As we sail forward into a new phase of parallel technical sustainment and fast-paced development, we must ground ourselves in common values. These team-values will be the critical "pillars" that our teams align to, and they will serve as a North Star to guide us in the right direction.

The 4 Pillars of SBSD 2084:

1. URGENCY

2. CLOSURE

3. DRIVE DISCUSSION

4. CULTURE

SSP

SSP.NAVY.MIL

PILLARS OF EXCELLENCE

SBSD 2084

URGENCY

- We are tasked with sustaining the D5/D5LE strategic weapons system and ensuring nuclear weapons surety on the OHIO class SSBNs. SSP will ensure the "no-fail" sea-based strategic deterrence mission is supported on the OHIO class through 2042, when the final OHIO boat is decommissioned, while simultaneously supporting integration of D5LE on COLUMBIA and UK DREADNOUGHT, and developing D5LE2 for the future. All the while, we are also developing and delivering Conventional Prompt Strike.
  We do not have the time or resources to do everything – we will align ourselves to clear mission standards and identify and communicate priorities while removing extraneous barriers to success.
  - We have entered a period of rapid development, the type which we have not experienced in decades. We will inject our work, and our mission, with a renewed sense of resolve and acceleration.
  - We will work within a framework of relevance, clearly prioritizing and communicating initiatives and taking accountability and action on initiatives and processes that are no longer serving our mission.

    "In many ways we are 'back to the future.' We need to develop the same sense of urgency that the trailblazers in this program had when it was first stood up."

    VADM Johnny R. Wolfe, Jr.
    Director, Strategic Systems Programs

CLOSURE

- **We will drive issues to closure.** We will not give up or hold ourselves back based on past failures. We will adopt a mindset of urgency and rapid learning to ensure we execute the system we need to keep our nation and allies safe and secure.
  - When we identify a problem, we will focus on creating a solution to resolve the problem at hand.
  - We will communicate throughout the process, from discussing what initially happened to coming up with a plan to prevent it from happening again.
  - When outdated processes and systems prove that they no longer meet our modern-day requirements, we will communicate across the enterprise to change them.

DRIVE DISCUSSION

- When we identify a problem, we will work it with the understanding that what got us here won't get us to where we need to be. Both success and failure will come with our rapid pace. We will discuss and unpack why we excel in one area, but fall short in another.
  - We will demand honesty of ourselves, our teammates, and our leaders; this openness will enhance our ability to truly assess organizational-performance, improve, and deliver this SBSD 2084 mission.
  - We will not "shoot the messenger," or treat discussions of barriers as a weakness.
  - Robust discussion can only happen when there is a **clear understanding of ownership.** We will clearly specify ownership, because when everyone is in charge, no one is in charge.

    "The success of our mission is inextricably linked with our ability to efficiently communicate and collaborate with each other"

    VADM Johnny R. Wolfe, Jr.
    Director, Strategic Systems Programs

CULTURE

Achievements and accolades that are stacked on a shaky foundation will eventually collapse. Culture is the firm ground that connects to the other pillars and lets us build upwards.

What does it mean to be part of SSP?
FAMILY
TECHNICAL EXCELLENCE
OPEN AND FRANK COMMUNICATION

- We cannot advance only through our successes.
- We are focused on competence, character, and building relationships across all levels of our civilian, military, and industry workforce.
- Our culture is defined by our people; without people, nothing else in our critical mission can be accomplished.

One Mission

STRATEGIC SYSTEMS PROGRAMS

One Family

Excellence · Industry · Collaboration · Military · Dedication · Civilian

WHAT TO CHANGE

What can you, your leaders, and your teams do to implement these pillars in your everyday work?

- **Act transparently,** up and down and the chain of command, as well as laterally across the enterprise. Have the hard conversations, and communicate issues.
- **Focus on what matters most.** Act with urgency – smartly! Do not cut corners or apply temporary solutions that do not address the root of the problem.
- **Be a part of a learning team.** Trust and respect are pillars of the SSP culture. We will be willing to learn from one another, assign and accept ownership, and collaborate across all levels.

We will not wait until tomorrow. Change starts today.