

A large, dark silhouette of a ship, likely a military sealift vessel, is positioned in the upper center of the frame. The ship is set against a sky with soft, orange and yellow hues, suggesting a sunset or sunrise. The foreground is dominated by the churning, white-capped waves of the sea, which are illuminated with a cool blue light. The overall composition is dramatic and evokes a sense of maritime operations.

# Information Technology Strategic Plan

2011–2013

**Military Sealift Command • N6 Directorate**



# CONTENTS

- CIO FORWARD..... 2
- STRATEGIC LANDSCAPE..... 4
- METHODOLOGY ..... 8
- STRATEGY MAP ..... 11
- CUSTOMER VALUE ..... 12
  - C1: Increase collaboration and planning with MSC partners on strategic command initiatives..... 12
  - C2: Develop and deploy timely technologies and capabilities..... 13
  - C3: Improve C4S support for existing N6 products and services ..... 14
  - C4: Deliver secure capabilities ..... 15
- FINANCIAL ..... 16
  - F1: Provide greater awareness and visibility into N6’s investment priorities and expenditures ..... 16
  - F2: Reduce the percentage of N6 budget allocated towards run activities..... 17
- INTERNAL OPERATIONS..... 18
  - I1: Improve N6 communications and feedback with internal and external stakeholders ..... 18
  - I2: Implement continuous process improvement ..... 19
  - I3: Improve network infrastructure..... 20
- LEARNING AND GROWTH..... 21
  - L1: Improve recruitment effectiveness ..... 21
  - L2: Retain our talent ..... 22
  - L3: Align training and development to mission requirements ..... 23
  - L4: Build staff knowledge of emerging C4S technologies and capabilities ..... 24
- STRATEGIC OBJECTIVES SUMMARY ..... 25
- N6 BUSINESS VALUES ..... 26

# CIO FORWARD

Military Sealift Command (MSC) continues to maintain its well deserved reputation for mission accomplishment in the face of unprecedented challenges, and the N6 team at both HQ and MSFSC continues to be an integral part of MSC's success. Now is the time for N6 to clearly define a path to further consolidate, integrate, and improve the development or delivery of technologies to MSC and improve the service this organization provides to its customers. As we set our direction, the MSC Corporate Goals provide the framework for how we operate and maintain a focus on improving readiness and future capabilities.



This Strategic Plan outlines the goals we intend to achieve, the desired effects of those goals, and how we intend to measure our progress. It sets our direction and defines what we will do. The Strategic Plan is organized around the four strategic perspectives of Learning and Growth, Internal Operations, Financial, and Customer Value. My intention is to provide clear strategic direction and to institutionalize methods for achieving performance excellence. **We will be recognized as an innovative partner driving technology solutions to make MSC the maritime logistics provider of choice—N6 Delivers!**

Both United States Fleet Forces Command and United States Transportation Command, not to mention every one of our mariners, rely on our technical expertise to deliver and sustain secure C4S capabilities meeting the MSC Fleet's information technology and communication needs. All within N6 must constantly look for ways to make ongoing operations (RUN) more efficient and effective, improve (ENHANCE) current products and services to better meet customers need at an increased value, and capitalize on emerging technologies (TRANSFORM) to meet the needs of tomorrow.

## To Our Customers

N6's mission is to provide you with the C4S capabilities and support that you need to accomplish your mission. Through internal realignment and optimization of our processes, our commitment to you is to improve our communication, ease of information



flow, and responsiveness so we are able to understand your requirements and provide on-target products and services. We aspire to be that trusted business partner who leverages our unique knowledge and relationships to deliver cost-effective, agile, and secure C4S solutions with comprehensive world-wide support.

## To Our People

I can say with conviction that in all my jobs within the military, private sector and government service, I have never met a more dedicated, enthusiastic workforce than is found right here in N6. You are the reason for our past success and are uniquely skilled to strengthen our contribution in the future. Together we must innovate and improve how we do business. Our Strategic Plan focuses on aiding your Learning and Growth to improve the execution of Financial and Internal Operations to provide MSC the best in Customer Support! You should actively work to use your knowledge and experience to simplify and improve how we do business in order to increase speed, maximize efficient use of resources, and improve satisfaction of our customers. **Success will come through sharpening our processes, not working harder. This requires everyone, at every level, to be engaged, disciplined, and accountable for results.**

Everyone in N6—civilians, military personnel, and contractors—will contribute to the attainment of the objectives in this Strategic Plan. I expect everyone to understand where we are going and actively support our way ahead. I know that with your continued efforts, our on-going contributions to MSC and our customers around the world will be even greater.

Chris Wlaschin  
Chief Information Officer  
Military Sealift Command



## STRATEGIC LANDSCAPE

We operate in dynamic and challenging times. MSC's operational tempo remains high, supporting continuing combat operations worldwide and with the promise of increased fleet sizes in the future. Meanwhile, the pace of technology innovation continues to accelerate. Our ability to thrive in the face of these challenges is a cornerstone to N6's ability to support Military Sealift Command in the future.



### **Influences which will affect N6:**

- ◆ Long-standing trend of MSC fleet size increases as mission sets are moved from the regular Navy to MSC
- ◆ DoD and DoN budget optimization or reduction initiatives will drive an increasing demand for cost consciousness and efficiency
- ◆ Combat operations world-wide will continue to drive a high-operational tempo across MSC
- ◆ There will continue to be unanticipated global crises requiring an MSC response
- ◆ The pace of technological innovation will remain high across all C4S capability areas
- ◆ Increasing demand for increased information access from more diverse locations around the world
- ◆ DoD, DoN, and MSC Quality of Life initiatives which will necessitate greater network resources
- ◆ Increased threat to MSC network security

### **In response, N6 must:**

- ◆ Reinforce ethics and accountability
- ◆ Manage risk to accomplish the mission with a strong sense of urgency, while safeguarding our people and resources
- ◆ Be effective stewards of our budget, finding the most effective intersection of cost and capability
- ◆ Enable rapid access to and information accuracy for customers in support of strategic and tactical decision making
- ◆ Strengthen relationships with N6 customers and partners
- ◆ Continuously improve operational effectiveness and efficiency
- ◆ Increase the adaptability and reliability of our networks to meet increasing and changing demands
- ◆ Ensure our network security is continuously capable of meeting emerging cyber threats
- ◆ Reinforce our emphasis on C4S expertise and leverage industry partnerships
- ◆ Improve and advance our skilled workforce and total capabilities



# ***MISSION***

**Deliver and sustain secure C4S capabilities to meet the information technology and communication needs of Military Sealift Command**

# ***VISION***

**To be recognized as an innovative partner driving technology solutions—N6 Delivers**



# VALUE PROPOSITION

**N6 is a trusted business partner that leverages our unique knowledge and relationships to deliver cost-effective, agile, and secure C4S solutions with comprehensive world-wide support**

## The N6 Team...

Products/Services	...delivers cost-effective, high quality, reliable and secure C4S solutions and world-wide life-cycle support to Military Sealift Command
Customer Relationships	...leverages unique long-term relationships, knowledge of MSC, and C4S expertise to translate customer requirements into effective solutions
Brand/Image	...is a cost-effective, global, and responsive C4S provider

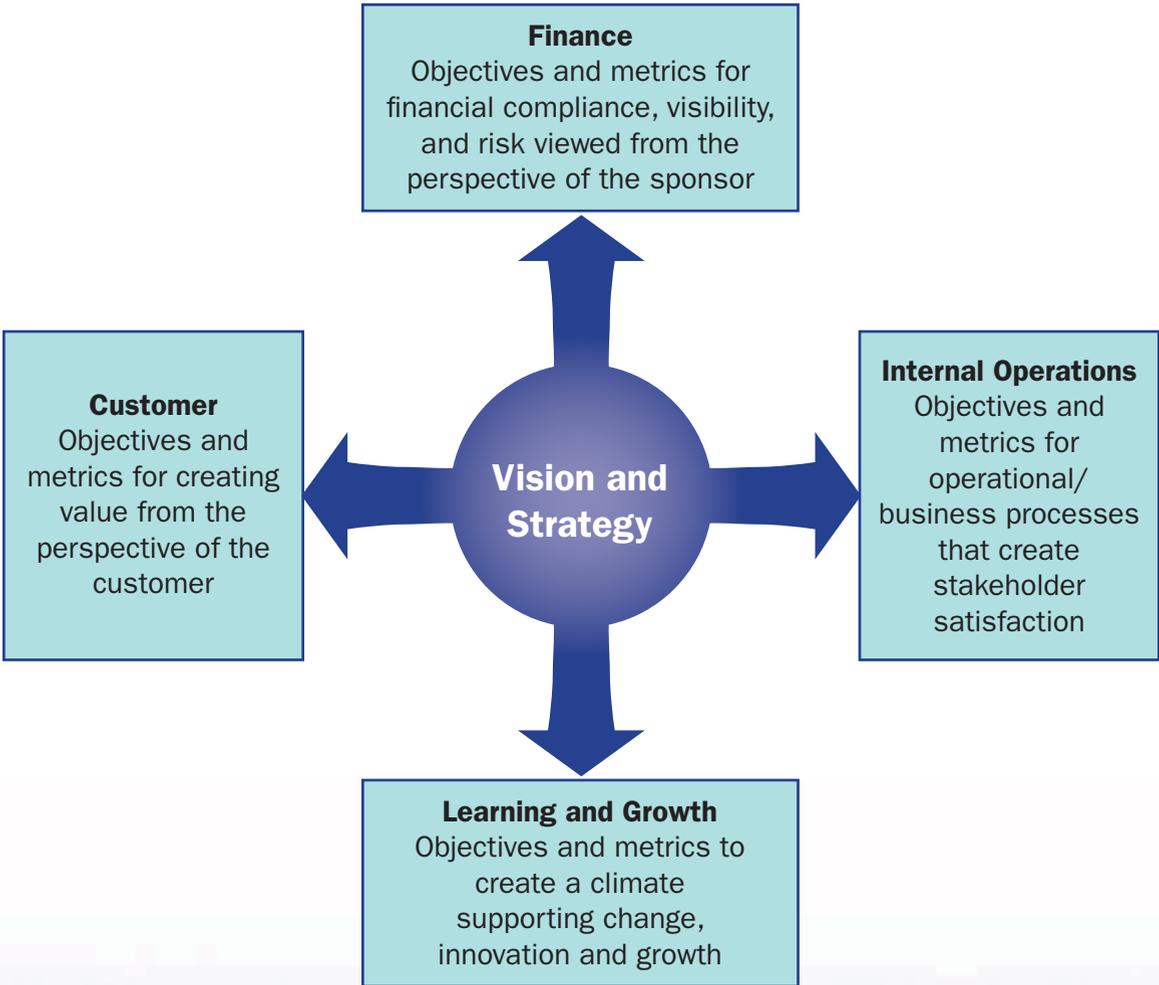


# METHODOLOGY

N6 is using the Balanced Scorecard (BSC) framework for the IT Strategic Plan. The BSC incorporates four ‘perspectives’ (shown below) that cut across the key critical organizational dimensions, and is a recognized strategic planning best practice in both government and the private sector.

The BSC will align N6’s strategy with performance in a way that provides continuous feedback and will allow N6 to continuously learn and improve.

## Balanced Scorecard





Within each BSC perspective above, we will identify a set of Strategic Objectives, Measures, Targets, and Action Plans, as defined below:

<b>STRATEGIC OBJECTIVE</b>	Statement of what must be achieved and what's critical to its success
<b>MEASURE</b>	How success in achieving the strategy will be measured and tracked
<b>TARGET</b>	The level of performance or rate of improvement needed
<b>INITIATIVES</b>	Key action programs required to achieve objectives

Collectively, this plan will allow N6 to accomplish our mission, achieve our vision, and deliver exceptional value to our customers.

To do this, all C4S support efforts across MSC need to be integrated and synchronized in a single cohesive direction. This strategy is intended to encompass all C4S support activities across Military Sealift Command, including efforts at Military Sealift Fleet Support Command and the various Ship Support Units.

On the following pages, we will introduce the strategic objectives for each perspective.



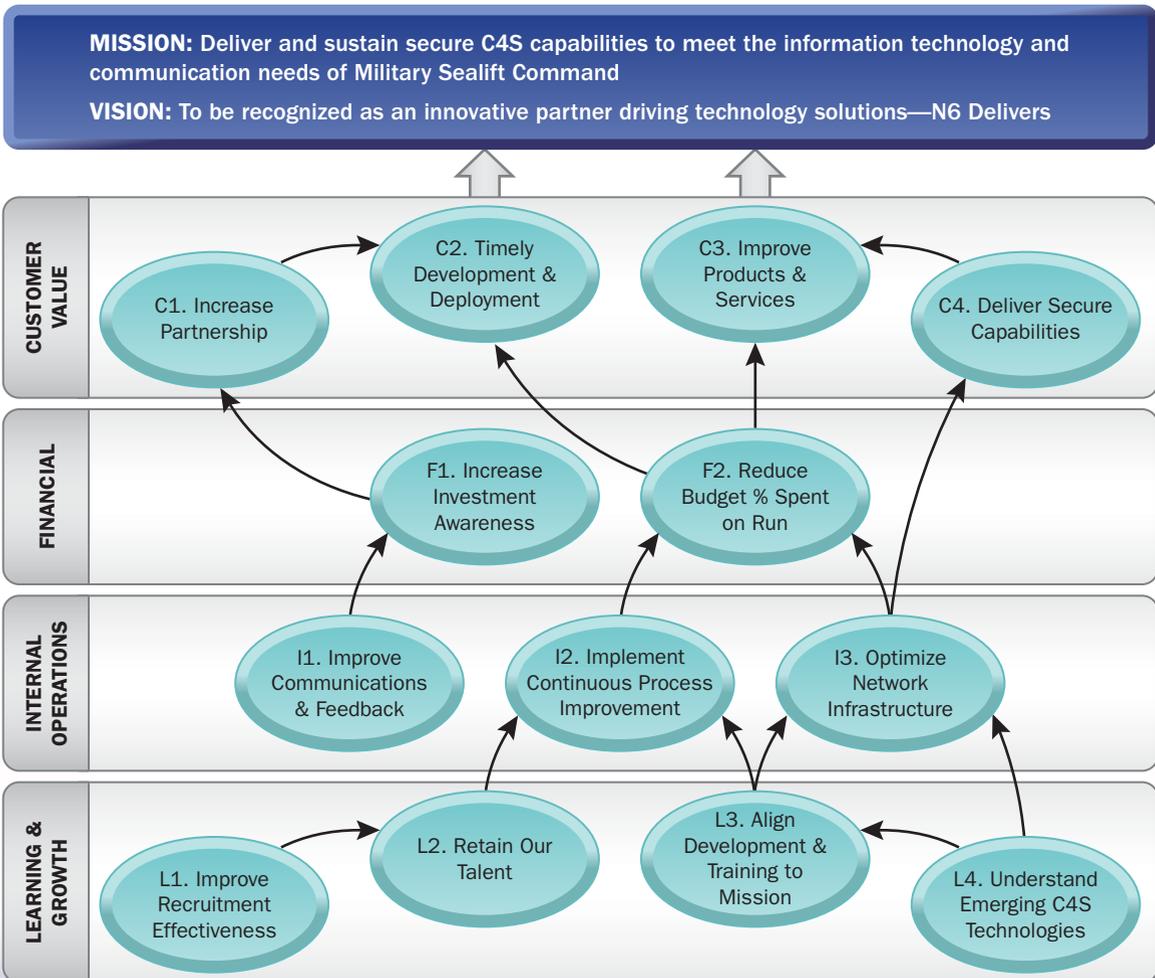
# STRATEGY MAP

A strategy map aligns strategic objectives to the four Balanced Scorecard perspectives and helps define validity and consistency of a scorecard's logic.

Strategic Objectives correspond to and are effectively distributed across the balanced scorecard perspectives.

High-level cause and effect relationships are defined among objectives, and between objectives and the mission/vision.

Additional layers of detail (e.g., tactics and action plans, performance measures) support the top level strategy map.





# CUSTOMER VALUE

*N6 exists to support the missions of our customers. We are focused on being an integral member of the MSC team, and exceeding customer CAS support expectations*

## **C1: Increase Collaboration and Planning with MSC Partners on Strategic Command Initiatives**

**Description:** Position N6 as a command strategic partner (instead of a cost center) to proactively develop solutions to both current and future issues. As an end-state, we will leverage customer satisfaction and relationships to build a reputation as a trusted command partner

**Measure:** Percent of Command initiatives with N6 involvement in the planning process

**Target:** 50%

### **Initiatives:**

1. Increase active collaboration with the Command Council
2. Conduct quarterly program reviews with key customers



## **C2: Develop and Deploy Timely Technologies and Capabilities**

**Description:** Support the development and deployment of innovative new technologies and capabilities in a reasonable time frame to increase ashore and afloat connectivity, throughput, effectiveness, and security

**Measure:** Projects completed within 20% of their original delivery date and cost

**Target:** 25% improvement

### **Initiatives:**

1. Deploy Next Generation Wideband
2. Complete the UCPS migration to DFAS



# CUSTOMER VALUE

*N6 exists to support the missions of our customers. We are focused on being an integral member of the MSC team, and exceeding customer C4S support expectations*

## **C3: Improve C4S Support for Existing N6 Products and Services**

**Description:** We will focus on how N6 enables its customers to meet MSC missions by improving the quality, responsiveness, security, and cost of C4S support for existing products and services to MSC forces both ashore and afloat

**Measure:** Resolution response time

**Target:** 10% decrease

### **Initiatives:**

1. Improve user ability for self-support by upgrading the service catalog and increasing awareness
2. Expand service catalog to include afloat services



## **C4: Deliver Secure Capabilities**

**Description:** Improve network security for all hardware and software to ensure that MSC is not responsible for a breach of the Global Information Grid and complies with all DoD mandates

**Measure:** Authority to Operate % for all networks and systems

**Target:** 90%

### **Initiatives:**

1. Upgrade fleet operating systems
2. Streamline and improve Information Assurance Vulnerability process



# FINANCIAL

*Delivering a cost-effective product is critical to both N6 and MSC success. N6 will be effective stewards of our financial resources and provide financial transparency to our customers*

## **F1: Provide Greater Awareness and Visibility Into N6's Investment Priorities and Expenditures**

**Description:** Provide customers with a greater understanding of our investments and expenditures, resulting in greater appreciation for the value provided by N6 products and services, as well as a greater understanding of the costs associated with customer requests for additional C4S. This will enable our customers to make better, more informed decisions

**Measure:** Quarterly stakeholder financial briefings

**Target:** 100% completion

### **Initiatives:**

1. Implement a quarterly stakeholder financial briefing cycle
2. Incorporate Program Managers and Functional Sponsors in the IT investment selection process
3. Provide the CIO with monthly financial reviews



## **F2: Reduce the Percentage of N6 Budget Allocated Towards Run Activities**

**Description:** Currently, we spend approximately 88% of the C4S budget on efforts to maintain current operations (RUN), and only 12% on efforts to improve N6 (ENHANCE) or develop new technologies or services (TRANSFORM). These percentages are significantly outside both government and commercial best practices. This objective will reduce the percentage we spend on running the business and reallocate towards enhancement and transformational initiatives to improve future C4S capabilities across all command missions

**Measure:** Percent of budget spent to run the business

**Target:** 80%

### **Initiatives:**

1. Conduct an N6 level portfolio review to prioritize key projects and eliminate wasteful or redundant projects
2. Conduct a Program Manager review of current projects and operations to identify potential savings and increase efficiencies



# INTERNAL OPERATIONS

*Serving as the command's C4S experts demands that we master our internal operations, continuously striving for excellence in our organizational processes*

## **II: Improve N6 Communications and Feedback With Internal and External Stakeholders**

**Description:** In order to improve internal coordination and MSC-wide partnership opportunities, we will improve communications effectiveness and establish feedback mechanisms to incorporate concerns and suggestions. N6 will communicate our strategic initiative and project status, successes, future capabilities, and financial status to increase transparency. This objective is essential to meeting our vision of becoming a recognized provider of C4S solutions. Success in these efforts can be measured by either customer satisfaction or communications effectiveness

**Objective Statement:** Improve N6 communications and feedback with internal and external stakeholders

**Measure:** Customer and User Satisfaction

**Target:** 90% “Good” or better

### **Initiatives:**

1. Execute the N6 Communications Plan
2. Implement a customer satisfaction assessment program



## I2: Implement Continuous Process Improvement

**Description:** Improve the ability to deliver new, efficient, cost-effective and reliable systems through streamlining our internal processes and maintaining an institutional focus on continuous review of N6 process effectiveness and efficiency

**Objective Statement:** Implement continuous process improvement

**Measure:** Percent of N6 transitioned into Continuous Process Improvement methodology

**Target:** 25%

### Initiatives:

1. Inventory existing N6 processes and redesign identified high impact processes
2. Establish mechanisms for continuous process improvement
3. Stand up an Information Technology Service Management Branch to standardize N6 processes



# INTERNAL OPERATIONS

*Serving as the command's C4S experts demands that we master our internal operations, continuously striving for excellence in our organizational processes*

## I3: Improve Network Infrastructure

**Description:** Improve the responsiveness, agility, cost-effectiveness, reliability, and efficiency of our existing ashore and afloat network infrastructure, including all hardware and software

**Measure:** End of life compliance %

**Target:** 25% improvement

### Initiatives:

1. Baseline N6 networks
2. Create a network infrastructure roadmap
3. Establish Release Management Processes and Policies

# LEARNING AND GROWTH

*We recruit, develop, and lead a highly competent, diverse C4S team focused on MSC mission capability. Our success depends upon the difference our people make every day*



## **L1: Improve Recruitment Effectiveness**

**Description:** The key to building an effective workforce is getting the right people with the right skills into the right billets in a timely manner. This objective is intended to improve all recruiting related efforts and could include efforts to decrease billet vacancy time, decrease billet fill time, improve recruiting relationships with source institutions (universities, etc.), improve the interview process, or improve Personnel Description accuracy to get higher quality candidates

**Measure:** Time to fill vacant billets

**Target:** Average less than 90 days

### **Initiatives:**

1. Standardize N6 recruiting process and documentation
2. Train senior N6 leaders on the recruiting process
3. Formalize and improve the effectiveness of the intern program



# LEARNING AND GROWTH

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## L2: Retain Our Talent

**Description:** Once we hire and develop our staff to meet mission requirements, we must retain our top talent to continue building for the future. This objective includes any applicable quality of life initiatives that will help create an environment in which top performers want to remain in N6

**Measure:** Retention rate

**Target:** 80% annual rate

### Initiatives:

1. Develop and implement a staff exit survey for all departing N6 personnel
2. Develop and implement a job satisfaction survey for current N6 staff
3. Implement command directed Quality of Life initiatives



### **L3: Align Training and Development to Mission Requirements**

**Description:** In order to support future capabilities and technologies and develop staff for promotion and increased responsibilities, we will align training and development efforts, including both time and resources, more closely with mission requirements, both present and future

**Measure:** Percent of completed training time allocated to Personnel Description (PD) mandated skills

**Target:** 70%

#### **Initiatives:**

1. Review and standardize PDs to ensure accuracy of job requirements
2. Identify and prioritize training opportunities and tie to PD requirements
3. Build a career progression plan for N6 staff



# LEARNING AND GROWTH

*We recruit, develop, and lead a highly competent, diverse C4S team focused on MSC mission capability. Our success depends upon the difference our people make every day*

## **L4: Build Staff Knowledge of Emerging C4S Technologies and Capabilities**

**Description:** Building relationships with other DoD C4S providers and industry experts will enable us to stay abreast of the latest developments in our field, providing more effective and innovative solutions to MSC and improving our reputation as a technology leader

**Measure:** Percent of new technologies or service initiatives originating from outside N6

**Target:** 20%

### **Initiatives:**

1. Identify target partner organizations
2. Develop enduring relationships with partner organizations
3. Implement an annual industry day
4. Incorporate project origin as part of the investment selection process

# STRATEGIC OBJECTIVES SUMMARY

Perspective	Strategic Objective
<p><b>Customer Value</b></p> <p>Objectives for creating value from the perspective of the customer</p>	<p>C1. Increase collaboration and planning with MSC partners on strategic command initiatives</p> <p>C2. Develop and deploy timely technologies and capabilities</p> <p>C3. Improve C4S support for existing N6 products and services</p> <p>C4. Deliver secure capabilities</p>
<p><b>Financial</b></p> <p>Objectives for financial compliance, visibility, and risk viewed from the perspective of the sponsor</p>	<p>F1. Provide greater awareness and visibility into N6's investment priorities and expenditures</p> <p>F2. Reduce the percentage of N6 budget allocated towards run activities</p>
<p><b>Internal Operations</b></p> <p>Objectives for operational/business processes that improve service delivery</p>	<p>I1. Improve N6 communications and feedback with internal and external stakeholders</p> <p>I2. Implement continuous process improvement</p> <p>I3. Improve network infrastructure</p>
<p><b>Learning and Growth</b></p> <p>Objectives to create a climate supporting organizational change, innovation and growth</p>	<p>L1. Improve recruitment effectiveness</p> <p>L2. Retain our talent</p> <p>L3. Align training and development to mission requirements</p> <p>L4. Build staff knowledge of emerging C4S technologies and capabilities</p>

# N6 BUSINESS VALUES

**TRUSTED** Our customers must be able to depend upon us

**EXPERT** We must be the command's experts in existing and emerging C4S technology

**AGILE** We must quickly respond to changing requirements

**SECURE** Our networks must protect MSC information

**COST-EFFECTIVE** We must provide high-quality solutions at a reasonable cost

**WORLD-WIDE** We must provide global, comprehensive lifecycle support

**A BUSINESS PARTNER** We must work with our customers to develop timely solutions

# N6 DELIVERS

