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DEPARTMENT OF THE NAVY  
VISION, GUIDING PRINCIPLES, AND STRATEGIC GOALS  
AND

STRATEGIC PLAN FOR TOTAL QUALITY LEADERSHIP

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DEPARTMENT OF THE NAVY STRATEGIC PLAN FOR TOTAL QUALITY  
LEADERSHIP

On February 10, 1992, strategic goals for the Department of the Navy (DON) were signed out by the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps.

This document is the first of its kind in the history of the Department. It says, in effect, that the entire organization will focus on quality as it plots its course for the future. It also means that the leadership accepts responsibility and accountability for changing the things that need changing and for finding more efficient ways to do business. Emphasis is on a fully integrated Navy-Marine Corps team.

The strategic goals represent one of three documents that are the foundation for the DON strategic plan. The other two documents, a vision statement and a set of guiding principles, are reprinted here as well. Strategic goals essentially describe the results to be realized in working toward the vision of the organization.

The vision statement, guiding principles, and strategic goals were drafted by the DON Executive Steering Group, formed by Secretary Garrett in 1989 to lead and guide the transformation to Total Quality Leadership (TQL), the approach to be used to implement total quality efforts within the Department. The group is made of 28 top leaders within the Department, including the Vice Chief of Naval Operations and the Assistant Commandant of the Marine Corps. Under Secretary of the Navy Dan Howard chairs that group.

All three documents make reference to the support establishment. Mr. Howard explains what is meant today by that term. "Our concept of the support establishment has changed. The Department of the Navy does not fight wars, the Commanders in Chief fight wars, so in that sense the entire Department is a support establishment. That means that our customer ultimately is the individual Sailor and Marine. The guiding principles

document begins with the statement that 'the purpose of the DON support establishment is to provide our Sailors and Marines with the ability to go anywhere, anytime, to defend the nation's interest successfully and survive.'

To reach the strategic goals, "strategies" and "actions" need to be determined. Toward that end, the ESG is forming working groups made up of senior military and civilian leaders who will define them. As their work progresses, more guidance will be provided to the Department at large.

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#### DEPARTMENT OF THE NAVY

#### VISION, GUIDING PRINCIPLES, AND STRATEGIC GOALS

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#### VISION

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The fully integrated Navy-Marine Corps team remains the world's premier force to carry out the national will in an increasingly hostile global maritime environment. It deploys a high quality, multi-purpose, flexible force designed to meet a variety of the most likely contingencies. In order to respond to the volatile and unpredictable nature of the world-wide threat, our forces must provide deterrence through presence and an ability to project power quickly.

The combined force is sustained in this mission by a support establishment which has dramatically decreased the time necessary to field new weapons systems, alter training cycles, accomplish overhauls, etc.

These and other supporting services, including medical care, are of a uniformly high quality because our leadership accepts responsibility for continuously improving all the systems and processes which govern our support establishment.

The support establishment consists of:

- Leaders prepared to exercise their responsibilities with quality as the principal focus.

- Properly maintained necessary shore and support facilities.

- Acknowledged experts in the technologies key to maritime operations.

- Acquisition and maintenance strategies which will strengthen the public/private relationships to produce quality products and services faster and at competitive prices.

- Well-trained professionals dedicated to excellence with confidence and pride in their Navy and Marine Corps.

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#### STRATEGIC GOALS

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We, the leaders in the Department of the Navy, will optimize the effectiveness of the Navy-Marine Corps team by leading our people and managing our systems as an integrated force within a quality-focused organization. We will work to influence our

future by translating our vision, mission, and guiding principles into goals, strategies, and actions so that resources and improvements are aligned with the same intent.

We believe that everyone has a legitimate contribution to make in accomplishing these goals; Navy and Marine Corps; military and civilian; operational and support. In starting this translation, we have developed a vision and identified five major strategic goals for the Department of the Navy. These strategic goals are: Integration; Human Resources, Education, and Training; Acquisition; Innovation and Technology; and Facilities. We believe that continuous improvements in these areas are mandatory if the Department of the Navy is to meet the challenges that confront us.

The Department of the Navy will:

Integration:

- operate a fully integrated Navy-Marine Corps team that will provide maximum operational capability, capitalizing on the synergism of our operating forces and our support establishment.

Specifically, the DON will:

- develop broad strategies and tactical doctrines that maximize naval service combat effectiveness within the framework of joint and combined operations of the National Military Strategy.

- create and maintain a consolidated naval acquisition, maintenance, and logistics infrastructure that is efficient and responsive to the building, support, and sustainability needs of our naval service forces.

- integrate the focus and efforts of staffs and management organizations to facilitate interaction; and educate our personnel, both military and civilian, in multiple disciplines that affect naval service capabilities and applications.

Human Resources, Education, and Training:

- continuously improve the quality of our military and civilian work force through fact-based, innovative systemic changes affecting recruitment, training, and quality of life.

Specifically, the DON will:

- identify and remove the barriers to equal opportunity for all our people.

- improve the military recruiting system through better requirements determination, resource allocation, and day-to-day operations.

- improve determination of military training requirements, feedback systems, delivery of training to meet fleet requirements and foster student success; properly fund training and eliminate redundancies in the system.

- improve the civilian recruiting and hiring system through better requirements determination and resource allocation and by assessing national versus local recruiting responsibilities and needs.

- improve civilian training by improving requirements

determination, training delivery, and by adjusting resources to match requirements.

- enhance the working environment to improve the performance of quality military and civilian personnel.

#### Acquisition:

- continuously improve the acquisition process to achieve timely design, development, test, manufacture, and support of maritime weapon systems for our Navy-Marine Corps team.

Specifically, the DON will:

- reduce the time from concept definition to fleet introduction.

- stress reduced operating and support costs in all aspects of system design; field fully supported systems with emphasis on interoperability and operational availability.

- foster contractor/government working relationships, emphasizing teamwork built on trust, sound business practices, and the highest standards of ethical behavior. Ensure that an industrial capability for unique naval requirements is maintained.

#### Innovation and Technology:

- continuously improve the process of identifying and introducing new technologies. Ensure our recognition as a world leader in key maritime technologies. Create a climate that fosters innovation and invention.

Specifically, the DON will:

- improve the process of selecting and evaluating technology opportunities; focus DON investment on those technologies that form the foundation of future Navy-Marine Corps system developments; introduce cost-effective technologies into our system as they become available.

- improve the interaction with our sister services, academia, industry and our allies to support the DON technology investment.

#### Facilities:

- operate an adaptable and responsive shore facilities establishment that is properly sized and properly supported to allow continuous improvement in the quality of service to the operating forces; that consists of well-maintained and attractive facilities, resulting in improved living and working conditions and increased productivity at all its installations; and that consistently performs in an environmentally responsible manner and contributes to the quality of life in the communities of which it is a part.

Specifically, the DON will:

- define and implement "quality standards" for facilities that support mission requirements, family and bachelor housing, family support functions, and morale, welfare and recreational activities.

- provide the resources to achieve the defined quality standards over time and maintain the support establishment at

these levels; in addition to traditional military construction, consider innovative financing and management arrangements (e.g., cost-sharing, public-private venture, leasing).

--integrate environmental awareness into all DON planning, management, and operations to comply with all applicable environmental laws and to protect the natural resources found on Navy and Marine Corps installations. Minimize waste, conserve energy, and adopt pollution prevention measures to avoid adverse impacts on the environment.

Our vision and associated strategic goals require a significant transformation throughout the naval services. By pursuing our vision, we believe we will enhance our ability to determine our future. Achieving these strategic goals will be neither quick nor easy; however, we believe that our people are capable of meeting the challenges confronting the Navy-Marine Corps team. We recognize that all members of the team have valuable contributions to make to our strategic efforts. As leaders, we will strive to provide the direction and support required for this transformation.

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#### GUIDING PRINCIPLES

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The purpose of the DON support establishment is to provide our Sailors and Marines with the ability to go anywhere, anytime, to defend the nation's interests successfully and survive.

In achieving this purpose, the following principles will guide our decisions and actions:

--We will accomplish the mission.

--We recognize the central fact that our Sailors and Marines are the best prepared and that our units have the highest rates of operational readiness in our history. They are at the heart of our ability to perform the mission. We must maintain that quality.

--We are all responsible for accomplishing the mission. That is our first loyalty. We must strive to find new ways to cooperate within the DON which look beyond a single service warfare community or traditional role and responsibility. Pride, professionalism and a sense of community are extremely important but we must ensure that they are not rigid barriers to our interoperability. The valuable process of competing for resources and roles must not be carried to divisive and destructive extremes.

--We accept responsibility for taking control of and improving all the systems and processes through which we support Sailors and Marines. We can ensure that the weapons, ammunition, training, transport, health care, housing and all other goods and services which constitute that support are of predictable high quality and available on time and in sufficient quantity for any task they may be called upon to perform.

--We must use innovation to meet current and future

requirements and challenge ourselves to develop creative methods, including new technologies, to enhance our support to our operating forces.

--We are committed to honesty and integrity, recognizing that the public trust and defense of the nation requires the highest standards of moral conduct. By integrity we mean that we will make decisions which are in the best interests of the Navy, the Marine Corps and the nation without regard to personal consequences.

--We have adopted the term "Total Quality Leadership (TQL)" as the general term under which we will pursue total quality efforts. However, we understand that it is the concepts and content of those efforts that is important--not what they are called.

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