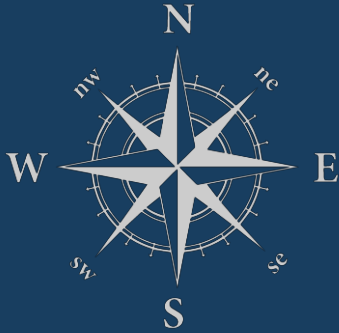




Military Sealift Command

Voyage Plan

2017 ♦ Charting the Course for Success ♦ 2020



Edition 3

08 March 2019



A “Voyage Plan” is a description of a vessel's voyage from start to finish. The plan includes leaving the pier or harbor, the transit, approach to the destination, and mooring. MSC’s Voyage Plan will be used to safely sail on a Navigation Track within the appropriate Sea Lanes to accomplish our mission in the spirit of our vision.

MISSION

Empower Global Warfighting Capabilities

Military Sealift Command exists to support the joint warfighter across the full spectrum of military operations. Our mission is timeless and essential. Regardless of the challenge, we prevail! Working seamlessly with key partners to master the maritime and cyber domains, MSC provides on-time logistics, strategic sealift, as well as specialized missions anywhere in the world, under any condition, 24/7, 365 days a year.

VISION

United We Sail

With unified resolve and agility, we boldly sail the world’s oceans to provide essential assured logistics and service support to the joint warfighter, enabling distributed lethality and maritime dominance as the nation’s premier maritime transportation organization.

March 2019 revisions to baseline document are shown in light blue



Warfighting success defines us.



PILLARS

Our People

MSC sustains our ships through acquiring, valuing and developing human excellence. We will become an employer of choice, both afloat and ashore, that believes in its people and values them as critical assets to MSC, the U.S. Transportation Command, the U.S. Navy, and the United States of America. We must attract, challenge, and retain top talent. We will enable our workforce to capitalize on their skills, experience and most importantly, their potential. Our workforce will be prepared, empowered, equipped, and flexible in responding to challenges across the full spectrum of military operations. Our people are the key enabler to accomplish our mission!

Our Platforms

MSC safely operates, supplies, and maintains the ships that provide logistics support, conduct special missions, move military equipment, supply combat forces, provide humanitarian relief, and strategically position combat cargo around the world. For this reason, we are committed to understanding, achieving, and sustaining the holistic readiness required of those ships and recapitalizing where necessary. Our mission responsibilities remain constant whether in peace or war, and our customers expect on-time delivery of their product or service without exception. [Meeting these responsibilities is dependent upon our capable people operating reliable platforms.](#)

Our Processes

Committed to exemplary stewardship, MSC efficiently, effectively, and ethically expends the resources our country has entrusted to us. [To maintain the trust of the American public](#), we ensure compliance with federal laws and regulations, assure auditability, leverage cutting edge technology, adopt commercial maritime best practices, [and actively manage risks](#). The focus of our processes is maintaining the highest level of service quality to our customers. [By recognizing and addressing emergent challenges, we will maintain operational and cyber security.](#) We will become a safer, more efficient organization [by promoting safety](#), innovation, collaboration, alignment, and transparency. [Our processes standardize the high performance of our people.](#)

Our Partners

MSC establishes, fosters, and maintains strategic relationships with various organizations that mutually strengthen one another. We value our partnerships within the maritime industry and strive to collectively address and solve common problems. We rely on our labor unions to assist with crewing our vessels and representing the interests of the workforce. We empower our operating companies to safely maintain and navigate the vessels under their charge. We depend on our foreign allies and partners to enable expeditious support to the warfighter. We work in unison with our Navy's Fleets, U.S. Transportation Command, and other services to coordinate our efforts to provide resources whenever and wherever required. We leverage the expertise of the academic and scientific communities, private industry research and development, and government centers of excellence to identify, address, and overcome challenges. Our partners expand our scope of operations by providing additional tools for our people and platforms.



STRATEGIC THEMES

Harnessing and Developing a Diverse, Capable and Talented Workforce

As an employer of choice, MSC recruits, hires, trains, develops and retains a diverse and ready workforce; improving its capability by creating a culture that values the contributions of all. We encourage our employees to reach their potential and achieve professional satisfaction by providing them with the necessary training, tools, mentoring opportunities, and encouragement. MSC will design and apply comprehensive training solutions that **promote individual growth and organizational success**. We will establish the highest ethical work climate that is free from discrimination, harassment, hazing, reprisal, or inappropriate conduct; inspires unbridled motivation and professionalism; unifies the command workforce under a common goal; and encourages a work-life balance for its employees. MSC will collaboratively work to harness the diversity of knowledge, experiences, skills, and perspective the workforce offers to creatively meet its challenges.

Assuring Global Maritime Logistical and Combat Support Services

MSC exists to provide unfailing support to our country's warfighters during peacetime and war. Our duty is to provide vital services to the U.S. Navy, U.S. Transportation Command, **other services**, and a wide variety of federal entities and foreign governments. **Sustained**, assured logistics are possible only through robust and adaptable supply chains and logistics enterprise synchronization across all domains. To fulfill this obligation, our ships and crews must be ready for tasking and fully interoperable with the Fleet and joint force. Our complete inventory of ships will be **maintained and operated professionally and safely and we will prevent the normalization of deviance**. Ready, Relevant and Resolute: We are committed to mission accomplishment!

Developing Tactical Capabilities that Support Future Warfighting

Domain superiority is no longer guaranteed. The maritime environment has become more heavily used, more stressed, and more contested than ever before. Throughout its history, MSC has helped to provide American security and prosperity. To continue to meet this obligation, MSC must renew our sense of urgency and speed of execution to adapt to emerging security challenges. Advances in technology have created a commensurate reliance on its application, exposing critical vulnerabilities to nefarious actions, particularly in cyberspace. Meanwhile, the emergence of great powers, as well as the increasing **activity** by state and non-state actors **across the full spectrum of military competition from peace-time operations to full-scale conflict**, all require adaptation to ensure mission accomplishment. As warfare changes, MSC will work with stakeholders to evolve its platforms, capabilities and tactics to assure global maritime services to the joint warfighter.

Dedicated to Continuous Improvement and Innovation

MSC is committed to continuous process improvement and customer focus. MSC continuously pursues innovation and technology to increase efficiency while fulfilling mission requirements. We will implement procedures and controls to ensure meaningful gains are achieved and sustained. MSC will develop an organizational culture that embraces change for the better, soliciting and valuing employee and customer recommendations. MSC leverages modern knowledge management practices **and data strategy** to enhance high-velocity learning across the organization. To promote efficiency and effectiveness, MSC makes informed decisions based on information, data, facts, and experiences. **Using performance metrics that allow us to** quantitatively and qualitatively assess our operations, we will analyze trends in events and patterns of behavior to continuously look for ways to become greater each day.

Sustaining greatness in a changing world.



GUIDING PRINCIPLES

We are a Team

We work together, each of us committed to the shared vision of being the nation's premier maritime transportation organization. Since we are a team, we treat everyone with mutual respect. We foster esprit de corps among our workforce and within our service. We acknowledge the strengths and weaknesses of our co-workers, believing that they can and will succeed, and we collaborate in our decision-making. We welcome forceful backup from our co-workers and stakeholders.

We Demand Integrity

We adhere to the highest ethical and moral standards and demand the same of those **with whom** we work. Our actions are such that we would always be proud should they be made public and made known to our immediate family members. The ends never justify the means. We obey all rules and regulations and will not condone the misbehavior of others.

Our Actions are Guided by Our Core Values of Honor, Courage and Commitment

We have the courage to assume responsibility for our actions, to face the unknown, and to overcome adversity. We treat one another as we would like to be treated. We do not tolerate discrimination, sexual harassment or assault, hazing, bullying, reprisal, fraternization, or the illegal or improper use of drugs or alcohol. Accountability at the individual and organizational levels will strengthen our culture and guide our actions. We are committed to our profession and our people.

We Foster Positive Leadership

Leadership is the essence of our profession. We lead by example at all levels and develop our future leaders. Our perpetual optimism gives us strength to overcome all challenges. By delegating responsibility, and the authority that goes with it, we are more effective and efficient. Leaders take ownership and act to the limit of their authority, foster a questioning attitude, and look at new ideas with an open mind.

We are Proactive Managers

We plan ahead to identify and avoid obstacles to success. We keep our planning focused on the future. We develop action plans that include goals, **resources required**, steps, and tracking to reach objectives. We clearly establish the priorities for all tasks to promote alignment and unity of effort. We act quickly to resolve problems. We encourage initiative and innovation.

We Unify Our Efforts Through Effective Communication

To enhance our efficiency and effectiveness, we continuously communicate **throughout the organization**. We engage with our internal and external partners to learn and share innovative ideas and enhance the image of our organization, our service, and our industry.

We are Responsible Citizens

We are ambassadors of our nation and our Navy, whether at home or deployed. We support our local communities **and those where we operate**. Concern for the environment and energy conservation are integral parts of our operations.

