



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND
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IN REPLY TO

NAVSEAINST 5400.107
SEA 00/067
24 Jul 2006

NAVSEA INSTRUCTION 5400.107

From: Commander, Naval Sea Systems Command

Subj: NAVAL SEA SYSTEMS COMMAND LEADERSHIP CONSTRUCT AND OPERATIONS

Ref: (a) SECNAVINST 5400.15B
(b) CNO Guidance for 2006, of 14 Oct 2005
(c) NAVSEA Commander's Guidance for 2006, Part I of 15 Nov 2005
(d) NAVSEA Commander's Guidance for 2006, Part III of 18 Jul 2006

Encl: (1) Command Leadership Governance Process
(2) Command Leadership Team Construct

1. Purpose. To define the mission, composition, roles, and responsibilities of the Command Leadership Team and its relationships with key stakeholders and customers. This instruction defines the key strategic, business operations, and decision making processes used to:

- implement the strategic vision for Naval Sea Systems Command (NAVSEA),
- address emerging tactical issues,
- direct the planning, management, budgeting, and execution of cost-wise, efficient and responsible business operations.

2. Cancellation. This instruction hereby disestablishes the NAVSEA Executive Committee (NEC) and the Business Transformation Executive Team (BTET).

3. Scope. This instruction is applicable to all organizational elements of NAVSEA and the affiliated Program Executive Offices (PEOs) including: PEO for Aircraft Carriers (PEO Carriers), PEO for Integrated Warfare Systems (PEO IWS), PEO for Littoral and Mine Warfare (PEO LMW), PEO for Ships (PEO SHIPS), and PEO for Submarines (PEO SUB). This instruction complements reference (a) and does not supersede or violate the Program Management chain of command defined therein.

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4. Background. In May 2006, the Chief of Naval Operations (CNO) approved the adoption of an enterprise behavioral model and interdependent concept of operations that links warfare requirements (the Fleet), provider/enabler supporting domains, and resource sponsors together to improve current and future readiness. The output of this Navy Enterprise model is defined as readiness over cost today, tomorrow, and in the future. As part of the Naval Enterprise, NAVSEA and the affiliated PEOs are providers of sustainment, systems acquisition, and decision support to make the Navy more capable, ready, and affordable. In carrying out the CNO guidance provided by reference (b), the Commander, Naval Sea Systems Command (SEA 00) set the strategic vision, top-level goals and objectives through reference (c) and defined the specific actions in reference (d) to ensure NAVSEA is successful in meeting the stated priorities. The Command Leadership Team monitors and adjusts the top-level action plans, which are updated through revisions to reference (d).

5. Command Leadership Team Construct. The Command Leadership Team construct is the mechanism by which NAVSEA addresses and solves command-wide issues. The Command Leadership construct includes the NAVSEA Senior Decision Board (SDB) and three councils: Executive, Competency and PEO. The SDB operates at the strategic level and provides decisions on critical issues. The Executive and Competency Councils operate at the planning and tactical levels in support of the SDB, while the PEO Council is an information sharing forum. As appropriate, the Command Leadership Team uses cross-functional task teams to conduct specific tasks and develop alternatives and recommendations to resolve issues. A task team is normally short-term and stands down upon completion of the task assignment. The following subparagraphs describe the construct components, the participants, and their roles/relationships. Enclosure (1) provides an illustration of the leadership components and their composition.

a. Senior Decision Board (SDB). This is the senior component within the Command Leadership Team construct. It consists of SEA 00, the Vice Commander (SEA 09), Executive Director (SEA 00B), Deputy Commanders, Warfare Center Commanders, and the PEOs, who collectively serve as the "board of directors" for NAVSEA operations. This board establishes the overall top-down direction for accomplishing CNO and NAVSEA Guidance as well as any "course corrections". The SDB is accountable to the Assistant Secretary of the Navy for Research, Development and Acquisition (ASN(RDA)) and the CNO for the

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effectiveness and efficiency of NAVSEA-wide business operations and the quality and responsiveness of products and services to the Fleet. The SDB considers issues of broad NAVSEA/PEO-wide nature, where balanced and reasoned action is needed that considers inputs from the appropriate range of stakeholders and where command-wide leadership commitment is essential to achieving desired outcomes across the organization.

b. Executive Council. Chaired by SEA 00B, membership of this council mirrors the SDB and consists of the executive directors/deputies to the SDB members. Their focus is on execution of the overall top-down direction from the SDB. This forum ensures command guidance is executed, conducts tasks on behalf of the SDB, and resolves resource issues.

c. Competency Council. Chaired by SEA 00B, membership of this council includes the Deputy PEOs and competency leads. Their focus is on overall efficiency of the Corporation's business and technical operations, with the goal of reducing cycle time and increasing output. Achieving this goal requires identification and adoption of most effective and efficient technical and workforce practices across NAVSEA and the PEOs, ensuring improved responsiveness, sustaining the required capabilities of our workforce, and preserving ship and warfare systems reliability and safety. This council will adopt a Total Force focus and ensure NAVSEA is optimally aligned (both horizontally and vertically). They will validate workload demand forecasts, ensure competency work processes are well documented and adopted across competencies to the extent practicable, ensure the workforce is adequately trained in the proper use and application of the work processes, and recommend prioritized investments to the Executive Council that result in a workforce, and associated processes and tools, that are sized and tailored to meet the current and projected demand signals.

d. PEO Council. The Council consists of SEA 00, SEA 09, SEA 00B and the five PEOs. Their focus is on sharing information to ensure program success and enterprise effectiveness, identifying systemic issues for resolution, and promoting a balanced focus on both current and future readiness. This Council provides the unique opportunity to discuss cross-enterprise issues. It is important to emphasize that the PM/PEO/RDA chain of command defined by reference (a) is not affected by the operations of this Council.

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6. NAVSEA Executive Leadership Governance Process. The governance process used by the command leadership team is contained in enclosure (1). Normally, the SDB and councils will meet monthly on their own individual schedules but may hold more frequent meetings as issues dictate. Corporate Operations (SEA 10) will provide meeting support, and formal minutes will be taken, except for the PEO Council, and promptly circulated. Sharing of minutes and product outcomes will be part of the operating concept to ensure cross communication. The respective forums will be attended by principals only as identified in enclosure (2).
7. Action. SEA 09, SEA 00B, the Deputy Commanders, the Warfare Center Commanders, and the affiliated PEOs will utilize the Command Leadership Team construct and operations described herein for leading, directing, managing, and implementing NAVSEA corporate business planning and operations, and will participate in such leadership operations as described in paragraphs 4 and 5 of this instruction.
8. Review. This instruction will be reviewed annually by the NAVSEA SDB for renewal and/or modification. SEA 09 will coordinate the annual review after the CNO Guidance is released, modify the instruction as required and submit it for signature by SEA 00.



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COMMAND LEADERSHIP GOVERNANCE PROCESS

Agenda

1. Agendas for all meetings must be drafted and distributed one week prior to the meeting.
2. When read-aheads or background information (briefs, white papers) are required, the information will be submitted to SEA 10 at least two days prior to the meeting. SEA 10 will distribute or inform Points of Contact (POCs) when the information is posted.

Briefs

1. Information briefs will be presented only when deemed necessary by SEA 00 or 00B.
2. Decision briefs will typically be given at the Senior Decision Board and Executive Council.
3. Decision briefs will be appropriately annotated, and will contain multiple courses of action (COA), pros and cons for each COA, and a recommendation.
4. Briefs that are not received at least two days prior to the meeting will be rescheduled for the next meeting.
5. Briefer will allocate time in their assigned meeting segment for adequate discussion.

Conduct

1. Meetings will be chaired by SEA 00 or 00B as appropriate.
2. Meetings will start and end on time.
3. Communications will be open and trusting.
4. Seek to understand each position so that compromises can be reached to allow success.
5. Members are expected to make commitments and to fulfill them.

Minutes

1. Minutes will be taken (except for the PEO Council), and forwarded to the NAVSEA Executive Assistant within 48 hours after the meeting.
2. SEA 10 will distribute the final minutes to members.

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Command Leadership Team Construct

