



2000 – 2005

NAVAL AVIATION SYSTEMS TEAM

# STRATEGIC PLAN

ONE TEAM SUPPORTING THE WARFIGHTER . . .

DELIVERING 21<sup>ST</sup> CENTURY AVIATION SOLUTIONS

ENABLING DOMINANCE FROM THE SEA



Naval Aviation Systems Team Vision

# O U R V I S I O N

## *21<sup>st</sup> Century Aviation Solutions*

**O**ur objective is to provide technology solutions that increase Warfighter capabilities and effectiveness in future warfighting scenarios.

***Network Centric Warfare.*** We will apply our unique expertise to support the integration of individual platforms into a networked striking force, enabling a quantum leap in combat performance. Our collective experience in providing interoperable solutions via systems engineering, development and testing, information technology, aviation science and technology, and logistical support will advance the speed and accuracy of tactical operations in a network centric environment — extending the power, reach, and precision of our naval forces.

***Readiness.*** With increased operations around the globe, the demand for naval aviation is higher than ever. Keeping up with that demand, however, should not mean sacrificing investment in modernization. We will continue our key role on the Navy's Aviation Maintenance and Supply Readiness team, institutionalizing specific actions to increase readiness and reduce maintenance and supply costs. Our numerous total ownership cost initiatives, along with business process reengineering and enterprise resource planning, will contribute to reducing the maintenance burden for our Fleet.

## *One Team Supporting the Warfighter . . .*

**T**he operational environment is becoming ever more complex and information intense. With fewer resources and continued pressure to increase efficiency, our capabilities and infrastructure must be as integrated as the systems we deliver. This systems approach (linking individual capabilities and knowledge to maximize results) is what we mean by *One Team Supporting the Warfighter*. It is the means by which we will achieve our vision.

One Team is a mindset that appreciates the value of individual contributions and diversity of ideas, while recognizing the power of an integrated enterprise. Warfighter requirements will be met with the best mix of solutions our Team has to offer — independent of our geographic boundaries. Common processes, financial systems, and knowledge management tools will increase our ability to respond quickly, delivering affordable, high value solutions every time.

## From the Commander . . .

The Naval Aviation Systems Team's (TEAM) 2000–2005 Strategic Plan outlines the TEAM's road map for realizing our vision: *"One Team supporting the Warfighter, delivering 21<sup>st</sup> century aviation solutions, enabling dominance from the sea."* It charts a course that will navigate the TEAM through an uncertain and fiscally constrained future and propel naval aviation into the next century.

The TEAM's Strategic Plan takes into account that today's national security environment, characterized by political instability, globalization, and economic inequality, has become much more complex than in the past. Recent history and the growth of information technology leads us to expect that future contingencies will be information intensive and executed in a joint / coalition environment. Interoperability in a network centric battlespace will be imperative as we shift from a focus on individual platforms to a netted striking force. Victory on tomorrow's battlefield will depend upon achieving information dominance across the full spectrum of warfare — and naval aviation will be a key player.

During the 1990s, we focused on improving our capabilities by developing a new strike fighter and more precise weapons. That's not good enough for the next decade. For us to be relevant, we must revolutionize our approach toward developing weapons systems. We must switch from a product-focused mentality to systems-oriented thinking. We need to start asking ourselves what the product can do in a much larger context or system. That's what the Warfighter wants. Network centric solutions are our

products for the next decade. That's where our knowledge will be relevant. We'll help the Warfighter connect platforms in a way to effect a quantum leap in performance. Every part of our organization must contribute to make this happen.

To make this change and prepare for the future, we will partner with the Fleet and industry to develop new weapons and training systems that effectively address future warfighting scenarios, while enhancing the capability and effectiveness of fielded systems. We will leverage information technology and state-of-the-art management practices to maximize efficiency and reduce the maintenance burden for our Fleet.

This focus on Warfighter results — developing network centric solutions and increasing readiness at reduced cost — will provide an overarching sense of direction as we implement our four strategic goals:

*Warfighter:* Increase Warfighter readiness, effectiveness, and satisfaction.

*People:* Attract, develop, and care for a diverse, team-focused work force capable of meeting the current and future needs of the Navy.

*Affordability:* Reduce the total ownership cost of products and services.

*Processes:* Reduce cycle time to deliver products and services to the Warfighter.

The TEAM's Strategic Plan provides the road map to steer us on our journey toward achieving our vision. It describes the direction and sets priorities to guide our decision-making. It will take the total TEAM effort, however, to realize our vision and to ensure that we are steering in a direction that is adapting to change and secures the future of naval aviation.



VADM John A. Lockard  
Commander, NAVAIRSYSCOM

# *Strategic Plan*

Naval Aviation Systems Team  
2000–2005

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## O U R M I S S I O N

The Naval Aviation Systems Team, in partnership with industry,  
serves the Nation and the Navy 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.

*inside*

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# THE STRATEGIC ENVIRONMENT

*The world is changing and we must change with it*

America's leadership in world affairs depends upon the readiness of its military forces. Our emergent warfighting strategy is based on the President's National Security Strategy, which addresses the need to respond to today's problems while preparing for an uncertain future. The National Military Strategy, developed by the Joint Chiefs, is grounded in four strategic concepts that will influence the development and acquisition of naval systems — Strategic Agility, Overseas Presence, Power Projection, and Decisive Force. The Department of Defense's template for the future, *Joint Vision 2010*, relies on acquiring full spectrum dominance over any enemy across a complete range of military operations.

The Naval Aviation Systems Team (TEAM) plays a critical role in advancing future military strategy by developing, acquiring, and supporting airborne weapons systems that are technologically superior, readily available, and affordably priced. Delivering on these commitments presents unique challenges in today's environment, which is characterized by changes in world politics, economic conditions, and technological advancements. Today, our military is engaged in multiple peacekeeping and humanitarian actions around the globe, stretching the limits of our forces and the systems they rely on.

Maintaining readiness and reducing the maintenance burden on our Fleet is a clear and immediate priority for our TEAM. At the same time, we must prepare our operational forces for an uncertain future — one that demands a responsive, well-equipped, well-trained, and flexible force capable of carrying out its mission in a network centric, joint / coalition environment. Investment in new technologies — such as precision weapons, sensors, information and intelligence systems, and highly capable reconnaissance and strike aircraft — is required to extend the capability and reach of our operational forces. Our mission is to partner with industry and the Fleet to develop new capabilities that support future requirements with improved reliability, availability, and affordability — and to extend the useful life of systems we will rely on well into the 21<sup>st</sup> century.

Maintaining readiness, while investing in modernization and recapitalization, heightens the need for near-term reductions in cost and cycle times. The TEAM is committed to developing and procuring high-quality systems for the future — faster and for less money. We will accomplish this by actively listening to our customers; aggressively pursuing life-cycle cost reductions; reengineering, improving, and integrating our key processes; and preparing our people with the knowledge and tools necessary to succeed in delivering superior, affordable customer support.



*We must prepare our operational forces for an uncertain future — one that demands a responsive, well-equipped, well-trained, and flexible force capable of carrying out its mission in a network centric, joint / coalition environment.*

# Warfighter

*Increase Warfighter readiness, effectiveness and satisfaction*

*Goal Champion: Rear Admiral Craig E. Steidle*

## *Goal Intent*

Our challenge is to meet today's readiness demands while arming the Warfighter with technologies that effectively address future threats. An increased operational tempo, along with the growing cost of supporting aging weapons systems, threatens our ability to invest the necessary resources in modernization and recapitalization. Future wars will be tightly integrated, information intensive, and executed within a joint, network centric environment. Our challenge is to provide the highest value and responsiveness in answering Warfighter requirements for effective, reliable, interoperable, and affordable weapons systems.

Through improved two-way communication with the Fleet, we will work to define mutually agreed upon requirements and appropriate systems solutions. We will increase technology transition to enhance Warfighter capabilities, while reducing the cost of operating and maintaining both new and existing systems. To support the Warfighter's transition from platform-centric to information-centric warfare, we will increase the interoperability of aviation and related systems within the Navy's network centric battle group.

Our success rests on the ability to understand the Warfighter's needs and deliver high-quality equipment and support quickly and at a reduced cost. We will measure our value in increased Warfighter readiness, effectiveness, and satisfaction.

*"Network centric warfare is the vision for future Navy operations. Network centric warfare is based on the ability of a widely distributed, self-synchronizing force to mass effects when and where desired. The force, based on timely, accurate, common, shared information, requires high quality, widely distributed and netted sensors; a streamlined command structure; and units capable of autonomous operation and unity of effort."*

Vice Admiral Arthur K. Cebrowski, President, Naval War College



### *Strategies*

- ◆ Increase the percentage of our products in which we have a mutual understanding with the Warfighter as to the requirement and the successful implementation of the appropriate solution
- ◆ Increase the reliability and decrease the maintenance demand of our products and services
- ◆ Increase technology transition to the Fleet
- ◆ Increase interoperability effectiveness to support the aviation network centric warfare role

### *Goal Measures*

- ◆ Fully mission capable rates
- ◆ OPEVAL success rates
- ◆ Percent of total inventory available to the Warfighter
- ◆ Battle Group Systems Interoperability Test (BGSIT) issues
- ◆ CINC's choice in operational plans

## *Implementation Approach*

***Increase mutual understanding of requirements and solutions.*** We will establish formal channels for regular communications and feedback with the Fleet. With input from our stakeholders, we will provide an analysis capability to assess alternative, integrated solutions for relevant warfighting capability.

***Increase reliability and decrease maintenance demand.*** We will apply the integrated maintenance concept (a proactive, preventative maintenance process that improves reliability and availability of systems) to all tactical, non-commercially supported product lines, and will fully implement reliability centered maintenance to reduce maintenance demand. We will increase the number of changes (logistics / engineering change proposals) that focus on improving the reliability of our products, and we will develop and incorporate prognostics, diagnostics, and health management capabilities to improve logistics support.

***Increase technology transition.*** We will analyze and implement changes in the Science and Technology (S&T) process to encourage “requirements pull” through increased cooperation with the Warfighter, and will develop and fully deploy a process to match technology developments to transition opportunities. We will identify and leverage public / private S&T development programs to reduce cost and time to transition new capabilities to the Fleet.

***Increase interoperability effectiveness in aviation network centric warfare role.***

The TEAM will continue to drive interoperability in systems design utilizing common components, standard interfaces, and architectures. We will play a critical role in future battle scenarios by providing the aviation linkage to the network centric battle group, and will establish a Naval Aviation Interoperability Assurance Office to support that focus. We will provide the Warfighter with simulation / stimulation capabilities that support complex battle force training needs.

*“Maintaining readiness in the face of high operational commitments is our immediate priority. We’re committed to reducing the maintenance burden on our customers, and giving them the tools to be effective against future threats.”*

Rear Admiral Craig E. Steidle

# People

*Attract, develop and care for a diverse, team-focused work force capable of meeting the current and future needs of the Navy*

*Goal Champion: Rear Admiral Jeffrey A. Cook*

## *Goal Intent*

As we move into the 21<sup>st</sup> century, there will be increased emphasis on interconnectivity of our warfighting systems, as well as our infrastructure assets. The rapid evolution of technology, changes in how employees work, and the unpredictability of the defense environment require that we be sized and able to manage our knowledge resources efficiently, dynamically, and across the TEAM. We must maintain awareness, flexibility, and a capacity for change in order to meet future needs of our Warfighters.

To make decisions in an ever-changing environment, our work force must have the appropriate skill sets and be immersed in a career-long learning environment. We must manage the essential knowledge base of our work force to meet evolving requirements in product, technology and skill, while integrating knowledge across the TEAM and with other organizations.

To achieve our People goal, we will further clarify current and long-term requirements for the TEAM and continuously refine the knowledge necessary to support those requirements both efficiently and effectively. We will provide a quality of work life that assures a satisfied, highly motivated, committed and diverse work force with the ability to share, integrate, and apply knowledge across the TEAM. Success will be measured by the satisfaction of our people and their ability to work together across the TEAM to meet continuously evolving knowledge and skill requirements.

*“As a vision for the future, let me just say that we will steer by the stars  
and not the wake. The key to that vision will be our great people.  
They’ll give us the best ideas. They’ll harness new technologies.  
They’ll embrace change and make it our ally.  
And they will continue to make us proud.”*

Admiral Jay L. Johnson, Chief of Naval Operations



### *Strategies*

- ◆ Increase the TEAM's ability to predict and adapt to changes in knowledge and skill requirements
- ◆ Increase the quality of work life for military and civilian employees
- ◆ Increase the sharing, integration, and application of knowledge across the TEAM

### *Goal Measures*

- ◆ Availability of expertise in core skill areas (indicator only)
- ◆ Number of individuals who are properly certified  
Number required to be certified
- ◆ Actual number of individuals in the work force  
Desired number in the work force
- ◆ Work force assessment measures (satisfaction, attrition, turnover, demographics — including diversity statistics, and core skill training)

### *Implementation Approach*

We will establish a TEAM People Council to provide senior leadership guidance and support, including the resources to implement People goal actions throughout the TEAM's competencies and program teams. Comprised of senior-level competency, program and business unit personnel, the Council will monitor corporate-wide actions and performance measures to facilitate a consistent, outcome-based approach to implementation.

***Predict and adapt to changes in knowledge and skills requirements.*** We will identify mission-related requirements for work force skills and size over the next five years, baseline our current work force skill categories and size, and identify projected shortfalls and over capacity areas. From this understanding, we will develop a dynamic knowledge management plan to set hiring, training, career development, and attrition goals that address the Navy's long-term requirements and result in a representative, diverse work force.

***Improve quality of life for our people.*** We will administer an assessment to determine current work force satisfaction levels and create corporate-wide quality of life initiatives to address identified needs and concerns. We will strive to promote and continually emphasize the importance of maintaining balance between personal and professional goals.

***Increase knowledge sharing, integration and application across the TEAM.***

We will implement performance plans and awards that encourage and reward team accomplishments, particularly those that span competencies, programs and sites. We will provide developmental assignments and re-assignment opportunities that span the TEAM to promote a greater understanding of organizational interdependencies and enhance relationships across the TEAM and its stakeholders. We will establish a national initiative for responding to customer demand, leveraging our best capabilities, regardless of location.

*"Our people are the heart of this organization. We will provide them the opportunities to develop their experience, the tools to apply knowledge successfully, and the satisfaction that comes from making a difference."*

Rear Admiral Jeffrey A. Cook

# Affordability

*Reduce the total ownership cost of products and services*

*Goal Champion: Rear Admiral Walter B. Massenburg*

## *Goal Intent*

The Defense Systems Affordability Council has established three top-level goals for the Department of Defense: 1) field high quality defense products quickly, support them responsibly, 2) lower the total ownership cost of defense products, and 3) shift funds made available from infrastructure and support to modernization.

The TEAM's Affordability Goal will increase the Warfighter's purchasing power by reducing both the investment cost for new systems and the operating and support costs for fielded systems. We will reduce total ownership cost (TOC) through improvements to our core internal processes and by incentivizing industry to reduce their costs. Our challenge is to maintain the proper balance between sustaining full mission capability today, and building the most effective and affordable fighting force for the future.

We will implement management processes and tools which promote the visibility of total ownership cost drivers, making cost reduction / avoidance the foundation for effective and proactive leadership decisions at all levels of the TEAM. The Affordability Goal includes strategies for implementing financial management improvements and decision-making processes that will enable the TEAM to establish and execute TOC reduction plans; implement initiatives that will reduce TOC across all naval aviation programs; and identify operating efficiencies that reduce internal costs. Providing the best value for every dollar invested in our Navy's future remains our top priority.

*"We are totally committed to helping the Navy and Marine Corps successfully address the core issue of achieving long-range modernization and recapitalization goals during a period of fixed budgets and extensive operational demands."*

Dr. H. Lee Buchanan, III, Assistant Secretary of the Navy for Research,  
Development and Acquisition



### Strategies

- ◆ Increase the availability of total ownership cost (TOC) data and information
- ◆ Decrease the TOC of naval aviation systems
- ◆ Increase the operating efficiency of the TEAM and Industry

### Goal Measures

- |                        |  |
|------------------------|--|
| <b>New Systems</b>     | ◆ $\frac{\text{Current TOC estimate}}{\text{Baseline TOC estimate (constant year dollars)}}$     |
|                        | ◆ $\frac{\text{Number of programs beating affordability goals}}{\text{Number of TEAM programs}}$ |
| <b>Fielded Systems</b> | ◆ Operations and Support costs per flight-hour per year  |

### Implementation Approach

**Increase availability of TOC data and information.** We will implement financial management improvements across all programs to improve visibility of timely and accurate TOC data and information, and design structured TOC decision-making processes that influence actions to reduce total ownership cost.

**Decrease total ownership cost.** We will decrease the operational and support costs of naval aviation systems by establishing and executing aggressive TOC reduction plans for all acquisition category programs. Our competencies and business units will actively participate in implementing TOC reduction initiatives across all aviation programs via established programs, such as affordable readiness, reliability centered maintenance, and integrated maintenance concept.

**Increase operating efficiency.** We will continue to improve the efficiency of our internal operations by applying management techniques such as activity based costing, business process reengineering, and enterprise resource planning. We will incentivize industry to reduce their operating costs and work with them to create innovative process efficiencies.

*“One of our biggest contributions will be freeing up investment dollars for our future Navy. We will continue to attack cost at every level — from investment in new systems to in-service support to the cost of our internal processes.”*

Rear Admiral Walter B. Massenburg

# Processes

*Reduce cycle time to deliver products and services to the Warfighter*

*Goal Champion: Rear Admiral Charles H. Johnston*

## *Goal Intent*

Increased demands on our operating forces and the reduced availability of funds to sustain required readiness have heightened the TEAM's focus on reducing cost and cycle time while maintaining the quality of products and services. This goal positions the TEAM on a solid path to become a process centered organization, where people are focused on customers, performing processes smarter and faster, and able to understand their contribution to the end product. We will consistently measure and improve our key processes, and strive to attain dramatic reductions in the time required to deliver products and services. Recognition, rewards, and other incentives will be utilized to support this process and cycle time focus and to encourage desired results.

Responsiveness, speed, quality, and flexibility will become recognized attributes of TEAM-wide business operations, and will become key sources of competitive advantage. We will establish partnerships with industry and other services and collaborate with academia and stakeholder communities in order to deliver required products and services faster and at reduced cost. We will integrate and implement enterprise-wide processes across the TEAM, and improve communications among our program teams, competencies and business units to optimize efficiencies and promote continuous process improvement.

*“Our focus is to give the Warfighters better products by being smarter people — using the very best processes to develop the product cheaper and faster.”*

Vice Admiral John A. Lockard, Commander, Naval Air Systems Command



### *Strategies*

- ◆ Increase the measurement of time-to-deliver for all products and services
- ◆ Increase the emphasis on the measurement and reduction of cycle time for all key internal processes that drive customer satisfaction and cost
- ◆ Increase the proportion of enterprise-wide processes that utilize best business practices with emphasis on enterprise resource planning (ERP) solutions to reduce cycle time
- ◆ Decrease the number of independent, non-integrated business tools in use across the TEAM

### *Goal Measures*

- ◆ Percent reduction of time to deliver products and services
- ◆  $\frac{\text{Number of products and services meeting requirements and delivered on time}}{\text{Total number of products and services}}$

### *Implementation Approach*

***Increase the measurement of time-to-deliver for all products and services.*** We will begin to improve responsiveness by baselining and measuring cycle times for the delivery of major products and services across the TEAM, as well as measuring cycle times for key internal processes that drive customer satisfaction and cost. This data will be utilized to increase our knowledge of process performance throughout the full life cycle management process (including key contractors / suppliers), and to identify opportunities for significant process improvement or “reengineering.” By increasing the use of performance-to-plan measures (i.e., via balanced scorecard techniques) among competencies, program teams and business units, we will obtain greater visibility into corporate performance trends and cycle time improvements across the TEAM.

***Increase the use of best business practices to reduce cycle time.***

We will develop a TEAM strategic business planning roadmap that includes business process reengineering, enterprise resource planning, and associated technologies and tools suitable for application across the TEAM. We will demonstrate the capabilities of an ERP solution via a program management pilot, leverage the successful elements of other Navy ERP pilots, and deploy the resulting ERP solution across the TEAM. A phased plan to transition independent, non-integrated systems to enterprise-wide business tools will be developed to streamline operations. We will establish strategic alliances and partnership agreements that support cycle time reduction.

*“Understanding, documenting and improving our processes will be key to NAVAIR’s continued success. In addition, the incorporation of Enterprise Resource Planning will be the most significant enabler since the LAN. These are exciting and challenging times. Hang on!”*

Rear Admiral Charles H. Johnston

# CONCEPT OF OPERATIONS

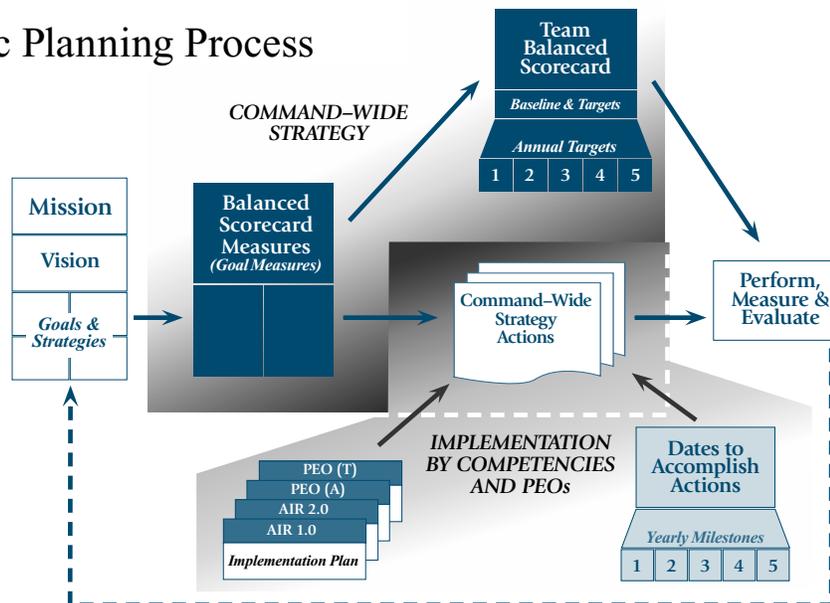
## *Instituting a Strategic Planning Process*

The Naval Aviation Systems Team (TEAM) has created a dynamic planning process (see below) which will increase the quality, availability and affordability of equipment and services for the Warfighter. We will continuously seek input and participation from our customers as we refine our plan to best serve their needs as circumstances evolve.

Our planning process is an evolution that began with an affirmation of the TEAM's **Mission** (or statement of purpose). Our mission has remained constant, "... to develop, acquire and support 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." Next, we evaluated the TEAM's strengths, weaknesses, opportunities and challenges in light of the strategic environment, to articulate a **Vision** for the future, "One Team supporting the Warfighter, delivering 21<sup>st</sup> century aviation solutions, enabling dominance from the sea."

Our vision is supported by four Strategic **Goals** that will focus our efforts in support of the Warfighter. The goals are long-term, broad and outcome-oriented, and reflect desired outcomes in four key areas: Warfighter, People, Affordability and Processes. Each goal is supported by several nearer-term **Strategies** and related **Actions**, which identify a number of accomplishments to be completed over the next few fiscal years, in support of our strategic goals.

## Strategic Planning Process



## *Cascading Implementation Plans*

The TEAM's Competency Leaders and Program Executive Officers (PEOs) will use the Strategic Plan as guidance in formulating implementation plans for their respective organizations. These plans will form a supporting network to ensure accomplishment of specific short-to-midterm actions, and will provide a sense of priority and direction to assist employees in accomplishing organizational goals.

## *Roles and Responsibilities*

The Executive Steering Committee (ESC) will serve as the Integrated Product Team (IPT) for strategic planning. Specific members of the ESC have been assigned to “champion” the four goals, providing coordination, oversight and influence for their specific goal across the TEAM. The ultimate accountability for performance, however, rests with each Competency Leader and PEO. These members of the Strategic Planning IPT are responsible for the actions and resources necessary to best contribute to all the goals within their organization. The TEAM implementation approach places the accountability for action and results with those who have the resources to accomplish them.

The Strategies define the complete set of unique methods that will be used to accomplish the Strategic Goals. Once the methodology for achievement is defined through these strategies, the specific TEAM actions that must be performed can be selected and defined.

## *Performance Measurement*

The TEAM has selected the **Balanced Scorecard** as its performance measurement tool. The Balanced Scorecard is a methodology used to keep the organization in balance while accomplishing the strategic goals. It gives managers complex information at a glance, enabling them to track traditional financial-based results, while maintaining visibility over performance in key operational areas. There are four dimensions to the TEAM’s Balanced Scorecard:

- Warfighter** — The satisfaction of our customers
- People** — The continuing commitment of our most valuable asset
- Affordability** — Reducing the cost of our products and services
- Processes** — Maximizing the effectiveness of our internal processes

The key to achieving the TEAM’s Vision is measuring results. On a quarterly basis, the PEOs and Competency Leaders will report the status of their organizations’ key performance measures as captured by the TEAM’s Balanced Scorecard (see below). The TEAM Balanced Scorecard contains the vital few measures that will indicate performance trends at an enterprise level, thereby enabling management decisions that support desired results. The Competency Leaders and PEOs will develop sets of cascading measures that complement the TEAM’s Balanced Scorecard and best represent their areas of responsibility. At this quarterly review, the four Goal Champions will also report the overall health of our corporate-level goals, indicating areas needing adjustment over the next performance cycle.

### TEAM Balanced Scorecard

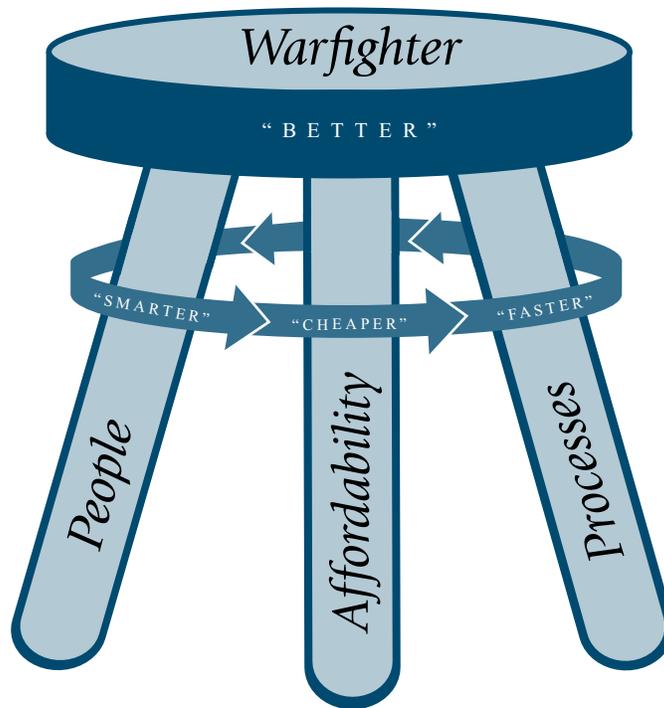
<ul style="list-style-type: none"> <li>◆ Fully mission capable rates</li> <li>◆ OPEVAL success rates</li> <li>◆ Percent of total inventory available to Warfighter</li> <li>◆ Battle Group Systems Interoperability Test (BGSIT) issues</li> <li>◆ CINC’s choice in operational plans</li> </ul>	<b>WARFIGHTER</b>	<ul style="list-style-type: none"> <li>◆ Availability of expertise in core skill areas (indicator only)</li> <li>◆ <u>Number of individuals who are properly certified</u> Number required to be certified</li> <li>◆ <u>Actual number of individuals in the work force</u> Desired number in the work force</li> <li>◆ Work force assessment measures (satisfaction, attrition, turnover, demographics including diversity, statistics and core skill training)</li> </ul>	<b>PEOPLE</b>						
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%;"><b>New Systems</b></td> <td>◆ <math>\frac{\text{Current TOC estimate}}{\text{Baseline TOC estimate}}</math> (constant year dollars)</td> </tr> <tr> <td></td> <td>◆ <math>\frac{\text{Number of programs beating affordability goals}}{\text{Number of TEAM programs}}</math></td> </tr> <tr> <td><b>Fielded Systems</b></td> <td>◆ Operational support costs per flight-hour per year</td> </tr> </table>	<b>New Systems</b>	◆ $\frac{\text{Current TOC estimate}}{\text{Baseline TOC estimate}}$ (constant year dollars)		◆ $\frac{\text{Number of programs beating affordability goals}}{\text{Number of TEAM programs}}$	<b>Fielded Systems</b>	◆ Operational support costs per flight-hour per year	<b>AFFORDABILITY</b>	<ul style="list-style-type: none"> <li>◆ Percent reduction of time to deliver products and services</li> <li>◆ <math>\frac{\text{Number of products and services meeting requirements and delivered on time}}{\text{Total number of products and services}}</math></li> </ul>	<b>PROCESSES</b>
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<b>Fielded Systems</b>	◆ Operational support costs per flight-hour per year								

## Conclusion

This Strategic Plan represents a significant milestone for the Naval Aviation Systems Team. We have successfully completed a transition prompted by an era of downsizing and are positioned well to focus on the needs of our Warfighter in preparing for a challenging and uncertain future.

The actions supporting our four strategic goals reflect our commitment to increasing responsiveness to the Warfighter on multiple levels — and will demand the collective efforts of every member of our TEAM, including participation from our operational customers and industry partners.

The **Warfighter** goal is our most important strategic focus — everything we do must result in a positive outcome for our customer. The People, Affordability and Processes goals are like the legs of a stool, providing essential support and maintaining balance in the organization, as we strive to deliver high-value solutions our customers will appreciate.



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