



NETSAFA Strategic Plan 2009-2014



DEPARTMENT OF THE NAVY
NAVAL EDUCATION AND TRAINING
SECURITY ASSISTANCE FIELD ACTIVITY
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From: Commanding Officer, Naval Education and Training Security Assistance Field Activity (NETSAFA)
To: NETSAFA All Hands
Subj: NETSAFA STRATEGIC PLAN
Encl: (1) NETSAFA Strategic Plan 2009-2014

1. I am pleased to approve the NETSAFA Strategic Plan 2009-2014. This plan articulates internal long-term policy, programmatic, and management goals and objectives in support of DoD Security Assistance and Security Cooperation Guidance. It also represents our commitment to support international training and education programs and its stakeholders to reflect the role of Security Assistance and Security Cooperation as the Department of Defense's principal means of engagement with foreign defense establishments.

2. The five goals in this Strategic Plan describe how we will accomplish our mission and achieve our vision. They commit us to improve our business processes and to develop and retain a performance-focused workforce that reflects our core values: Integrity, Excellence, and Service. Supporting objectives specify command actions and activities that make achievement of our goals possible. Finally, the NETSAFA Service Creed underscores our commitment to excellence and respect for each other as we strive toward successful mission execution.

3. The Technical Director will report to me on a regular basis on the successes achieved and challenges encountered in meeting the goals and objectives of this Strategic Plan. All members of the NETSAFA team should be familiar with this plan. Together, supervisors and employees will develop individual performance plans and job objectives that demonstrate the direct relationship of their work to NETSAFA's mission, goals, and objectives.


W. E. YEAGER

Mission: Develop and execute the Department of Navy's Security Assistance and Security Cooperation (SA/SC) Education and Training Programs to include

- Program Administration and Management
- Financial Management
- Education and Training Program Coordination

In an effort to lead, direct, and manage SA/SC programs and resources to support national security objectives, NETSAFA will strive to

- Build relationships that promote U.S. interests
- Build allied and partner capacities for self-defense and coalition operations
- Strengthen and expand alliances and partnerships
- Promote relevant information sharing and exchanges of mutual security concerns
- Promote peacetime and contingency access for U.S. forces

Vision: Strength through cooperation, excellence, education, and innovation by delivering unparalleled training, service, commitment, and dedication to our international partners

Values:

Integrity – Honesty, Responsibility, and Accountability

Excellence – Knowledge, Commitment, and Professionalism

Service – Dedication, Innovation, and Responsiveness

To achieve our Mission and Vision, we have identified five

Goals:

1. Support the Defense Security Cooperation Agency (DSCA) and Navy International Programs Office (NIPO) in building international partner capacities, strengthening defense relationships, and supporting partner nations' abilities to participate in coalition operations through focused SA/SC programs
2. Foster access and influence through the management and execution of assigned SA/SC training and education programs and activities
3. Promote the growth of democratic ideals through international defense-related education, training, and other programs
4. Improve business processes and management of SA/SC training and related education programs
5. Develop and retain a performance-focused SA/SC workforce

“The United States, our allies, and our partners face a spectrum of challenges, including violent transnational extremist networks, hostile states armed with weapons of mass destruction, rising regional powers, emerging space and cyber threats, natural and pandemic disasters, and a growing competition for resources. The Department of Defense must respond to these challenges while anticipating and preparing for those of tomorrow. We must balance strategic risk across our responses, making the best use of the tools at hand within the U.S. Government and among our international partners. To succeed, we must harness and integrate all aspects of national power and work closely with a wide range of allies, friends, and partners. We cannot prevail if we act alone.”

National Defense Strategy, June 2008

1

Support the Defense Security Cooperation Agency (DSCA) and Navy International Programs Office (NIPO) in building international partner capacities, strengthening defense relationships, and supporting partner nations' abilities to participate in coalition operations through focused SA/SC programs

Objectives

- 1.1** Support DoD and Navy SA/SC Guidance and Theater SA/SC Strategies
- 1.2** Ensure executed training and education programs are aligned with strategies and policies and support our goals for increased partner capacities and strengthened defense relationships
- 1.3** Advocate SA/SC policies and programs within the U.S. Government
- 1.4** Maintain an active relationship and outreach with the SA/SC community and stakeholders across the military departments and private sector to best support our international partnerships

“Guided by the objectives articulated in the National Security Strategy, National Defense Strategy, National Military Strategy, and the National Strategy for Maritime Security, the United States Navy, Marine Corps, and Coast Guard will act across the full range of military operations to secure the United States from direct attack; secure strategic access and retain global freedom of action; strengthen existing and emerging alliances and partnerships and establish favorable security conditions.”

A Cooperative Strategy for 21st Century Sea Power, October 2007

2

Foster access and influence through the management and execution of assigned SA/SC training and education programs and activities

Objectives

- 2.1** Manage, program, and execute SA/SC training and education programs and activities to support DoD SA/SC Guidance objectives
- 2.2** Foster effective working relationships with combatant commands, DSCA, NIPO, other military departments and private sector partners to support their SA/SC training and education strategies, and with the designated supporting organizations in furtherance of the SA/SC Guidance and other national strategic objectives
- 2.3** Maintain effective outreach to foreign governments by working closely with SA/SC personnel worldwide

“The security of the United States is tightly bound up with the security of the broader international system. As a result, our strategy seeks to build the capacity of fragile or vulnerable partners to withstand internal threats and external aggression while improving the capacity of the international system itself to withstand the challenge posed by rogue states and would-be hegemons.”

National Defense Strategy, June 2008

3

Promote the growth of democratic ideals through international defense-related education, training, and other programs

Objectives

- 3.1** Direct, administer, and provide DoD-wide policy guidance and program management for the execution of international defense education and training programs such as FMS and Grant programs
- 3.2** Perform programming, budgeting, and financial management of the resources necessary to support the training and education programs that meet DoD SA/SC goals
- 3.3** Conduct policy and administrative oversight activities that promote excellence throughout the education and training institutions that produce SA/SC professionals and provide international training and education

“Expanded cooperative relationships with other nations will contribute to the security and stability of the maritime domain for the benefit of all. Although our forces can surge when necessary to respond to crises, trust and cooperation cannot be surged. They must be built over time so that the strategic interests of the participants are continuously considered while mutual understanding and respect are promoted.”

**A Cooperative Strategy for 21st Century Sea Power,
October 2007**

4

Improve business processes and management of SA/SC training and education programs

Objectives

- 4.1** Improve processes and productivity through the use of various tools such as performance-based management, re-engineering, state-of-the-art IT systems, and other initiatives
- 4.2** Sustain a workplace culture of continuous improvement to streamline business processes, procedures and practices
- 4.3** Develop and promote effective feedback and lessons-learned to improve overall management efficiencies
- 4.4** Conduct continuous process reviews within departments to delete outdated practices and implement improvements and efficiencies, as necessary

“Our ability to overcome challenges to access and to project and sustain power ashore is the basis of our combat credibility. Our advantages will be sustained through properly sized forces, innovative technologies, understanding of adversary capabilities, adaptive joint planning processes and the proficiency and ingenuity of our Sailors, Marines, and Coast Guardsmen.”

**A Cooperative Strategy for 21st Century Sea Power,
October 2007**

5

Develop and retain a performance-focused SA/SC workforce

Objectives

- 5.1** Recruit, retain, and promote highly qualified personnel
- 5.2** Provide employees formal and on-the-job training opportunities
- 5.3** Create, implement, and refine initiatives to support a performance-focused workforce
- 5.4** Encourage and promote employee enrollment in the International Affairs certification program
- 5.5** Recognize and reward outstanding performers
- 5.6** Inspire teamwork as a vital part of conducting day-to-day business

“High performance will become a way of life that defines the culture of the federal service.

— The system will attract and retain talented people who will demand and deliver sustained excellence and high levels of performance.

— The civil service will use clear and carefully aligned performance incentives for individual employees, for teams, and for its leadership. In turn, these incentives will be tied clearly to reaching their agency’s mission objectives.

— Agencies will meet and exceed established productivity and performance goals.

— Accountability for results will be clear and meaningful, with positive rewards for success and real consequences for failure.”

The President’s Management Agenda, FY 2002

NETSAFA Service Creed

NETSAFA is wholeheartedly dedicated to its mission based on the core values of Integrity, Excellence, and Service. Though we may not always be able to provide customers with everything they want, they can, however, expect to be treated in a manner consistent with the following Service Creed:

Everyone Can Expect:

- To be addressed and treated in a respectful, efficient, and courteous manner, at all times
- To receive answers to questions or be directed to someone who can provide the answer

Staff Responsibility:

- We appreciate the diversity of our work force and will give fair and equitable treatment to all.
- We value the input and respect the opinion of our customers, colleagues, and employees.
- We strive to do the very best we are capable of at all times in all areas of our organization to best support the people we proudly serve.
- We act quickly and responsibly to resolve issues.
- We support each other and our chain of command.
- We have a passion for excellence. We always find a way to get a job done. We never give up.