



## NAVAIR Commander's Intent

Sept. 24, 2012

CNO's guidance to all Navy Commands is clear: *ensure our Warfighters are ready to fight and win today while building capability for tomorrow; provide options to deter, influence and win in an era of uncertainty; and harness the teamwork, talent and imagination of our diverse forces to be ready and employ our nation's resources responsibly.* Achieving these objectives will not be easy given current economic realities, the rapid pace of technological advancements, and global instability fueled by terrorists, rogue nations and China's rising economic and military influence. The stakes are high, and our Navy must be ready.

NAVAIR has always risen to the challenge and blazed a trail for others to follow. We will continue to lead from out front, delivering the capabilities our Navy and Marine Corps need to preserve the peace and, when necessary, fight and win.

### FOCUS AREAS

While our mission remains unchanged, the *way* we deliver capabilities must adapt and improve to meet today's fiscal, technological and operational realities. Our solutions must be delivered with increased agility and speed; be fully integrated and interoperable with other systems to create needed warfighting *capabilities*; and be affordable to develop, own and operate over time. We are making real progress in many of these areas. Working together, we will build on our successes and accelerate results in the areas that matter most to our Warfighters. We will:

1. **Increase Speed to the Fleet** through program of record planning and execution and rapid response to urgent warfighter needs;
2. **Consistently Deliver Integrated & Interoperable Warfighting Capabilities** (*platforms, sensors and weapons operating seamlessly in a systems of systems environment*) that produce an immediate and sustainable increase in warfighting effectiveness; and
3. **Improve Affordability** by reducing operating and sustainment costs for fielded systems and implementing life-cycle cost reduction initiatives as part of new systems development.

### ENABLERS

The foundation for NAVAIR's success is a combination of key enablers: *leadership, workforce, and technology and infrastructure*. Leadership is an acquired skill, not just a position, and we need to cultivate and develop it in every member of our workforce. The technical and business excellence our diverse workforce brings to the table is at the heart of everything we do. Diversity, inclusion and respect underpin creativity and innovation. Investments in technology, new knowledge/skills, and infrastructure (e.g., labs and ranges) are essential to maintaining our technological edge and will enable the Warfighter to outpace future threats. Deliberate, balanced investments in each of these areas will strengthen NAVAIR's mission capability and ensure our future relevance.

### VALUES

Our culture is defined by the way we work, how we communicate and learn from each other, and the behaviors we expect and reward. These values establish the orientation and approach we will need to overcome obstacles, seize opportunities, and achieve our goals.

- **Safety** – our first priority from the shop floor, to the flight line, to the cockpit. People trust their lives to our judgment.
- **Ethics and Integrity** – thoughts and behaviors that demonstrate a commitment to the highest standards and command respect from all who work with us
- **Keeping our Promises** – making reasonable and realistic commitments, executing to plan, and delivering outcomes that meet expectations
- **Accountability** – personal ownership for contributing to team, program and overall mission success; making fact-based decisions that deliver best value to the Fleet and the taxpayer
- **Speed, Agility and Flexibility** – rapidly responding to new circumstances and requirements; creating enabling opportunities to meet warfighter needs ahead of schedule and below cost
- **Innovation** – creating and applying new knowledge, ideas, methods and technologies to overcome barriers or create game-changing improvements
- **Strong Relationships Built on Transparent, Respectful and Robust Communication** – developing and maintaining productive relationships with our stakeholders, team members, industry and academic partners through open communication and collaboration
- **Learning Culture** – a desire for continuously expanding our knowledge and applying what we learn to improve organizational performance

NAVAIR is a broad, diverse organization with many areas of expertise. While each of us brings something unique and valuable to the table, our greatest strength and opportunity is our ability to work together to solve problems and share our successes so others may benefit. Collaboration is the “secret sauce” that will elevate us from good to great.

This Commander’s Intent provides context and sets priorities. Later this year, I’ll release my Commander’s Guidance – an “action plan”

including specific objectives, metrics and actions that will guide our efforts in the coming years. It will enable us to measure progress and adapt as circumstances change.

Early next year, we will release NAVAIR’s Long-Term Strategy, which will paint a picture of future challenges and opportunities and guide investment in our key enablers — leadership, workforce, technology and national infrastructure capabilities.

I look forward to working with you in the days ahead as we tackle some of the most difficult challenges our nation has faced in decades. Our challenges are great, but our potential is even greater. Our Navy and Marine Corps deserve the best support we can give them, and I am confident we will deliver.

With great respect,  
VADM David Dunaway  
Commander, NAVAIR

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