



## DEPARTMENT OF THE NAVY

NAVAL SERVICE TRAINING COMMAND

2601A PAUL JONES STREET

GREAT LAKES, ILLINOIS 60088-2845

Canc: Dec 16

NSTCNOTE 2000

N00

5 Feb 16

### NSTC NOTICE 2000

From: Commander, Naval Service Training Command

Subj: NAVAL SERVICE TRAINING COMMAND CY-16 STRATEGIC GOALS

Ref: (a) CNO's Navigation Plan  
(b) N1/CNP Strategic Priorities for the MPTE Domain  
(c) Charting the Course... Fleet Readiness Starts Here, NETC Strategic Plan 2013 to 2023

Encl: (1) [NSTC Strategy Design](#)  
(2) [NSTC CY-16 Strategic Objectives and Metrics](#)

1. Purpose. In accordance with the guidance contained in references (a) through (c), enclosure (1) is promulgated as the Naval Service Training Command (NSTC) Strategic Five-Year Plan (2016-2020). The purpose of this document is to outline "Commander's Intent" for executing the command's mission over the next five years.

2. Background. Producing over 98 percent of all military personnel entering the Navy, NSTC continuously shapes future generations of Sailors through the knowledge, skills, and abilities (KSAs) it imparts on officer candidates, midshipmen, and recruits during accession training. The NSTC Strategic Five-Year Plan describes the strategic themes that NSTC will pursue to improve the delivery and execution of accessions training over the next five years. This plan is nested in the strategic guidance of the office of the Chief of Naval Operations (OPNAV), Chief of Naval Personnel, and Commander, Naval Education and Training Command (CNETC), to ensure NSTC is aligned with senior leadership while fostering domain-wide unity of purpose and effort.

### 3. Mission and Vision

a. Mission. NSTC continuously shapes future generations of warfighters through the knowledge, skills, and abilities we impart on newly commissioned officers, officer candidates,

midshipmen, and recruits during accessions training.

b. Vision. NSTC will provide premier education and training by using the most dynamic learning and development processes. It will cultivate a culture of personal and professional growth for life-long learning, training, and service. It will develop a highly qualified, skilled, and motivated staff to support, instruct, mentor, and lead. It will anticipate and respond to emerging training needs to meet Fleet requirements.

#### 4. NSTC CY-16 Strategic Goals

a. Enable the Total Workforce. NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.

b. Enhance Production Management. NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet officer and enlisted production requirements in quantity and quality.

c. Employ Innovative, Effective Learning Interventions. NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.

d. Ensure Learning Verification. NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow for quantitative assessment of how well the organization is imparting desired KSAs to its Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of all Sailors. All feedback will be shared throughout NSTC and with its downstream partners to revise training, as needed, and to maximize learning effectiveness throughout the pipeline.

#### 5. Enduring Principles

5 Feb 16

a. Continuous Process Improvement (CPI). CPI uses Lean Six Sigma (LSS) principles to increase efficiency and reduce waste, process variability, and bottlenecks. NSTC commanding officers, directors, and department heads will employ LSS principles to identify processes in their area of responsibility as potential candidates for projects. Commanding officers, directors, and department heads will then provide personnel as directed by the CPI Board of Directors (CPIRB) to man project teams for these projects. Process improvement is at the core of many, if not most, successful organizations in civilian and military worlds. With the collective mindset that most processes can be improved, regardless of how long-standing and proven that process is, we can make our organization and the Navy better.

b. Key Performance Indicators (KPI). KPIs are those specific performance metrics by which we evaluate ourselves in meeting our strategic goals. Each commanding officer, director, and department head may have different KPIs based on their role in achieving our domain's strategic goals. KPIs must be specific, measurable, achievable, relevant, and time-phased, which means the value or outcomes are shown for a predefined and relevant period. The use of KPIs allows us to see that we have met our goals or shows us where we have fallen short and where improvement is needed.

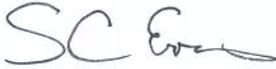
c. Stewardship. NSTC is the Navy's steward of its new officers and Sailors. This stewardship is the greatest responsibility we have. NSTC must take care of our people and ensure their well-being. NSTC will maintain a work climate that is free from discrimination, sexual harassment, hazing, reprisal, or fraternization. It will inspire unbridled motivation and professionalism while encouraging a healthy work-life balance the selflessness of service. NSTC will actively, allocate and manage its resources to ensure they are effectively, and appropriately used for our service and nation.

## 6. Action

a. All NSTC personnel should understand the mission, vision, goals, and enduring principles described above and in enclosure (1) - NSTC Strategy Design, as well as references (a) through (c), to ensure local strategy is properly aligned.

b. All NSTC commanding officers, directors, and department heads shall review the objectives and metrics assigned to their respective groups to ensure that their personnel are engaging in

activities that facilitate achieving the objectives described in enclosure (2).

  
S. C. Evans

Distribution: (NSTCINST 5216.1B)  
List 4

NSTCNOTE 2000  
5 Feb 16

**This page intentionally left blank**

## Strategic Environment

The importance of the maritime domain is increasing as others seek to grow.	Adapt processes to be inherently receptive to innovation and creativity.
Resources for Manpower, Training, and Education (MPTE) will remain constrained.	

# NSTC STRATEGY DESIGN

## Mission Statement

NSTC continuously shapes future generations of warfighters through the knowledge, skills, and abilities we impart on officer candidates, midshipmen, and recruits during accessions training.

## Vision Statement

To provide premier education and training by using the most dynamic learning and development processes. To cultivate a culture of personal and professional growth for life-long learning, training, and service. To develop a highly qualified, skilled, and motivated staff to support, instruct, mentor, and lead. To anticipate and respond to emerging training needs to meet Fleet requirements.

## Looking Ahead

Aggressively pursue implementation of the core tenets of the "Sailor 2025" program.	Success requires that we become better and faster learners, amenable to rapid change when needed.
Existing and planned capabilities must be combined in new ways that offer more than the sum of their parts.	

## Guiding Principles

<b>CPI</b>	NSTC will employ Continuous Process Improvement (CPI), using Lean Six Sigma (LSS) principles, to increase efficiency and reduce waste, process variability and bottlenecks.
<b>KPI</b>	NSTC will utilize key Performance Indicators (KPI) to determine if we have met our goals.
<b>Stewardship</b>	NSTC will actively allocate and manage our resources to ensure that they are effectively and appropriately used to serve our service and our nation.

## Strategic Goals / Lines of Effort (LOEs)

<p><b>Enable the Total Workforce</b></p> <p>NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p> <ul style="list-style-type: none"> <li>Aggressively promote professional development, including certifications and qualifications, of all staff</li> <li>Execute effective mentorship program</li> <li>Minimize student to staff ratio, as appropriate</li> <li>Expand and enhance Master Training Specialist (MTS) program across domain</li> <li>Expand Naval Junior Reserve Officer Training Corps (NJROTC) and Navy National Defense Cadet Corps (NNDCC) program</li> <li>Employ alternate hiring options to enhance workforce</li> <li>Expand knowledge and utilization of CPI</li> </ul>	<p><b>Enhance Production Management</b></p> <p>NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet Officer and Enlisted production requirements, in quantity and quality.</p> <ul style="list-style-type: none"> <li>Leverage analytics to reduce attrition</li> <li>Track and share key productions metrics with all stakeholders</li> <li>Conduct Service Selection Review</li> <li>Review Naval Reserve Officer Training Corps (NROTC) Grade Point Average (GPA) requirements</li> <li>Develop ranking process for NROTC units</li> <li>Enable electronic hard card</li> </ul>
<p><b>Employ Innovative, Effective Learning Interventions</b></p> <p>NSTC will identify the best learning strategies and training techniques to impart the desired Knowledge, Skills, and Abilities (KSAs). NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p> <ul style="list-style-type: none"> <li>Execute e-Sailor Pilot-to-Production</li> <li>Periodically evaluate instructors</li> <li>Investigate alternate small arms training methods</li> <li>Implement Sexual Assault, Prevention, and Response (SAPR) Knowledge Center</li> <li>Utilize fitness trackers to evaluate effectiveness of current physical training approach</li> <li>Evaluate Conning Officer Virtual Environment (COVE) and expand as appropriate</li> <li>Pilot Cyber Warfare training</li> </ul>	<p><b>Ensure Learning Verification</b></p> <p>NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors.</p> <ul style="list-style-type: none"> <li>Execute Massive Multiplayer Online Wargame Leveraging the Internet (MMOWLI) for Enlisted population</li> <li>Revise curriculum based on Professional Core Competencies (PCCs) and evaluate effectiveness</li> <li>Solicit feedback from graduates to enhance curriculum</li> <li>Investigate incorporating comprehensive Naval Science exam</li> </ul>

## Integrity

## Accountability

## Initiative

## Toughness

**NSTC CY-16 Strategic Objectives and Metrics****Command:** Recruit Training Command (RTC)**Commanding Officer:** CAPT William Pfeifle

<b>Strategic Theme</b>	
<u>Enable the Total Workforce:</u> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.	
<b>Supporting Objective</b>	<b>Metrics</b>
1. Execute an effective, quality MTS qualification program. 2. Develop improved In-Service Training (IST) Program for Training Managers & Instructors 3. Execute an effective RTC Mentorship Program	→ Maintain MTS qualification rate of 40% or higher among RTC instructors. → Maintain a > 80% pass rate among Ship/Div Learning Standards Officer (LSO) inspections. → All results of random quarterly protégé interviews delivered to RTC Command Master Chief.

<b>Strategic Theme</b>	
<u>Enhance Production Management:</u> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet officer and enlisted production requirements, in quantity and quality.	
<b>Supporting Objective</b>	<b>Metrics</b>
1. Analyze physical readiness data post-initial training to determine accurate risk posture.	→ Produce report recommending risk profile based on first-term Physical Readiness Test failure rates for Fitness Improvement Training (FIT) recruits.
2. Work through Council On Recruit Basic Training (CORBT) with other services to develop Department of Defense run improvement expectations.	→ Decreased cost of FIT/Recruit Convalescent Unit (RCU) recruits.
3. Provide properly coded Existed Prior To Service (EPTS) medical attrition data to Military Entrance Processing Command (MEPCOM).	→ > 95% rate of compliance as published at Accession Partners Forum.

<b>Strategic Theme</b>	
<p><u>Employ Innovative, Effective Learning Interventions:</u> NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<ol style="list-style-type: none"> <li>1. Support NSTC execution of effective pilot of eSailor tablet initiative.</li> <li>2. Continuous improvement of the Classroom Performance System (CPS).</li> <li>3. Link IST Program with Instructor Evaluation &amp; CPS results.</li> </ol>	<ul style="list-style-type: none"> <li>→ Pilot to production phase executed as planned.</li> <li>→ Qualitative data from NSTC N5 and RTC Curriculum Instructional Standards Department (CISD) CPS spot-check program noting improving use of CPS.</li> <li>→ Evidence of instructor evaluation &amp; CPS results linked with IST training.</li> </ul>

<b>Strategic Theme</b>	
<p><u>Ensure Learning Verification:</u> NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand readiness levels of our Sailors.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<ol style="list-style-type: none"> <li>1. Support MMOWGLI process to better understand fleet requirements and identify gaps in curriculum.</li> <li>2. Maintain &amp; improve an effective, quality recruit assessment program.</li> </ol>	<ul style="list-style-type: none"> <li>→ Quality inputs received, gaps identified, curriculum revisions initiated.</li> <li>→ (a.) Recruit Division mean pass rate at or above 80%.</li> <li>→ (b.) Academic, physical, and military assessment program internal inspection pass rates at or above 80%.</li> </ul>

**Command:** Officer Training Command Newport (OTCN)  
**Commanding Officer:** CAPT Kevin McGowan

<b>Strategic Theme</b>	
<p><u>Enable the Total Workforce:</u> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objectives</b>	<b>Metrics</b>
<p>Actively encourage professional and personal development of OTCN staff (military and civilian) by fostering an environment of continuous learning and pursuit of additional skills and training. Some specific opportunities:</p> <ul style="list-style-type: none"> <li>- Naval War College Joint Professional Military Education (JPME) non-resident Fleet Seminar with Masters</li> <li>- MTS qualification</li> <li>- Senior Enlisted Academy (E7 and E8)</li> <li>- 3150 subspecialty endorsements</li> <li>- Maritime Staff Operators Course (MSOC)</li> <li>- Surface Warfare Officers School (SWOS) Navigator refresher course</li> <li>- Lean 6 Sigma (LSS) Green Belt</li> </ul>	<p>Maintain the following percentage rates of officer and/or enlisted instructors that attend local professional development training opportunities – targets balanced with production requirements for primary mission, normalized for tour-length, and non-compulsory nature of training.</p> <ul style="list-style-type: none"> <li>- Maintain onboard cadre of 25% MTS qualified instructors.</li> <li>- Targeting 25% of JOs as a metric for JPME enrollment – ideally all shore tour junior officers would enroll.</li> <li>- All RDCs SEA complete before end of tour (available for E7s due to special local relationship). Target 50% of onboard cadre for metric.</li> <li>- Target U.S. Marine Corps (USMC) 50% PME complete.</li> <li>- Target 10% or greater - officers that qualify for the 3150 subspecialty code.</li> <li>- Target 20% of all staff attend/participate in LSS Green Belt training course. Specifically target civilian LSS training/development - continuity.</li> </ul>
<p>Plan specific portion of the annual travel budget to enable civilian workforce – professional development: job specific training or peer to peer collaboration with NSTC staff (budget, curriculum development, CETARS, safety, Defense Travel System (DTS)</p>	<p>20% civilians attend job specific training or travel for peer to peer collaboration with NSTC staff regarding job focus every year.</p>

<b>Strategic Theme</b>	
<p><b>Enhance Production Management:</b> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet Officer and Enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Communicate OTCN production numbers throughout first three quarters of the FY to update and inform the recruiting/shipping plan until final quarter and FY shipping closeout.</p> <p>Better communication of real time graduates/attrites per designator (and other demographics) throughout FY would additionally inform Officer Community Managers (OCMs) of more accurate/projected numbers for redesignations of Not Physically Qualified (NPQ) primary designators.</p> <p>Allow the projectable ~20% of NPQ aviation to be partially incorporated into the plan for other designators.</p>	<p>Communicate OTCN production numbers on a weekly basis to all stakeholders by performing the following:</p> <ul style="list-style-type: none"> <li>→ Tracking commissioned numbers to date – per designator (and other demographics)</li> <li>→ Tracking/communicating projected graduations/commissions based on training delays (rollbacks and med hold)</li> <li>→ Identifying/communicating projected FY roll-overs as early as possible</li> <li>→ Not tracking attrition as a monthly or seasonal number.</li> </ul>
<p>Broaden the use of CeTARS to effectively and more specifically track student data throughout their training pipeline at OTCN. Detailed information on demographics/educational background/source, academic/fitness progress, scores, roll status, graduation timeline will provide more accurate to date information to community managers/recruiting as they forecast shipping numbers to meet follow on training deadlines and cutoffs.</p>	<p>- Track historical data and trends in training performance/graduation delays by designator to better forecast shipping models and inform end-strength plans</p>

<b>Strategic Theme</b>	
<u>Employ Innovative, Effective Learning Interventions</u> : NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.	
<b>Supporting Objective</b>	<b>Metrics</b>
Support ongoing curriculum development and refinement in support of updated PCCs. Ensure that classroom activity, lab periods, and testing all align with the latest academic needs and guidance from individual officer communities as well as the Fleet at large.	Complete one course per month to ensure 2015 PCC compliance until completion (OTCN has a total of 5 courses).  Ensure each step of the contracting process is completed quarterly until contract is awarded by end of FY16.
Continue to train, qualify, and monitor officer instructor performance to ensure the best quality instruction is delivered to students.	Conduct weekly instructor evaluations to ensure quality and standardization of training.

<b>Strategic Theme</b>	
<u>Ensure Learning Verification</u> : NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.	
<b>Supporting Objective</b>	<b>Metrics</b>
Track and revise exams given throughout training in order to ensure material tested is in alignment with updated PCCs as well as Fleet requirements.	Capture exam feedback and ensure necessary changes are made. Track PCC feedback for eventual revision and provide to all stakeholders on a quarterly basis.
Improve the quality and efficiency of Formal Course Reviews (FCRs), and test item analysis.	Establish a quarterly summary report from CeTARS test analysis function. Establish a system for initiating and tracking weekly progress of FCRs.
Solicit Fleet/pipeline as well as individual feedback from statistically significant number of graduates at appropriate time intervals entering, during, completing first tour.	On a quarterly basis, solicit feedback with the following goals: - Surveys sent to all grads in designated training group - Over 25% of surveys returned - Complete annual summation/analysis

**Directorate:** Officer Development (OD)  
**Director:** CAPT Richard Wood

<b>Strategic Theme</b>	
<p><u>Enable the Total Workforce:</u> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Ensure NROTC student-to-instructor ratios are minimized across the program by correcting variations between host units.</i></p> <p>OD will coordinate with NSTC N1 to balance instructor manning at every host unit. The process will include determining a student-to-instructor ratio for every host unit supporting N1 in an effort to move billets as necessary between units to ensure the student-to-instructor ratio is optimized at every host unit.</p>	<p>→ NLT March 2016: NSTC OD, with NSTC N1, will establish business rules to 1) identify NROTC host unit student-to-instructor ratio, 2) define specified instructor duties and collateral duties, and 3) define minimum and optimum manning for an NROTC host unit.</p> <p>→ NLT April 2016: NSTC OD, with NSTC N1, will defines a student-to-instructor ratio and optimum manning for every NROTC host unit.</p> <p>→ NLT June 2016: NSTC OD, with NSTC N1, will defines “gains or losses” for each NROTC host unit.</p> <p>→ NLT December 2016: NSTC N1 will develop a plan for Total Force Manpower Management System (TFMMS) actions to implement the “gains or losses” defined in June.</p>
<p><i>Evaluate the feasibility and potential of encouraging instructor excellence through the creation of an NROTC MTS Program. The ultimate goal is a Navy qualification in an officer’s service record similar to the MTS which can currently be earned during instructor duty in a Navy schoolhouse.</i></p> <p>OD will investigate the feasibility of creating such a program to include the positive impact of earning designation on an officer’s career, management requirements of the MTS program, and likelihood of qualification being accepted into official Navy records as a designation that can be part of permanent record.</p>	<p>→ NLT March 2016: OD3 will coordinate with NSTC N7 on current MTS requirements and define differences between Navy schoolhouse and university instructional requirements that would require NROTC MTS to be different.</p> <p>→ NLT May 2016: OD will define specific criteria for MTS program to include but not be limited to:</p> <ul style="list-style-type: none"> <li>➤ Testing to verify subject matter expertise.</li> <li>➤ Independent study on delivering instruction.</li> <li>➤ Mentorship with a university instructor outside of the NROTC program.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Shadowing/observing instructors recognized at the university as exceptional.</li> <li>→ If investigation warrants, NLT September 2016: OD draft a new instruction defining the procedures for an NROTC instructor to qualify NROTC MTS. Draft will be for CNSTC review and CNETC approval.</li> </ul>
--	--

<b>Strategic Theme</b>	
<p><b>Enhance Production Management:</b> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet officer and enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Conduct a comprehensive review of the board member scoring rubric in the current selection model used in the NROTC scholarship selection process and investigate possible items to measure applicant's propensity to serve.</i></p> <p>OD coordinates with Navy Personnel Research Studies, and Technology (NPRST) to conduct a review of current selection practices employed by the NROTC Program, includes existing studies on propensity to serve, persistence and success in baccalaureate education, technical reports, and policy memoranda. OD will assist NPRST in conducting statistical analysis of existing Navy Computer Adaptive Personality Scales (NCAPS) survey, OPMIS and ad hoc data bases to determine the relative effectiveness of each selection measure for predicting the various measures of success. The final report will provide psychometric integrity, assessment of test bias, assessment of test validity, and relevant metrics of the aforementioned.</p>	<ul style="list-style-type: none"> <li>→ NLT February 2016: OD and NPRST release to units data collection from NROTC Midshipman via NCAPS survey.</li> <li>→ NLT June 2016: OD and NPRST review parameters to evaluate propensity to serve.</li> <li>→ NLT 30 November 2016: NPRST provides recommendations for changes to selection algorithm and/or applications for the FY18 cycle.</li> </ul>
<p><i>Conduct a comprehensive review of minimum GPA requirements for maintaining an NROTC scholarship.</i></p>	<ul style="list-style-type: none"> <li>→ NLT March 2016: OD completes review of data on academic attrition, commissioning GPA, GPA of College</li> </ul>

<p>OD shall conduct a comprehensive review of OPMIS and ad hoc data bases to determine the benefits and risks of raising the minimum GPA requirements for maintaining an NROTC scholarship. This review will include the new scholarship “precision loading model” and predicted production requirements.</p>	<p>Program Basic, GPA of side-load scholarships and applicants, numbers of college program students, numbers of side-load offers, and numbers of students eligible for NNPP service assignment using academic records through December 2015.</p> <ul style="list-style-type: none"> <li>→ NLT July 2016: OD updates data review using academic records through June 2016.</li> <li>→ By 1 August 2016: OD proposes a change to the minimum GPA required to maintain a scholarship if warranted by the analysis.</li> </ul>
<p>OD, working with N3, will develop and maintain a rank-ordered list of all NROTC host units using standardized, defensible criteria tied to production requirements, law, and policy.</p>	<ul style="list-style-type: none"> <li>→ Annually assess host unit viability based on draft criteria (or finalized criteria when DoDI 1215.08 is signed).</li> <li>→ If authorized by OSD, notify schools placed on probation and prepare unit for possible closure.</li> </ul>
<p>OD1 will develop and implement a plan to improve Naval Nuclear Propulsion Program (NNPP) success for officer candidates and midshipmen to reduce required service assignment of third choice midshipmen and improve interview success rate.</p>	<ul style="list-style-type: none"> <li>→ NLT January 2016: OD1 communicate to PNS strategies for best utilization of the Nuclear Power Officer (NPO) in preparing students for NNPP interview and best practices for ensuring officer candidate success in the unit.</li> <li>→ NLT April 2016: Complete submarine crew visits to NROTC units. Goal is 90% of units to receive a visit each academic year.</li> <li>→ NLT May 2016: Conduct a submarine familiarization and influencing visit for rising seniors.</li> <li>→ NLT July 2016: OD1 reinforce with NPOs their role in preparing students for NNPP interview and positively influencing midshipmen for the NNPP community.</li> <li>→ NLT September 2016: Review current placement of STA-21(N) officer candidates and develop a placement strategy for the FY17 STA-21 selection cycle. Goal is to reduce attrition at Naval Reactors (NR) interviews.</li> </ul>

<b>Strategic Theme</b>	
<u>Employ Innovative, Effective Learning Interventions</u> : NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.	
<b>Supporting Objective</b>	<b>Metrics</b>
OD, working with N8 and the NROTC unit commanding officers at San Diego and Hampton Roads, evaluate summer cruises to include an intermediate stop (I-stop) for sail and small arms training.	<ul style="list-style-type: none"> <li>→ By February 2016: Determine the number of scholarship and College Program Advanced Standing students scheduled to commission in 2017 who have not completed sail or small arms training.</li> <li>→ By July 2016: Conduct a comprehensive review of the required logistics and costs needed to I-stop rising senior scholarship and College Program students in San Diego or Norfolk to complete sail or small arms training if required. Determine whether to execute in summer 2017.</li> <li>→ By August 2016: Budget for execution as appropriate.</li> </ul>
OD, working with N8, will evaluate the costs associated with sending 3-year side-load selects to Career Orientation and Training for midshipmen (CORTRAMID) vice second class cruise and the capacity of CORTRAMID staff to accommodate these additional students.	<ul style="list-style-type: none"> <li>→ By January 2016: Determine the number of 3-year side-load selects who accepted their scholarship and would be eligible for cruise in summer 2016.</li> <li>→ By February 2016: Determine the cost difference between an average CORTRAMID and an average second class cruise. Determine how many 4-year scholarship students are eligible for CORTRAMID and how much excess capacity is available.</li> <li>→ By March 2016: Determine how many 3-year scholarship students will attend CORTRAMID.</li> <li>→ By July 2016: Based on feedback from CORTRAMID Phase I, determine the cost-benefits of CORTRAMID vice second class cruise and whether this change should be budgeted for summer 2017.</li> </ul>

<b>Strategic Theme</b>	
<p><b>Ensure Learning Verification:</b> NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Evaluate the feasibility and potential benefit of a comprehensive Naval Science exam given in the senior year. Goal is not to add a commissioning requirement but to provide potential data to quantitatively assess how well the NROTC Program is imparting the required PCCs to midshipmen and officer candidates.</p>	<p>→ By December 2016: Evaluate the feasibility and potential benefit of a comprehensive Naval Science exam given in the senior year using the following timeline:</p> <ul style="list-style-type: none"> <li>➤ By February 2016: Coordinate with OTCN and United States Naval Academy (USNA) to determine what instruments are currently used to evaluate PCC mastery.</li> <li>➤ By May 2016: Establish a working group with OTCN to investigate the benefits and risks as well as the logistics of administering a comprehensive exam.</li> <li>➤ By December 2016: Working group reports findings and recommendations to CNSTC.</li> </ul>

**Activity/Department:** Citizenship Development (CD)

**Director/Department Head:** Dr. J.D. Smith

<b>Strategic Theme</b>	
<p><b>Enable the Total Workforce:</b> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet Officer and Enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Maintain existing units and conduct a responsible, fully resourced and coordinated NJROTC program expansion that complies with statutes and Navy policy through the Program Objective Memorandum (POM) cycle.</i></p> <p>NSTC will maintain a standing SECNAV approved unit waiting list and work to establish additional units based upon their chronological seniority on the list. NSTC CD will take into account student population, diversity, school district viability, and instructor labor when making recommendations to establish units.</p>	<ul style="list-style-type: none"> <li>→ Complete measurement of total number of cadets enrolled in the program on an annual basis (October).</li> <li>→ Maintain authorized number of operational NJROTC units based on available program budget.</li> <li>→ Assess unit viability annually (enrollment reports/unit inspection).</li> </ul>
<p><i>Encourage NJROTC program expansion into educationally and economically deprived areas.</i></p> <p>NSTC CD will focus NJROTC unit expansion efforts on at-risk youth by maintaining at least 20 percent of units in educationally and economically deprived areas. Title I is a Federal program authorized under the No Child Left Behind act of 2001 and the Elementary and Secondary Education Act of 1965 to provide educational services for low achieving students and their families. Funds are generated by the financial need shown in census for each district. These funds are then used at the district and school levels to enrich the education of our children and involve parents in the educational process. Focus of the NJROTC on schools that are Title 1 designated ensures assistance to at-risk youth development.</p>	<ul style="list-style-type: none"> <li>→ At least 20 percent of all NJROTC units are located in a Title 1 program designated school.</li> </ul>

<p>Promote citizenship among NJROTC program participants.</p> <p>IAW Title 10 USC 2031, the purpose of the program is to develop citizenship in American youth. Encouraging cadets to dedicate time to help their community is a direct measurable result.</p>	<p>→ Increase total cadet community service hours on an annual basis by 3%.</p> <p>→ Conduct Annual student survey of graduating seniors in order to determine plans after graduation.</p>
--	--

<b>Strategic Theme</b>	
------------------------	--

**Ensure Learning Verification:** NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.

<b>Supporting Objective</b>	<b>Metrics</b>
-----------------------------	----------------

<p><i>Execute an annual unit inspection program that provides comprehensive information for assessing NJROTC units, host school support, instructors, and cadet performance in order to identify and reward programs that meet or exceed standards.</i></p> <p>NSTC CD will ensure unit inspection requirements are met on an annual basis. During these inspections, dedicated personnel will evaluate unit performance and host school support requirement for effective policies, procedures, and fiscal management. Ensure funds are obligated in a timely manner and are used for their intended purpose. Monitor NJROTC unit contract compliance with each local host school officials to include instructional content, instructor management, facilities and resource management. NSTC CD will maintain a command and control structure that provides appropriate oversight of units.</p>	<p>→ Annually evaluate the operation, administration, and effectiveness of NJROTC units in accordance with public law and program regulations.</p> <p>→ Units in probationary status monitored and re-inspected for improvement.</p>
<p><i>Leverage technology throughout all aspects of the NJROTC program.</i></p> <p>NSTC CD will develop and maintain robust Information Technology (IT)</p>	<p>→ Annually unit resources are met and expenditures are tracked in an automated system that is accurate, user friendly and timely.</p>

<p>capabilities. NSTC CD will continue to field and modernize NJROTC program with programmed IT innovations, through development and implementation of life-cycle models to maintain state-of-the art IT capabilities. NSTC CD staff will manage and develop curriculum that imparts required KSAs and leverages the latest technologies, that is accredited, and relevant to students, schools, districts, and State education agencies.</p>	
---	--

5 Feb 16

**Activity / Department:** N1 - Manpower**Director / Department Head:** Ms. Carrie Long

<b>Strategic Theme</b>	
Enable the Total Workforce: NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.	
<b>Supporting Objective</b>	<b>Metrics</b>
NSTC N1 will utilize all civilian recruitment options/tools to maintain a diverse workforce. Metrics will be kept on all recruitment actions to include the type of recruitment and special hiring actions.	→ NSTC will utilize alternate hiring options for 10% of all recruitments to maintain a diverse workforce.
NSTC N1 will continue to stress professional development for the civilian staff by providing training opportunities to the departments/special assistants.	→ NSTC will provide twenty training opportunities to the civilian staff for professional development over the course of FY16.

**Activity / Department:** N3 – Planning and Program Requirements

**Director / Department Head:** Mr. Tim Schultheis

<b>Strategic Theme</b>	
<p><u>Enhance Production Management:</u> Enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet Officer and Enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Collaborate with internal and external MPT&amp;E stakeholders by first, analyzing enlisted accession resource requirements to ensure NSTC remains flexible and agile to meet fluctuations in the enlisted accession mission, and second, evaluate NSTC officer production by coordinating with OPNAV staff to balance officer designator overages and shortages and ensuring OPNAV provides NSTC with proper authority to execute its officer accession mission in accordance with directions and guidelines.</p>	<p>→ Monthly, communicate internally to collect NSTC command and activity year-to-date statistics and projections and publish externally to MPT&amp;E stakeholders KPIs of NSTC’s officer and enlisted production and citizenship development programs, attaining OPNAV N1-directed officer and enlisted production goals within resource controls and minimal execution year adjustments.</p>

<b>Strategic Theme</b>	
<p><u>Enable the Total Workforce:</u> Develop a diverse workforce and improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Ensure the NROTC program meets future mission requirements while minimizing operational costs by monitoring the implementation of the Alternative NROTC Scholarship Restructure.</p>	<p>→ Monthly, coordinate with Officer Development directorate and monitor the scholarship loading, side-loading, attrition, and NROTC unit enrollment trends to verify the Alternative NROTC Scholarship Restructure initiative is meeting officer accession mission requirements by designator and overall production and reducing NROTC scholarship funding.</p>

**Activity / Department:** N4 – Logistics

**Director / Department Head:** Mr. Jerry Long

<b>Strategic Theme</b>	
<p><u>Enable the Total Workforce:</u> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Stabilize job functions, establish standard procedures, hold in-house training, support verified-need external training and conduct team events.</p>	<p>→ Conduct four N4 team events in calendar year 2016.</p>

<b>Strategic Theme</b>	
<p><u>Employ Innovative, Effective Learning Interventions:</u> NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Establish and maintain solid foundational logistics programs that support NSTC’s training and learning missions.</p>	<p>→ Pass Procurement Performance Measurement and Assessment Program, Personal Property and other logistics audits conducted in calendar year 2016.</p>

**Activity / Department:** N5 - Strategy & Analysis

**Director / Department Head:** Mr. John Drake

<b>Strategic Theme</b>	
<p><b>Enable the Total Workforce:</b> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Facilitate the personal and professional development of each staff member by employing effective, tailored training programs.</p>	<p>→ Identify certification requirements and professional and personal development goals for each employee.</p> <p>→ Ensure all individual development plans reflect appropriate learning goals and opportunities. Advocate for funding of desired education. Recognize employees for completing education and achieving professional and personal goals.</p>

<b>Strategic Theme</b>	
<p><b>Employ Innovative, Effective Learning Interventions:</b> NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Design and develop an interactive knowledge center that will provide Midshipmen with tailored training and additional resources regarding SAPR matters that currently does not exist for this population.</p>	<p>During CY16:</p> <p>→ Develop and deploy first phase of knowledge center that employs use of virtual reality to allow a student to choose a role and live through a virtual or video based scenario where he or she will have to make tough decisions with regard to SAPR and Bystander Intervention situations.</p>
<p>Leverage state of the art mobile technologies to transform Recruit training and enhance curriculum delivery methodologies during Basic Military Training (BMT)</p>	<p>During CY16:</p> <p>→ Deploy tablets to over 4,000 Recruits initiate Pilot to Production strategy</p> <p>→ Develop and deploy over 6 administrative and academic applications</p> <p>→ Revise first six hours of curriculum to align with mobile platform.</p>

<b>Strategic Theme</b>	
<p><u>Ensure Learning Verification</u>: NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Employ fitness trackers to assess and enhance the physical/mental health of students during accessions training.</p>	<p>During CY16:                      → Design and execute study investigating the potential uses and impact of fitness trackers during accessions training.</p>

**Activity / Department:** N6 – Technology  
**Director / Department Head:** Mr. David Coles

<b>Strategic Theme</b>	
<p><b>Enable the Total Workforce:</b> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Facilitate the personal and professional development of each staff member by employing effective, tailored training programs.</p>	<ul style="list-style-type: none"> <li>→ Identify certification requirements and professional and personal development goals for each employee.</li> <li>→ Ensure all individual development plans reflect appropriate learning goals and opportunities. Advocate for funding of desired education. Recognize employees for completing education and achieving professional and personal goals.</li> </ul>

<b>Strategic Theme</b>	
<p><b>Enhance Production Management:</b> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet officer and enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Identify current (i.e., short term) opportunities to enable production management with IT. Determine functional requirements to support production management decision-making, enable key processes, and measure results. Build a longer-term strategy to integrate production management processes through upstream and downstream systems.</p>	<ul style="list-style-type: none"> <li>→ Establish/validate functional requirement(s) for an Officer Training Module (OTM) within CeTARS, modeled on Recruit Training Module (RTM).</li> <li>→ Enable the electronic hard card on the eSailor tablet as a training management/administration function; integrate into legacy system (i.e., CeTARS RTM).</li> </ul>

<b>Strategic Theme</b>	
<p><u>Employ Innovative, Effective Learning Interventions</u>: NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Deploy comprehensive eSailor solution to RTC. Examine efficacy of eSailor-type program for OTC.</p>	<p>→ Execute pilot-to-production strategy by deploying tablets to over 4,000 Recruits while maintaining adherence to baseline project schedule.</p>

<b>Strategic Theme</b>	
<p><u>Ensure Learning Verification</u>: NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Implement Cyber Awareness Challenge as an eSailor serious game; feed completion data to appropriate system (e.g., CeTARS/RTM) to ready sailors for “A” school.</p>	<p>→ Over 95% completion rate for applicable opportunities.</p>

**Activity / Department:** N7 – Training

**Director / Department Head:** LCDR Michael Keppen

<b>Strategic Theme</b>	
<p><b>Employ Innovative, Effective Learning Interventions:</b> NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Align emerging technology and the learning standards process to advance the quality of curricula while enhancing the performance of those we train and develop.</p>	<ul style="list-style-type: none"> <li>→ Review and evaluate modified eSailor training materials for effectiveness and NAVEDTRA compliance providing recommendations/feedback 30 days prior to pilot date.</li> <li>→ Determine and recommend curriculum modifications based on an evaluation of training materials, the impact of delivery methodology, and test item analysis NLT 90 days post eSailor pilot.</li> </ul>
<p>Improve training quality by enhancing the operational effectiveness and efficiency of our training through simulation, technology, and innovation.</p>	<ul style="list-style-type: none"> <li>→ Monitor the development of COVE shiphandling training for effectiveness and implementation of simulators at NROTC units in conjunction with OD personnel within timeline prescribed.</li> <li>→ Analyze classroom feedback for key performance indicators (KPIs) to identify best possible outcomes for COVE simulation training semi-annually.</li> </ul>
<p>Develop and optimize remote access capabilities to broaden the reach and utilization of training content.</p>	<ul style="list-style-type: none"> <li>→ Pilot Cyber Warfare training at selected NROTC units by September 2016.</li> </ul>
<p>Increase Fleet readiness through targeted educational opportunities.</p>	<ul style="list-style-type: none"> <li>→ Research and develop a plan of action and milestones to implement Cyber Warfare training within the prescribed timeframe (once further guidance is provided) at OCS.</li> <li>→ Incorporate Celestial Navigation training across the NSTC domain by September 2016.</li> </ul>

<b>Strategic Theme</b>	
<p><u>Ensure Learning Verification</u>: NSTC will identify and verify that all Sailors possess the right KSAs for assignment upon completion of accession training. NSTC will develop and capture metrics that allow us to quantitatively assess how well the organization is imparting desired KSAs to our Sailors. NSTC will combine these metrics with qualitative indicators from the Fleet and other downstream partners to understand the readiness levels of our Sailors. All feedback will be shared throughout NSTC and with our downstream partners to revise our training, as needed, and to maximize learning effectiveness throughout the pipeline.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Conduct a Human Performance Requirements Review (HPRR) through the use of MMOWGLI to deliver graduates that meet the Fleet's expectations based on validated and resourced requirements through a robust, standardized process.</p>	<ul style="list-style-type: none"> <li>→ Analyze existing BMT against validated fleet requirements, system requirements, future Fleet training requirements, as well as identifying human performance issues and/or trends that may require evaluation and validation as potential training requirements.</li> <li>→ Measurable metrics and qualitative results will be produced through subject matter expert's analysis as well as MMOWGLI player activity.</li> <li>→ Analysis summary, including graphics and reports, will be submitted to CNSTC by September 2016.</li> </ul>
<p>Improve training quality through routine, periodic, and cyclical course reviews of accession training.</p>	<ul style="list-style-type: none"> <li>→ Review for NAVEDTRA compliance, analyzing training effectiveness and make recommendations (if needed), of all formal course reviews within 45 days of submission.</li> <li>→ Maintain formal course review records for a minimum of two cycles.</li> </ul>
<p>Communicate clearly and directly to ensure optimal alignment, transparency, and synchronization of every training and education initiative.</p>	<ul style="list-style-type: none"> <li>→ Maintain contact with various levels of supervisors within all echelons of government agencies, DOD and DON along with internal and external education and training experts.</li> </ul>

**Activity / Department:** N8 – Comptroller

**Director/Department Head:** Ms. Anne Hemingway

<b>Strategic Theme</b>	
<p><u>Enable the Total Workforce:</u> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Actively pursuing professional development of NSTC financial management employees through the financial certification program.</p>	<p>→ All employees will complete specific training level requirements as defined by grade level and report date.</p>

Activity/Department: Innovation/Continuous Process Improvement (I/CPI)

Director/Department Head: CDR Harding

<b>Strategic Theme</b>	
<p><b>Enable the Total Workforce:</b> NSTC will develop a diverse workforce and will improve the capability of this workforce by promoting a culture that values the professional and personal development of its employees. NSTC will ensure its workforce possesses the skills and abilities needed to meet its current and future mission requirements while optimizing operational costs and efficiency.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>The I/CPI Office is the driving force behind process improvement at NSTC and its subordinate commands. Trained and certified Black Belts and Green Belts are required to train others in the art of process improvement.</i></p> <p>I/CPI will hold sufficient Green Belt and Champion courses to increase/maintain the command's level of knowledge and increase NSTC and subordinate command's numbers of Green Belts. I/CPI will coordinate with Department Directors and subordinate commands to identify those individuals who have the desire and background to pursue Green Belt/Black Belt certification.</p>	<ul style="list-style-type: none"> <li>→ Teach Green Belt courses as necessary to ensure 5% of each department in the NSTC domain is Green Belt trained and working on certification by December 2016.</li> <li>→ Teach Champion courses as necessary to maintain NSTC domain leadership at least 90% trained by December 2016.</li> <li>→ Certify one civilian in each department/subordinate command as Green Belt/Black Belt by December 2016.</li> </ul>

<b>Strategic Theme</b>	
<p><b>Enhance Production Management:</b> NSTC will enable linkages between all production partners, both internal and external, to drive sound decisions. Collecting and analyzing accurate, timely, and comprehensive information throughout the production cycle, NSTC will meet Officer and Enlisted production requirements, in quantity and quality.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>The I/CPI Office will lead NSTC and subordinate commands in identifying specific projects or processes that will undergo investigation for improvement, with the ultimate goal of enhancing NSTC's production management.</i></p> <p>I/CPI will communicate internally with Department Directors to identify those specific processes that could be improved through a Lean Six Sigma project. I/CPI will communicate externally with subordinate commands to identify those</p>	<ul style="list-style-type: none"> <li>→ A detailed map for each department's processes by December 2016.</li> <li>→ A detailed map for each subordinate command's processes by December 2016.</li> <li>→ Departmental process improvement plan developed from process maps by December 2016.</li> <li>→ Subordinate command process improvement plans developed from process maps by December 2016.</li> </ul>

<p>specific processes that could be improved through a Lean Six Sigma project. I/CPI will mentor Green Belts throughout the various projects identified both internally and externally.</p>	
---	--

<b>Strategic Theme</b>	
<p><u>Employ Innovative, Effective Learning Interventions</u>: NSTC will identify the best learning strategies and training techniques to impart the desired KSAs. NSTC will consistently apply innovative, cost-effective learning concepts to stimulate Sailors, enhance Fleet readiness, and optimize operational performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>The I/CPI Office will lead NSTC and subordinate commands in identifying specific areas where innovation can be applied to dramatically improve processes.</i></p> <p>I/CPI will communicate internally with Department Directors to identify specific ideas where innovative ideas can be employed. I/CPI will communicate externally with subordinate commands to identify specific ideas where innovative ideas can be employed. I/CPI will generate both a short-term (1 year) and long-term (5 year) innovation plan designed to meet the Navy’s Innovation Vision.</p>	<ul style="list-style-type: none"> <li>→ Short-term plan developed with a minimum of 10 ideas that could be implemented within 1 year by January 2016.</li> <li>→ Long-term plan developed with a minimum of 10 ideas that could be implemented within 5 years by January 2016.</li> <li>→ Implement at least 2 short-term innovative ideas from the short-term innovation plan by December 2016.</li> <li>→ Develop detailed implementation plan for at least 2 long-term innovative ideas from the long-term innovation plan by December 2016.</li> <li>→ Hold quarterly innovation brainstorming session with Department Directors and subordinate commands and update innovation plan accordingly.</li> </ul>