



DEPARTMENT OF THE NAVY  
NAVAL SERVICE TRAINING COMMAND  
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NSTCINST 5220.1  
N5/7A  
23 Oct 13

NSTC INSTRUCTION 5220.1

From: Commander, Naval Service Training Command

Subj: CONTINUOUS PROCESS IMPROVEMENT (CPI)/LEAN SIX SIGMA  
(LSS) PROGRAM

Ref: (a) DOD Directive 5010.42, DOD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program  
(b) DOD Instruction 5010.43, Implementation and Management of the DOD-Wide Continuous Process Improvement/Lean Six Sigma (CPI/LSS) Program  
(c) SECNAVINST 5220.13, Validating and Leveraging Financial Benefits Associated with Lean Six Sigma for Continuous Process Improvement  
(d) SECNAVINST 5220.14, Continuous Process Improvement  
(e) DEPSECDEF Memo, DOD-Wide CPI/LSS of 30 Apr 07  
(f) DEPSECNAV Memo, Continuous Process Improvement of 16 May 11

Encl: (1) NSTC Lean Six Sigma Project Charter  
(2) NSTC CPI Communication Plan

1. Purpose. To issue guidance for implementing the Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) program within Navy Service Training Command (NSTC) and its subordinate activities per references (a) through (f). This instruction includes program responsibilities, execution, and reporting requirements.

2. Background. The Department of the Navy (DON) adopted the principles of CPI into a composite, enterprise-wide program intended to increase process speed, eliminate process defects, and realize significant "savings" in both human and financial resources. Commander, Naval Service Training Command (NSTC) has implemented CPI at all commands in the NSTC domain. Commanding Officers (COs), N-Codes, Special Assistants (SAs), and Program Directors (PDs) are responsible for implementing an effective CPI program. NSTC Training, Strategy, and Analysis Officer (N5/7) is responsible for the overall coordination and training of the program.

### 3. Roles

#### a. Champions

(1) Champions are responsible for overseeing the overall conduct, timing, and success of the CPI project. Champions will normally be COs, Executive Officers (XOs), N-Codes, or PDs. In addition, any person who holds a leadership position and is a process owner can serve as a Champion.

(2) Champions will attend a locally-generated LSS Champion Course, when available, which will provide an overview of the LSS process and the different tollgates they can expect to see throughout a project.

b. Black Belts. Black Belts serve as mentors for Green Belts and are assigned to more complex projects requiring detailed study and analysis. Black Belts must possess the exceptional analytic and leadership skills necessary to lead a team through difficult projects.

c. Green Belts. Green Belts serve as project leads for Define, Measure, Analyze, Implement and Control (DMAIC), Rapid Improvement Events (RIEs), and Just-Do-It (JDI) projects. Candidates must possess strong team leadership and exceptional organizational/analytical skills. They are expected to lead projects every year in addition to the responsibilities of their assigned position.

d. Yellow Belts. Yellow Belts serve as team members of projects. All team members who successfully complete a project will be designated as a Yellow Belt to provide a record of their participation and knowledge of LSS. NSTC will provide Yellow Belt accreditation based on participation with a successful project. There are no Course Identification Number (CIN)/Navy Enlisted Classification (NEC)/ Additional Qualification Designator (AQD)'s associated with Yellow Belt certification.

e. White Belts. White Belts can be any military member, civilian employee, or contract employee who has completed the introductory LSS White Belt training available via Navy Knowledge Online (NKO). White Belt training is mandatory for all NSTC personnel and is part of the NSTC new hire indoctrination process.

f. Continuous Process Improvement Review Board (CPIRB)

(1) The CPIRB is comprised of the Chief of Staff (COS), Command Master Chief, N5/7, N51, N71, and the CPI Office Program Manager. The purpose of the CPIRB is to meet periodically (quarterly or as necessary) to discuss/review the status of all CPI RIE and DMAIC projects. The CPIRB will review projects being conducted within NSTC and at subordinate commands. Subordinate command leadership will participate in person or via VTC when required for projects being held at their respective commands.

(2) The CPIRB will recommend all Green Belt and Black Belt Certifications prior to CNSTC approval.

4. Projects

a. Project Selection. NSTC will focus primarily on three types of projects. All NSTC CPI projects will have oversight by the CPI Program Office (N5/7A) and a Black Belt if available.

(1) JDI. A JDI project is classified as a simple fix with minimal risk, where the resources are already in place, and one person or a team can work the project to its completion. JDIs will be managed by the Champion and associated Belt and do not require review approval by the CPIRB; however results will be briefed for leadership visibility via the CPIRB.

(2) RIE. An RIE is team-based with a Project Belt lead and Champion and normally takes three to five days of concentrated effort. Its focus is on speed and is based on Lean concepts.

(3) DMAIC. A DMAIC is team-based with a Project Belt lead and Champion. Its projects are complex in nature, with the causes and solutions not obvious, and can last several months. It often requires detailed base-lining of cost drivers.

b. Project Approval. Project approval for all RIE and DMAIC projects is the responsibility of the N-code or SA. N-codes and SAs are responsible for coordinating with N5/7A on all new CPI projects and reporting the details to the CPI Office Program Manager. RIE or DMAIC project proposals will be submitted to N5/7A per enclosure (1). At CPIRB reviews, N5/7A is responsible for briefing all new projects and the status of all projects currently in-work. Per reference (c), all CPI/LSS

projects will use a standardized process to capture, report, and generate sound financial decisions on benefits derived.

c. Project Reporting. The designated belt will report the progress of each project to the CPI Program Office and respective Champion/Project Sponsor utilizing the CPI Communication Plan per enclosure (2) until the project is completed and the new approved process has reached a sustainable norm.

d. Continuous Process Improvement and Management System (CPIMS). CPIMS is the official source of record for all CPI projects within the DON and is mandated by reference (d); however, CPIMS will be unfunded in FY14. In the interim, the CPI Office is responsible for developing a system of records for all CPI/LSS projects.

## 5. Responsibilities and Actions

### a. COS:

(1) Provide oversight and guidance to the NSTC CPI/LSS efforts and chair the CPIRB.

(2) Ensure all personnel who actively participate in CPI projects are appropriately recognized.

### b. COs:

(1) Required to complete an LSS Champion Course within one year of reporting onboard, subject to course availability.

(2) Generate JDI, RIE and DMAIC projects for execution within their commands.

(3) Ensure all personnel within their chain of command receive NKO White Belt Training.

### c. N-Codes/SAs:

(1) Required to complete an LSS Champion Course within one year of reporting onboard, subject to course availability.

(2) Responsible for ensuring there are an adequate number of Green Belt trained staff members within their departments.

d. N57A:

(1) Responsible for the NSTC CPI program to include training, project identification, implementation, validation, and reporting.

(2) Provide oversight of CPI program execution throughout the NSTC domain.

(3) As directed by Commander, NSTC, serve as the Deployment Champion.

(4) Maintain and report CPI projects in CPIMS or alternate means if required.

(5) Coordinate and provide NSTC CPI/LSS training requirements, ensuring qualification entries in CPIMS or alternate means if required.

(6) Perform required action items to ensure personnel completing Green Belt and Black Belt courses and certification requirements receive the appropriate CIN, NEC and AQD credit for those eligible.

(a) Green Belt course graduates will receive credit for CIN A-557-0003.

(b) Black Belt course graduates will receive credit for CIN A-557-0009. CINs A-557-0005 through A-557-0008 are used to denote the individual weeks of the four-week course if they are not taken in succession.

(c) Personnel receiving their Green Belt certification are eligible for the 9564 NEC or 2C1 AQD, as appropriate.

(d) Personnel receiving their Black Belt certification are eligible for the 9582 NEC or 2C2 AQD, as appropriate.

(7) Provide Black Belt and other Subject Matter Expertise support to any CPI project when required.

(8) On an annual basis, develop a CPI Regional Strategy that identifies projects.

(9) Schedule and execute the CPIRB.

(10) Monitor all CPI projects in CPIMS or other approved means.

(11) Sustain resources and templates for Project Belts on the share drive, including enclosure (1), Toll-Gates for DMAIC, RIE Events, and JDI Summary.

(12) Coordinate with the Public Affairs Office (PAO) to ensure project success is published via an article in the base paper or other appropriate media.

(13) Work with the COS, N-codes, and Command Master Chief to ensure project success is marketed at staff meetings, all-hands calls, tenant CO/XO meetings, and other venues as appropriate.

(14) Develop and distribute a regular newsletter for the NSTC domain to publish CPI efforts.

e. CPIRB:

(1) Review and recommend approval for CPI project proposals utilizing enclosure (1).

(2) Make CPI program recommendations.

(3) Review and recommend approval or disapproval for Green Belt certifications.

f. N5/7:

(1) Provide Champion and Green Belt training to NSTC and Recruit Training Command personnel, providing financial resources or qualified Black Belt is available. Officer Training Command, Officer Development and Citizenship Development will receive training as resources permit.

(2) Offer CPI/LSS training to regional personnel outside NSTC's domain as resources permit. Personnel outside of NSTC interested in taking LSS Green Belt training will be required to lead one CPI project through to completion in order to receive Green Belt training certificate. These personnel will be required to obtain the approval of their command's CO or XO stating the project was completed before receiving the Green Belt training certificate.

g. Champions:

(1) Provide the support needed to ensure successful execution of approved CPI projects.

(2) Assist in defining project charters, including selecting team members and creating a project timeline.

(3) Conduct periodic Toll-Gate reviews with assigned Green Belt team leaders and document the approval in CPIMS or alternate recording system.

h. Black Belts:

(1) Complete an accredited or DON approved Black Belt training course.

(2) Organize projects, lead teams, and schedule Toll-Gate reviews with the project Champion.

(3) Load and track all projects utilizing CPIMS or other recording system.

(4) Attend monthly LSS Community Belt meetings, if offered.

(5) Work with the PAO to prepare project summary articles for publication in installation papers within the local region.

(6) Utilize resources and templates on the shared drive.

(7) Dedicate at least 35 percent of their work week to complex CPI projects and mentoring Green Belts.

i. Green Belts:

(1) Complete an accredited or DON approved Green Belt training course.

(2) Organize projects, lead teams, and schedule Toll-Gate reviews with the project Champion.

(3) Load and track all projects utilizing CPIMS or other recording system.

(4) Attend monthly LSS Community Belt meetings, if offered.

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(5) Work with the PAO to prepare project summary articles for publication in installation papers within the local region.

(6) Utilize resources and templates on the shared drive.

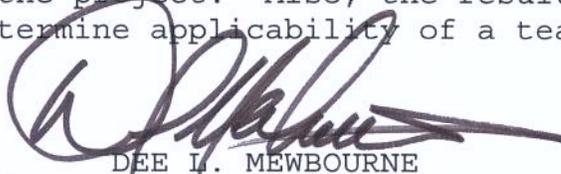
j. NSTC staff and employees:

(1) Complete White Belt training via NKO.

(2) Document the LSS training in the Total Workforce Management System within ten days of completion.

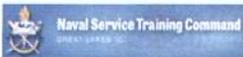
k. Leadership Involvement. COS, COs, N-codes, and SAs will be directly involved in ensuring their command or department is contributing to the NSTC goal of driving effectiveness through innovation/LSS/CPI.

l. Recognition and Awards. All personnel who actively participate in CPI projects will be appropriately recognized for their contributions to the success of the project. Team members will have the opportunity to assess their performance and highlight team members who played a key role or performed exceptionally well during the project. Also, the results of the project will be used to determine applicability of a team award.



DEE L. MEWBOURNE

Distribution:  
NSTC Domain



# Continuous Process Improvement (CPI) Project Charter

**Project Type**

Six Sigma

Project Name:	Project Start Date:

Project Champion		Mentor (BB/MBB)	
Process Owner		Lead Belt	
Command Belt		Financial Subject Matter Expert (SME)	

**Problem Statement:**

**Expected Benefits:**

Financial       Mission

**Goal Statement / Proposed Outcomes:**

**Metric(s):**

**Project Boundaries**

Process Start Point:	In Scope:
Process End Point:	Out of Scope:

**Planned Tollgates:**

Select Phase					

**Team Members/Roles:**

	Project Charter Signature	Date	Project Closure Signature	Date
Project Champion				

**Quality Assurance Document under 10 U.S.C. 1102. Copies of this document, and any project deliverable thereto, and information therefrom will not be further released under penalty of the law. In addition to statutory penalties, unauthorized disclosure may lead to unfavorable actions under the UCMJ and/or adverse administrative action, including separation from military or civilian service.**

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**NSTC CPI COMMUNICATION PLAN**

**1. GOAL OF THE CPI COMMUNICATION PLAN.** The goal of the Naval Service Training Command CPI Communication Plan is to support a self-sustaining culture of continuous improvement in every aspect of NSTC.

**2. COMMUNICATION OBJECTIVES.** Enterprise-wide understanding, support, and active endorsement of CPI efforts are critical to the success of CPI. This communication plan provides the framework to convey information related to CPI deployment, methods, projects, and benefits in a proactive, structured, and timely manner, and to foster collaborative knowledge-sharing across the workforce. The objectives of the CPI communication plan are to:

a. Promote awareness of the benefits of CPI and generate interest in the use of CPI tools and methods throughout NSTC.

b. Provide leaders, managers, and the workforce information about CPI implementation, resources, on-going efforts, results, and success stories.

c. Disseminate timely and relevant information about CPI training and events, projects, methods, standards, and tools.

d. Utilize technology to provide a means for CPI practitioners to collaborate and share knowledge.

**3. COMMUNICATION PLAN ASSUMPTIONS.** All audiences have various degrees of initial skepticism about the potential benefits of CPI and may view it as another "management" or cost cutting program rather than an initiative to enhance support to NSTC and the warfighters. The NSTC civilian workforce may fear job losses from CPI. All audiences will need to see tangible results to be convinced of the benefits of continuous process improvement. NSTC and superior leaders will expect tangible results from CPI.

**4. INITIAL CPI COMMUNICATION ACTIONS**

a. Conduct Executive-level training.

b. CPI Program Office meets with CO's and Directors to share information and develop strategy for CPI deployment under their purview.

c. Establish enterprise-level CPI Working Group (CPIRB)

d. Provide additional executive level training and briefings.

e. Provide CPI Green Belt training in conjunction with projects.

**5. ONGOING CPI COMMUNICATION ACTIONS.** The following ongoing communication actions will ensure CPI practitioners have access to vital information as they engage in CPI project implementation:

a. Publish progress and success stories in newsletters, bulletins, and other appropriate venues

b. Participate in seminars, presentations, and meetings that provide opportunities to discuss general information on CPI and communicate progress and successes.

c. Incorporate NSTC-specific CPI information, progress, and successes into CPI/LSS training sessions.

d. Develop fact sheets for frequently asked questions to establish common key strategic messages about CPI.

e. Develop and disseminate a brochure explaining CPI objectives, methods, points of contact, and other pertinent information.

6. Communication Tools and Tactics:

MEDIA	Primary Purpose(s)	Frequency	Target Audience
CPI Program Directives  E-Mail/P4	<ul style="list-style-type: none"> <li>Engage NSTC Leadership</li> </ul>	Initial  As required	<ul style="list-style-type: none"> <li>All CO's, Directors and N-Codes.</li> </ul>
CPI Brochure	<ul style="list-style-type: none"> <li>Promote general awareness</li> <li>Explain CPI objectives and methods</li> <li>Provide POCs</li> </ul>	As required	<ul style="list-style-type: none"> <li>Internal - NSTC</li> <li>External - NETC and stakeholders, etc.</li> </ul>
CPI Newsletter	<ul style="list-style-type: none"> <li>Publicize progress</li> <li>Highlight successes</li> <li>Provide information on/schedules for training and events</li> <li>Promote general awareness</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>Internal - NSTC</li> <li>External - NETC and stakeholders, etc.</li> </ul>
CPI Fact Sheets	<ul style="list-style-type: none"> <li>Metrics for Projects savings</li> </ul>	Annual or as required	<ul style="list-style-type: none"> <li>Internal - NSTC</li> <li>External - NETC</li> </ul>
Internal CPI Meetings	<ul style="list-style-type: none"> <li>Share information</li> <li>Perform implementation planning</li> <li>Review deployment status</li> <li>Develop policies and procedures</li> <li>Share lessons learned</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>CPIRB</li> <li>CPI Program Office</li> <li>Champions and Project Belts (as Required)</li> </ul>
Executive Briefings or Meetings	<ul style="list-style-type: none"> <li>Report Project Status and Update</li> <li>Report success stories</li> <li>Develop/finalize policies</li> </ul>	Bi-Weekly or as required	<ul style="list-style-type: none"> <li>CNSTC Alignment Meeting or Directors Meeting.</li> </ul>
External Speaking Engagements	<ul style="list-style-type: none"> <li>Promote general awareness</li> <li>Highlight successes</li> </ul>	Varying	<ul style="list-style-type: none"> <li>Meetings</li> <li>Conferences</li> <li>Seminars</li> </ul>