

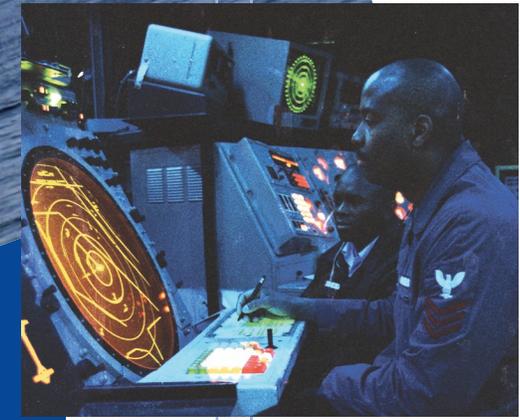
# Department of the Navy

Information Management & Information Technology

# Strategic Plan

# FY

## 2002 2003



# Foreword



**Gordon R. England**  
Secretary of the Navy



**ADM Vern Clark, USN**  
Chief of Naval Operations



**GEN James Jones, USMC**  
Commandant of the Marine Corps

Even while heavily engaged in current operations, the Naval Services continue to lay the groundwork for the transition to the naval forces of the future. We are working systematically to take advantage of the latest advances in information technologies as they pertain to all aspects of our operations, assets and activities. Both services are significantly invested in organizations and processes dedicated to fostering innovation and successful transformation on an ongoing basis. All these efforts help drive the Department's modernization and recapitalization efforts.

The sea has always been the principal path of international trade. The "Information Age" has given rise to

another path—cyberspace—that is becoming equally indispensable. Addressing the challenges that confront the Department will require systematic innovation, the solving of difficult interoperability and integration problems, and the steady pursuit of promising scientific and technological initiatives. While the defining characteristics and attributes of naval forces will endure in the Information Age, emerging threats and opportunities will require new investments and capabilities if we are to realize our full potential. The balancing of present needs and future imperatives will always be a complex endeavor. With your help, we will continue to successfully meet the Nation's commitments by investing wisely in future force structure and capability.

—From the Department of the Navy Posture Statement

# Department of the Navy

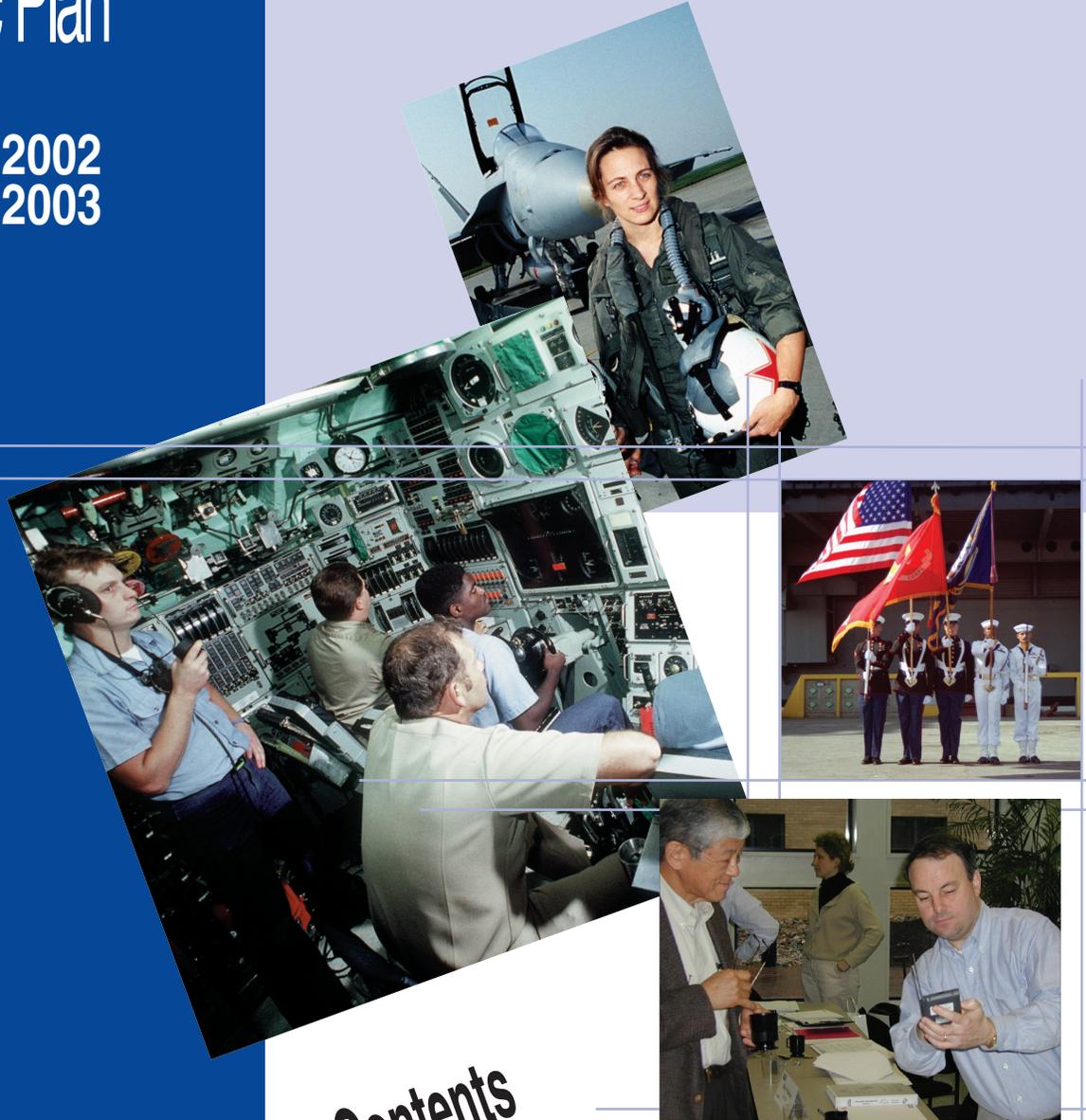
Information Management & Information Technology

## Strategic Plan

**FY** 2002  
2003

*As this new century dawns we are charting the course for a new era—one which will transform the military and that will provide each of you with an opportunity to use your talents and abilities to innovate, shape, and prepare for the future.*

—The Honorable Gordon R. England  
Secretary of the Navy



Published by

**Department of the Navy  
Chief Information Officer**

1000 Navy Pentagon  
Washington, DC 20350-1000

Ph: 703-602-6800 Fax: 703-601-2175  
[www.don-imit.navy.mil](http://www.don-imit.navy.mil)

If you have any questions or comments about this plan, please send an email to: [ITSrategicPlanning@hq.navy.mil](mailto:ITSrategicPlanning@hq.navy.mil).

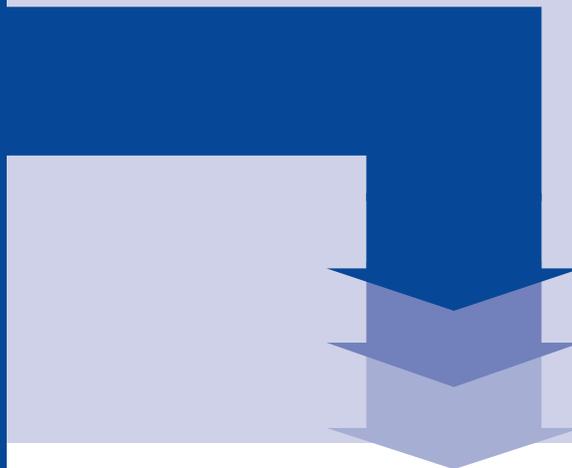
## Contents

- Foreword
- 1 Introduction
- 2 Mission, Vision and Guiding Principles
- 3 Goals and Objectives
- 4 Implementation

## About This Plan

Overall leadership responsibility for Department of the Navy information management and information technology is vested in its Chief Information Officer, Mr. Dan E. Porter. The DON CIO implements this responsibility in close partnership with the Chief of Naval Operations and the Commandant of the Marine Corps.

The leaders for IM/IT in the offices of the CNO and CMC are VADM Richard W. Mayo (CNO N6/N09T) and BGEN Robert M. Shea (Director, C4), respectively. This leadership team works collaboratively to ensure that Sailors, Marines, Civilians, and Reservists have the right information, knowledge, and technology to successfully perform the DON missions.



### A word from the top

During the past couple of years, we have had the privilege of witnessing many IM/IT successes throughout the Department of the Navy. Your collective accomplishments reflect the depth of your dedication and personal commitment to making the Department's IM/IT goals a reality. Your sense of urgency and your can-do spirit all contributed to the successful implementation of the DON IM/IT Strategic Plan for 2000 – 2001.

The DON IM/IT Strategic Plan for 2002 – 2003 builds on those successes and brings our collective vision of the future into clear focus. It articulates our unwavering commitment to embrace innovative technologies and responsibly deliver decisive IM/IT capabilities to the Naval Warfighting Team.

DON resources will be prioritized and allocated in a manner consistent with these goals and objectives. We can achieve these goals through collaboration and open communications. Your active participation is key to realizing this vision. We encourage each and every one of you to factor these goals and objectives into your programmatic and operational plans as we embark on a journey of transformation. Working together, we will make our vision a reality.

**Dan E. Porter**  
SES

**Richard W. Mayo**  
VADM, USN

**Robert M. Shea**  
BGEN, USMC



VADM Richard W. Mayo, USN  
Director, Space, Information Warfare,  
Command & Control (CNO N6)  
Navy Chief Information Officer  
(CNO N09T)



Mr. Dan E. Porter  
Department of the Navy  
Chief Information Officer  
(DON CIO)



BGEN Robert M. Shea, USMC  
Director, Command, Control,  
Communications and Computers  
(Director, C4)  
Chief Information Officer  
of the Marine Corps



# Introduction

*We are embarking on a new voyage and I invite you to join with me and participate in this exciting and challenging time for our great Navy and Marine Corps. The opportunities are vast—the responsibilities great—the expectations high.*

—The Honorable Gordon R. England  
Secretary of the Navy

# 1



- # People
- # Information
- # Technology

# IM/IT Planning Process

The Department of the Navy has implemented a continuous cycle of strategic planning and performance assessment for IM/IT matters. This cycle is inextricably linked with planning and budgeting processes implemented through the Program Objectives Memorandum (POM) and Planning, Programming and Budgeting System (PPBS).

Led by the DON CIO, the planning and assessment cycle integrates law, policy, and operational objectives. Implemented collaboratively with the Chief of Naval Operations and the Commandant of the Marine Corps, this cycle results in selection of information management activities and information technology initiatives for investment. Items selected for investment constitute the IM/IT project portfolio, and are included in the President's annual budget request to Congress.

## Congress

- National Defense Authorization and Appropriations Acts
- Government Performance & Results Act
- Government Paperwork Elimination Act
- Government Information Security Reform Act
- Federal Acquisition Streamlining Act
- Paperwork Reduction Act
- Clinger-Cohen Act

## Administration

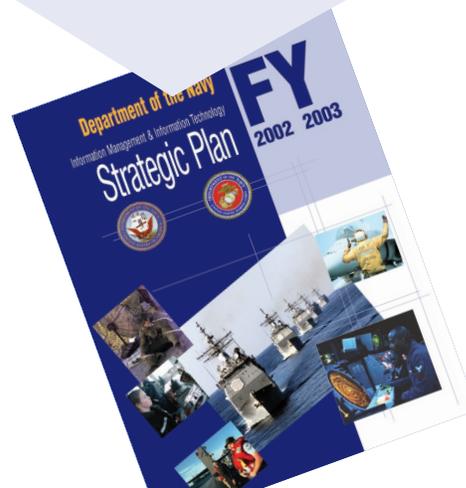
- National Security Policy
- Executive Order 13011
- OMB Circular A-130
- PDD 63

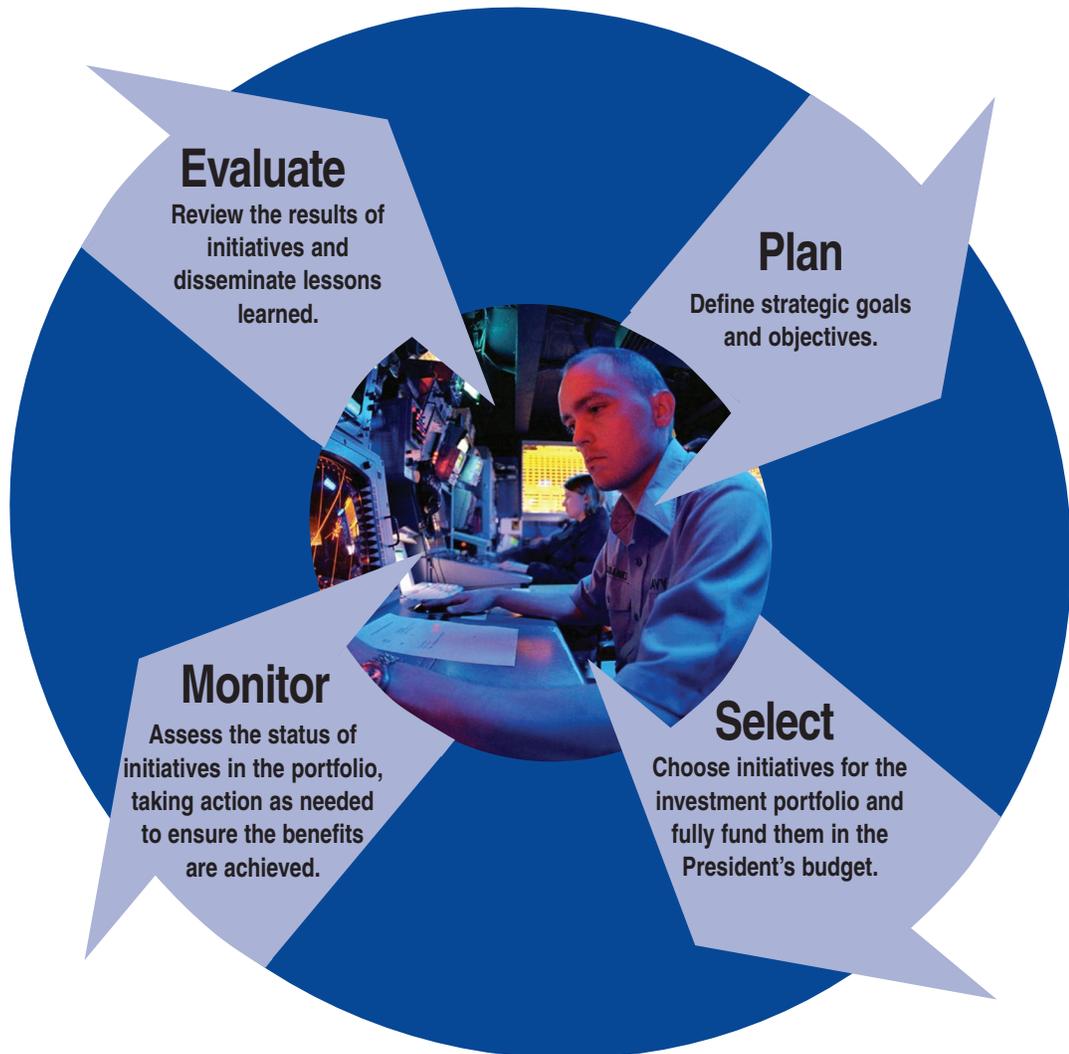
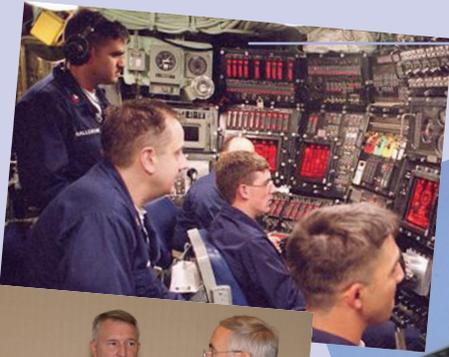
## DoD

- Joint Vision 202
- Quadrennial Defense Review
- GPRA Performance Plan
- DoD IM Strategic Plan

## DON

- Forward... From the Sea Posture Statement
- Marine Corps Strategy 21





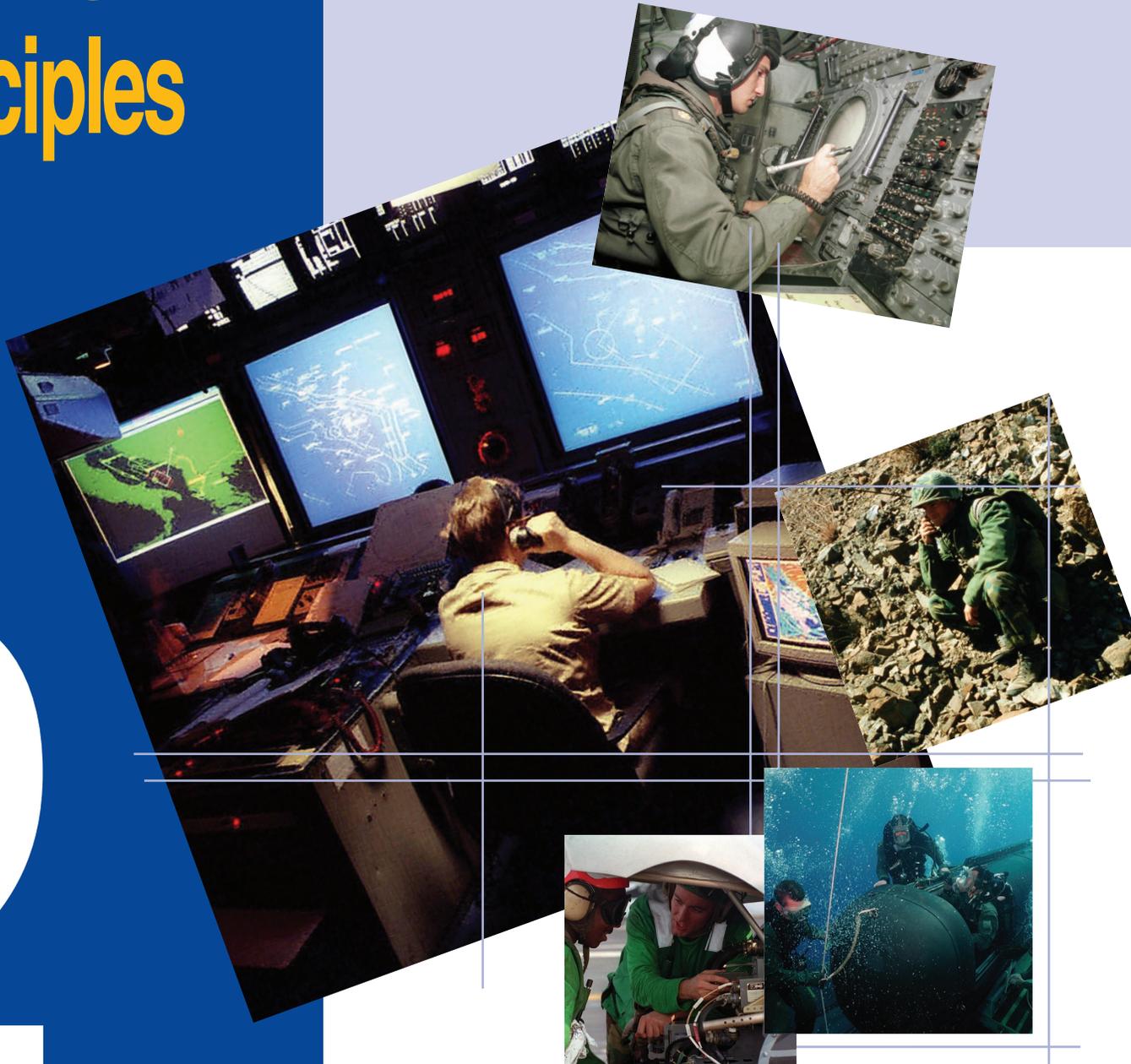


# Mission, Vision and Guiding Principles

*The continued development and proliferation of information technologies will substantially change the conduct of military operations. Our advantage must, therefore, come from leaders, people, doctrine, organizations, and training that enable us to take advantage of technology to achieve superior warfighting effectiveness.*

—DoD Joint Vision 2020

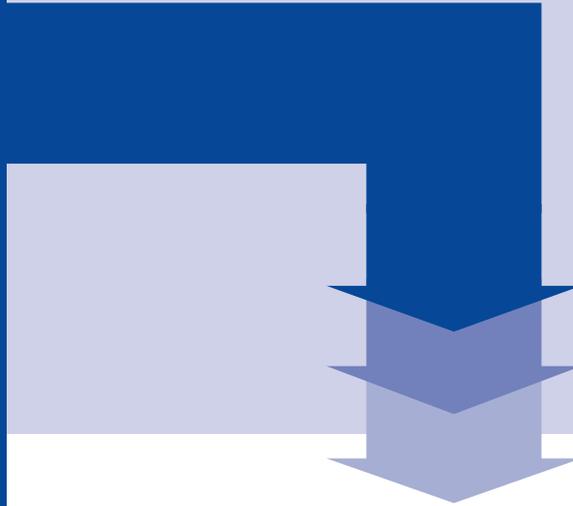
# 2



- ⌘ People
- ⌘ Information
- ⌘ Technology

# Mission

Putting information to work for our people.



## O u r V i s i o n

- ⌘ An integrated, results-oriented Navy and Marine Corps team characterized by strategic leadership, shared goals, ubiquitous communication, and invisible technology.
- ⌘ An effective, flexible and sustainable DON enterprise-wide information and technology environment that delivers decisive capability to the Naval Warfighting Team.
- ⌘ A knowledge-centric culture that fosters innovation and organizational learning, enabling the rapid and effective transition of interoperable solutions in support of our expeditionary warfighting and homeland security missions.

# O u r G u i d i n g P r i n c i p l e s

- # We believe the foundation of our success rests on truth and trust as embodied in our core values: honor, courage, and commitment.
- # We achieve synergy and unity through the way we communicate and share information.
- # We continually integrate, streamline, and improve how we accomplish our mission.
- # We focus on operational outcome and warfighting capabilities when making decisions.
- # We will actively engage the Naval Warfighting Team to align our priorities.
- # We assess and understand the potential implications of our decisions.
- # We gain empowerment through knowledge.
- # We are continuously learning and professionally growing.





# Goals and Objectives

Putting information to work  
*for our people*

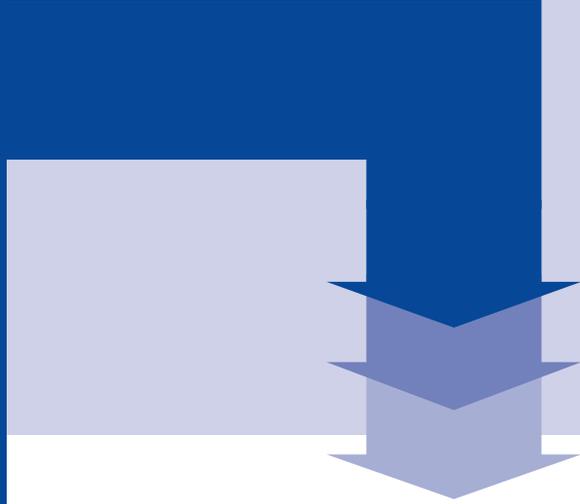
# 3



# Goal 1

**Provide an interoperable information technology infrastructure that ensures knowledge superiority.**

**Description:** Develop, implement, operate, govern, and continually upgrade a global information infrastructure to provide transparent and seamless interoperability and end-to-end connectivity to all our people. Our entire warfare doctrine in support of Joint Vision (JV) 2010, JV 2020, Network Centric Warfare, Expeditionary Maneuver Warfare, and Knowledge Superiority is based on access, interoperability, and security of our information and communications systems. The Navy Marine Corps Intranet (NMCI), seamlessly integrated with the Navy's shipboard IT for the 21st Century and the Marine Corps' Tactical Data Network, provides us that capability. Based upon common architecture and technical standards for data, hardware, software, computing, and telecommunications, this infrastructure will result in the Naval components of the DoD Global Information Grid, a critical element of interoperability with joint forces and allied coalitions.



## Supporting Objectives

- 1.1 Deploy and govern the Navy Marine Corps Intranet (NMCI), a key component of the Department of Defense Global Information Grid.
- 1.2 Integrate, consolidate, and eliminate redundant legacy systems.
- 1.3 Significantly enhance afloat and combat unit connectivity and interoperability through integration and deployment of Information Technology for the 21st Century (IT-21) and the Marine Corps Tactical Data Network (MCTDN).
- 1.4 Collaboratively develop an information technology architecture that supports and enables interoperability and guides investment decisions, ensuring single solutions for common requirements across the entire NMCI, IT-21, and MCTDN network.
- 1.5 Develop and implement the operational, systems, and technical architectures required to Web-enable the DON.
- 1.6 Identify authoritative data sources and implement a data management infrastructure that facilitates the single entry point for data, accessible throughout the DON.
- 1.7 Improve connectivity to and among naval facilities abroad.
- 1.8 Improve interoperability with joint forces and allied coalitions.

# Success Stories

Due to the extensive damage to the Pentagon on 9/11, more than 700 DON personnel lost all computer and networking capabilities. The NMCI contractor was able to quickly assemble a team of technicians from the mid-Atlantic region and had laptops, desktops, servers, routers, and switches trucked in. They were set up, configured and installed in new leased office space, allowing the DON personnel to get back to work within one week.

The Commander in Chief of the Pacific Fleet deployed Collaboration@Sea (C@S) to provide global, Web-based, collaborative environments for deployed units. Collaboration@Sea promotes collaborative planning and execution through the use of three tools: a standardized operational Web site for non real-time collaboration, chat capabilities for real-time collaboration, and customized Web site replication to overcome bandwidth limitations for deployed units. C@S has been installed on over 33 ships including all Pacific Fleet Battle Groups (BGs) and Amphibious Readiness Groups (ARGs). This system is a major step forward in implementation of network centric warfare throughout the fleet.

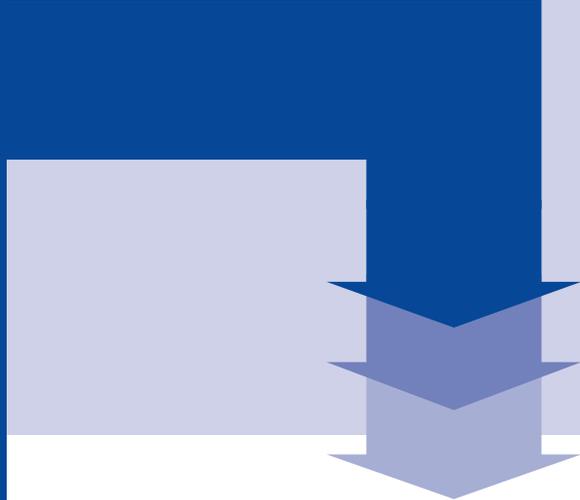
The Naval Medical Information Management Center implemented the Dental Common Access System (DENCAS), integrating 400 stand-alone databases at Department of the Navy dental clinics around the world. DENCAS permits examination and evaluation of service member dental treatment needs through a secure Web-based central data repository containing patient information and medical workload productivity data.



# Goal 2

## Infuse advanced information technology into warfighting and business processes.

**Description:** Advance the improvement of warfighting and business processes by maximizing the contribution of knowledge and information technology. Process improvement coupled with innovation and technology infusion will increase mission readiness and enhance organizational effectiveness and efficiency.



### Supporting Objectives

- 2.1 Sustain a continuous strategic planning process to guide IM/IT activities and foster supporting plans that are performance-based and measure the successful achievement of these goals and objectives across the enterprise.
- 2.2 Redesign and Web-enable core processes to incorporate electronic business technologies, methods, innovations, and best practices.
- 2.3 Assess the results of Enterprise Resource Planning (ERP) pilots and implement where appropriate across the DON in support of fleet and business operations.
- 2.4 Develop and implement a performance measurement strategy to assess the contribution of IM/IT initiatives.
- 2.5 Streamline processes to facilitate global connectivity and virtual access to Naval libraries and information services for all personnel.
- 2.6 Integrate innovative information technologies into fleet training and doctrine.
- 2.7 Implement collaborative technologies afloat and ashore to enhance knowledge sharing.
- 2.8 Consolidate and eliminate redundant legacy systems to improve processes.
- 2.9 Foster innovative, interoperable solutions and transition them effectively into the expeditionary warfighting and homeland security environments.

# Success Stories

The Naval Air Systems Command improved the Engineering Investigations (EI) process through a reengineered Web-based application that reduced the open EI backlog from 1380 to 700; reduced the EI cycle time from 270 days to less than 100; reduced shipment time from 68 days to 7 days; and saved \$50.6M by returning exhibits to the supply systems inventory.

The Naval Sea Systems Command implemented Distance Support, providing the fleet with collaborative processes and tools for reactive, proactive, and predictive support. Basic tools available to the fleet include: the Navy Integrated Call Center at 1-877-4-1-TOUCH and [www.onetouch.navy.mil](http://www.onetouch.navy.mil);

an Internet eBusiness connection at [www.anchordesk.navy.mil](http://www.anchordesk.navy.mil); "tele-tools" to facilitate electronic communication; and a shared data environment for information exchange. Among the services being provided are telemaintenance from NAVSEA and NAVAIR; telemedicine from the Bureau of Medicine; on-site training through the Navy Learning Network from the Chief of Naval Education and Training; and technical assistance from the Fleet Technical Support Centers, Atlantic, and Pacific. Currently deployed on four Battle Groups and Amphibious Ready Groups, Distance Support provides reach-back capability and

collaboration between the fleet and ashore commands, resulting in improved operational readiness and reduced total ownership cost.

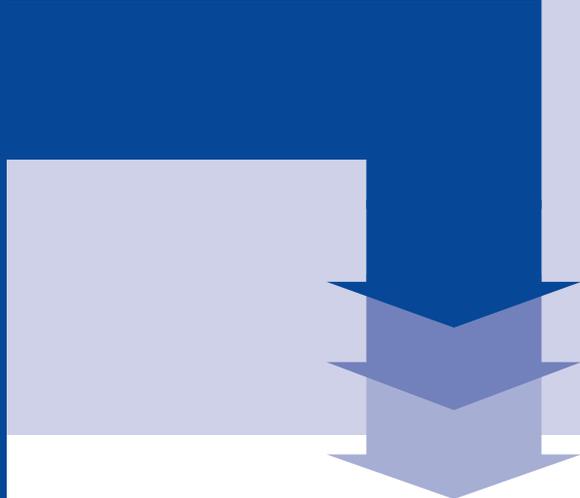
Commander, Submarine Forces Pacific deployed the Virtual Submarine Project to automate routine administrative tasks and tie disparate information together. Placing integrated information at the fingertips of the crew increased quality of service and provided the foundation for real-time warfighter decision support.



# Goal 3

Maximize the value and manage the risk associated with information technology investments.

**Description:** Improve the management of IM/IT investments by directly linking them to improved combat capability and mission performance. The strategic requirement for quality information in a constrained resource environment increases the importance of making informed investment decisions. Better management of IM/IT investments will enhance combat readiness, maximize mission effectiveness, reduce total cost of ownership, and improve productivity.



## Supporting Objectives

- 3.1 Implement the DON IT Capital Planning process to prioritize and allocate resources in a manner consistent with these strategic goals and objectives to ensure the Naval warfighting mission is achieved.
- 3.2 Develop a process for DON-wide visibility and transferability of software licenses and other commonly used IT assets.
- 3.3 Assess the contribution of IT investments to mission performance.
- 3.4 Integrate, consolidate, and eliminate redundant legacy systems to reduce total cost of ownership.
- 3.5 Use enterprise agreements to leverage DON buying power for IT products and services.
- 3.6 Maintain a central registry of mission critical and mission essential information systems in accordance with public law.

# Success Stories

The Naval Supply Systems Command implemented the Purchase Card Automation System (PCAS), a Web-based system that allows purchase card users to review and certify their purchase card invoices on-line. Using standard electronic commerce and electronic data interchange transaction sets, PCAS sends obligations and invoices to accounting and bill paying systems for payment via electronic funds transfer. Approximately 13,000 cardholders are currently using the system to reduce administrative time associated with purchase card operations and management.

The U.S. Marine Corps (USMC) identified the need to reduce the number of legacy automated information systems. To target legacy systems with overlapping functionality and redundant data stores, the USMC implemented the System Realignment and Categorization (SRAC) process. Through the SRAC process, the USMC is examining legacy systems in six logistics areas: transportation, supply, maintenance, health services, general engineering, and acquisition.

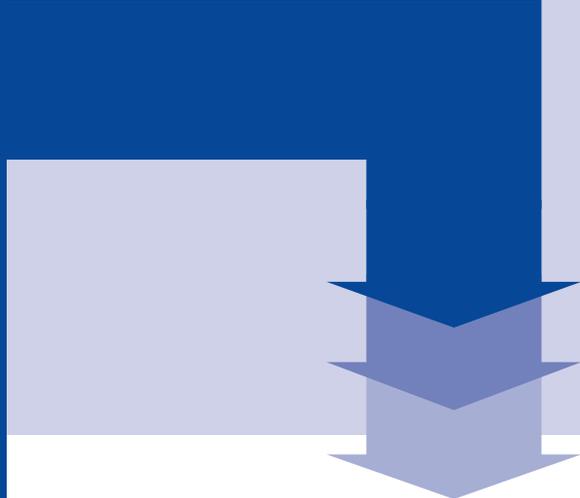
The Department of the Navy Investment Practices Team developed the DON Information Technology Investment Evaluation Handbook for use throughout the Department. The handbook, available from [www.don-imit.navy.mil](http://www.don-imit.navy.mil), provides a standard process for all organizations to evaluate operational information technology. The handbook provides information on how to plan the evaluation, outlines documentation requirements, discusses personnel roles and responsibilities, and includes a sample survey questionnaire, interview questions, and report templates.



# Goal 4

Proactively encourage the creation and sharing of knowledge to enable effective, timely, and agile decision making.

**Description:** Implement knowledge management and eGovernment strategies to facilitate collaboration and information sharing that optimize strategic and tactical decisions, resulting in more effective and efficient mission performance. Knowledge management and eGovernment offer the potential to significantly leverage the value of IT investments and the intellectual capital of our people. Information technology and information management are essential, but alone are insufficient to achieve information superiority.



## Supporting Objectives

- 4.1 Enable the transition to a knowledge-centric, eGovernment organization.
- 4.2 Encourage cross-organizational knowledge sharing to facilitate the enterprise-wide flow of data and information to decision makers.
- 4.3 Develop and sustain communities of practice and interest to facilitate innovation and knowledge transfer.
- 4.4 Develop and distribute tools and best practices to implement knowledge management and eGovernment.
- 4.5 Identify knowledge centers and build repositories to capture and share intellectual capital.
- 4.6 Deploy a DON enterprise portal as part of NMCI that connects and integrates enterprise knowledge through a coordinated approach that includes functional area knowledge managers responsible for content.
- 4.7 Organize and classify information to enable the seamless sharing of knowledge throughout the enterprise.

# Success Stories

The Naval Sea Systems Command (NAVSEA) implemented the Corporate Document Management System (CDMS), transforming paper-based engineering and program management processes and creating a virtual environment for collaboration with the fleet. Using the collaborative Web-based product, LiveLink, CDMS enabled NAVSEA to increase the quality of service to the fleet and produced cost avoidance throughout the organization. Over 8,500 NAVSEA employees, fleet and ashore customers, and industry partners throughout the world use CDMS as a virtual repository and collaborative work environment.

Held annually, the Department of the Navy eBusiness Knowledge Fair showcases eBusiness (eB) and knowledge management (KM) projects from the DON, DoD, other government agencies, and private industry. Government and private sector experts provide informative briefings on eB and KM and display successful and innovative eB and KM projects. Numerous events depicting eB and KM concepts capture the essence of these transformational technologies. Several thousand military and civilian personnel, industry suppliers and federal employees attend and participate.

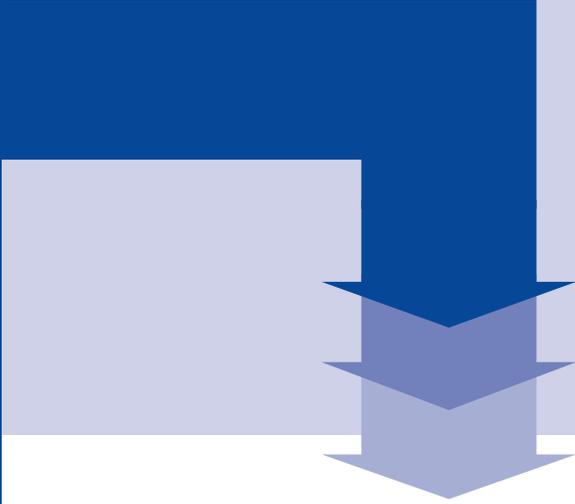
The Naval War College operationalized knowledge management concepts during the Global 2001 War Game, demonstrating how naval forces can use network centric operations to exploit and distribute information and share knowledge. Some of the lessons learned were applied immediately in the fleet to increase the flow of information, provide a more comprehensive understanding of the battle space, better assess operations, and enhance the prediction of consequences associated with changing conditions.



# Goal 5

## Exploit emerging information technologies to achieve information dominance.

**Description:** Technology is a cornerstone for achieving knowledge superiority. The rapid transition and application of technology innovations improves mission performance. Partner with industry, other government agencies, academia, and our allies to identify and exploit breakthrough technologies.



### Supporting Objectives

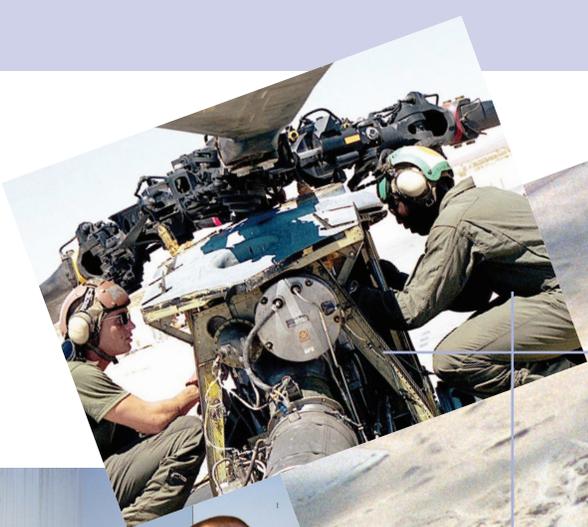
- 5.1 Exploit technologies and share innovative solutions to improve warfighting and business processes and increase operational effectiveness.
- 5.2 Encourage innovation and rapid transition of emerging technologies through fleet battle experiments, wargames, advanced technology demonstrations, modeling and simulations, and joint warfare and coalition exercises such as Millennium Challenge and Unified Endeavor.
- 5.3 Apply Web technologies to create integrated and transformational knowledge exchange.
- 5.4 Employ emerging technologies to implement self-service, transactional methods for business processes.
- 5.5 Encourage bottom-up initiatives and develop pilot projects to assess the applicability and utility of next generation wireless and other emerging technologies.
- 5.6 Use computer and electronic assistive technologies, including voice, to provide for and enhance accessibility for every individual requiring DON information.
- 5.7 Leverage the lessons learned and results from Integrated Product Data Environments (IPDE) across the DON to reduce the total cost of ownership.

# Success Stories

GATOR Link, a joint pilot initiative of the DON eBusiness Operations Office and the DRPM AAV Office, successfully demonstrated increased combat readiness by exploiting telecommunications and Internet technologies to rapidly exchange data between contractors, commercial suppliers, and the government DRPMO. The pilot demonstrated online spare parts ordering, Internet technical manual updates, repair before failure diagnostic sensors, and live voice and videoconference between onboard mechanics and remote engineers.

The Chief of Naval Operations (OPNAV) deployed HQWeb, a collection of innovative Web tools that improve the quality of work for OPNAV action officers and analysts. These Web-based tools improve and automate the way the staff communicates, collaborates, performs day-to-day work, and shares knowledge. The customer-focused approach emphasizes using the Web to speed communication, ease workload, improve the quality of work, and facilitate knowledge sharing.

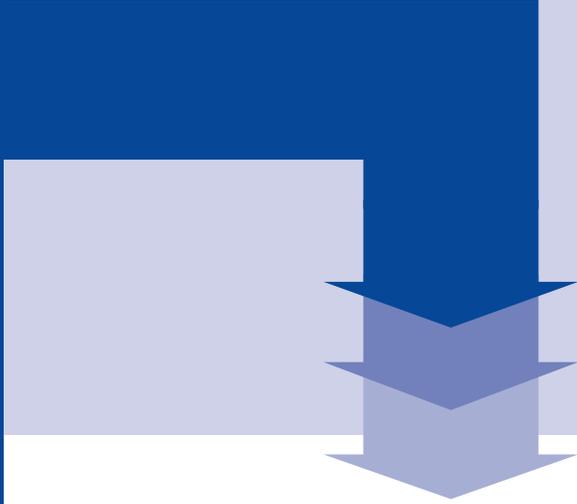
In an effort to improve pay and personnel administration to Marines, the U.S. Marine Corps is implementing the Total Force Administration System (TFAS), a Web-based, paperless, self-service pay and personnel administration system. TFAS will markedly modernize pay and personnel administration by providing all Marines, regardless of unit location, access to their pay and personnel records.



# Goal 6

Ensure information resources and critical infrastructures are secure and protected.

**Description:** Ensure the reliability, availability and integrity of information and information systems, while guarding the privacy of our people. Implement critical infrastructure protection measures to protect, defend, and secure our mission-critical capabilities.



## Supporting Objectives

- 6.1 Implement plans, policies, and architectures for critical infrastructure protection, information assurance, and privacy.
- 6.2 Ensure the availability and protection of the physical and information infrastructures that are critical to mission readiness and execution.
- 6.3 Employ defense-in-depth strategies to provide information assurance, confidentiality, integrity, and non-repudiation.
- 6.4 Provide strong (Class IV), ubiquitous, and secure authentication by implementing public key infrastructure (PKI) and issuing digital certificates on DoD Common Access Cards to all personnel.
- 6.5 Manage risk and provide for contingency and continuity of operations for critical information infrastructure, Web-enabled applications, and consolidated legacy systems.
- 6.6 Develop and implement policies to guard the privacy rights of our people, along with the protection and defense of DON personnel and sensitive information.
- 6.7 Ensure the security and reliability of information assets with joint forces and allied coalition partners.
- 6.8 Partner with the Federal Bridge Certificate Authority (FBCA) to ensure interoperability among DON and other federal agency PKI domains and assist the FBCA in ensuring the success of PKI implementation throughout the federal government.

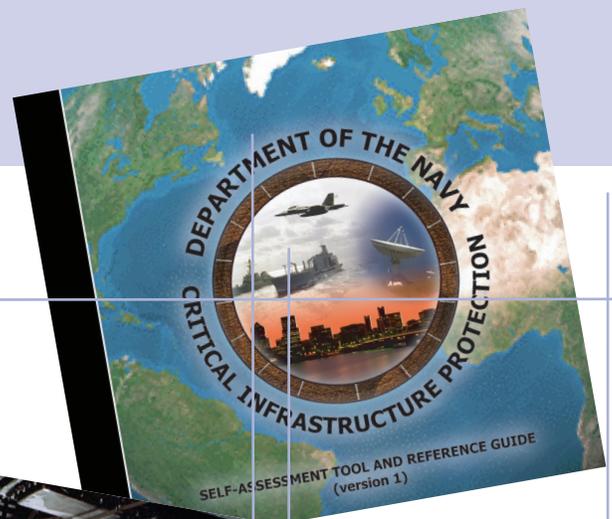
# Success Stories

The Department of the Navy Critical Infrastructure Assurance Officer developed a plan to protect the Department's cyber and physical infrastructure and to coordinate remediation efforts. The CIP Naval Integrated Vulnerability Assessment, which focuses on marshalling the Department's existing vulnerability assessment team in a coordinated process, was successfully tested in the Southern California operating region. Also, after months of prototyping and field-testing, the Department of the Navy Critical Infrastructure Protection (CIP) Self-Assessment Tool and Reference Guide (Version 1) is being distributed throughout the Department on compact disc.

The Naval Postgraduate School and the U.S. Naval Academy enhanced their Information Assurance curricula by installing computer laboratories to support DoD Public Key Encryption research and education. In spring of 2001, the U.S. Naval Academy and the Naval Postgraduate School participated in the first Cyber Defense Exercise (CDX), a war game focused on the defensive aspect of information operations.

The Department of the Navy Information Literacy Toolkit provides a set of information and knowledge age skills that enable

individuals to recognize what information is needed when, and how to locate, evaluate, use, and effectively communicate it. Information Literacy (IL) initiates, sustains, and extends lifelong learning, which embraces the individual's effectiveness in the workplace. The IL Toolkit was developed to allow a learning process to occur, so that the IL skills needed can be identified and mastered by department personnel. The IL Toolkit is available on CD-ROM and at [www.don-imit.navy.mil/iltoolkit](http://www.don-imit.navy.mil/iltoolkit).



# Goal 7

## Build IM/IT competencies to shape the workforce of the future.

**Description:** Provide Sailors, Marines, and Civilians with information management, information technology, and knowledge management skills and competencies essential for success in the information age. Facilitate the acquisition of skills that take maximum advantage of the richness of knowledge enabled by information technology. Provide training and education focused on both the IM/IT workforce and the IM/IT needs of the DON workforce.

### Supporting Objectives

- 7.1 Identify and sustain IM/IT core capabilities and retain required IM/IT skills of our workforce.
- 7.2 Manage the military and civilian IM/IT professional community and provide career development opportunities for the IM/IT workforce.
- 7.3 Provide relevant and timely IM/IT education, training, and learning opportunities for our Sailors, Marines, and Civilians.
- 7.4 Implement strategies to facilitate the development of critical thinking, organizational learning, and information literacy skills.
- 7.5 Develop and implement strategies to facilitate lifelong learning through distributed and non-traditional training for IM/IT and knowledge management skills.
- 7.6 Identify and cultivate competencies needed for the workforce of the future to collaborate and share knowledge for improved decision making.
- 7.7 Apply strategic sourcing management strategies that result in an effective and efficient workforce, enabling DON IM/IT professionals to focus on inherently governmental core mission functions.

# Success Stories

The Chief of Naval Education and Training (CNET) realized its vision of training more sailors faster, better, and cheaper. Sixteen fleet-wide sailors graduated from the Cisco Networking Academy Program (CNAP) at the Fleet Training Center in Norfolk. The program focuses on how to design, build, and maintain small to medium-size computer networks. The CNAP course consists of Web-based curriculum, hands-on laboratory instruction, mentoring, and assessment tools. Students are guided with a series of lectures, and self-paced and group lab activities.

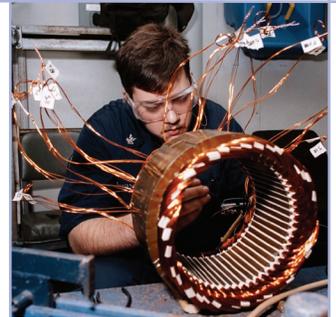
The Space and Naval Warfare Systems Command (SPAWAR) designed and

implemented a competency based, customer focused reserve program designed to meld civilian IT professionals, in Navy uniform, with emergent fleet information technology requirements. Four fleet support teams, consisting of certified professionals and university level instructors, are readily available to serve both afloat and ashore.

The Fleet Material Support Office (FMSO) participated with the Office of Personnel Management (OPM) pilot program researching competency-based hiring for federal information technology professionals. Together with the Northeast Regional Human Resource Service Center, FMSO

tested new Web-based online employment application tools, participated in applicant competency testing, and used structured interview procedures to hire information technology professionals.

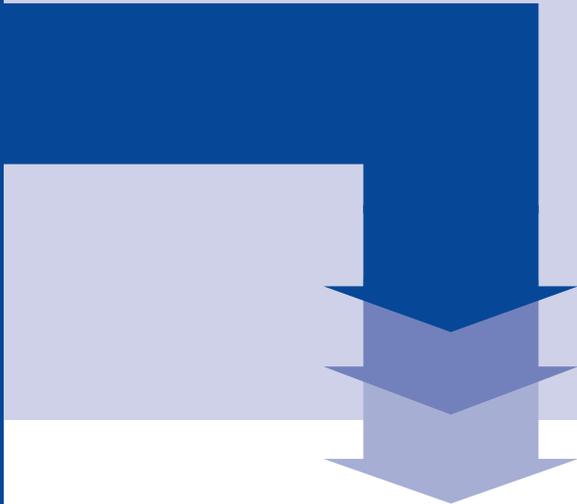
The Department of the Navy CIO developed the Career Planning Tool (CPT) to complement competency and career planning for the IM/IT workforce. Available on the workforce CD-ROM, the CPT provides an interactive process for individuals to develop a career progression plan tailored to career goals, competency requirements, and educational opportunities.



# Goal 8

## Foster and incentivize a technology-enabled and information-rich culture.

**Description:** Create a culture that will advance our workforce in the information age. Provide an intellectually stimulating and technologically attractive workplace for our Sailors, Marines, and Civilians. Incentivize innovative approaches and recognize IM/IT best practices that foster new patterns of work. Encourage open communications and implement an active outreach program that will ensure effective information flow and facilitate a knowledge sharing culture.



### Supporting Objectives

- 8.1 Ensure effective knowledge sharing among and between DON organizations and with other government agencies and industry through communication, outreach, tools, and workshops regarding IM/IT initiatives, products, and services.
- 8.2 Provide an intellectually stimulating, technologically attractive, user-centric digital workplace in order to attract and retain the best Sailors, Marines, and Civilians.
- 8.3 Provide incentives to reduce redundant legacy systems and development efforts, recognizing and rewarding value-added solutions.
- 8.4 Develop and provide tools to address the organizational and cultural implications resulting from the incorporation of information technology.
- 8.5 Foster innovation, collaboration, and knowledge sharing across organizations and communities.
- 8.6 Partner and participate in cross-agency initiatives with DoD, other government agencies, and industry to leverage IM/IT best practices and share lessons learned.
- 8.7 Establish open dialogues and partner with other services and our foreign allies to promote technology exchange and interoperability.

# Success Stories

The Naval Supply Systems Command (NAVSUP) introduced SMART Web Move, a Web-based application that allows Navy service members to receive customized counseling regarding household goods entitlements and make move arrangements via the Internet. SMART Web Move is a paradigm shift from business as usual for Sailors moving to new duty stations. SMART Web Move allows Sailors to make moving arrangements at their convenience, and eliminates the need for them to personally visit the Personal Property Shipping Office.

The DON eBusiness Operations Office in collaboration with Naval Medical Center, San Diego, developed an application, Medical Appointments on the Web, that allows clinic staff to book specialty appointments for patients before they leave the clinic. Currently, patients schedule specialty appointments by visiting the clinic, navigating a call center, or waiting for mail notification.

The Commander in Chief, U.S. Pacific Fleet and the Naval Sea Systems Command each established cross-functional solutions teams and implemented processes to collect, analyze, and prioritize reengineering and application development proposals. Both organizations have increased the return on investment and reduced duplicative solutions by providing a clearinghouse of existing solutions and tools. The efforts of these teams have improved the quality of solutions delivered to fleet and ashore customers.





# Implementation

*The President and Secretary of Defense have indicated this is a time of change. I ask that each of you join me and them, bringing your talents, innovative thoughts and experience to bear, in transforming the way we do business in order to meet our commitments, now and in the future.*

—The Honorable Gordon R. England  
Secretary of the Navy

# 4



- ⌘ People
- ⌘ Information
- ⌘ Technology

# Implementing Methodology

Working with teams from across the Department, the DON CIO (as the senior official for IM/IT matters) sets DON IM/IT policy, leads strategic planning, coordinates capital investment, and facilitates implementation of projects and initiatives. Responsibility for implementation of this plan resides at every level of the organization. Assisting DON CIO are several entities:

The DON Information Leadership Council (ILC) advises and supports the SECNAV on information resource planning, content, standardization, investment, funding, management, and the migration to Web-based applications within the Department.

The DON Information Executive Committee (IEC) guides, oversees, and resolves day-to-day issues and provides recommendations to the ILC. The IEC facilitates the effective flow of decision making information, prioritizes resources, and establishes Enterprise Action Groups to work on specific issues and tasks. Enterprise Action Groups provide deliverables and recommendations to the IEC.



## GOVERNANCE PROCESS

The DON IM/IT governance process is decisive and action oriented. The Secretary of the Navy (SECNAV) established the ILC and IEC to oversee IT in the Department. Development and implementation of the DON IM/IT Strategic Plan are team efforts, ensuring that mission requirements and perspectives of all elements of the Navy and Marine Corps are addressed.

### Enterprise Action Groups

Representatives drawn from across the DON enterprise participate in the development and implementation of the goals and objectives.

### DON Information Executive Committee (IEC)

- DON CIO (Chair)
- Navy CIO CNO (N6)
- USMC CIO HQMC (C4)

### DON Information Leadership Council (ILC)

- UnderSecretary of the Navy (Chair)
- Vice Chief of Naval Operations (VCNO)
- Ass't Commandant of the Marine Corps (ACMC)
- DON Chief Information Officer (DON CIO)

## Acknowledgements

Photographs used in this document were supplied by:

**Defense Visual Information Center**

**Navy Visual News Service**

**Department of the Navy  
Chief Information Officer**

**Headquarters, U.S. Marine Corps**

**Marine Forces Reserves**

# Pocket for Inserts

**Department of the Navy  
Chief Information Officer**

1000 Navy Pentagon  
Washington, DC 20350-1000

Ph: 703-602-6728      Fax: 703-601-0346  
[www.don-imit.navy.mil](http://www.don-imit.navy.mil)

---

If you have any questions or comments  
about this plan, please send an e-mail to  
[ITStrategicPlanning@hq.navy.mil](mailto:ITStrategicPlanning@hq.navy.mil)