



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON DC 20350-2000

IN REPLY REFER TO:

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MEMORANDUM FOR DISTRIBUTION

Subj: CNO GUIDANCE FOR 2007 – 2008 TASKING

1. In order to achieve the Chief of Naval Operations (CNO) intentions cited in his guidance for 2007 – 2008, you have been assigned lead and/or assist responsibilities. As such, you shall coordinate and synchronize the efforts of the lead and assisting organizations or commands responsible for executing the implied tasks supporting and aligned to each intention.
2. Each lead organization or command will develop a comprehensive plan that accomplishes each implied task and tracks progress with Measures of Effectiveness (MOE). The plans will include a current fix on programs and procedures, a path to the end state, and associated MOEs.
3. The implied tasks are listed below. Lead and assisting organizations/commands are designated for each implied task.

a. **Build the Future Force**

1. Build a Navy with appropriate force structure and develop the strategic laydown necessary to implement the Maritime Strategy, using as a floor our current requirement for 313 ships and 3800 aircraft, as well as the necessary compliment of people and infrastructure to support “how we fight.”

1.1. Build a Force Structure and develop the strategic laydown necessary to implement the Maritime Strategy that uses as a floor our current requirements for 313 ships and 3800 aircraft, to include people and infrastructure. [Lead: N8]

1.1.1. Determine Force Structure options (ships/aircraft) to execute the Maritime Strategy in future strategic environments. [Lead: N8; Assist: N3/5, N4]

1.1.2. Identify end strength and skill set requirements to man the force structure options developed by N8. [Lead: N1; Assist: USFF, PACFLT]

1.1.3. Identify infrastructure requirements for the force structure options developed by N8. [Lead: N4; Assist: N1, USFF, PACFLT, CNIC]

1.1.4. Develop the Strategic Laydown for the Force Structure options developed by N8. [Lead: N3/5; Assist: N4, N8]

1.1.5. Identify Total Life Cycle Costs for the force structure options developed by N8. [Lead: NAVSEA; Assist: N4]

2. Align the requirements, resources, and acquisition processes to achieve accountability and deliver the right capability on time at the right cost throughout the lifecycle.

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2.1. Achieve accountability in the requirements, resource, and acquisition process.

2.1.1. Develop and implement a process to manage capability definition, resource alignment and acquisition strategy throughout all phases of a program's life cycle, develop specific accountability mechanisms. [Lead: N8; Assist: N1, N4, N6]

2.1.2. Develop and implement staffing, competency, and training plans for officers and civilians involved in requirements process. [Lead: N1; Assist: USFF, PACFLT]

2.1.3. Develop and implement viable career paths for civilians and officers to progress through requirement staffs. [Lead: N1]

2.2. Align the requirements, resources, and acquisition processes to deliver the right capability on time and at the right cost.

2.2.1. Update Navy requirements generation, documentation, and validation processes to ensure individual assignment of accountability. [Lead: N8]

2.2.2. Develop a process to manage and record requirements-to-cost trade-offs, during all phases of a program's life-cycle and cost is based on the total life cycle. [Lead: N8; Assist: N4, CNIC, NAVFAC]

2.2.3. Ensure shore investments are targeted to achieve desired capability for required Navy facilities throughout their full service lives. [Lead: N4; Assist: N8, CNIC, NAVFAC]

2.2.4. Institute gate review process for Acquisition Category (ACAT) I and II Acquisition programs to ensure proposed material solution meets requirements. [Lead: N8]

2.2.5. Align resources within the acquisition commands (SYSCOMS/ PEOs/ Warfare Centers) to mission in order to properly execute assigned acquisition programs. [Lead: N8]

2.2.6 Build the plan to reduce the types of ships from 21 to 12 over the 30 year shipbuilding plan. Fold into ship acquisition programs. [Lead: N8; Assist: NAVSEA]

2.2.7. Utilizing Open Architecture as an enabler, reduce Surface Ship Combat system baselines from 16 (including Littoral Combat Ship (LCS)) to eight during the next ten years. [Lead: N8; Assist: NAVSEA/IWS]

2.2.8. Develop a process to identify the potential for international program development during the initiation of new acquisition programs. This analysis should focus on interoperability, potential of cooperative development, anti-tamper plans, partnership effects, mission specialization, and potential cost savings for U.S. programs. [Lead: N8; Assist: N3/5, NIPO]

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3. Anticipate changes in global naval forces, discern changes in operational and strategic patterns, and adjust Navy posture, positioning, and operational tempo accordingly.

3.1. Forecast changes in global naval forces and adjust Navy posture, positioning, and operational tempo accordingly.

3.1.1. Forecast and analyze the changes in friendly, neutral, and potential adversary naval forces worldwide and adjust Navy posture, positioning, and operational tempo as necessary. This analysis should cover the full spectrum of naval capabilities and should include: Irregular warfare, civil military operations, theater security cooperation, humanitarian assistance and disaster relief (HA/DR), etc., in addition to traditional naval roles. [Lead: N3/5; Assist: N2, USFF]

3.2. Discern changes in strategic and operational patterns and adjust Navy posture, positioning, and operational tempo accordingly.

3.2.1. Discern changes and forecast trends in strategic and operational patterns of friendly, neutral, and potential adversary naval forces; non-state adversaries; and entities engaged in piracy and trafficking; and adjust Navy posture, positioning and operational tempo accordingly. [Lead: N3/5; Assist: N2]

4. Leverage Science and Technology (S&T) initiatives to ensure benefits ensure warfighting benefits accrue to future Sailors.

4.1. Leverage S&T Initiatives to ensure warfighting benefits accrue to future Sailors. [Lead: ONR]

4.1.1. Assist Navy leadership in identifying extant S&T Programs that have the greatest probability of transitioning to a Program of Record (POR) or of providing significant life cycle cost savings. Align S&T investments (in N091 SPP) with Navy Strategic Plan priorities and risk guidance. [Lead: ONR; Assist: N091, N8]

4.1.2. Ensure the S&T community is manned with and retains the "best and brightest" and is organized to interface with warfighters in order to usefully focus S&T. [Lead: N1; Assist: N091, ONR]

4.1.3. Attract and retain the "best and brightest" into ONR's S&T service. [Lead: ONR]

4.1.4. Integrate Joint Training, Professional Military Education (PME), and Graduate Education into career path progression. [Lead: N1; Assist: N091]

5. Ensure U.S Navy forces achieve Decision Superiority (ISR, C4, and Information Operations).

5.1. Ensure U.S. Navy forces achieve Decision Superiority. [Lead: USFF]

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5.1.1. Continue realignment of Fleet Intelligence at Echelon III into the existing TYCOM (NAVNETWARCOM) and the existing enterprise NNFE. [Lead: USFF; Assist: N2, PACFLT]

5.1.2. Continue to develop options for realignment of Intelligence, Surveillance and Reconnaissance (ISR), Information Operations and C4 at the Echelon I level. [Lead: N2; Assist: DNS]

5.1.3. Determine optimal operational alignment of Fleet Intelligence to maximize support to Fleet commanders and Naval Component Commanders (NCCs). [Lead: USFF; Assist: N2, PACFLT]

5.1.4. Determine required level of Navy capability and capacity in full spectrum Information Operations, especially Computer Network Operations and Electronic Warfare, to support Psychological Operations (PSYOP), Military Deception (MILDEC) and Force Application, applied across all phases of operations and in all mission areas. [Lead: N3/5; Assist: N2, N6]

5.1.5. Develop a holistic strategy to build the U.S. Navy and Coalition C4 system of the future that delivers sufficient capacity to the edge that can be highly tailored to specific applications, that employs multi-level security to ensure transparent defense in depth, and that becomes the Navy's component of the Global Information Grid (GIG) and ensures Joint interoperability. [Lead: N6; Assist: N2, NIPO, USFF]

5.1.6. Develop more agile acquisition strategies, systems engineering processes, and open architecture to improve U.S. Navy's ability to take advantage of significant technological advances in C4, ISR, and Info Ops and to rapidly upgrade across all platforms and shore infrastructure. [Lead: N6; Assist: N2]

5.1.7. Determine the optimum way ahead for building a professional corps of officers from a variety of communities that are developed over a full career, and are capable of leading the Decision Superiority domain (ISR, C4, and the warfare area of Info Ops). [Lead: N1; Assist: N2, USFF, PACFLT]

5.1.8. Leverage Reserve capabilities when sourcing Global War on Terrorism (GWOT) to take advantage of Reserve inventory in high demand/low density (HD/LD) assignments. Operationalize Reserve Capabilities for GWOT deployments in addition to specific Presidential Recall. [Lead: N1; Assist: N095]

b. Maintain Our Warfighting Readiness

6. Continue to be the dominant and most influential naval force, globally, and across all maritime missions. [Lead: N3/5]

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6.1.1. Determine Force Structure options (ships/aircraft) to execute the Maritime Strategy in future strategic environments. [Lead: N8; Assist: N3/5, N4, USFF]

6.1.2. Continue to develop the Maritime Operations Center/Maritime Headquarters (MOC/MHQ) initiative. [Lead: N6; Assist: USFF, PACFLT]

6.1.3. Determine if our current Total Force Posture is adequate to support potentially increased demand for Naval Forces, as the ground force construct in the Middle East changes over time. [Lead: N3/5; Assist: N1, USFF, PACFLT]

6.1.4. Identify, prioritize, and enhance international relationships, across all maritime missions, as well as initiatives that foster those relationships. [Lead: N3/5; Assist: N2, NIPO, PACFLT]

6.1.5. Implement and monitor plan to develop Navy leader preeminence at the Operational Level of War. [Lead: N1; Assist: USFF, PACFLT]

6.1.6. Continue to develop relevant regional, language, and cultural expertise across the Navy. [Lead: N1; Assist: N2, USFF, PACFLT]

6.1.7. Continue to develop robust cyberspace capacity to defend, exploit and, when required, attack. [Lead: N6; Assist: N3/5]

6.2. Be able to rapidly bring overwhelming Seapower anywhere in the world to assure friends, and deter, dissuade, or defeat adversaries. [Lead: N8]

6.2.1. Identify the capabilities necessary to Assure Access to battle space in the anticipated future operational contexts with emphasis on non-kinetic Information Operations options. [Lead: N8; Assist: N4, N6, USFF, PACFLT]

6.2.2. Identify hard and soft power capabilities necessary for Naval Forces to project power (effects) ashore to include cyberspace. [Lead: N8; Assist: N3/5, N6, USFF]

6.2.3. Ensure a tight Navy focus on training to the high end of Naval Warfare. [Lead: USFF; Assist: N1]

6.2.4. Identify those capabilities and interoperability required of coalition partners willing to fight alongside the U.S. Navy. [Lead: N3/5; Assist: N8, NIPO, USFF, PACFLT]

6.2.5. Strengthen maritime deterrence with enhanced capability to detect, track, and intercept Weapons of Mass Destruction (WMDs) and WMD precursor materials and, when necessary, neutralize WMDs. [Lead: N3/5; Assist: USFF, PACFLT]

6.3. Be a leader in defining and contributing to Joint warfighting across the strategic, operational, and tactical levels. [Lead: N3/5]

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6.3.1. Assess with CNO the rationale for filling Joint billets with an eye toward ensuring Navy optimizes its Joint presence. [Lead: N1]

6.3.2. Develop a Joint officer training continuum that begins at commissioning sources and builds throughout a career toward Joint Task Force (JTF) Command or equivalent, building on existing training opportunities to the greatest extent possible. [Lead: N1]

6.3.3. Determine if there is a need for enlisted Joint training for Joint-intensive ratings, and for enlisted personnel going to Joint commands. [Lead: N1]

6.4. Be a dominant force in the current fight. [Lead: N3/5]

6.4.1. Identify maritime-related Navy missions in support of GWOT that have enduring value beyond Operation Iraqi Freedom/Operation Enduring Freedom (OIF/OEF) and determine the capacity requirements to support "steady state" GWOT. [Lead: N3/5; Assist: N4, N8, USFF]

6.4.2. Identify Navy's non-maritime contribution to OIF/OEF and provide recommended priority for continuation. [Lead: N3/5; Assist: N1, USFF, PACFLT]

6.4.3. Identify maintenance redlines for employment of the current force based on potential operating tempo (OPTEMPO) increases directed by National Leadership and identify mitigation options. [Lead: USFF; Assist: N4]

6.4.4. Identify individual personnel tempo (ITEMPO) redlines for employment of the current force based on potential OPTEMPO increases directed by National Leadership and identify mitigation options. [Lead: N1; Assist: USFF, PACFLT]

6.4.5. Explore innovative force packaging options with the Marine Corps that can be accommodated as the ground force resets from OIF. [Lead: N3/5; Assist: N4, N8, USFF]

6.4.6. Leverage reserve capabilities when sourcing GWOT to take advantage of Reserve inventory in HD/LD assignments. Operationalize Reserve Capabilities for GWOT deployments in addition to specific Presidential Recall. [Lead: N1; Assist: N095]

7. Define and articulate "how we fight."

7.1. Define and articulate "how we fight." [Lead: N3/5]

7.1.1. Codify at the operational level how we conduct Navy-unique operations, naval operations with the U.S. Marine Corps, and Navy and Naval linkages to the USCG, Joint Force, U.S. Interagency, Non-governmental Organizations, and Coalition Partners – across the spectrum of operations in the future security environment. [Lead: N3/5; Assist: USFF]

8. Develop preeminent expertise and proficiency in planning, organizing and commanding operational level campaigns.

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8.1 Develop expertise and proficiency in planning, organizing, and commanding operational level campaigns.

8.1.1. Ensure the adequacy of resident and non-resident PME to develop requisite staff and commander expertise for planning and conducting campaigns. [Lead: N1; Assist: NWC]

8.1.2. Develop Flag level PME reinforcing diplomatic, information, military, and economic (DIME) analysis, planning and decision making across Naval and expeditionary operations ranging from HA/DR to combat. [Lead: N1; Assist: USFF, PACFLT]

8.1.3. Develop Naval campaign planning concept that allows disaggregation and aggregation with the ability to rapidly establish JTF or Joint Force Commander (JFC) capacity. [Lead: N3/5; Assist: USFF]

8.1.4. Refine the ability to integrate special operations forces to achieve strategic objective. [Lead: N3/5; Assist: USFF]

8.1.5. Refine command, control, and 'coordination' architectures for maritime forces as the pre-eminent joint C3 architecture for deliberate and crisis action campaign execution. [Lead: N3/5; Assist: N6, USFF]

8.1.6. Develop Navy wargaming concept that tests operational integration and effectiveness of the battlefield operating systems and the tenets of irregular warfare within the Composite Warfare Commander (CWC) concept in a traditional and non-traditional campaign. [Lead: USFF; Assist: NWC]

8.1.7. Ensure gray beard/mentor expertise reflects experience and excellence at the operational level of war. Mentors produce a primer on 'Naval Operational Art' describing considerations, trends, and challenges in planning and execution of campaigns. [Lead: N3/5]

8.1.8 Develop Information Warfare (IW) Planners that integrate Information Operations (IO) across campaign planning to ensure integration of measures required to provide asymmetric advantages and non-kinetic weapon integration. [Lead: N3/5; Assist: N1, N6]

9. Anticipate changes in the Joint force posture and operational demands in the Middle East; determine how those changes will effect Navy posture, positioning and operational tempo; and adjust accordingly.

9.1. Forecast changes in the Joint force posture and operational demands in the Middle East.

9.1.1. Predict how Navy posture, operational tempo, and tasking will change after the Joint force redeploys from Iraq/Afghanistan, and naval forces become predominant in the CENTCOM AOR. [Lead: N3/5; Assist: NAVCENT]

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9.1.2. Predict how U.S. Navy posture, operational tempo, and tasking in the broader Middle East will change as the nation's involvement in the region, particularly Afghanistan and Iraq, changes. Highlight where Navy strengths can be of particular benefit to the Combatant Commanders. [Lead: N3/5; Assist: NAVCENT]

9.2. Determine how changes in the Joint force posture and operational demands in the Middle East will affect Navy posture, positioning and operational tempo; and adjust accordingly.

9.2.1. Conduct planning for supporting the Joint force during the potential redeployment from Iraq. Planning should include not only the role of Combat Arms forces, but also Combat Support (e.g. Explosive Ordnance Disposal (EOD) and Intel) and Combat Service Support (e.g. Logistics and Medical). [Lead: N3/5; Assist: N2, N4, N093, USFF]

9.2.2. Conduct planning and on order, adjust Navy posture as part of a combined naval posture in anticipation of changes in the Joint force in the Middle East. [Lead: N3/5; Assist: NAVCENT]

9.2.3. Balance global Navy posture, positioning and operational tempo as forces are adjusted in the Middle East. [Lead: N3/5; Assist: NAVCENT]

10. Integrate warfighting capabilities with the Marine Corps to meet the objectives of the Maritime Strategy and *Naval Operations Concept*.

10.1. Integrate warfighting capabilities with the Marine Corps.

10.1.1. Adopt a Naval Planning Process for deliberate and crisis action planning. Determine the utility of transitioning the Marine Air-Ground Task Force (MAGTF) Staff Training Program to the Naval Staff Training Program. This program will prepare and evaluate senior level staffs and commanders in the planning and execution of Naval expeditionary operations. [Lead: N3/5; Assist: USFF, PACFLT]

10.1.2. Ensure right level of Navy-Marine Corps PME integration and progression for leader development of expeditionary and operational level of war expertise. [Lead: N1; Assist: USFF, PACFLT]

10.1.3. Integrate and operationalize Global Fleet Stations (GFS) and Long War Strategy as the baseline for distributed and disaggregated/aggregated operations. Collaboratively engage the Combatant Commanders (COCOMs) on the operational flexibility and aggregate utility of these concepts. [Lead: N3/5; Assist: USFF, PACFLT, N4]

10.1.4. Determine the requisite level of Carrier Strike Group (CSG) and Expeditionary Strike Group (ESG) interoperability from a strike perspective based on anticipated operational and strategic requirements. Ensure interoperability in planning and execution. [Lead: N8; Assist: N3/5, USFF]

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10.1.5. Based on the Maritime Strategy, more closely align Navy and USMC Requirements Processes with emphasis on using common analytic baselines and risk assessments and integration of senior decision making forums (e.g. R3B and Marine Corps Requirements Oversight Council (MROC)). [Lead: N8]

10.1.6. Continue integrated approach to intelligence and development of the Naval Logistics concept. Revalidate the Concept of Operations (CONOPS) for fires in support of the ESG and Expeditionary Strike Force (ESF). Refine exercise and experimentation programs to test these concepts in the context of domain dominance and sea-basing. [Lead: N3/5; Assist: N2, N3/5, N4, USFF, NDC]

10.1.7. Validate status of Naval Logistics Integration path and facilitate opportunities to expand /enhance. [Lead: N4]

11. Move forward with the Coast Guard to ensure security in the Maritime Domain.

11.1. Move forward with the Coast Guard to ensure security in the Maritime Domain. [Lead: N3/5]

11.1.1. In coordination with USCG, optimize Navy international engagement to focus on improving local maritime governance through expansion of maritime security operations by partner nations/navies. [Lead: N3/5]

11.1.2. Synchronize with the Coast Guard initiatives (e.g. Joint Harbor Operations Center (JHOC), MOC/MHQ, Global Maritime Intelligence Integration) that improve command and control, Maritime Domain Awareness, and a shared common operational picture. [Lead: N3/5; Assist: N2, N6, USFF]

11.1.3. Continue to develop the capabilities necessary to advance Maritime Domain Awareness in concert with the Coast Guard. [Lead: N6; Assist: N2, N3/5]

11.1.4. Evaluate opportunities to further integrate common training requirements with the Coast Guard. [Lead: N3/5; Assist: N1]

11.1.5 Validate status of Navy-Coast Guard Logistics Integration path and facilitate opportunities to expand /enhance. [Lead: N4]

12. Evolve and establish international relationships to increase security and achieve common interests in the Maritime Domain.

12.1 Evolve and establish international relationships to increase security and achieve common interests in the maritime domain.

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12.1.1. Establish an OPNAV process to develop and align Navy, NCC, COCOM maritime partnership priorities; and to develop individual Partnership Plans that identify the initiatives necessary to evolve and establish those relationships such as Theater Security Cooperation, FMS, HA/DR missions, etc. [Lead: N3/5; Assist: DNS, NIPO]

12.1.2. In Partnership Plans, identify the forums and events that represent opportunities to shape relationships; identify the need for new forums or events; develop a comprehensive communications plan for each partner nation (strategic endstate, effects, themes, messages, actions) to achieve specific, measurable evolution of the relationship that will help address changes in the Middle East, global naval forces, and operational/strategic patterns. [Lead: N3/5]

12.1.3. Integrate the strategic communication plan for each partner, with those of the other Services, U.S. interagency, and allies when appropriate, to synchronize and harmonize effects, themes, messages, and actions. [Lead: N3/5; Assist: CHINFO]

12.1.4. Integrate Navy career management and international personnel slating processes to purposely and persistently align upwardly mobile officers in forums such as Navy War College, Service Colleges, Centers of Excellence, Joint forums, Exchange Programs, etc. [Lead: N1]

12.1.5. Identify “continuity billets” that have extended tour lengths to facilitate building enduring personal ties, particularly in those billets associated with establishing critical new international relationships. [Lead: N1; Assist: N3/5]

12.1.6. Develop FAO/Attache career paths and billet progressions that facilitate building enduring personal ties, particularly in those billets associated with establishing critical new international relationships. [Lead: N1; Assist: N2, N3/5]

12.1.7. Develop a mechanism to fund the attendance at appropriate events of partner military leaders and their spouses; consistently pair with the same upwardly mobile Navy officer and arrange/fund unique professional development and liberty opportunities to develop friendships. [Lead: N3/5; Assist: N8]

12.1.8. Bias Theater Security Cooperation events to achieve and sustain proficiency in the mission(s) envisioned for the partner nation in key operational plans (OPLANs), in addition to general maritime security, to the greatest extent possible. Partner nation proficiency may hinge on U.S. funding of training events. [Lead: USFF; Assist: N3/5, NIPO]

12.1.9. In concert with COCOMs, identify partner nations to sponsor specific regional operational/tactical centers of excellence (e.g. Anti-Air Warfare (AAW), Mine Warfare (MIW)). [Lead: USFF; Assist: N3/5, PACFLT, NCCs, NIPO]

12.1.10. Aggressively improve FMS processes to inspire partners to procure Navy/U.S. capabilities, and to significantly reduce time to field the capability. [Lead: NIPO; Assist: N3/5]

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12.1.11. Inspire a holistic view of maritime security, encouraging partner nations to align their Navy and interagency capabilities to contribute to security at sea, in ports, and in the littoral. Integrate U.S. Navy efforts to this end with those of U.S. interagency. [Lead: N3/5; Assist: N2, NIPO]

12.1.12. Build a common understanding of and support for the Maritime Strategy. Champion a holistic view of Navies' roles and missions, vice a singular focus on major combat operations. [Lead: N3/5; Assist: USFF, PACFLT]

12.1.13. Include robust, consistent Theater Security Cooperation commitments, codified in long-term partnership plans, in the demand signal that shapes U.S. Navy forward presence and force structure requirements. [Lead: N3/5; Assist: NAVEUR, NAVSOUTH, NAVCENT, PACFLT]

c. Develop and Support Our Sailors and Civilians

13. Instill in our military and civilian force a focus on mission and individual readiness that is underpinned by a warrior ethos.

13.1. Instill in our military and civilian force a focus on Mission Readiness that is underpinned by a warrior ethos. [Lead: N1]

13.1.1. Define and promulgate the Navy's warrior ethos. Commands incorporate in their way of doing business. [Lead: USFF; Assist: N1, PACFLT]

13.1.2. Ensure each command's team understands the Maritime Strategy and their contribution to unit readiness. [Lead: USFF; Assist: PACFLT]

13.1.3. Ensure commands effectively and efficiently utilize resources (i.e., equipment and processes) to improve unit readiness, to include risk management. [Lead: USFF; Assist: N09F]

13.2. Instill in the Sailors and civilians a focus on Individual Readiness and its contribution to mission readiness that is underpinned by a warrior ethos.

13.2.1. Navy identifies the expectations and accountability for each Sailor's and civilian's contribution regarding individual readiness, to include risk management. [Lead: N1; Assist: N09F]

13.2.2. Provide adequate facilities/programs to ensure individual readiness. [Lead: N4; Assist: CNIC, NAVFAC]

13.2.3. Establish physical fitness and conditioning regiment into the battle rhythm of all Navy Commands. [Lead: N1; Assist: N09F]

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14. Attract, recruit and retain a diverse, high-performing, competency-based and mission-focused force and ensure for the welfare of our Sailors, Navy civilians, and their families.

14.1. Attract, recruit and retain a diverse, competency based, performance-focused force, reflective of our national demographic that ensures Mission Readiness.

14.1.1. Assess what resonates with the “Influencers” of potential recruits and those currently serving. [Lead: N1; Assist: N095, USFF, PACFLT]

14.1.2. Assess what resonates with underrepresented groups, to include how to attract and retain them. Leverage civilian-sailor reservist relationship in communities of underrepresented groups. [Lead: N1; Assist: N095, USFF, PACFLT]

14.1.3. Implement and, if necessary modify, our Strategy For Our People with current emphasis on diversity and Individual Augmentee (IA) support; include a time line for associated effects. [Lead: N1; Assist: N3/5, USFF, PACFLT]

14.1.4. Create relevant metrics to evaluate, and a process to manage, the health of the Navy civilian workforce. [Lead: N1; Assist: USFF, PACFLT]

14.1.5. Re-evaluate Navy awards policy regarding IAs to eliminate disenfranchising Sailors who directly contribute to GWOT. [Lead: DNS]

4.2. Ensure welfare of our Sailors, civilians, and their families - today and in the future.

14.2.1. Implement and, if necessary modify, our Strategy For Our People, to ensure optimum support to our Sailors and families. [Lead: N1; Assist: USFF, PACFLT]

14.2.2. Analyze Navy's health care trends (capacity, infrastructure, cost, etc) and determine their impact on recruiting and retention; use this analysis to develop a strategic plan for health care. [Lead: N093; Assist: N1, N4, N8]

d. Key Enablers

15. Assess the return on investment (ROI) in all we do, appreciating that our people, time, and money are limited, then manage our initiatives to guarantee the appropriate balance of efficiency and risk.

15.1. Assess the ROI in all we do, appreciating that our people, time, and money are limited.

15.1.1. Determine and provide training for workforce on how to assess ROI. [Lead: N1; Assist: N8]

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15.1.2. Incorporate risk assessment and mitigation in all decisions. [Lead: N09F; Assist: N8, Each Ech II]

15.2. Manage our initiatives to guarantee the appropriate balance of efficiency and risk.

15.2.1. Determine and provide training for workforce on how to assess/balance risk. [Lead: N09F; Assist: N1, N8, Each Ech II]

15.2.2. Incorporate risk assessment and mitigation in all decisions. [Lead: N09F; Assist: N8, Each Ech II]

16. Define the roles and responsibilities of each element within the Enterprise and define how the Enterprise construct should be most effectively integrated into key headquarters processes, to include the Planning, Programming, Budgeting, and Execution System (PPBES).

16.1. Define Roles and Responsibilities of each component of the Enterprise.

16.1.1. Determine roles, responsibilities, authorities, and contributions of each component of the Enterprise. [Lead: N09X; Assist: OPNAV N-codes, USFF]

16.1.2. Identify enterprise gaps/overlaps/inefficiencies/costs and determine the optimal Enterprise structure and processes to maximize investment of people, time, and money. [Lead: N09X; Assist: OPNAV N-codes, USFF]

16.1.3. Document and communicate resulting Enterprise construct, processes, value proposition and lexicon throughout Navy. [Lead: N09X; Assist: OPNAV N-codes, USFF]

16.2. Define how the enterprise construct should be integrated into key headquarters processes.

16.2.1. Determine the interfaces and contributions of the Enterprise to the OPNAV PPBE process, including capability-based planning. [Lead: N09X; Assist: OPNAV N-codes, USFF]

16.2.2. Determine the interfaces and contributions of the Enterprise to the OPNAV Requirements process. [Lead: N09X; Assist: OPNAV N-codes, USFF]

16.2.3. Determine the interfaces and contributions of the Enterprise to the OPNAV Manpower process. [Lead: N1; Assist: DNS, USFF, PACFLT]

17. Optimize Navy staffs to efficiently and effectively support the Fleet and external constituencies.

17.1. Optimize Navy staffs to efficiently and effectively support the Fleet and external constituencies.

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17.1.1. Conduct a mission, function and task (MFT) review for OPNAV and Fleet staffs. [Lead: DNS; Assist: Each Fleet]

17.1.2. Synchronize the MFTs between OPNAV and Fleet staffs to identify/eliminate gaps and overlaps. [Lead: DNS; Assist: Each Fleet]

17.1.3. Align OPNAV and Fleet staffs after MFT review. [Lead: DNS; Assist: Each Fleet]

17.1.4. Update Echelon charters and manning documents to reflect the optimally aligned staffs, to include military, civilian, and contractor roles and responsibilities. [Lead: DNS-3; Assist: Each Ech II]

17.1.5. Update or create tools/processes by which OPNAV staff prioritizes, responds and measures progress in response to internal and external requirements. [Lead: DNS]


18. Complement key actions and initiatives with effective communication methods and messages to maximize our effectiveness and return on investment.

18.1. Complement key actions and initiatives with communications to maximize our effectiveness and return on investment.

18.1.1. Develop and implement Navy-wide PME to inculcate “strategic communication” and effects-based thinking into all Navy organizations. [Lead: N1; Assist: N3/5, CHINFO]

18.1.2. Develop a responsive Navy-wide architecture of staff elements to plan, coordinate, synchronize, execute, measure, and assess communications initiatives that complement our actions. [Lead: CHINFO; Assist: N3/5]

4. Progress will be assessed and provided to the CNO via the CNO Monthly Review (CMR).


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Director, Navy Staff

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