Office of Counsel)



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