CHARTING OUR COURSE

I have been onboard as Commander, Naval Supply Systems Command and Chief of the Supply Corps since October and I have purposefully “hit the deck listening” to you – our partners, employees and customers – in order to better understand our challenges and opportunities. This time has been well-spent – to affirm areas in need of increased focus. As I refine my Commander’s Guidance for this year, I want to share what I have learned, and what I will be focusing on during my tenure. I am honored and excited to work with such a tremendous and diverse team throughout the NAVSUP enterprise, the Navy Supply Corps and the team of providers who comprise the Naval Support Network.

The NAVSUP and Supply Corps team have long cultivated a “culture of judiciousness.” When I refer to our team, I am talking about the family of active duty and reserve military, civilians, and contractors who are responsible for all that we do around the world. Across the globe, we are relevant, serving in critical positions throughout the Department of Defense supporting Fleet, Joint, and coalition partners where it matters, when it matters. Our Supply Corps officers and enlisted personnel work side-by-side with the warfighter, embedded in every operational community. As a Corps, we pride ourselves on understanding the warfighters’ requirements through firsthand experience. We serve on the Joint Staff, every Combatant Command and Systems Command, as well as the Defense Logistics Agency. This experience as partners within the Naval Support Network and as consumers of the products and services it provides enables us to be flexible, resilient, and approach everything we do from the warfighters’ and service providers’ perspective.

The diverse individuals who comprise our team are our most valuable asset. Your ideas and inputs are essential as we develop solutions for the challenges we face. A mentor once taught me a priceless lesson that, “Good answers come from everywhere”... not anywhere, but everywhere. I believe in evaluating every answer, every idea on its own merit and encouraging everyone to have an opportunity to identify, provide and implement better solutions in the process.

My pledge to each of you is to embed a culture of moral excellence which embraces the NAVSUP team, a culture which balances the demands of the mission with a genuine and abiding concern for our family. We will foster a work environment characterized by communication, command climate, and collaboration. A certain alchemy exists in the presence of these “3-Cs.” We get a work environment encouraging innovation and creative thinking, an agile and resilient organization responsive to the emerging needs of our customers, and a workplace that recognizes, acknowledges and celebrates the contribution of every member.

The strategic landscape is daunting; the country is in the midst of a fiscal crisis complicated by sequestration while still facing a dynamic security environment. The military is resetting and drawing down following a decade plus of active
combat, while rebalancing to the Asia Pacific Region. All of this is happening concurrently. However our mandate remains; as CNO stated in the 2014-2018 Navigation Plan, “Regardless of reductions, we will continue to operate forward with ready forces, where it matters, when it matters.” This guidance underpins everything that we do.

Further fiscal challenges are a near certainty and we cannot leave it to chance that the Naval Supply System will continue to effectively support warfighters when further reductions are made. Difficult decisions, about what we must continue to do and what we can stop doing, will have to be made. We will work to streamline processes and clarify and rationalize responsibilities across and within our organization in conjunction with the partners we support. In short, we must drive changes to NAVSUP’s business processes and relationships to perform business less expensively, yet more effectively. In today’s environment, an inefficient and ineffective supply system is not only a waste of taxpayer dollars; it is a potential cause of mission failure.

I need everyone to know and understand my Commander’s philosophy of knowing how to fight and what you are doing in support of the warfighter. Saying this is easy, but doing it is complex. Regardless of the location or the mission, we fight by providing the warfighter with the enablers they need to accomplish their mission. From contracting, parts positioning, ammo, fuel, uniforms, food, integrated logistics, and mail, we provide the warfighter with responsive and agile support by influencing the Naval Support Network and forging partnerships throughout a constantly shifting global environment. We all need to know how we support the mission - not only how we execute our job today but also how it will fit in the future operations of tomorrow.

NAVSUP is only one of many organizations that have a role to play in supporting the warfighter. The Naval Support Network encompasses not only NAVSUP and other Navy organizations, but all other Joint and sister service organizations, DOD and federal agencies, and coalition and commercial partners that provide logistics and/or quality-of-life support to Naval customers. As members of the NAVSUP and Supply Corps team, we are the conduit and advocate to the “Network” on behalf of the warfighter. In that role, we help define and convey to non-Navy providers our unique support requirements. We help ensure that a DOD logistics system, optimized to support all services, does not inadvertently sub-optimize its support of Naval customers. We support the warfighter and their families in a variety of quality of life programs such as the Navy Exchange, Navy Lodges, and household goods. We care about not only how well NAVSUP supports the Fleet, but also how well the Fleet is supported by all providers. We must remain constantly engaged with our customers and partners within the Naval Support Network to better understand current and future requirements, take action where gaps in service exist, and leverage our relationships to deliver sustained logistics and quality of life capabilities in our environment of fiscal uncertainty. As an ardent advocate within the Naval Support Network, we must be demanding advocates for the warfighter.
Our goals are and will continue to be aligned with SECNAV and CNO. The CNO’s Sailing Directions are the foundation: Warfighting First, Operate Forward, Be Ready. We will make NAVSUP a world class workplace; we will practice unity of effort; we will drive towards effective and efficient performance; and rely on data driven decision making. Essential to our shared success in the future, we will focus our collective strength on driving toward solutions in the following areas:

**GOAL 1: World Class Workplace**
- Build and maintain an environment of sound judgment and integrity across the NAVSUP enterprise.
- Develop a comprehensive strategy that attracts, develops and retains a diverse, innovative and professional workforce, aligned with budgetary guidance.

**GOAL 2: Unity of Effort**
- Conduct an in-depth assessment of our ability to flex our support and supply chains within the Naval Support Network to ensure we are able to support the Naval and Joint warfighter.
- Partner with other provider enterprises to support their sustainment strategies for new and existing weapon system platforms.
- Develop a strategy to ensure the Naval Support Network is providing the appropriate level of support to Naval Special Warfare and Expeditionary Forces.
- Partner with internal and external stakeholders, develop a process to systematically validate logistical and financial processes in support of Financial Improvement Program (FIP) / Financial Improvement and Audit Readiness (FIAR).
- Develop strategies with our partner providers to collectively identify solutions to improve quality-of-life services for Sailors and their families.

**GOAL 3: Effective, Efficient Performance**
- Partnering with internal and external stakeholders, review existing contracting and husbanding support processes and further develop a holistic solution for administration, execution, and oversight.
- Conduct an in-depth assessment of our ability to support Navy’s requirements in a fiscally constrained environment and develop strategies to address shortcomings.
- Develop a business strategy to identify opportunities to drive cost out of business lines and assess how NAVSUP will manage costs in the future.

**GOAL 4: Data Driven Decision Making**
- Accelerate sustainment planning for leveraging Enterprise Resource Planning (ERP) to reduce costs across Navy’s supply chains.
- Establish a center of excellence for metrics development, collection and reporting, leveraging ERP data and standardizing methodologies.

Throughout our history, the Navy has been the nation’s forward presence. When the United States needs a rapid response, it is the Navy who gets the call. Our ability to support the warfighter wherever and whenever makes us relevant. In the coming days, months, and years, I challenge each member of our NAVSUP and Supply Corps team to bring forth shared truths as we continue to be a Fleet support organization that is highly resilient, effective and efficient.