



**SURFACE  
WARFARE  
ENTERPRISE**  
STRATEGIC PLAN  
2012-2015





## COMMANDER'S INTENT

The SWE focuses on providing warfighters with combat capability so we can take the fight to the enemy and sustain the fight until the mission is complete. The SWE will work across organizational, functional, and resource boundaries to accomplish our mission in accordance with our vision.



**MISSION:** Deliver and sustain a full spectrum surface combat force

**VISION:** To be the world's most effective, persistent, resilient Surface Navy

Our SWE Strategic Plan establishes five primary objectives.

1. Warfighting Readiness

2. Future Capabilities

3. Manpower & Training

4. Financial Management

5. Expected Service Life

I have assigned a Flag Officer as the Champion for each objective and empowered them to reach across the Surface Force community to achieve these priority objectives.

The SWE will make holistic decisions considering near and long term impacts on our Force. We all recognize increasing fiscal challenges and a continuous demand signal for our ships. It will take a comprehensive and aligned effort to meet our global commitments, take care of our people, and achieve ship expected service life.

Our Sailors, Officers, and civilian workforce are performing admirably around the world on ships and ashore. They deserve our best efforts and support. Thanks for the key part each of you plays in ensuring the Surface Force realizes our vision.

Rick Hunt

VADM, USN, Commander Naval Surface Forces



## INTRODUCTION:

The Surface Warfare Enterprise is a behavior model that operates within existing command structures to facilitate force-wide efficient use of resources; promote enhanced coordination and collaboration among stakeholders in mission effectiveness; and streamline decision-making. In fulfilling these responsibilities, direct line of authority with affected stakeholders is authorized in accordance with **OPNAV Instruction 5450.337: COMPACFLT Missions Functions Tasks** dated 24 SEP 10. Based on this directive, the SWE will support Commander Naval Surface Force to ensure credible combat capability now and into the future. To do this, we will take full advantage of an integrated enterprise team composed of Type Commanders, Service Providers and Resource Sponsors to accomplish the following Strategic Objectives:



1. **Warfighting Readiness**: Ensure the readiness and resilience of ships, supporting units, and Sailors to meet national maritime requirements - **(Flag Champion: RADM Thomas[CNSL])**
2. **Future Capabilities**: Identify and enhance capabilities to defeat future threats and meet operational requirements - **(Flag Champion: RADM Rowden [OPNAV N86])**
3. **Manpower and Training**: Deliver and retain a diverse mix of Officers, Enlisted, Civilians and Contractors, with the right skill sets, in the right place, at the right time, to ensure surface ship readiness - **(Flag Champion: RADM Shatynski [D-CNSP])**
4. **Financial Management**: Provide fiscal transparency to support the alignment of resources to accomplish the SWE strategic objectives - **(Flag Champion: Mr. Klein [CNSP ED])**
5. **Expected Service Life (ESL)**: Meet Surface Ship EXPECTED SERVICE LIFE (ESL) - Develop, fund and execute Class Strategic Plans that address all necessary elements of manning, training, equipping and sustaining each class of naval surface ships - **(Flag Champion: RDML Shannon [SEA-21])**

The Flag Champion assignments, modeled after Lean Six Sigma Champions, take responsibility for implementation across the organization in an integrated manner. The Surface Board will review the progress against each objective on a regular basis.



## SURFACE FORCE STRATEGIC OBJECTIVES:

Our Strategic Objectives are supported by multiple Strategic Initiatives as listed below. These will guide the development of tactical Annual Plan Deliverables with performance measures to allow tracking of progress by the enterprise.

**OBJECTIVE 1 - WARFIGHTING READINESS** *Ensure the readiness and resilience of ships, supporting units, and Sailors to meet national maritime requirements*

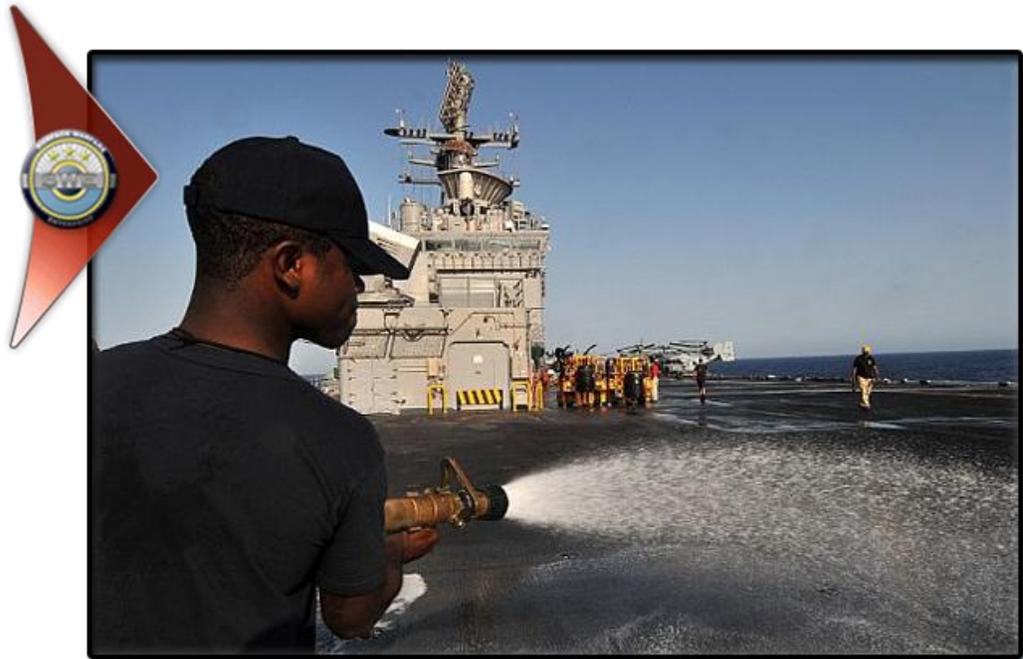
- Initiative 1.1** Execute the Surface Force Readiness Manual pilot and institutionalize the findings into policy - **(Flag Lead: RADM Thomas [CNSL])**
  
- Initiative 1.2** Execute surface Maintenance Initiatives to finish CNO Maintenance Availabilities on time **(Flag Lead: RDML Gale [CNRMC])**
  
- Initiative 1.3** Develop a road map for a bridge to LCS, incorporating the sunset of FFG, MCM, and PCs, and stand up of LCS Squadron Two **(Flag Lead: RDML Murdoch [PEO LCS])**



**Initiative 1.4** Align resources to support and execute the initiatives of the AEGIS wholeness study and Ballistic Missile Defense (BMD) task force (**Flag Lead: RDML Syring [PEO IWS]**)

**Initiative 1.5** Refine and continue to execute blended maintenance and training solutions for systems with low reliability (**Flag Lead: RDML Thomas [CNSL]**)

**Initiative 1.6** Improve sustainment of specific troubled systems (**Flag Lead: RDML Shannon (SEA 21)** – Supporting Commands/Organizations: SEA 05, NSWC, CNRMC)





**OBJECTIVE 2 - FUTURE CAPABILITIES** *Identify and enhance capabilities to defeat future threats and meet operational requirements*

**Initiative 2.1** Formulate, coordinate and communicate the Surface Warfare Strategic Vision (**Flag Lead: RADM Rowden [OPNAV N86]**)

**Initiative 2.2** Formulate, coordinate and communicate long-term requirements and SWE technology objectives in support of Office of Naval Research (ONR) and industry development (**Flag Lead: RDML Shannon [NSWC]**)

**Initiative 2.3** Influence the ONR Science and Technology (S&T) gap development process with SWE priorities (**Flag Lead: RADM Rowden [OPNAV N86]**)

**Initiative 2.4** Influence mid-term S&T requirements and near-term transition programs with SWE priorities (**Flag Lead: RADM Rowden [OPNAV N86]**)





**OBJECTIVE 3 - MANPOWER AND TRAINING** *Deliver and retain a diverse mix of Officers, Enlisted, Civilians and Contractors, with the right skill sets, in the right place, at the right time, to ensure surface ship readiness*

**Initiative 3.1** Continue to refine and manage manpower requirements to ensure that officer and enlisted ratings are manned at levels required for combat effectiveness. Ensure a diverse workforce made up of the best mix of active and reserve component supported by civilian and contractor personnel **(Flag Lead: RADM Shatynski [D-CNSP])**

**Initiative 3.2** Improve current and future readiness through effective use of available Individual Level Training (ILT) resources and explore alternatives to improve training efficiencies and effectiveness while reducing overall total ownership costs **(Flag Lead: RADM Shatynski [D-CNSP])**

**Initiative 3.3** Maximize unit level training (ULT) effectiveness and optimize resources. Develop and implement a ULT training and certification process reflecting a multi-tier, phased approach to training that will focus on material readiness and a training, assessment, and certification process specifically oriented to watchstanders and watchteams. Leverage synthetic training technology and apply all unit level training resources in the most focused, efficient, and effective manner **(Flag Lead: RADM Shatynski (D-CNSP))**





**OBJECTIVE 4 - FINANCIAL MANAGEMENT** *Provide fiscal transparency to support the alignment of resources to accomplish the SWE strategic objectives*

**Initiative 4.1** Influence key points in the Planning, Programming, Budgeting and Execution (PPBE) process **(Flag Lead: Mr. Klein [CNSP ED])**

**Initiative 4.2** Track, analyze and report on the fiscal performance of the SWE portfolio **(Flag Lead: Mr. Klein [CNSP ED])**





**OBJECTIVE 5 - EXPECTED SERVICE LIFE (ESL)** *Develop, fund and execute Class Strategic Plans that address all necessary elements of manning, training, equipping and sustaining each class of naval surface ships*

- Initiative 5.1** Develop and execute a corrosion prevention and mitigation strategy (Flag Lead: **RADM Thomas (CNSL)** - *Supporting Commands/Organizations: SEA 21, PEO SHIPS, CNRMC, SEA 05, ONR [NRL]*)
- Initiative 5.2** Develop forward looking Class Strategic Plans that enhance and address modernization, mission effectiveness and life-cycle management (Flag Lead: **RDML Shannon (SEA 21)** - *Supporting Commands /Organizations: OPNAV N2/N6, N81, N8F, N43, N85, N86*)
- Initiative 5.3** Develop and implement a robust Condition-Based Maintenance capability that integrates equipment/system failure risk assessment, maintenance practices and maintenance processes to reduce life-cycle costs and increase operational availability (Flag Lead: **RDML Lewis (PEO SHIPS)** - *Supporting Commands/Organizations: SEA 21, SEA 04, SEA 05, CNRMC, CNSL, CNSP*)
- Initiative 5.4** Improve LCS Fleet Introduction Process (Flag Lead: **RDML Murdoch (PEO LCS)** - *Supporting Commands/Organizations: SEA 21, OPNAV N1, CNSP*)
- Initiative 5.5** Evaluate shipboard spares allowances for selected shipboard systems or ship classes and compare current shipboard configurations against readiness-based sparing models and demand history to determine optimal inventory posture in order to maximize fleet readiness within reduced Total Ownership Cost guidelines (Flag Lead: **Mr. Kenney (NAVSUP WSS)** - *Supporting Commands/Organizations: SEA 21, SEA 04, CNSL, CNSP, OPNAV N41*)
- Initiative 5.6** Align resources to support implementing, tracking and reporting results on actions identified in Task Force and Wholeness studies to include MCM and LPD-17 (Flag Lead: **RDML Shannon (SEA 21)** - *Supporting Commands/Organizations: N85, PEO LCS*)



**Initiative 5.7** Integrate Diminishing Manufacturing Sources and Material Shortages (DMSMS) Management Policy and tools across the Fleet (**Flag Lead: RDML Syring (PEO IWS)** – *Supporting Commands/Organizations: NAVSUP WSS, PEO SHIPS, PEO LCS, SEA 21, OPNAV N2/N6, N86, SPAWAR*)

**Initiative 5.8** Improve the Integrated Logistics Support (ILS) model provided by NAVSUP Fleet Logistics Centers (FLCs) for Fleet Regional Maintenance Centers (RMCs) (**Flag Lead: Mr. Bickert (NAVSUP GLS)** – *Supporting Commands/Organizations: CNRMC, OPNAV N41, N43*)

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