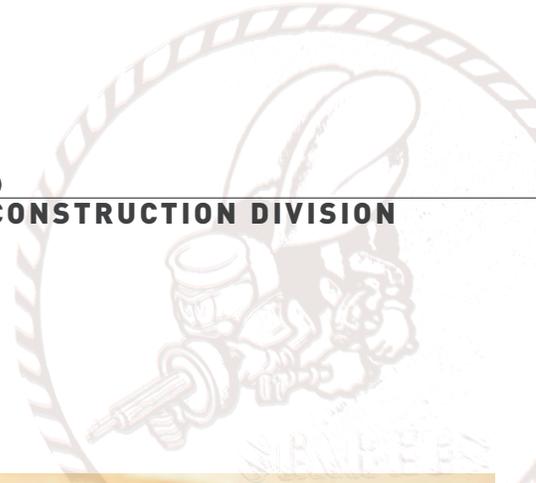




# U.S. NAVY SEABEES

FIRST NAVAL CONSTRUCTION DIVISION

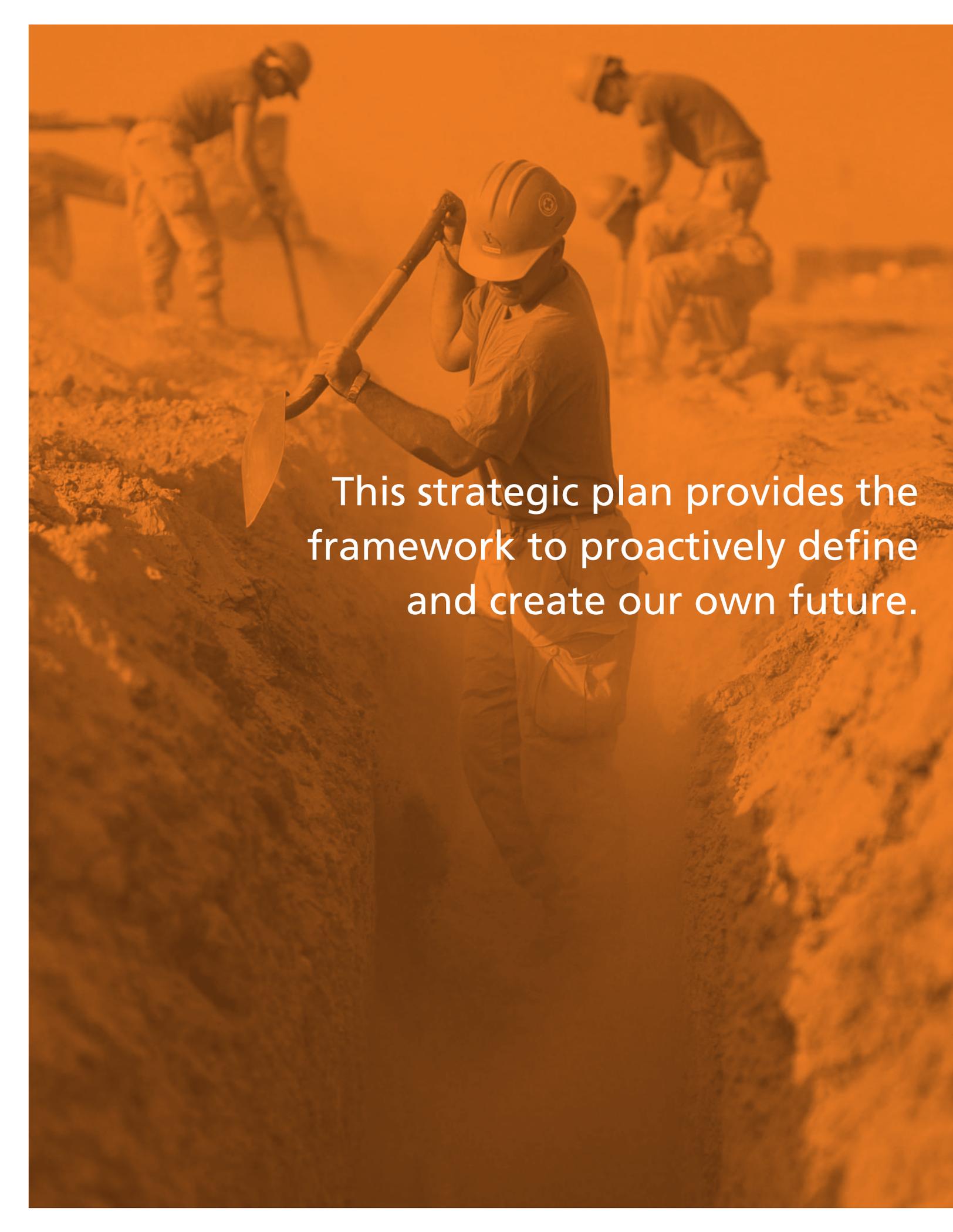


with compassion for others,

**WE BUILD**

**WE FIGHT**

for peace with freedom!



This strategic plan provides the framework to proactively define and create our own future.

# Foreword

## ready / employ / shape

The last seven years have been a demanding and exciting time for the Naval Construction Force (NCF). In addition to supporting enduring requirements across the globe, Seabees expeditiously responded to two separate troop surges in Iraq and Afghanistan, led the way in humanitarian disaster relief efforts in Haiti and provided critical support to civil authorities in the wake of Hurricane Katrina. Today, as an integral part of the Navy's "Global Force for Good," the NCF is providing support across the full range of military operations in more than two dozen countries spanning five continents. These extensive demands have tested the character, mettle and resolve of our force, and Seabees have risen to every challenge. We remain steadfast and ready, eager to help solve our supported commanders' toughest challenges on a moment's notice.

Our success and unwavering performance in the field is recognized and well regarded. Thanks in part to our diverse skill set and unique capabilities, we have become an integral member of the joint and coalition team. We have taken on critical roles in joint task forces, assumed command and control of other service engineers, maintained our historic partnership with the Marine Corps and led the development of the Navy Expeditionary Force concept. Our professional performance in these endeavors is a source of great pride for all those who comprise our ranks.

Well known and recognized for our "Can Do" spirit, we can expect increasing demands in the near and distant future. Because these demands will take place in an environment of uncertainty and increased constraints, it is essential that we take the appropriate steps now to ensure we remain ready and relevant in the future. This strategic plan provides the framework to proactively define and create our own future.

Our plan is guided by DoD and naval strategies, specifically the CNO's guidance and the Naval Operations Concept. Our plan will allow us to horizontally integrate our force to support naval and joint missions, while vertically aligning our force under a common mission and vision. It will guide policy decisions on how we man, train and equip our force; how we plan, prioritize and allocate resources; and how we adapt to emerging requirements and challenges. Finally, it is designed to put us in step with Navy priorities in keeping with our Seabee legacy—"With compassion for others, we build, we fight for peace with freedom."

I ask that all Seabees familiarize themselves with this plan and the pillars of Ready-Employ-Shape upon which it is built. The plan will be reviewed annually to ensure we stay attuned to ever-shifting requirements of our dynamic environment. Together, we will anticipate and adapt to changing requirements, confront unforeseeable challenges and pave the way to our successful future.

**M. A. Handley**  
*RADM, CEC, USN*  
 Commander, FIRST Naval Construction Division

# Mission Statement

The FIRST Naval Construction Division (1NCD) provides **combat-ready engineer forces** in response to Combatant Commander and Navy Component Commander requirements, providing planning and operational support for Seabee employment. As a **scalable, deployable force**, 1NCD provides command and control of expeditionary engineer forces in support of Navy component commanders, Marine Air-Ground Task Forces, other joint task forces and, when required, command and control of other expeditionary forces across the full range of military operations.

As the Navy's subject matter expert for Seabees, Naval Construction Forces Command (NCFC) will organize, man, train, maintain and equip naval construction forces to provide supported commanders with **expeditionary engineering forces** capable of general engineering and construction, and limited combat engineering across the full range of military operations.

1NCD and NCFC will continue to provide the naval engineer capabilities that our Navy and our Nation need. As demonstrated in Iraq and Afghanistan, military engineers are and will continue to be indispensable forces in conventional combat, counter-insurgency and irregular warfare. Equally important, operations in every Combatant Commander's Area of Responsibility, ranging from Humanitarian Assistance/Disaster Relief to effective Theater Security Cooperation missions, provide Navy Commanders at every level **critical capabilities to meet mission requirements**. We remain ready and relevant, and continue building upon the Seabees' reputation by solving our supported commanders' toughest challenges.



# Vision

The critical capabilities we provide across the full range of military operations ensure the accomplishment of our Nation's strategic goals.

We will continue to be an essential component of America's naval force structure and a force multiplier to naval and joint operations.

Valued for our "Can Do" spirit, Seabees will excel in the areas of stewardship, reliability and engineering expertise.



To most appropriately employ the force, we must embrace our **guiding principles.**

With compassion for others, **"WE BUILD, WE FIGHT"** for peace with freedom!

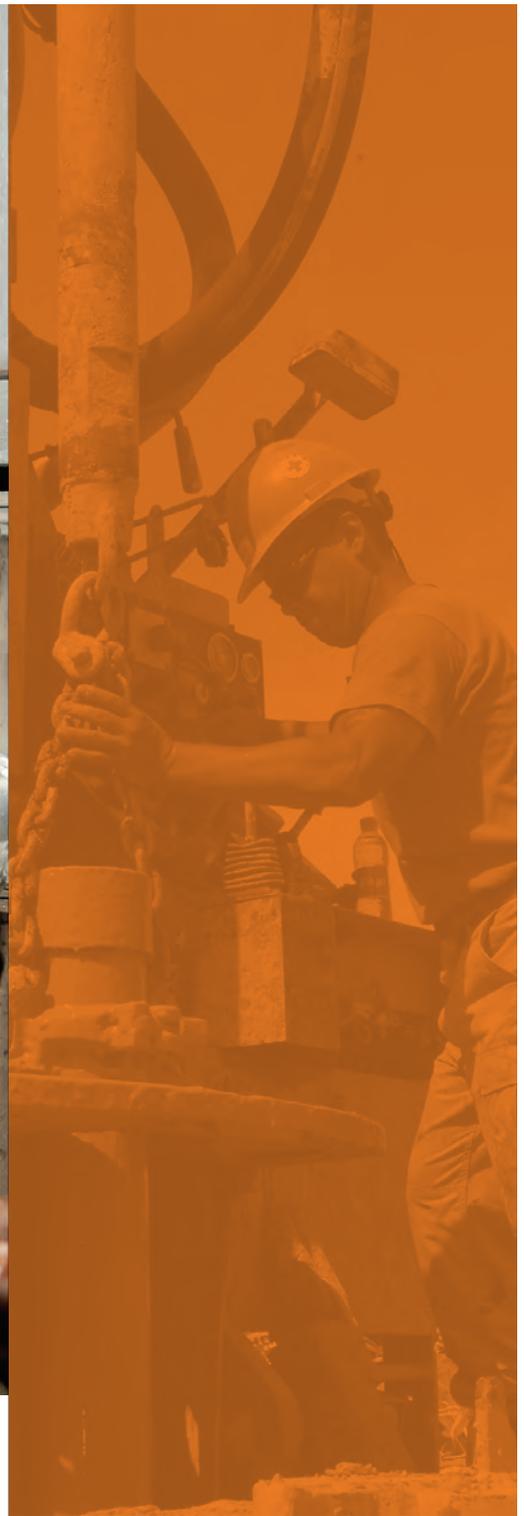
### Our People →

- > Live the Navy's core values
- > Are accountable in their personal and professional lives
- > Are ready—tactically, technically and operationally
- > Embrace operational risk management
- > Take charge
- > Have a **"Can Do!"** spirit

### Our Organizations →

- > Deliver quality mission support on time
- > Develop and reinforce strong leaders
- > Task organize and deploy worldwide within 48 hours
- > Encourage creativity and adaptability
- > Value the health and well-being of Seabees and their families
- > Are always combat ready





## Strategic Environment

At its core, strategic planning is an instrument of change. When applied, strategic planning becomes transformative in nature. It identifies where we must focus, where we need to be and how we intend to get there. And while no organization can predict the future, strategic planning remains a necessity to chart the right course and remain relevant.

For 1NCD, the execution of strategic planning ensures that we preserve a ready state of being in a dynamic environment. It keeps us agile, flexible and adaptive; prepared to face unforeseeable challenges effectively and with confidence. It also assures our Supported Commanders and Joint Partners that we remain aware and adaptive to their changing needs and expanding demands.

This edition of the 1NCD Strategic Plan is designed to focus on the activities that will make us more effective as we continue to accomplish our expanding mission set over the next five years. It is also intended to set the conditions that will better prepare our Sailors well beyond that limited horizon. Having partnered with DoD planners and industry leaders to forecast future conditions based on current trends, we've drafted our plan to ensure Seabees remain successful in an environment defined by some of the following conditions:

### A CHANGING GLOBAL SITUATION

- > The world economy is tightly interconnected
- > Increasing competition for resources
- > Rapidly expanding technologies
- > Globalization motivates human migration, resulting in a conflict of cultures
- > Ideological movements set the stage for increased influences by non-state actors
- > Rapid technological advancements lead to constant real-time access of worldwide information

### AN ADAPTING MILITARY STRATEGY

- > Joint, combined operations influenced by inter-agency and non-government organization participation
- > Theatre campaign plans will focus on shaping operations to prevent conflicts
- > Maritime Strategy requires improved integration and interoperability of the Navy and Marine Corps team
- > Improve the ability to project naval power from a sea base
- > Distributed operations supported by a rapid, real-time information sharing capability

### A TRANSFORMING SEABEE FORCE

- > Emphasis on small unit leadership—better leadership at all levels
- > Alignment of NCF functions—improved training and operational effectiveness
- > Develop scalable, mobile and agile force capabilities
- > Enhanced joint capabilities—9 years of continuous joint combat operations
- > Revising and updating Seabee doctrine to capture force transformation

Understanding that strategic planning is an iterative and reflective process, we will revisit our goals, desired effects and initiatives on an annual basis to ensure our force remains postured to confront evolving concerns and challenges.

## 3 Focus Areas

**READY THE FORCE**  
**EMPLOY THE FORCE**  
**SHAPE THE FORCE**

**Each focus area is characterized with many desired effects.**

Desired effects are tangible outcomes desired as a result of efforts.

**These focus areas are reinforced with groupings of goals.**

Goals are a description of what needs to be done. Goals guide organizational action and resource allocation.

**Our force's employment, readiness and shape will be continuously assessed with measurement indicators.**

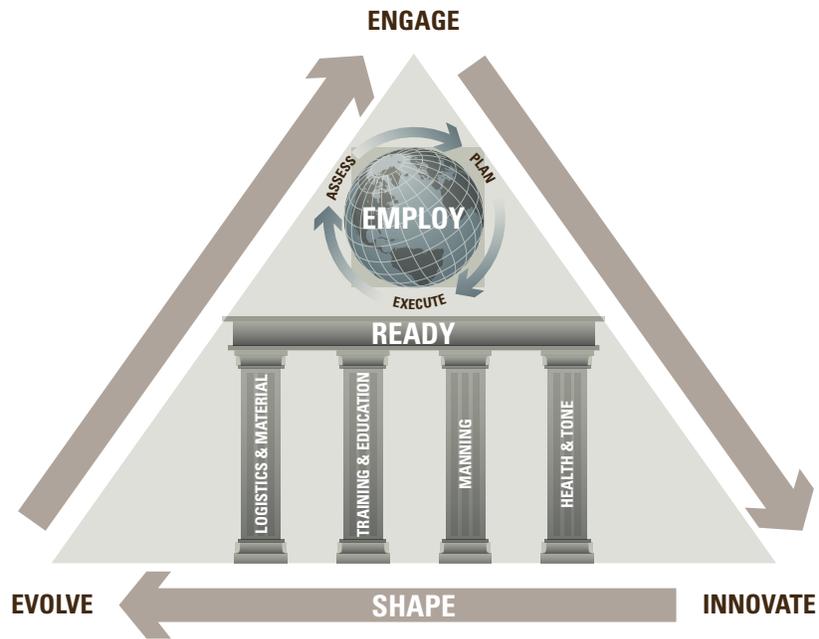
Measurement indicators are tools that we will use to measure progress toward accomplishment of our goals.





## Focus Area Interconnectivity

Our plan recognizes that our global Seabee force contributes to the full spectrum of military operations at the tactical, operational and strategic levels. It is built on a holistic framework wherein the strategic plan focus areas interact with and rely on one another.



## Goal Relationships

Our plan's goals are interconnected. Reflecting our expeditionary nature, the "employ the force" goals comprise the upper half of the triangle. They are laid atop a global backdrop to represent our high operational tempo and global footprint. The four "ready the force" goals depicted in the columns are the support structure for the "employ the force" goals. Finally, the "shape the force" goals are shown just outside the three corners of the triangle. They're deliberately placed to exhibit how we intend to sharpen our force in the future. When examined collectively, the individual components provide our Seabees with a sense of direction and a clear understanding of where we are going.

## Focus Area 1 **READY THE FORCE**

Provide and sustain a mission-ready, mission-focused expeditionary force for global employment.



**As we seek to maintain a high state of readiness, our goals to Ready the Force, addressing Manning, Training and Education, Logistics and Material, and Health and Tone are designed to ensure we are able to meet current and emerging mission requirements. Our goals will focus us on providing the tools, creating the programs and developing the skills that will guarantee our success wherever and whenever we are employed. They are to be viewed as the pillars that support the employment of our units of action. In pursuing these goals, we will continue to improve in the areas of training, organizational structure, personnel development and management, maintenance, discipline and physical fitness.**

### Desired Effects

- > Adaptable force successful in any environment
- > Ready, responsive and interoperable logistics
- > Manned and capable to meet all mission requirements
- > Meet mission requirements on time and with fully certified units
- > Personal and family resilience
- > Fit and healthy force
- > Aligned and collaborative force
- > Cost-conscious and accountable
- > Consistent and standardized NCF units

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**STRATEGIC GOAL 1 Manning**—Effectively structure and staff units within the force.

### Measurement Indicators

- > Retention Statistics
- > SORTS/DRRS-N
- > Medical Readiness Metrics
- > Fit/Fill Percentage
- > Promotion Rates
- > Current On-Board Percentage to NMP




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**STRATEGIC GOAL 2 Training and Education**—Further enhance technical and tactical proficiency.

**Measurement Indicators**

- > SCWS Attainment
- > Training Plan Execution
- > Lessons Learned
- > Operational Readiness Inspection
- > SORTS/DRRS-N
- > Certification Performance Scorecard
- > Mobilization Metrics
- > PQS/JQR Set of Programs

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**STRATEGIC GOAL 3 Logistics and Material**—Provide responsive, interoperable and sustainable logistics capability that provides flexibility to meet global mission requirements.

**Measurement Indicators**

- > TOA Operating Cost Reduction
- > TOA Condition and Relevance
- > 3M
- > Operational Readiness Inspection
- > SORTS/DRRS-N
- > TPFDD Compliance
- > Lessons Learned
- > CESE Tracking Metrics

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**STRATEGIC GOAL 4 Health and Tone**—Continue improvement of personal readiness; promote physically, mentally and emotionally prepared service members and families.

**Measurement Indicators**

- > Medical Readiness Metrics
- > Wellness Council Metrics
- > Command Climate Surveys
- > Command SITREPs
- > Physical Fitness Assessment (PFA)
- > Retention Figures
- > Operational Readiness Inspection

## Focus Area 2 **EMPLOY THE FORCE**

Enable supported commanders to effectively accomplish strategic and operational priorities.



As we focus on the goal to **Employ the Force**, we will improve our mission-specific performance by first bolstering our planning capability. Improvement in this critical area will better enable us to proficiently execute projects at the micro-level and effectively command and control complementary expeditionary forces at the macro-level. Increases in planning capability and capacity will directly impact our ability to appropriately assign and sufficiently sustain our own forces, as well as those who depend on us. To ensure we build on our successes, we will establish internal and external feedback loops that are designed to establish continuous learning as a cultural staple in our organization.

### Desired Effects

- > Safe, efficient and effective mission accomplishment
- > Quality construction
- > Leading the effort in Adaptive Force Packaging (AFP)
- > Postured to meet diverse demand signals
- > Interoperable with naval, joint and combined forces
- > Engaged with government agencies and non-governmental organizations
- > Integrated into naval component plans and staffs
- > Logistically proficient in movement, management and sustainment

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**STRATEGIC GOAL 5 Robust Planning**—Provide forces that are appropriately tasked and sustained.

### Measurement Indicators

- > Certification Scorecard Performance
- > Validated TPFDD
- > Operational Readiness Inspection
- > Supported Commander Feedback
- > LNO Feedback
- > Completion of Tasking
- > Lessons Learned




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**STRATEGIC GOAL 6 Relevant Execution**—Deliver flexible, technically proficient forces that support naval strategic priorities.

### Measurement Indicators

- > Tailored Certification
- > SORTS/DRRS-N
- > Certification Scorecard Performance
- > Supported Commander Feedback
- > Comparison between Projections and AARs
- > Lessons Learned
- > Warranty Callbacks

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**STRATEGIC GOAL 7 Responsive Assessment**—Assure mission effectiveness, continuous learning and resource stewardship.

### Measurement Indicators

- > Safety Metrics
- > Lessons Learned Metrics
- > Quality Deficiency Reports
- > Cost Comparisons
- > Energy Savings
- > Media Feedback

## Focus Area 3 **SHAPE THE FORCE**

Anticipate future conditions, develop and implement mission capabilities, and integrate the force to satisfy supported commanders' requirements.



**Shape the Force is our most ambitious and forward-looking focus area. It is our expectation that the attainment of our Shape the Force goals will improve the way we ready and employ the force in the future. Within this focus area, we will proactively address the impacts of increased resource constraints, while reconciling the occasionally conflicting interests of improving efficiency and maintaining effectiveness. The Engage, Innovate and Evolve goals of Shape the Force will increase clarity where there is ambiguity, and provide us a clear sense of direction as we prepare to confront the challenges that lie ahead.**

### Desired Effects

- > Indispensable and integral to the NECE and supported commanders' intents and priorities
- > Enable supported commanders to make optimal decisions with respect to engineer employment
- > Strategic message communicated to and understood by supported commanders
- > Postured and poised to adapt and respond to supported commanders' emerging, evolving requirements
- > An effective and efficient force

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**STRATEGIC GOAL 8 Engage**—Understand supported commander priorities and effectively communicate engineer solutions that support the priorities.

### Measurement Indicators

- > Flag-Level Dialogue
- > Media Feedback
- > Global Force Management (GFM) Demand Signal
- > LNO Feedback




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**STRATEGIC GOAL 9 Innovate**—Promote an agile, resilient force that provides responsive engineer capabilities.

**Measurement Indicators**

- > S&T Initiative Accomplishment
- > LNO Feedback
- > GFM Demand Signal
- > ONR Initiatives
- > Flag-Level Dialogue

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**STRATEGIC GOAL 10 Evolve**—Maximize interoperability and effectiveness in an increasingly constrained environment.

**Measurement Indicators**

- > Financial Execution Plan
- > SORTS/DRRS-N
- > JOEB Feedback
- > SYSCOM/TYCOM Feedback
- > Resource Allocation Board Metrics
- > Supported Commander Feedback
- > LNO Feedback
- > Flag-Level Dialogue



With compassion  
for others,

WE BUILD



# WE FIGHT

for peace  
with freedom!

# FIRST NAVAL CONSTRUCTION

## VISION

## FOCUS AREAS

## GOALS

Joint Warfighters and Supported Commanders rely on Seabees to deliver expeditionary engineering and construction whenever and wherever required.

### READY THE FORCE

**MANNING** Effectively structure and staff units within the force.

**TRAINING AND EDUCATION** Further enhance technical and tactical proficiency.

**LOGISTICS AND MATERIAL** Provide responsive, interoperable and sustainable logistics capability that provides flexibility to meet global mission requirements.

**HEALTH AND TONE** Continue improvement of personal readiness; promote physically, mentally and emotionally prepared service members and families.

### EMPLOY THE FORCE

**ROBUST PLANNING** Provide forces that are appropriately tasked and sustained.

**RELEVANT EXECUTION** Deliver flexible, technically proficient forces that support naval strategic priorities.

**RESPONSIVE ASSESSMENT** Assure mission effectiveness, continuous learning and resource stewardship.

### SHAPE THE FORCE

**ENGAGE** Understand supported commander priorities and effectively communicate engineer solutions that support the priorities.

**INNOVATE** Promote an agile, resilient force that provides responsive engineer capabilities.

**EVOLVE** Maximize interoperability and effectiveness in an increasingly constrained environment.

# DIVISION STRATEGIC GOALS

## MEASUREMENT INDICATORS

## DESIRED EFFECTS

Retention Statistics  
SORTS/DRRS-N  
Medical Readiness Metrics  
Fit/Fill Percentage  
Promotion Rates  
Current On-Board Percentage to NMP

SCWS Attainment  
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Certification Scorecard Performance  
Validated TPFDD  
Operational Readiness Inspection  
Supported Commander Feedback  
LNO Feedback  
Completion of Tasking  
Lessons Learned

Tailored Certification  
SORTS/DRRS-N  
Certification Scorecard Performance  
Supported Commander Feedback  
Comparison between Projections and AARs  
Lessons Learned  
Warranty Callbacks

Safety Metrics  
Lessons Learned Metrics  
Quality Deficiency Reports  
Cost Comparisons  
Energy Savings  
Media Feedback



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Flag-Level Dialogue  
Media Feedback  
Global Force Management (GFM) Demand Signal  
LNO Feedback

S&T Initiative Accomplishment  
LNO Feedback  
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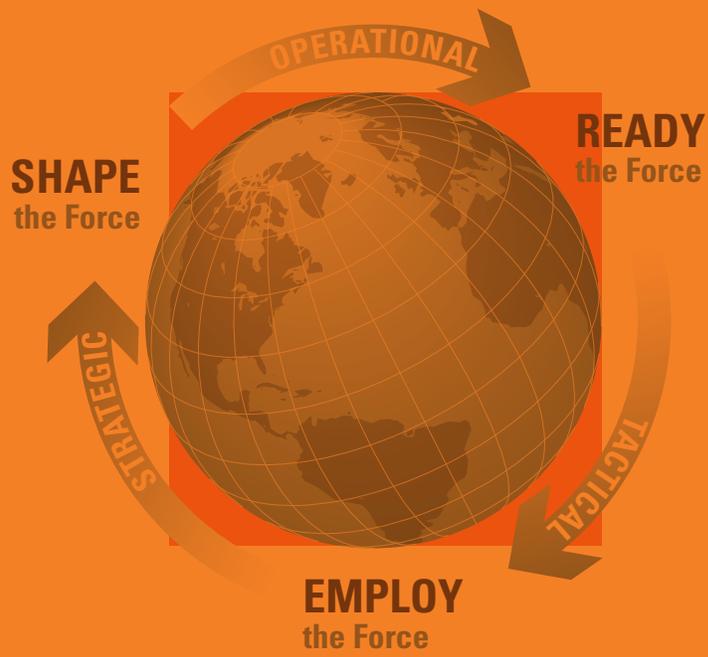


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