



# NAVAL INFORMATION WARFARE SYSTEMS COMMAND (NAVWAR)



**NAVWAR**



# Strategic Vector 2022

## Naval Information Warfare Systems Command

Be the preeminent provider of information warfare capabilities driving operational dominance from Seabed to Space.



In cultivating a **Culture of Excellence** at NAVWAR, let's live our **Core Values and Attributes**, and let our personal growth and interactions with others be guided by the **Signature Behaviors**:

## Navy Core Values

**HONOR. COURAGE. COMMITMENT.** From the early days of naval service, certain bedrock principles or core values have carried on to today. They consist of these three basic principles.

## Navy Core Attributes

The four core attributes of **INITIATIVE, ACCOUNTABILITY, INTEGRITY** and **TOUGHNESS** serve as guiding criteria for our decisions and actions. If we abide by these attributes, our values, of honor, courage and commitment will be clearly evident in our actions.

## Signature Behaviors of the 21<sup>st</sup> Century Sailor

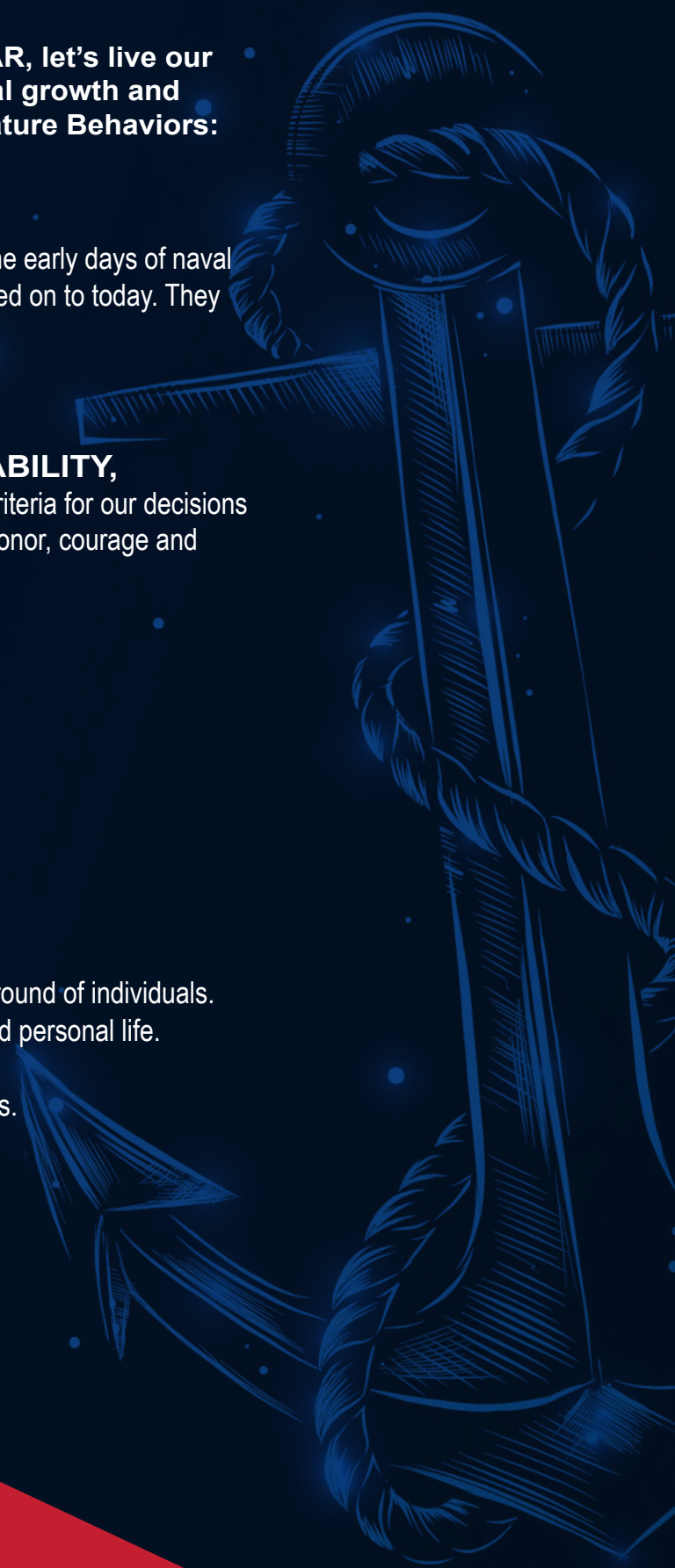
1. Treat every person with respect.
2. Take responsibility for my actions.
3. Hold others accountable for their actions.
4. Intervene when necessary.
5. Be a leader and encourage leadership in others.
6. Grow personally and professionally every day.
7. Embrace the diversity of ideas, experiences, and background of individuals.
8. Uphold the highest degree of integrity in professional and personal life.
9. Exercise discipline in conduct and performance.
10. Contribute to team success through actions and attitudes.

### Naval Information Warfare Systems Command

4301 Pacific Highway  
San Diego, CA 92110-3127  
[www.navwar.navy.mil](http://www.navwar.navy.mil)

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# Introduction

Why a Vector? Rather than lay out arbitrary markers on where we may want to be several years from now along the lines of effort detailed in this document, we choose instead to take a data-driven approach. Vectors are defined by direction and magnitude. We have our direction from higher level guidance like CNO's NAVPLAN. We will measure our progress toward aspirational goals, aligning ourselves and our work toward that guidance. This provides our vector's magnitude. We will adjust our efforts and measures as necessary as we learn, accelerating our progress toward our aligned goals.

Our mission is to identify, develop, deliver, and sustain information warfighting and enterprise capabilities and services to enable Naval, Joint, national, and coalition operations in warfighting domains from Seabed to Space. We are the Naval Services', indeed the Nation's, Systems Command for everything Information Warfare.

Given that awesome responsibility, which we proudly shoulder, it is our Vision to be the world's preeminent provider of Information Warfare capabilities, driving operational dominance from Seabed to Space. In our profession we cannot be runners-up – our Sailors and Marines deserve the very best.

This document is a product of the entire One-NAVWAR Team – HQ, PEOs, NIWCs and NSFA – with effort invested over the last year. The initial lines of effort in our Vector – the 'Chevrons' – are: Foster a World-Class workforce, Ensure Information Readiness, and Lead "Digitalization" of the Navy. It all starts with you – our amazing workforce – our top priority. NAVWAR will be the first choice and best place to work, where every individual is treated with dignity and respect, leaders take care of, develop, and remove barriers for their teams, in a safe and positive environment where everyone's input is valued from day one.

By its nature, this is meant to be a 'living document' – we will adjust as necessary as we learn. We need your help. Read on and pitch in.

# Mission

**NAVWAR identifies, develops, delivers, and sustains information warfighting and enterprise capabilities and services to enable Naval, Joint, national, and coalition operations in warfighting domains from Seabed to Space.**

NAVWAR is a unique SYSCOM that supports and enables virtually everything our Sailors and Marines do. Responsible for providing information warfighting capability, our One-NAVWAR team leads every facet from early science and technology research to installation and sustainment of systems in the Fleet.

Our people and products feature in every platform and in every warfighting domain at all echelons of command and all over the world. We are the Nation's Information Warfare technical leaders and providers. In support of our operational community and Fleet leaders, we make a formidable team.

# Vision

**Be the preeminent provider of information warfare capabilities driving operational dominance from Seabed to Space.**

To deter any potential adversary, or fight and win, our Sailors and Marines – indeed, the entire Allied and Joint Force – need the very best we can produce, provided affordably and at the speed of relevance. This is our obsession. To be the world's best demands an integrated all-hands effort across the One-NAVWAR enterprise. To be the best in a field that changes as rapidly as ours, we must be relentless learners, constantly improving in every element from individual growth and development to delivery of the next big thing that achieves overmatch.



*D Small*

Rear Admiral Doug Small  
Commander,  
Naval Information Warfare  
Systems Command



*John W.R. Pope III*

Mr. John Pope  
Executive Director,  
Naval Information Warfare  
Systems Command



# NAVWAR STRATEGIC VECTOR

**OUR MISSION:** Identify, Develop, Deliver, and Sustain information warfighting and enterprise capabilities and services to enable Naval, Joint, national, and coalition operations in warfighting domains from Seabed to Space.

## STRATEGIC OBJECTIVES

### FOSTER A WORLD-CLASS WORKFORCE

Empower a Culture of Excellence

Enable a Data-Driven Culture

Inspire a Mission Mindset

### ENSURE INFORMATION READINESS

Prioritize Sailor Self-Sufficiency for Strategic Competition

Prepare & Enable All-Domain Fleet Operations

Optimize Infrastructure to Generate Naval Power

Execute On-Time Delivery

### LEAD NAVAL DIGITALIZATION

Guide Deployment of the Naval Operational Architecture

Develop, Maintain, & Modernize Naval Digitalization

Drive Data-Informed Decision Making and Digital Transformation



**VISION:** Be the preeminent provider of information warfare capabilities driving operational dominance from Seabed to Space.

# Strategic Objectives

## Foster a World-Class Workforce

**CNO NAVPLAN: “SAILORS — A dominant naval force that can out-think and outfight any adversary. Our Sailors will remain the best trained and educated force in the world. We will cultivate a culture of warfighting excellence rooted in our core values.”**

With its mission-oriented, warfighter-obsessed, and learning-driven NAVWARriors at the helm, NAVWAR creates a leading-edge, high speed, lean, efficient, adaptive, generative, and innovative organization among the best in the world by:

### EMPOWERING A CULTURE OF EXCELLENCE:

The NAVWAR workforce is empowered and resilient, inspired by trust, passion for the mission, and transparency, and built on a foundation of inclusiveness, engagement and continuous development. We elevate and leverage our diversity to foster a transparent, accountable and safe workplace where all can grow, be respected and solve complex challenges in new ways in support of our warfighter. We are dedicated to equal employment opportunity, the merit systems principles, and a diverse and inclusive workforce. NAVWAR prepares today’s workforce for tomorrow’s mission by investing in opportunities for continuous professional, organizational, and leadership development.

## Ensure Information Readiness

**CNO NAVPLAN: “READINESS – A Navy that is manned, trained, and equipped to deploy forward and win in day-to-day competition, in crisis, and in conflict. We will consistently deliver maintenance on-time and in full, refurbish our critical readiness infrastructure, master all-domain fleet operations, and exercise with like-minded navies to enhance our collective strength.”**

**CNO NAVPLAN: “CAPACITY – A larger, hybrid fleet of manned and unmanned platforms – under, on, and above the sea – that meets the strategic and operational demands of our force. We will deliver the Columbia-class program on time; incorporate unmanned systems into the fleet; expand our undersea advantage, and field the platforms necessary for Distributed Maritime Operations.”**

### ENABLING A DATA-DRIVEN CULTURE:

NAVWAR is an organization that uses data as a strategic asset to support decision-making. We develop and educate our workforce on how to efficiently and effectively use data as a vital asset applied holistically to planning, execution, delivery, and support. To speed lethality to the warfighter, NAVWAR is continuously evolving as a federated, enterprise culture where data is gathered, curated, and shared as an organic part of our designed processes and operations. To this end, we coordinate training in line with industry best practices and collaborate on cross-SYSCOM/cross Warfare Center data strategies and enterprise data management.

### INSPIRING A MISSION MINDSET:

The basis for our capability delivery is a responsive, continuous, and iterative relationship with our warfighters and an understanding of their mission needs. NAVWAR develops and delivers education and training to build an obsession within our whole workforce of our warfighters’ mission and operational environment outside the context of the systems we provide. We build relationships with our warfighters by proactively engaging our workforce in exercises, warfighter discussion communities, and similar post-deployment debriefs. Our mission success is measured by our direct contributions toward naval mission success.

NAVWAR provides Information Warfare (IW) Readiness to win today, while developing and delivering IW Capacity for a larger, more capable Future Hybrid Fleet by:

### PRIORITIZING SAILOR SELF-SUFFICIENCY:

NAVWAR supports Sailors by designing for readiness and self-sufficiency to meet the operating demands of strategic competition. We ensure continued operation in all domains across the competition continuum, to include nation state level cyber threats. We enable access to logistics and training products, including the implementation of organic on-platform and integrated virtual training solutions such as the CANES Training Virtual Environment. Through user-centered design principles for more “self-healing” C4I systems and automated system status and health monitoring, we reduce the burden for operators and maintainers.

### PREPARING AND ENABLING ALL-DOMAIN FLEET OPERATIONS:

We reduce barriers for delivering IW capability by rapidly identifying, prototyping, experimenting with, and transitioning IW technologies. NAVWAR prepares and enables all-domain Fleet operations through Live, Virtual, Constructive (LVC) training and Fleet exercises. Key to LVC are effectively modeling peer/near-peer threats, delivering fully informed training of classified capabilities while evaluating CONOPS/ CONEMPS, and improving LVC Interoperability.

### OPTIMIZING INFRASTRUCTURE TO GENERATE NAVAL POWER:

The COVID-19 pandemic highlighted the need to leverage telework and collaboration tools. NAVWAR drives adoption of Flank Speed SharePoint Online and

## Lead Naval Digitalization

**CNO NAVPLAN: “CAPABILITIES—A Navy capable of projecting synchronized lethal and non-lethal effects across all domains. We will deploy the Naval Operational Architecture by the middle of this decade; an array of counter-C5ISR capabilities; weapons of increasing range and speed; and a directed energy system capable of defeating anti-ship cruise missiles.”**

NAVWAR is uniquely qualified to create the IW capabilities and environment that will provide the Navy and Joint Force an asymmetric advantage to enable Distributed Maritime Operations, Expeditionary Advanced Base Operations, and Littoral Operations in a Contested Environment by:

### GUIDING DEPLOYMENT OF THE NAVAL OPERATIONAL ARCHITECTURE (NOA):

As part of CNO-directed Project Overmatch efforts, we will field the NOA in this decade to connect distributed forces and provide decision advantage. The NOA integrates with Joint All-Domain Command and Control to deliver a more lethal naval force utilizing a highly secure and interconnected Fleet. The NOA will enable information to seamlessly span across platforms, weapons, and sensors. To engineer and deliver the NOA, we use models to provide transparent, authoritative engineering data across all NOA/Overmatch activities.

expanded capabilities across the Navy. We increase workforce access to classified domains, accelerating knowledge sharing, support and decision-making. We are leading expanded use of real-time testing products and development/deployment of virtualized test and simulation-based environments.

### EXECUTING ON TIME DELIVERY:

NAVWAR’s foremost commitment to the Fleet is to ensure planning, resources, and processes for successful On Time Delivery execution. We design for the install and sustainment of our capabilities, while automating and integrating software system installation. We own the Installation Process for IW Capabilities – “Ready to Start / Install / Test / Complete / Sign-Off.” Core to our on-time delivery execution is Fleet-driven capability implementation made possible by continuous feedback loops.

### DEVELOPING, MAINTAINING, AND MODERNIZING NAVAL DIGITALIZATION:

NAVWAR is the technical leader for Naval digitalization, which enables more agile decision-making in combat and ashore, improves readiness and sustainability, and drives affordability. Technical Authority provides the required close supervision, skilled risk evaluation and management, firm restraint on requirement growth, and forthright and timely reporting of problems. Our approach is to design and field Fleet capabilities using Model-Based Systems Engineering that rapidly develops and delivers quality software and implements digital thread-related processes and tools.

### DRIVING DATA-INFORMED DECISION-MAKING AND DIGITAL TRANSFORMATION:

We equip our NAVWARriors with ubiquitous digital tools increasing efficiency and effectiveness. We integrate data, analytics, and dashboards into Enterprise environments that will drive outcomes the Fleet needs to fight and win. We achieve cradle-to-grave digital transformation across the spectrum of Information Operations including: Request for Information, IT purchasing, risk management, signing/routing of documents, learning management, and contract reporting. We engage in Robotic Process Automation to develop and utilize bots to achieve financial and time savings, incorporate AI/ML technologies to bring velocity and scale to our decision making, and leverage data analytics and workflow automation to perform the NAVWAR mission more efficiently while focusing our workforce on solving hard problems rather than administrative tasks.



# NAVWAR Campus and MCRD Facilities

## Base Gyms in Local Area

### NAVWAR Gym

Open to Civilian and Military personnel

Max occupancy: 10

Hours: 24/7

Location: OT27

Lockers: Day Use Only

Clean Up after using equipment



### MCRD Gym

Hours below:

Monday – Friday: 5:00am – 9:00pm

Saturday – Sunday: 8:00am – 5:00pm

See links below associated to MCRD Gym

<http://mccsmcrd.com/BaseMap/index.html>

<http://www.mccsmcrd.com/RecreationAndFitness/FitnessCenter/index.html>

<http://navylifesw.com/sandiego/fitness/fitnesscentersgyms/>

# NAVWAR Campus and MCRD Facilities

## Food Services on OTC

### Food Trucks

Breakfast Locations:

Between OT-1 and OT-2

Lunch Locations:

Torpedo Grill: 0630 - Lunch

Lunch Trucks located at OT-1 and between OT-28 and OT-3

### Java Joltz

Location: OT1 – South end

Serves: coffee, smoothies, snacks, salads, breakfast & lunch sandwiches

Mon-Fri. Hours: 7:00am – 2:00 pm

### Grab & Go

Location: By Navy Federal ATM;  
OT2 Westside

### Micro Mini Mart

Location: South end of OT3





# NAVWAR Campus and MCRD Facilities

## Entertainment at a Discount

CMWR Specials & Discounts: [CMWR Teams Link](#)

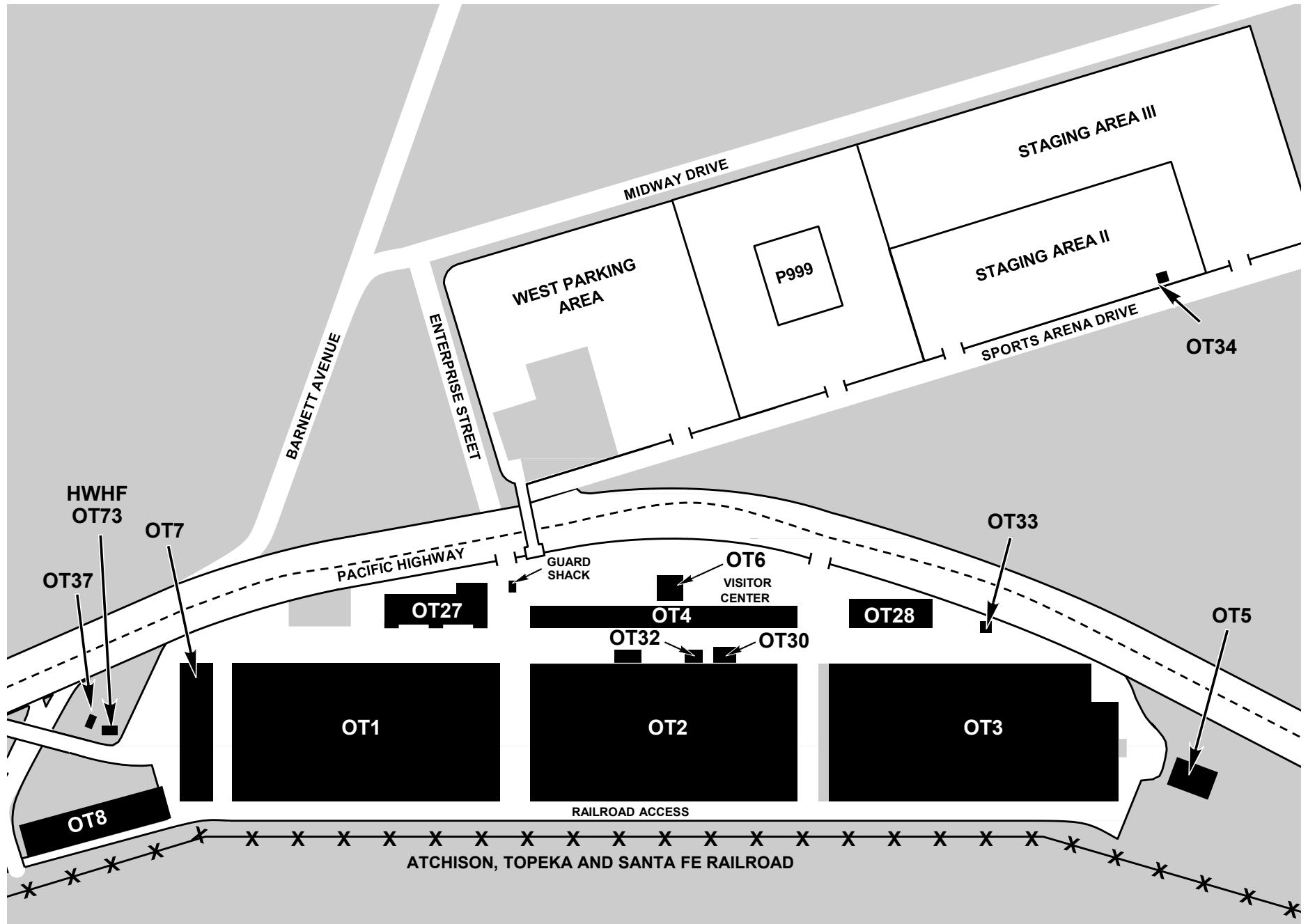
NRSW MWR Recreational Ticket Van Schedule for all locations:  
<https://blog.spawar.navy.mil/cmwr/mwr-tickets.html>

NRSW MWR ITT Ticket Web Site: [Tickets \(navylifesw.com\)](http://navylifesw.com/tickets)

MCRD Attractions & Events Price Lists:  
<http://www.mccsmcrd.com/RecreationAndFitness/InformationTicketsAndTours/index.html>



# Old Town Campus





## Naval Information Warfare Systems Command Workplace Alternative Dispute Resolution

Per the NAVWAR Equal Employment Opportunity Policy Statement, the Commander of NAVWAR encourages all managers, supervisors, and employees to use Alternative Dispute Resolution to resolve workplace issues and complaints.

### What is Alternative Dispute Resolution?

Alternative Dispute Resolution (ADR) is a possible option for those wishing to resolve disputes and problems outside of traditional methods- including Equal Employment Opportunity (EEO) complaints, grievances, and/or litigation. ADR offers the chance to let others know how you view the situation, as well as offers an opportunity to work out a mutually agreeable resolution.

Mediation is the most commonly used ADR process in the Department of Navy (DON) to resolve workplace disputes. Mediation is informal, voluntary, and provides a certified mediator to facilitate neutral discussions between the parties to help them identify issues and arrive at mutually agreed upon solutions.

The mediator will not provide legal or human resources advice and has no power to make a decision or evaluate the merits of the issues on the table. Instead, the mediator works with the parties to facilitate discussion. Any agreement reached will be a voluntary agreement of the parties' own making.

### Why use ADR?

While conflict is a normal part of our daily lives, it can often be an uncomfortable experience, especially when it involves the workplace. Whether you are a manager or an employee and you find yourself in a dispute with an employee, manager or other colleague, mediation can help resolve the issue in a private, confidential and timely way.

### When can ADR be used?

- Workplace disputes
- Administrative grievances
- EEO complaints
- Conduct or work performance issues
- Groups or offices facing challenges

### How Does the Process Work?

Mediation begins with all the participants present as the mediator explains the process and answers any questions the parties may have at that time.

After each party presents his or her concerns by giving some brief opening remarks, the mediator may ask questions to clarify or elaborate on a particular topic.

After the first joint session, the mediator may meet with each party separately (caucus) to discuss issues in greater detail and to gain a better sense of how the parties would like to resolve the issues.

During the joint and private sessions, the mediator will explore options to resolve the parties' issues.

If the parties agree to resolve their issues, a written settlement agreement will be drafted and signed by each party.

### What are the Benefits of ADR?

- Resolves disputes and conflicts quickly and inexpensively at the earliest stage possible
- Improves and maintains cohesive work relationships
- Improves communications between the parties
- Communications are confidential in accordance with the ADR Act of 1996
- Focuses on results and collaboration, not fault and/or blame
- Provides “real time” response to the issues involved
- Promotes resourceful and productive solutions
- Gets everyone focused back on the mission
- Keeps decision making control with the parties

### Frequently asked Questions:

#### **Q: Who can initiate ADR?**

A: Employees, supervisors, managers and unions.

#### **Q: Do I have to use the ADR process?**

A: ADR is entirely voluntary. The parties may end mediation at any time.

#### **Q: Who should be present during the mediation?**

A: Each party can have a representative or can represent themselves. The parties should include a management official(s) with the authority to resolve the issue(s).

#### **Q: If I try ADR, do I lose my rights under the grievance or EEO complaint process?**

A: Participation in mediation does not waive your rights to pursue the matter in another forum; however, you must adhere to the time frames and regulations of the other process.



**Q: Is mediation right for me?**

A: Yes, if one of the following applies to your situation (1) the issue involves a continuing relationship; (2) the parties want to resolve the matter quickly, confidentially, and informally; or (3) the parties want a voice in shaping an agreement.

**Q: How should I prepare for mediation?**

A: Come to mediation prepared to explain your views and ready to listen to the views of others. Mediation is an opportunity to put the issues behind you.

EEO Program Contact:

- NAVWAR HQ/PEO-C4I: 619-553-5700
- NIWC Pacific: 619-553-5700

ADR Workplace Office:

- NAVWAR HQ/PEO-C4I: 619-553-4596
- NIWC Pacific: 619-553-4596