

# COMMANDER OPERATIONAL TEST AND EVALUATION FORCE



# STRATEGIC PLAN

## 2004 - 2007





## MESSAGE FROM THE COMMANDER

This strategic plan articulates the transformational strategy that the Navy Operational Test and Evaluation Force (OPTEVFOR) will pursue over the next 4 years. To support the DoD and Navy transformation initiatives, OPTEVFOR's role will extend beyond conventional operational test and evaluation (OT&E). We have a unique opportunity to introduce an operational perspective early in the system acquisition process to decrease the program modifications needed later in development. Limiting these modifications enhances the return on investment for the acquisition community and increases warfighter readiness by reducing the level of performance risk.

OPTEVFOR has a long tradition of independently and objectively evaluating the operational effectiveness and suitability of new and improved warfighting capability. The Chief of Naval Operations relies on us to ensure that new capabilities developed for the fleet undergo a disciplined and rigorous OT&E process before introduction. In delivering this service, we maintain the highest standards of integrity and objectivity. We provide evaluators who have the greatest technical and operational expertise, and our OT&E products are timely and relevant to our customer's needs.

This plan calls for reengineering our fundamental test and reporting policies and procedures. Operational evaluations will include a mission capability context that takes them to a new analytical level. To facilitate customer and stakeholder program management decisions, we will complete, approve, and deliver relevant products in a timely manner. To this end, we will develop focused metrics that address the timeliness, quality, and value of our products, both materiel and nonmateriel.

We will also improve the quality and timeliness of our budgeting—including our internal financial planning, programming, and budgeting processes—so that sufficient resources are available when needed. Again, we will use focused metrics to track, evaluate, and improve the return on investment across the spectrum of our involvement. Finally, as part of our balanced approach to strategic planning, we have developed strategic initiatives that will ensure the command has the right numbers, types, and quality of people to carry out the OPTEVFOR mission.

This plan details our methods for turning these strategies into action. It articulates a vision that best supports DoD and Navy transformation goals.

  
—Rear Admiral David Architzel, USN



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## SECTION 1 STRATEGIC ENVIRONMENT

The Navy Operational Test and Evaluation Force (OPTEVFOR) independently and objectively evaluates the operational effectiveness and suitability of naval aviation, surface, subsurface, C4I, cryptology, and space systems to support DoD and Navy acquisition and fleet introduction decisions. Headquartered in Norfolk, VA, since 1949, OPTEVFOR traces its origin to the final months of World War II when the need arose for an effective means to combat Japanese kamikaze attacks.

During the ensuing years, changes in OPTEVFOR's mission and tasks widened its responsibilities in operational test and evaluation (OT&E). In 1971, Congress and the Secretary of Defense launched initiatives to improve the defense material acquisition process, and the command was designated the Navy's sole independent agency for OT&E. The force commander (COMOPTEVFOR) reports directly to the Chief of Naval Operations (CNO).

### Customers

#### Fleet

The fleet is our principal customer. As the end-user, the fleet relies on OPTEVFOR as its advocate for ensuring that new systems and capabilities will be suitable for operational fleet use.

#### Acquisition Community

The Defense and Navy acquisition communities are our business customers. They include the program managers (PMs) and program executive offices (PEOs) responsible for managing the development of new capabilities for the Navy. They rely on OPTEVFOR for timely tests and evaluations and reliable issuance of all products (Table 1).

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Products/Services	Users					
	PEOs	PMs	OSD/DOT&E	CNO & OPNAV Staff	SYSCOMs	Fleet
Operational Test and Evaluation Plans	✓	✓	✓	✓		
Reports	✓	✓	✓	✓	✓	✗
Follow-On Test and Evaluation	✓	✓	✓	✓	✓	
Operational Assessment	✓	✓	✗	✗	✓	
Developmental Assists	✓	✓				
Observational Operational Capability	✗	✗	✗	✗	✗	✓
Advanced Concept Technology Demo	✓	✓	✗	✗	✓	✓
Verification of the Correction of Deficiencies						

Table 1. OPTEVFOR Products and Services

✓ = Primary User of Product/Service (Used for Decision Making)  
✗ = Secondary User of Product/Service

## Stakeholders

Stakeholders influence budget, funding, and resource allocations or fulfill a stewardship regulatory role. The CNO, the Office of the CNO (OPNAV) staff, and CNO N091 are our principal stakeholders. In some cases, stakeholders are also customers, in that they also use OPTEVFOR products (Table 1).

## Business Trends

The Navy is undergoing a radical transformation that will ensure its operational primacy well into the next century. *Naval Power 21* and *Sea Power 21* drive this transformation and are, in turn, driven by the *Defense Planning Guidance* and *The President's Management Agenda* (Figure 1). This transformation will increase fleet readiness and give U.S. naval forces the capabilities to protect America's citizens, interests, and friends anytime and anywhere they may be at risk. It is a vital part of the *National Military Strategy*, which identifies three fundamental tasks for the Armed Forces:

- Shape the international environment.
- Respond to the full spectrum of crises.
- Prepare now for an uncertain future.

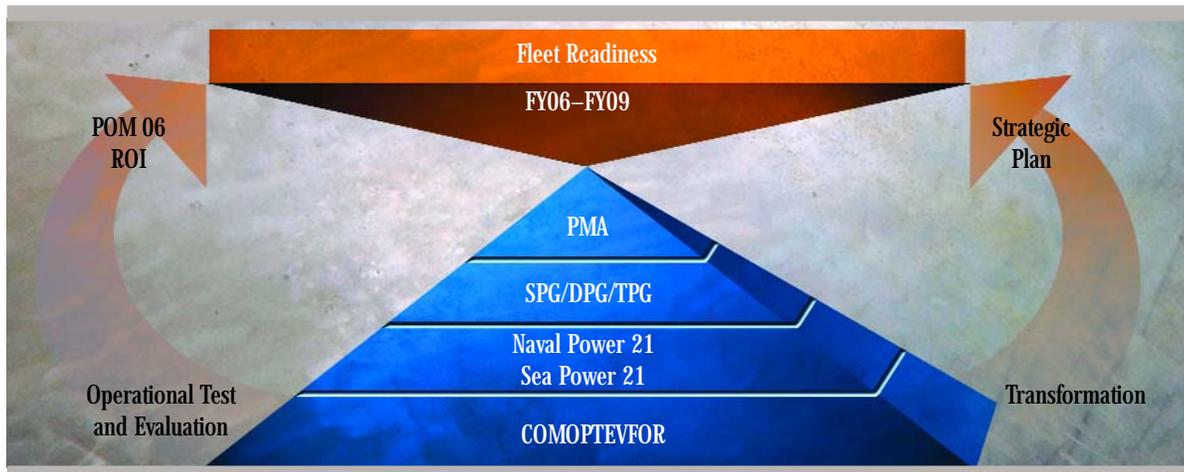


Figure 1. COMOPTEVFOR Supports Transformation Drivers

A critical factor in these strategies is the need to sustain decisive military power in forward areas during peacetime and ensure its readiness for immediate response to crisis and war. The nation's strategic framework for the 21st century enables the armed services to focus their resources in areas of the globe where America's vital interests and the immediate challenges to them converge. More often than not, the force of choice to safeguard these vital and important U.S. interests is the forward-deployed Navy-Marine Corps team.

## Our Role

OPTEVFOR will play a key strategic role in this transformation. The command will build and sustain the ability to test and evaluate emerging, increasingly complex systems. As program development cycles become shorter, we will improve the efficiency and productivity of OT&E while preserving high standards for test integrity and quality. Our overall workload will increase, requiring accurate estimation and control of the costs of the OT&E portion of new programs.

As the intervals between acquisition milestones become shorter, we will increasingly emphasize the combination of developmental testing and evaluation (DT&E) and other types of "early involvement" activities with OT&E. The purpose is to accelerate the introduction of new capabilities to the fleet at the lowest possible cost. This combination also reduces the risk and potential high cost of redoing new systems (Figure 2). The business case for increasing combined DT&E and OT&E involves the following factors:

- Synergies gained from combined test planning
- Operational test team insight early in the program
- A shorter overall test program schedule that still meets the test team's goals
- The relationship between the technical data and operational environment, with the data satisfying contractual performance, measures of effectiveness (MOEs), and measures of suitability (MOSs)
- Early identification of potential operational deficiencies.

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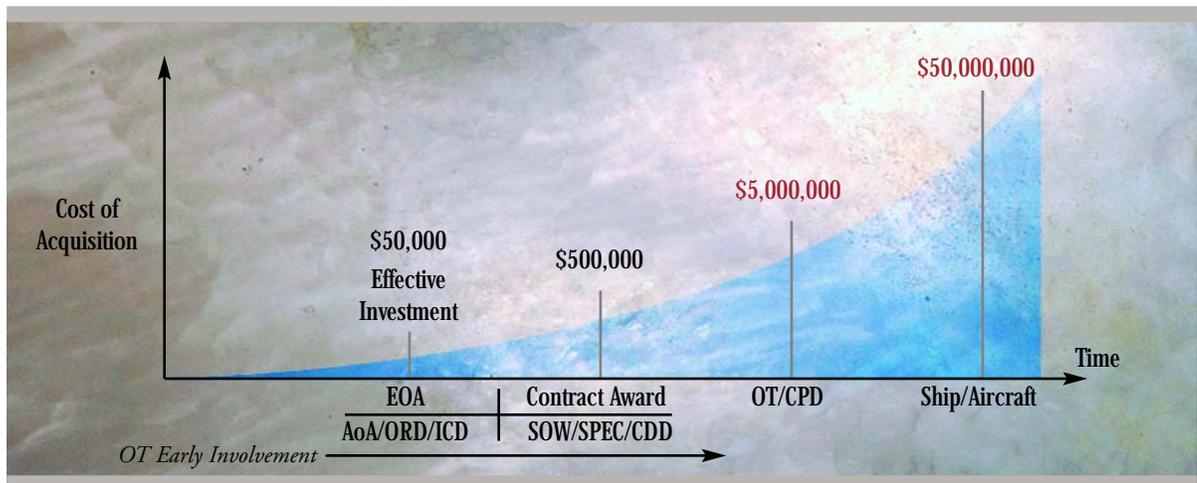


Figure 2. Early Involvement Avoids High-Cost Mistakes

## Implications

Customers and stakeholders, particularly in acquisition, see early involvement of the operational test community and its associated expertise as essential. They also want OPTEVOR to provide more usable products, innovative test and evaluation procedures, better test planning, and accurate budgeting (see Section 2.) These needs will significantly affect the command's resources and priorities. In most cases, they are an additional requirement that must be funded beyond the OT&E lines from each program or alternatively funded in the OPTEVFOR operations and maintenance budget.

OPTEVFOR is ready to meet these challenges. This plan provides the mission, vision, strategic goals, and strategic objectives that we will pursue to make OPTEVFOR a high-performance organization.



## SECTION 2 CONCEPT OF OPERATIONS

### Overview

OPTEVFOR is one of four OT&E organizations in DoD. We conduct OT&E for all new or modified systems and capabilities destined for fleet or joint force use. In any given year, the command is involved in OT&E or related activities for as many as 500 products.

We operate in a high profile, highly demanding business environment. As the principal authority for the final effectiveness and suitability check of new systems or operational capabilities, the command is the fleet's advocate for ensuring that newly developed systems, tactics, and procedures undergo disciplined and rigorous OT&E prior to fleet introduction.

### Customers

As the end-user of systems that have passed the operational testing OPTEVFOR conducts, the fleet is our "ultimate customer." To satisfy this customer, we must maintain a high level of credibility. The fleet relies on us for honest and frank assessments of whether a new capability or system will perform in the operational mission arena. The fleet must have the highest confidence that we will always adhere to our core values (see Section 4).

### Customer and Stakeholder Expectations

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As part of the strategic planning process, we analyzed our strengths, weakness, opportunities, and threats (SWOT). We interviewed internal staff members, business customers, and stakeholders to get their views on the Navy OT&E business in general and, more important, their expectations of OPTEVFOR.

Overall, the customers and stakeholders have a high opinion of OPTEVFOR performance and core competencies. The command's integrity, objectivity, and operational expertise are not an issue. Customers and stakeholders are more concerned with practical matters—OT&E efficiency, timeliness, and product usability—especially how well we support operational expertise in the Navy acquisition community.

### Early Involvement

Customers need OPTEVFOR operational expertise at the earliest possible point in program development, often as early as 3 months after program initiation and in conjunction with DT&E. They want us to introduce an operational perspective early in the systems acquisition process, and thereby increase the probability that fewer program modifications will be needed at later stages of development.

## Timely OT&E within Budget

Stakeholders demand that the command meet statutory requirements for OT&E within the time and budget parameters established in the program development schedule. They want to minimize the number of milestone delays and resource reprogramming actions, which often occur in the later stages of program development.

## Best Teams

OPTEVFOR customers need confidence that the OT&E test teams are the absolute best the Navy can provide. Our evaluators and test engineers must have (1) the required academic or technical credentials, particularly in the hard sciences; (2) the specialized training needed for conducting tests, collection of data, and evaluation; and (3) current operational fleet experience, including the most recent experience in fleet tactics and threat and theatre scenarios.

## Superior Test Planning

Both customers and stakeholders want OPTEVFOR to lead the way in accurate and timely test planning, including the processes associated with initial forecasting and programming of test resources at the outset of the program development cycle. Superior planning (1) makes adequate OT resources available in the budget year in which they are needed (2) minimizes the need for supplemental budget request; and (3) reduces program slippages driven by last-minute changes in the OT&E requirement.

## Right Products at the Right Time

OPTEVFOR customers want reports and other products tailored to their needs and requirements:

- They want the command to rethink our fundamental approaches to testing and evaluation and writing test reports. More than just pass or fail determinations, they want evaluations written in an overall mission context, providing insight on the usefulness of the new capability relative to current fleet capabilities.
- They want OT&E conducted as quickly and efficiently as possible, including test reports written, approved, and delivered in time to support the program management and decision-making processes.

## Best Financial Planning and Management

To succeed in this demanding business environment, we need to provide our stakeholders with a clear picture of the future requirements needed to support our mission, function, and tasks. To earn stakeholder confidence in this highly competitive arena, we must do a better job of programming and budgeting mission funding and test funds.

## SECTION 3 APPROACH AND STRATEGIC FRAMEWORK

This plan is based on the balanced scorecard (BSC) method, developed by the Harvard Business School, which provides a "meaningful framework to describe and communicate strategy in a consistent and meaningful way." The BSC method is used throughout the federal government and DoD.

The BSC approach focuses on translating an organization's mission, vision, and strategy into a coherent set of objectives and performance measures, linked from four perspectives, or strategic viewpoints. OPTEVFOR's perspectives are customer/stakeholder, financial, internal process, and people (Figure 3). By developing a balanced set of strategies that consider all its needs, internal and external, the organization is able to balance its priorities, allocate resources, and manage performance. The approach also provides a firm foundation for turning the strategy into action.

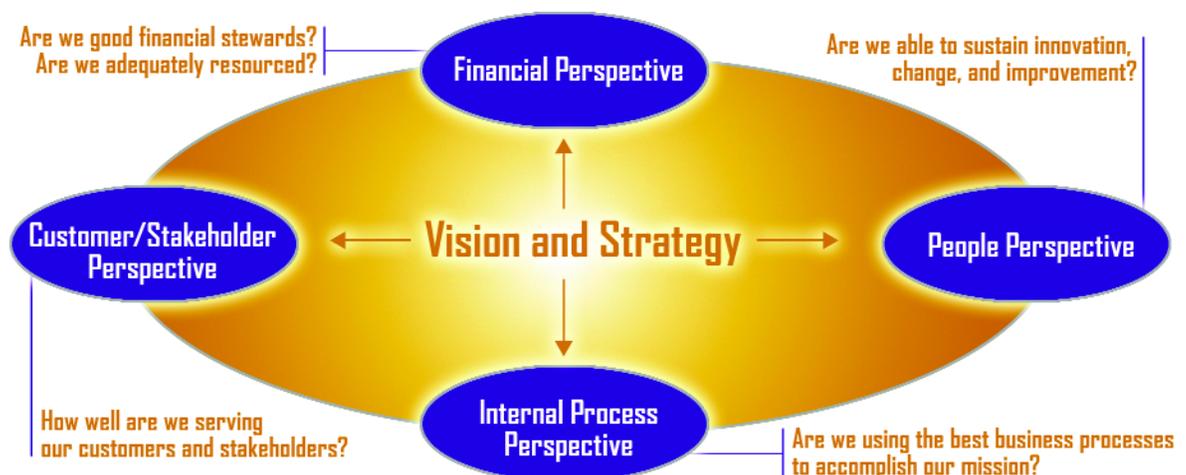


Figure 3. BSC Perspectives

### Perspectives

#### Customer/Stakeholder

The customer/stakeholder perspective considers the business through the eyes of a customer, so that the organization retains a careful focus on customer needs and satisfaction. Typical questions are What must we do to satisfy our customers and stakeholders? and What do our customers and stakeholders want from OPTEVFOR?



## Financial

The financial perspective measures the ultimate results the business provides to its stakeholders. Typical questions are What must we do to inspire our stakeholders' confidence in our ability to effectively manage our resources? and How can we build a good business for the additional resources needed to achieve our strategic plan?

## Internal Process

The internal process perspective focuses attention on the performance of the key internal processes that drive our business. Typical questions are What internal processes must we excel at in order to create maximum value for our customers? and What business processes need to be changed at OPTEVFOR?

## People

The people perspective directs attention to the basis of all future success: the organization's people. Adequate investment in this perspective is critical to the long-term success of the organization. Typical questions are What must we do to develop our people and technologies to support our internal business processes? and How can we improve our capabilities so that we can continue to add value to OPTEVFOR customers?

## Strategic Framework

This plan is organized around a BSC framework that defines the strategic goal, objectives, measures, and initiatives for each of the four perspectives. Each of these is linked to the mission, vision, and core values of the organization (Figure 4). This is the foundation for the specific actions of the OPTEVFOR strategic plan (see Section 4 and the foldout).

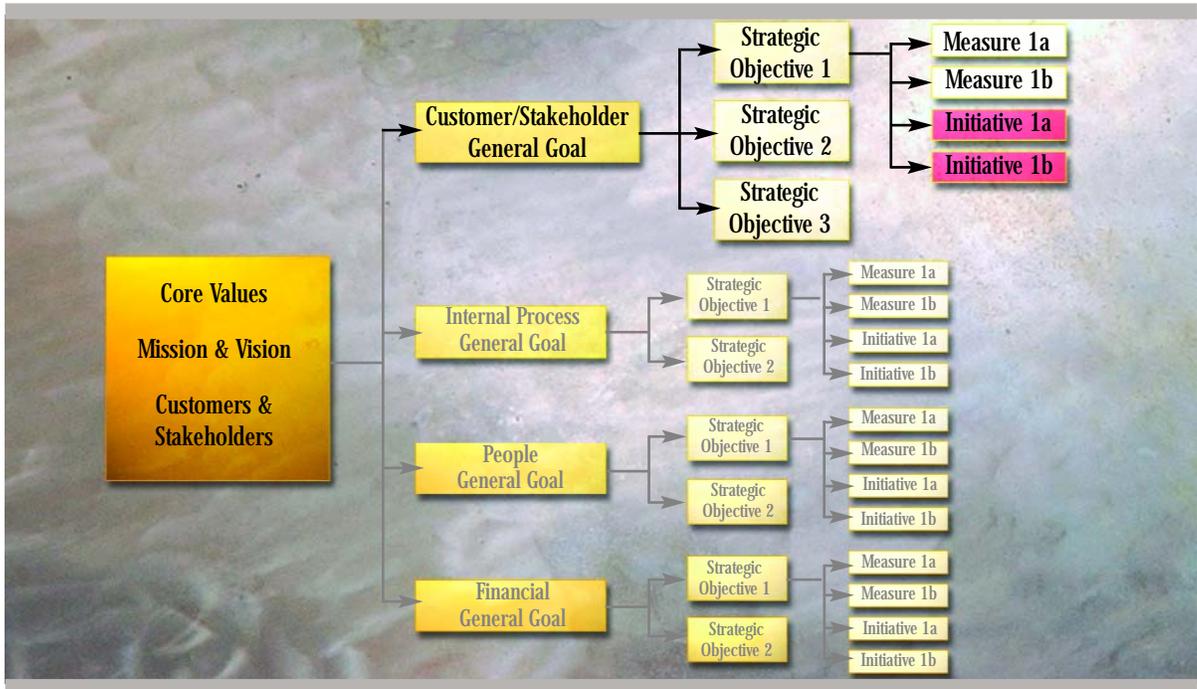


Figure 4. Strategic Framework

## Deliberate Planning Process

OPTEVFOR used a detailed, systematic approach to the strategic planning task. The objective was to define a set of realistic strategies that would transform the command over the next 3 to 5 years. The strategies would articulate the general goals and specific strategic objectives (outcomes) that must be achieved during this time. The objectives must be strategic, not tactical; they must be measurable so that progress toward the goals can be ascertained; and they must be executable through a set of initiatives (actions) that the command can take.

We reviewed and analyzed previous strategic planning efforts, unit self-assessments, organizations and missions, program goals, and Navy strategic plans. We then established a development path for deriving the best strategic framework to meet the unique needs of the command as an OT&E organization in the new DoD strategic environment.

# COMMANDER OPERATIONAL TEST AND EVALUATION FORCE



	Strategic Goal	Strategic Objective	Strategic Goal and Definition	Measures of Success	Strategic Initiative
Customer/Stakeholder	OPTEVFOR products and services are relevant to our customers' and stakeholders' needs.	C-1. Information and products useful to our customers	Accurate, useful information for our customers, such as user-friendly reports and products tailored to needs	<ul style="list-style-type: none"> <li>Customer satisfaction</li> <li>Internal assessment of product quality</li> <li>Increased requests for COTF involvement</li> </ul>	<ul style="list-style-type: none"> <li>Determine the exact information customers want, and deliver products and information that meet their needs</li> <li>Optimize the way we develop our products, from planning through reporting</li> </ul>
		C-2. Early, detailed test and resource planning	Accurate cost estimates of the OT&E requirements associated with testing new capabilities and systems	<ul style="list-style-type: none"> <li>Match between O&amp;T requirements and resources made available (%)</li> <li>Resource requirements identified before APBA signature (%)</li> <li>OT objectives mapped to DT (%)</li> <li>Number of limitations to tests</li> </ul>	<ul style="list-style-type: none"> <li>Establish a process for planning the detailed test objectives and resources by Milestone B or 3 months after program initiation</li> <li>Develop process to increase CT, DT, and OT synergy</li> </ul>
		C-3. Effective early involvement in the acquisition process	Value-added service to PMs, PEOs, and developers that injects an operational perspective early in the capability and system development process	<ul style="list-style-type: none"> <li>Programs for which OPTEVFOR inputs resulted in changes and actions (%)</li> <li>Funds dedicated to early involvement (\$)</li> <li>Clarification letters and ORD changes (number and character)</li> </ul>	<ul style="list-style-type: none"> <li>Develop a method to inject COTF into the requirement generation process</li> <li>Advocate the publishing of concepts of operation and employment earlier</li> </ul>
		C- 4. Alternative test approaches and methods	New ways to conduct OT, for example, test procedures, evaluation criteria, or greater use of model and stimulation	<ul style="list-style-type: none"> <li>New methods developed and utilized</li> <li>Deficiencies found in the fleet</li> <li>Success rate of OT</li> <li>Cost and schedule of OT</li> </ul>	<ul style="list-style-type: none"> <li>Reevaluate the fundamentals of T&amp;E conduct</li> <li>Develop strategic partnership with other DoD agencies, industry, academia to develop methods and approaches</li> </ul>
Internal Business Processes	OPTEVFOR will actively adapt and continually optimize best business practices to support command mission and the needs of our customers and stakeholders.	I-1. Highly efficient organization	Leveraged technology and adaptation of the best business practices of industry and government to deliver the best-value products and services to our customers	<ul style="list-style-type: none"> <li>Reduction in product generation and approval time (%)</li> <li>Days approved before date needed</li> <li>OPTEVFOR command metrics</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the product cycle time</li> <li>Develop alternative methods of delivering our products to our customers</li> <li>Improve internal communication</li> <li>Leverage science and technology</li> <li>Develop standardized command metrics</li> </ul>
		I-2. Optimal organizational structure	Internal organizational alignment that improves our ability to deliver products and services to our customers	<ul style="list-style-type: none"> <li>Results of organizational analysis</li> </ul>	<ul style="list-style-type: none"> <li>Develop organizational structure to support the Navy's vision</li> </ul>
People	OPTEVFOR acquires and sustains an operationally representative, highly skilled, and diverse team that is properly trained and equipped to execute the mission.	P-1. Highly trained operational and support staff	Expertise in OT&E and support disciplines	<ul style="list-style-type: none"> <li>Staff members who are acquisition certified (%)</li> <li>Completion of course syllabus (%)</li> <li>Accuracy and completeness of tests and reports</li> <li>Customer survey (customers' perceptions of OPTEVFOR staff expertise)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the training currently provided</li> <li>Determine the resources available for training and personnel development</li> <li>Incorporate training pipeline for all perspective gains</li> <li>Build business case for more training funds and stand up POM initiative</li> </ul>
		P-2. The right people in the right jobs at the right time	A military and civilian staff capable of fulfilling the OPTEVFOR mission	<ul style="list-style-type: none"> <li>Workforce viability index: Unfunded manpower requirements; feedback from customers, employees; civilian reassignments (%); of military-to-civilian manning (%); average tour length, time on station</li> </ul>	<ul style="list-style-type: none"> <li>Determine the right skill sets</li> <li>Develop hiring plan</li> </ul>
		P-3. Competitive, promotional workforce	A promotable staff that has career potential and that contributes positively to OPTEVFOR mission accomplishment	<ul style="list-style-type: none"> <li>Officers selected for promotion while assigned to OPTEVFOR</li> <li>Officers with follow-on assignments</li> <li>Officers that screen for command (%)</li> <li>Civilians promoted (% or number)</li> <li>Enlisted that pass the advancement exam (% or number)</li> </ul>	<ul style="list-style-type: none"> <li>Develop career or promotion ladder program</li> </ul>
Financial	Our organization has adequate resources and provides affordable, best-value products and services.	F-1. Optimal financial management systems	Comprehensive PPBES processes, procedures, and tools that provide the financial information needed to support the command's mission	<ul style="list-style-type: none"> <li>Internal financial projections revised as a function of better financial information</li> <li>Cost estimates accurate within 15%</li> <li>User satisfaction level</li> <li>Suitability: Reliability—MTBF; Maintainability—MTR; Availability—AO</li> <li>Programs where funding line and expenditures are correct and current</li> <li>Queries where financial information is accurate (%)</li> <li>Accounts accurate within 1%</li> </ul>	<ul style="list-style-type: none"> <li>Establish a strategic cell to lead the PPBES process</li> <li>Define the requirements for the FMS</li> <li>Extend the FMS tools to all OPTEVFOR staff</li> </ul>
		F-2. Clearly articulated and better justified COTF resource requirements	Accurately defined and clearly articulated COTF resources	<ul style="list-style-type: none"> <li>OPTEVFOR mission funding as a % of Navy's RDT&amp;E cost</li> <li>Inclusive OT cost as a % of Navy's RDT&amp;E cost</li> <li>Inclusive OT cost as a % of program cost</li> <li>OT time as a % of total procurement time</li> <li>New tasks assigned each year</li> <li>Labor hour capacity at 90%</li> <li>Tasks per individuals</li> </ul>	<ul style="list-style-type: none"> <li>Develop a zero-base budget process</li> <li>Determine and prioritize nonfunded requirements to be resourced</li> <li>Develop a business case to justify increased financial investment in COTF</li> <li>Develop a midyear review process for submission to resource sponsors for nonfunded requirements</li> <li>Educate senior staff on COTF's position within the PPBE</li> <li>Ensure command awareness of COTF's position within the PPBE</li> </ul>
		F-3. Optimal operational test funding policy	The best funding policies (program funded, mission funded, etc.) for planning, conducting, and reporting OT&E results	<ul style="list-style-type: none"> <li>Test funds programmed and budgeted vs. test funds received</li> <li>POM requirements that make it into the budget (number or %)</li> <li>OTs conducted outside the program funding sources—COTF funding (%)</li> <li>Estimated vs. actual of funds within 15 %</li> <li>OPTEVFOR's overall cost to the program (%)</li> <li>Programs with documented inputs to APB (%)</li> <li>Programs with documented inputs to AS (%)</li> </ul>	<ul style="list-style-type: none"> <li>Participate in acquisition program baseline document development for future programs</li> <li>Establish command-wide set of funding policies</li> </ul>

We planned as follows:

- COMOPTEVFOR established an executive team to lead the top-down strategic planning effort. This team, trained in the purpose and principles of strategic planning and the BSC method, briefed COMOPTEVFOR during the development process to report progress and receive feedback and guidance.
- We interviewed OPTEVFOR customers and stakeholders on-site, as well as the executive team and key staff members. We did a SWOT analysis to determine the organization's strengths, weaknesses, opportunities, and threats, on the basis of perceptions and opinions rendered during the interviews. We also identified customer/stakeholder requirements.
- The executive team developed the OPTEVFOR core values, mission and vision statements, and general goals for the four BSC perspectives. It conducted workshops with an "expanded team" to get additional inputs and to gain the participation of other OPTEVFOR staff members. The team established a set of strategic objectives to further articulate the specific outcomes desired in the each general goal. Subteams developed candidate strategic measures and strategic initiatives for inclusion in the strategic plan.
- Finally, the executive team identified the critical few strategic initiatives that will be articulated in the OPTEVFOR Strategic Business Plan. These actions constitute the first step in turning strategy into actions.



## SECTION 4 STRATEGIC GOALS AND OBJECTIVES

### Foundation

#### Mission Statement

As the sole independent agent for OT&E in the Navy's acquisition process, OPTEVFOR conducts OT&E in a realistic operational environment. We advise the CNO on the operational effectiveness and suitability of new and improved warfighting systems and capabilities, tactics, and procedures.

#### Core Values

OPTEVFOR's core values include

- the highest integrity in conducting tests and writing reports;
- an objective viewpoint;
- competent evaluators;
- relevant, value-added products; and
- operational expertise.

#### Strategic Vision

We will be at the forefront of innovative and adaptive operational test planning, execution, and evaluation. We will do this by

- leveraging technology to streamline business processes;
- partnering with developers, warfighters, academia, and industry; and
- maintaining a highly trained and diverse workforce.



## Objectives

This plan has four strategic goals, each with supporting strategic objectives. The goals and objectives describe how we will manage and influence our primary business lines so that the best systems and capabilities are provided to our customers and stakeholders.

## Customer/Stakeholder

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### Goal

*OPTEVFOR products and services are relevant to our customers' and stakeholders' needs.*

OPTEVFOR delivers best-value services and products that meet the demands of our customers and stakeholders. We pursue four strategic objectives and eight strategic initiatives to achieve this goal. We will expand our efforts to determine customer and stakeholder needs, in terms of evaluations, reports, and other information. We will increase our emphasis on early involvement in the product and capability development cycle. We will expand operational evaluations (OPEVALs) and test reports to a new level of analysis, which includes a mission context that provides useful, timely information to PMs, PEOs, and the fleet.

## Objectives

Table 2 shows the objectives and associated definitions, measures, and initiatives related to the customer/stakeholder goal.

Objective	Definition	Measures	Initiatives
C-1. Information and products useful to our customers	Accurate, useful information for our customers, such as user-friendly reports and products tailored to their needs	<ul style="list-style-type: none"> <li>• Customer satisfaction</li> <li>• Internal assessment of product quality</li> <li>• Increased requests for COTF involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the exact information customers want, and deliver products and information that meet their needs</li> <li>• Optimize the way we develop our products, from planning through reporting</li> </ul>
C-2. Early, detailed test and resource planning	Accurate cost estimates of the OT&E requirements associated with testing new capabilities and systems	<ul style="list-style-type: none"> <li>• Match between OT requirements and resources made available (%)</li> <li>• Resource requirements identified before APBA signature (%)</li> <li>• OT objectives mapped to DT (%)</li> <li>• Number of limitations to tests</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a process for planning the detailed test objectives and resources by Milestone B or 3 months after program initiation</li> <li>• Develop a process to increase CT, DT, and OT synergy</li> </ul>
C-3. Effective early involvement in the acquisition process	Value-added service to PMs, PEOs, and developers that injects an operational perspective early in the capability and system development process	<ul style="list-style-type: none"> <li>• Programs for which OPTEVFOR inputs resulted in changes and actions (%)</li> <li>• Funds dedicated to early involvement (\$)</li> <li>• Clarification letters and ORD changes (number and character)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a method to inject COTF into the requirement generation process</li> <li>• Advocate the publishing of concepts of operations and employment earlier</li> </ul>
C-4. Alternative test approaches and methods	New ways to conduct OT, for example, test procedures, evaluation criteria, or greater use of model and simulation	<ul style="list-style-type: none"> <li>• New methods developed and utilized</li> <li>• Deficiencies found in the fleet</li> <li>• Success rate of OT</li> <li>• Cost and schedule of OT</li> </ul>	<ul style="list-style-type: none"> <li>• Reevaluate the fundamentals of T&amp;E conduct</li> <li>• Develop strategic partnership with other DoD agencies, industry, and academia to develop methods and approaches</li> </ul>

Table 2. Customer/Stakeholder Strategies

## Internal Process

### Goal

*OPTEVFOR will actively adapt and continually optimize best business practices to support the command mission and the needs of our customers and stakeholders.*

Internal processes are the methods and procedures an organization uses to create products and services for its customers and stakeholders. An example of an OPTEVFOR internal process is OPEVAL report preparation, review and approval, and distribution. Shortening the cycle time and improving the quality of these reports will enable the command to get the best information to customers and stakeholders as quickly as possible. The command will also improve its internal communication processes, placing special emphasis on setting clear policies and guidelines for operational test directors (OTDs) in conducting tests and writing reports. We will also review our current, functionally aligned organizational structure, with a view to becoming more matrixed. A matrixed organization will give us the flexibility to expand our early involvement and other activities that span multiple disciplines and functional areas.

### Objectives

Table 3 shows the objectives and associated definitions, measures, and initiatives related to the internal processes goal.

Objective	Definition	Measures	Initiatives
I-1. Highly efficient organization	Leveraged technology and adaptation of the best business practices of industry and government to deliver the best-value products and services to our customers	<ul style="list-style-type: none"> <li>Reduction in product generation and approval time (%)</li> <li>Days approved before date needed</li> <li>OPTEVFOR command metrics</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the product cycle time</li> <li>Develop alternative methods of delivering our products to our customers</li> <li>Improve internal communication</li> <li>Leverage science and technology</li> <li>Develop standardized command metrics</li> </ul>
I-2. Optimal organizational structure	Internal organizational alignment that improves our ability to deliver products and services to our customers	<ul style="list-style-type: none"> <li>Results of organizational analysis</li> </ul>	<ul style="list-style-type: none"> <li>Develop organizational structure to support the Navy's vision</li> </ul>

Table 3. Internal Process Strategies

## People

### Goal

*OPTEVFOR acquires and sustains an operationally representative, highly skilled, and diverse team that is properly trained and equipped to execute the mission.*

OPTEVFOR places a premium on maintaining a highly trained, flexible, and expert workforce to carry out the OT&E mission. Our customers and stakeholders need to have the highest confidence in the ability of our military and civilians to deliver the best quality service and products. We need the right people in the right positions, in terms of operational experience, promotability, and technical expertise. OPTEVFOR OTDs and test engineers must also possess the highly specialized skills associated with reviewing system requirements and capabilities, test conduct, and writing evaluation reports. They will need to better understand the DoD and Navy acquisition processes, which will become increasingly important as the command moves into more early involvement activities.



## Objectives

Table 4 shows the objectives and associated definitions, measures, and initiatives related to the people goal.

Objective	Definition	Measures	Initiatives
P-1. Highly trained operational and support staff	Expertise in OT&E and support disciplines	<ul style="list-style-type: none"> <li>• Staff members who are acquisition certified (%)</li> <li>• Completion of course syllabus (%)</li> <li>• Accuracy and completeness of tests and reports</li> <li>• Customer survey (customers' perceptions of OPTEVFOR staff expertise)</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the training currently provided</li> <li>• Determine the resources available for training and personnel development</li> <li>• Incorporate training pipeline for all perspective gains</li> <li>• Build business case for more training funds and stand up program objective memorandum initiative</li> </ul>
P-2. The right people in the right jobs at the right time	A military and civilian staff capable of fulfilling the OPTEVFOR mission	Workforce viability index <ul style="list-style-type: none"> <li>• Unfounded manpower requirements</li> <li>• Feedback from customers and employees</li> <li>• Civilian reassignments (%)</li> <li>• Military-to-civilian manning (%)</li> <li>• Average tour length, time on station</li> </ul>	<ul style="list-style-type: none"> <li>• Determine the right skill sets</li> <li>• Develop a hiring plan</li> </ul>
P-3. Competitive, promotional workforce	A promotable staff that has career potential and that contributes positively to OPTEVFOR mission accomplishment	<ul style="list-style-type: none"> <li>• Officers selected for promotion while assigned to OPTEVFOR</li> <li>• Officers with follow-on assignments</li> <li>• Officers that screen for command</li> <li>• Civilians promoted (% or number)</li> <li>• Enlisted personnel that pass the advancement exam (% or number)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop career or promotion ladder program</li> </ul>

Table 4. People Strategies



## Financial

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### Goal

*Our organization has adequate resources and provides affordable, best-value products and services.*

OPTEVFOR's stakeholders expect the best possible value for the resources invested in the Navy OT&E program. The first step toward this goal will be improving the command's financial management systems to increase the visibility of programs and costs. We also plan to more closely link organizational strategy with the planning, programming, and budgeting processes used to articulate resource requirements. We will concentrate on building a strong business case for additional resources to support new initiatives geared toward improving support to customers, for example, in the area of early involvement. The command will also develop some alternative operational test funding strategies that will increase the use of mission funding and decrease our reliance on sources and program funding.

## Objectives

Table 5 shows the objectives and associated definitions, measures, and initiatives related to the financial goal.

Objective	Definition	Measures	Initiatives
F-1. Optimal financial management systems	Comprehensive PPBES processes, procedures, and tools that provide the financial information needed to support the command's mission	<ul style="list-style-type: none"> <li>• Internal financial projections revised as a function of better financial information</li> <li>• Cost estimates accurate within 15%</li> <li>• User satisfaction level</li> <li>• Suitability metrics                             <ul style="list-style-type: none"> <li>- Reliability—MTBF</li> <li>- Maintainability—MTR</li> <li>- Availability—AO</li> </ul> </li> <li>• Programs where funding line and expenditures are correct and current</li> <li>• Queries where financial information is accurate (%)</li> <li>• Accounts accurate within 1%</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a strategic cell to lead the PPBES process</li> <li>• Define the requirements for the FMS</li> <li>• Extend the FMS tools to all OPTEVFOR staff</li> </ul>
F-2. Clearly articulated and better justified COTF resource requirements	Accurately defined and clearly articulated COTF resources	<ul style="list-style-type: none"> <li>• OPTEVFOR mission funding as a % of Navy's RDT&amp;E cost</li> <li>• Inclusive OT cost as a % of Navy's RDT&amp;E cost</li> <li>• Inclusive OT cost as a % of program cost</li> <li>• OT time as a % of total procurement time</li> <li>• New tasks assigned each year</li> <li>• Labor hour capacity at 90%</li> <li>• Tasks per individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a zero-base budget process</li> <li>• Determine and prioritize nonfunded requirements to be resourced</li> <li>• Develop a business case to justify increased financial investment in COTF</li> <li>• Develop a midyear review process for submission to resource sponsors for nonfunded requirements</li> <li>• Educate senior staff on COTF's position within the PPBE</li> <li>• Ensure command awareness of COTF's position within the PPBE</li> </ul>
F-3. Optimal operational test funding policy	The best funding policies (program funded, mission funded, etc.) for planning, conducting, and reporting OT&E results	<ul style="list-style-type: none"> <li>• Test funds programmed and budgeted versus test funds received</li> <li>• POM requirements that make it into the budget (number or %)</li> <li>• OTs conducted outside the program funding sources—COTF funding (%)</li> <li>• Estimated versus actual funds within 15%</li> <li>• OPTEVFOR's overall cost to the program (%)</li> <li>• Programs with documented inputs to APB (%)</li> <li>• Programs with documented inputs to AS (%)</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in acquisition program baseline document development for future programs</li> <li>• Establish command-wide set of funding policies</li> </ul>

Table 5. Financial Strategies

## SECTION 5 STRATEGY IMPLEMENTATION

Implementing the strategies outlined in this strategic plan will enable OPTEVFOR to become a high-performance, strategy-focused organization.

First, we will create an internal campaign to roll out the strategic plan to OPTEVFOR managers and employees. All members of the organization should be able to understand the plan and know their place in the strategies. This understanding is essential to OPTEVFOR's success in building a new, customer-driven organization.

Next, we will cascade the goals and objectives to the OPTEVFOR directorates and assistant chief of staff (ACOS) functional areas. These organizations will build their own set of strategies that meet their specialized mission and requirements, as well as linking to and supporting the overall command goals and objectives.

Sustaining the momentum of this plan will require the integration of strategic goals and objectives into the day-to-day management activities of the organization. The plan will become an integral part of the total management concept. We will establish accountability for strategic initiatives, which are the specific and deliberate actions the organization will take to achieve the strategic goals and objectives.

The OPTEVFOR Strategic Business Plan, updated annually, outlines the specific, high-priority initiatives that will be pursued in the near term.

## ABBREVIATIONS

AO	operational availability
APB	acquisition program baseline
APBA	acquisition program baseline agreement
AS	acquisition strategy
CNO	Chief of Naval Operations
COMOPTEVFOR	Commander, Operational Test and Evaluation Force
COTF	Commander, Operational Test Force
CONOPS	concept of operations
CT	compliance test
DoD	Department of Defense
DT&E	developmental testing and evaluation
DT	developmental test
FMS	financial management system
M&S	model and simulation
MOE	measure of effectiveness
MOS	measure of suitability
MTBF	mean time between failures
MTR	mean time to repair
OPEVALS	operational evaluations
OPTEVFOR	Operational Test and Evaluation Force
ORD	operational requirements document
OT&E	operational test and evaluation
OT	operational test
OTD	operational test director
PEO	program executive office
PM	program manager
POM	program objective memorandum
PPBES	planning, programming, budgeting, and execution system
RDT&E	research, development, test, and evaluation
T&E	test and evaluation







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