

Abstract

- Commander, Naval Surface Forces is divided into two distinct type commanders, Commander, Naval Surface Force Atlantic, and Commander, Naval Surface Force Pacific. They are charged with supervising all United States Navy surface ship activities. Both commands serve the same purpose and use the same instructions for guidance, however their structure and execution of processes are not aligned. Using the organizational congruence model (Nadler & Tushman, 1980), we compared both command approaches, and their manning, in attempt to determine which command is more effective at ensuring ship readiness for deployment and combat, with an emphasis on Combat Systems.



Purpose

- The primary purpose is to determine if there is misalignment and why. We will determine what the core mission of SURFLANT/SURFPAC Combat Systems training and certification is, and what is the strategy to accomplish this. We will also identify what the organizational components of both commands are, and how are they staffed. Additionally, we will ask how the TCIP division fit in, how does ATG work with SURFLANT/SURFPAC, and if there a procedural difference between both, and why?

Objectives

- Our objectives are as follows:
 - First, to identify misalignment and correct.
 - Second, to identify how is success measured. What are the criteria used to identify what success looks like?
 - Third, to identify how Combat Systems would look if it were working at its best. How would it work? What needs to be changed for alignment between SURFLANT and SURFPAC?

Methods

- In order to complete our research and analysis, we conducted interviews with various members of the Navy Surface community. Our targeted participants included members from SURFLANT and SURFPAC Combat Systems departments, ATG Norfolk and San Diego Combat Systems Warfare Leads, and the TCIP leads from SURFLANT and SURFPAC.
- We set out to determine who the key players are, regarding commands and personnel at the respective commands. We also wanted to ascertain what they regarded as success and why an event is successful, how they scheduled events and when they are scheduled, and how they tracked these events. We also wanted to learn what their overall goals are and what the criterion for certification is. Finally, we wanted to look at how certification was met, how they both progressed towards that milestone and how they used required guidance and instructions to get there.

Recommendations

- Provide one member for oversight of the program, to supervise the SURFLANT and SURFPAC team and ensure alignment.
- Hold annual program reviews for both coasts to ensure alignment.
- SURFPAC TCIP:
 - House team in the same building as SURFPAC for oversight.
 - Adhere to Instructions; Acknowledge and inform stakeholders.
 - Revamp PAC dashboard to align with SURFLANT.