



NAVAIR's Long-Range Strategy

NAVAIR's Long-Range Strategy (LRS) identifies three enduring priorities that will serve as guideposts for our decisions and investments, now and in the future. These priorities – *People*, *Integrated Warfighting Capability (IWC)* and *Affordability* – are equally important and interdependent, and include a number of strategies that will broadly define our approach in the coming years.



The LRS will serve as input to my annual *Commander's Guidance*, which assigns specific objectives, metrics and actions to each of the three priority areas. We will prioritize and implement a manageable set of actions in a phased approach with the resources available. Along the way, we will reflect on our progress, celebrate our wins, and seize the next opportunity to improve results for our programs and the Fleet.

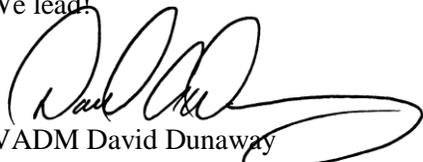
Why develop a long-range strategy during the most uncertain budgetary environment in our history? This is exactly the right time to be leaning forward. Our job is to enable Naval Aviation forces to emerge from this turbulent period in a position of strength – able to defend our Nation against current and future threats.

After every major conflict, from the American Revolution to the end of the Cold War, our Defense Department has seen a deep demobilization. The adversary was defeated, the threat eliminated and the majority of forces returned home. Unfortunately, these rapid drawdowns left our military largely unprepared for the next conflict.

The current drawdown is especially challenging because our adversaries remain a constant threat and are increasingly dispersed and unpredictable. Our Navy's global missions continue to stretch the capacity of forward deployed forces and the capability of our weapons systems while modernization dollars decline.

The acquisition community will be increasingly pressurized in the years ahead. We must work smarter – smashing bureaucracy so we can focus on the mission, solving problems collaboratively and learning from our wins and losses, and rewarding creativity and innovation at every opportunity. Working together, we will deliver capability with far greater affordability and speed.

Times like these test even the best organizations. Those that succeed make a conscious effort to prepare, reshape, and create new opportunities to increase their relevance in the new environment. I place the NAVAIR team in this category. We do not simply respond. We lead!


VADM David Dunaway
Commander, Naval Air Systems Command

Mission – *Our core responsibilities*

We research, develop, acquire and support integrated, interoperable and affordable warfighting capabilities, enabling forward-deployed Navy and Marine Corps forces to quickly respond, deter conflict and if necessary, fight and win.

Vision – *Our contributions over the next 10-20 years*

Naval Aviation will remain critical to our national security and economic prosperity. Our job is to enable the Navy to maintain forward presence and persistence in an increasingly challenging environment. A number of trends will influence the way we accomplish our mission in the years ahead:

- ◆ Continued pressure on the Navy’s budget will impact the overall size of the Fleet, and the growing sophistication of our adversaries will drive the Navy to invest in capabilities that can be rapidly and affordably configured, deployed and supported.
- ◆ The Navy will rebalance its focus toward the Asia-Pacific region while sustaining support for our Middle East partners. We will coordinate closely with our joint and allied partners to ensure joint operational access and freedom of the seas.
- ◆ Unmanned systems will be fully integrated with manned platforms, weapons, networks and sensors.
- ◆ Cyberspace will be fully operationalized with capabilities that provide superior awareness and control when and where our Navy needs it.

Priorities – *Aligning our efforts to achieve our vision*



PEOPLE

Invest in our people and prepare them for success in a dynamic and challenging environment.

“Our Sailors and civilians remain the source of the Navy’s warfighting capability. Our people will be personally prepared, confident and proficient.” – Adm. Jonathan Greenert, Chief of Naval Operations

Strategies:

Technical and Professional Skills:

- ◆ Recruit, develop, mentor and retain top-tier acquisition talent.
- ◆ Invest in quality training, development and certification.
- ◆ Foster a culture of continuous learning and the creation of new knowledge.

Teamwork and Collaboration (Organizational IWC):

- ◆ Strengthen integration and collaboration across competencies, commands and program teams.
Work together across sites and leverage proven solutions vs. building our own.
- ◆ Strengthen relationships and professional networks (both inside NAVAIR and with customers and stakeholders) to increase collaboration, understanding and trust.
- ◆ Invest in digital collaboration tools that enable people to connect with experts, share knowledge and solve problems quickly.

Quality of Work Life:

- ◆ Automate manual processes so employees can focus on mission-critical work.
- ◆ Standardize processes, methods and tools where appropriate.
- ◆ Promote safety, wellness and work-life balance.

Innovation, Creativity and Risk Taking:

- ◆ Encourage diversity of skills, background and experience to enhance problem solving, creativity and innovation.
- ◆ Empower people to innovate, take risks and lead (up, down and across).
- ◆ Recognize people for innovative ideas that improve mission performance and productivity.

WARFIGHTING CAPABILITY

Deliver Integrated and Interoperable Warfighting Capabilities that produce an immediate and sustainable increase in warfighting effectiveness.

“We will develop the processes, skills and tools to successfully execute mission-level systems-of-systems engineering, test and evaluation, and logistics – ensuring all of these important elements are as tightly integrated as the capabilities we deliver to the Fleet.” – Vice Adm. David Dunaway, NAVAIR Commander

Strategies:

Capabilities-based Acquisition:

- ◆ Strengthen decision support and analysis tools, enabling us to identify gaps and redundancies across mission areas and recommend options for achieving mission-level effects within cost and schedule.
- ◆ Connect Naval Aviation’s S&T portfolio investments to mission outcomes and speed technology transition to programs and the the Fleet.
- ◆ Develop the capability to assess the capacity of our logistics support systems to address a wide range of worldwide deployment strategies.
- ◆ Test and evaluate systems in a systems-of-systems context at critical times and in relevant operational environments using integrated live, virtual and constructive (LVC) environments.
- ◆ Fully leverage government-owned LVC environments to enhance fleet operator training and maintainer proficiencies.

Government as Lead-Systems-Integrator (LSI):

- ◆ Develop and manage government-owned, capability-based technical standards and reuse engineering and test results associated with those standards to reduce developmental costs.
- ◆ Emphasize modular, open-architecture solutions.
- ◆ Implement the Product Support Manager role for all lead logisticians to ensure a properly evaluated and balanced support strategy exists for all fielded weapon systems.

Rapid Response:

- ◆ Explore simplified, low-cost solutions to complex problems, including application of existing systems and innovative approaches to countering emerging technologies and threats.
- ◆ Invest in engineering and advanced manufacturing techniques to strengthen in-house rapid prototyping and product development capability.
- ◆ Increase use of fleet experiments as part of our rapid deployment processes to obtain and apply direct user feedback and enhance speed to Fleet.
- ◆ Develop expeditionary logistics support concepts to ensure all systems are logistically supportable for fielded environments.

AFFORDABILITY

Improve Affordability and provide maximum value for every dollar invested.

“Achieving Better Buying Power would, of course, be an important goal in any budget environment, but its importance has only grown given the strategic and budgetary challenges we now face.” – Ashton Carter, Deputy Secretary of Defense

Strategies:

Operations and Support (O&S):

- ◆ Expand proven cost-saving maintenance techniques such as co-located maintenance and maintenance optimization.
- ◆ Apply new technologies to maintenance challenges aimed at reducing maintainer workload and maximizing reliability.
- ◆ Reduce future O&S costs by emphasizing life-cycle support costs and alternatives in early acquisition planning.

Weapons Systems Development and Procurement:

- ◆ Establish and replicate a “should cost” best practice across programs and teams.
- ◆ Drive the industrial base to establish “best value” solutions, both in the weapons systems and contract services segments. Require open architecture, modular solutions and incentivize productivity and innovation.
- ◆ Emphasize production quality and adherence to manufacturing quality standards.
- ◆ Improve market research and supply chain insights to increase competition and control costs throughout the product life cycle.

Organizational Performance:

- ◆ Collapse organizational layers and create horizontal networks that enhance communication and decision-making.
- ◆ Eliminate redundant and non-value added infrastructure, processes and tools.
- ◆ Transform or modernize our technical and business processes.
- ◆ Identify key metrics to better understand and drive organizational performance.
- ◆ Develop and integrate automated, data-driven decision support tools to increase decision-making speed and effectiveness.
- ◆ Develop a workforce planning framework that connects people to processes and products, enabling us to effectively staff to current and future demand.

Values – The starting point for our decisions and actions.

Our culture is defined by the way we work, how we communicate and learn from each other, and the behaviors we expect and reward. These enduring values establish the orientation and approach we will need to overcome obstacles, seize opportunities and achieve our goals.

- ◆ Safety is our first priority from the shop floor, to the flight line, to the cockpit. People trust their lives to our judgment.
- ◆ Our thoughts and behaviors demonstrate a commitment to the highest ethical standards and command respect from all who work with us.
- ◆ We make reasonable and realistic commitments, execute to plan, and deliver outcomes that meet expectations.
- ◆ We take personal ownership for our contributions to mission success, making fact-based decisions that deliver best value to the Fleet and the taxpayer.
- ◆ We rapidly respond to new circumstances and requirements, creating and enabling opportunities that meet warfighter needs ahead of schedule and below cost.
- ◆ We create and apply new knowledge, innovative methods and technologies to overcome barriers and create game-changing improvements.
- ◆ We develop and maintain productive relationships with our stakeholders, team members, industry and academic partners through open communication, collaboration and trust.
- ◆ We continuously expand our knowledge and apply what we learn to improve organizational performance and results.