

PICO

Our business strategy is to maintain PWC/RE, Norfolk as a successful organization by developing **People, Innovation, Clients, and Operations – PICO**. With your active involvement we will be able to focus on our mission and achieve our goals.

People

- Enhance our organizational culture
- Define, shape, and train our workforce

Innovation

- Improve regional work processes
- Develop an optimized Emergency/Urgent/Service (E/U/S) work reception process

Clients

- Enable clients to access and order services utilizing web-based technology
- Understand client needs and strengthen client relationships

Operations

- Ensure PWC/RE, Norfolk meets established requirements
- Develop a system that generates integrated and aligned facility work functions for execution



STRATEGY TEAMS

Currently, several strategy teams are working the four focus areas covered by PICO. Their purpose is to develop and implement tactics that will assure that PWC/RE, Norfolk achieves its objectives.

People

- Implement the NAVFAC Employee Assessment and Development System (NEADS) self-assessment, and develop a plan to meet the needs as defined by the community management plans.
- Develop and implement a plan to address employee critical concerns as identified in Facility Team Survey (FacTS). Develop a new employee orientation program.

Innovation

- Review and develop an optimum regional process to execute minor works level projects.
- Develop an optimized Emergency/Urgent/Service (E/U/S) work reception and work assignment methodology utilizing a cross-functional team.

Clients

- Deploy the client oriented Website as a ready access tool to describe PWC/RE, Norfolk's provided services, and associated procedures for ordering them.
- Rapidly utilize and assess the responses to the NAVFAC FacTS Client Survey to determine the vital, top issues and concerns of our PWC/RE/LANTDIV clientele.

Operations

- Ensure commodities studied under Commercial Activity (CA) meet the Public Works Service (PWS) requirements per the Management Plan.
- Integrate and align facilities work generation and work input functions to develop a package ready to execute.

We invite you to read our Strategic Action Plan. It can be picked up in our business office in building A-81 Sewells Point. Your comments and suggestions are always welcome!

DEPARTMENT OF THE NAVY



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NAVY PUBLIC WORKS CENTER/REGIONAL ENGINEER

NORFOLK, VA



Strategic Plan

The Navy Public Works Center (PWC), Norfolk is the first and largest of the nine Navy PWCs, supporting all of the sites within the Navy's Mid-Atlantic Region. PWC, Norfolk provides facilities maintenance, transportation, engineering, utilities, and environmental support to the largest aggregate military complex in the world.

With the Regional Engineer (RE) as part of our organization, we also provide the necessary facility engineering leadership to ensure that the Region's facilities and infrastructure are managed efficiently and effectively. Navy Public Works Center/Regional Engineer (PWC/RE), Norfolk, combined with the other members of the NAVFAC Facilities Team in the Region, Atlantic Division, Naval Facilities Engineering Command and their Resident Officer in Charge of Construction offices, form a team capable of supporting every facilities requirement of our clients. Together we are the *One Facilities Engineer Voice* for this Region and all our clients.

This Strategic Action Plan is intended to help everyone within the PWC/RE, Norfolk organization focus first and foremost on *our mission*, and secondly on this year's strategies and initiatives to help us better perform our mission and move ever closer to our vision. Our guiding principles provide the basic characteristics of our organizational culture and help steer our actions.

Having a clear vision, mission, and guiding principles is critical to our success. This is especially true this year as we work with the Region and the Navy to implement and support the changes inherent with the standup of the Commander of Navy Installations (CNI). It is extremely important that we work together to complete these strategic actions while we work all of the issues that face us in our daily operations.



K.P. Butrym
Commanding Officer, CAPT, CEC, USN

VISION

Our vision is to be *viewed by our clients as a premier Navy Public Works Center/Regional Engineer organization* comprised of highly skilled, motivated, and dedicated professionals sought after for innovative, best-value solutions and services.

The key to achieving this vision is you. We need you to share our vision and embrace our guiding principles and exercise them in your day-to-day actions to accomplish our mission.



MISSION

Our mission, "*provide best value facilities support to our clients*," focuses on supporting the Fleet as well as many other Navy and non-Navy activities. Our strengths are management of the shore station infrastructure and providing services that best meet this mission while ensuring fiscal responsibility.

It is important to understand that each and every department, work center, and individual in the combined Navy Public Works Center/Regional Engineer (PWC/RE) organization has a vital role in supporting this mission.

Our guiding philosophy continues to be dedication to our clients as demonstrated by improved quality and client satisfaction. We seek to improve response times, reduce backlog and carryover, ensure adequate return on investment, reduce unneeded infrastructure, improve safety, and ensure environmental compliance.

GUIDING PRINCIPLES

Guiding Principles are the values that should direct your daily actions. At PWC/RE, Norfolk, our Guiding Principles are to:

- Uphold the Navy's core values of Honor, Courage, and Commitment.
- Provide rewarding, challenging work in a positive environment.
- Encourage innovation — this is how we will improve. Occasional failures are expected as we move forward.
- Seek and implement continuous improvement.
- Value, Trust, and Respect each other and pledge equal opportunity.
- Empower our workforce with responsibility, authority, and accountability.
- Protect the environment and manage resources wisely.
- Work better, faster, cheaper, and safer.

