

STREET **TO** FLEET

Right Sailor. Right Place. Right Time.

Navy Enlisted Supply Chain (NESC) Primer



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1. PURPOSE

This Navy Enlisted Supply Chain (NESC) Primer is the first module of a supply chain learning campaign and is designed to address the foundational learning needs of personnel newly assigned to the Production Management Office (PMO). As part of the PMO's Onboarding Program, this NESC Primer will assist you from the first week through the first year of your employment. The primer is designed to provide you with a general understanding and awareness of the NESC. More specifically, serves as an introduction to the PMO functions and tasks.

This NESC primer is focused on PMO and addresses the learning needs of newly assigned as well as longtime PMO staff. It also provides a foundation for the learning needs of NESC stakeholders. As an example, it will be used by members of the Production Line Management (PLM) Teams regardless of whether they are assigned to PMO or other (external to PMO) organizations.

The primary learning objectives include:

- Roles and Responsibilities of SC Stakeholders
- Integrated Production Planning (IPP) Management Concept
- PMO-Developed Tools, Capabilities, and Reports
- SC IT Systems

This copy is yours to keep as a reference. You will also be able to access an electronic version located on SharePoint.

2. A TALE OF TWO SAILORS

Herman Melville and Edgar Poe were about to graduate from their high school in Ames, Iowa. Neither had ever been near the ocean, but both knew they wanted to be sailors and had met with a Navy Recruiter. Their recruiter, Chief Gunners Mate Verne, shared with them the adventures he had serving onboard cruisers and aircraft carriers. The two young men were hooked—they wanted to follow in the footsteps of Chief Verne and be Gunners Mates on board a ship together. Chief Verne told them the path to Gunners Mate was to sign up into the Delayed Entry Program (DEP) and enlist in the Gunners Mate School Guarantee program. After Boot Camp at Great Lakes Recruit Training Command (RTC), they would go to the Naval Training Center Great Lakes and attend a four-week Advanced Technical Training (ATT) and a one-week GM "A" school. Chief Verne made no promises; their duty station would be determined from a combination of their preferences, the scores received in school, and the "needs of the Navy."

After graduation, Melville and Poe were excited as the day finally came for them to leave for Boot Camp. They had been stars on their football team so neither worried about the physical fitness part of Boot Camp. They both had taken Honors and Advanced Placement courses and graduated in the top 1 percent of their high school class.

Both were able to successfully complete Boot Camp and were happy to have one another as support through the initial part of their Navy journey. Once finished, they were both scheduled for their “A” school. Unfortunately, Melville was slotted for a different class date from Poe due to manning quotas for the “A” school. Melville’s start date was aligned with his Boot Camp graduation, while Poe’s start date was for two weeks later. Further complicating the matter was their “C” school started once a quarter. Melville’s “A” school date lined up with the “C” school date and allowed him to flow through the rating pipeline and get to the Fleet. Poe’s class for “A” school finished in-between start dates for “C” school and now found himself waiting to start class, while Melville was preparing to get underway on his first ship. Due to the different class start dates Seaman Recruit Poe is now nine weeks behind his friend, Seaman Recruit Melville.

The system currently in place has stops and starts with no real flow; therefore if there is a backlog, some Sailors will be further behind in the training pipeline than people they started Boot Camp with on the same day.

There are a number of reasons for variations in the pipeline total time to train. No-shows, lack of instructors, and changes in shipping dates to RTC could cause misalignments in the pipeline. It is also possible to finish training and have no requisition (a requisition is when there is a demand for a sailor to fill). Seaman Apprentice Melville was lucky—his detailer found him a billet or open slot/job assignment. But it wasn’t the same dream he had when he began his journey with his high school friend.

Two Sailors – Two Experiences!

Which Sailor has a better Navy experience—a better Navy story to tell back home?

3. THE NAVY ENLISTED SUPPLY CHAIN

The common definition of a Supply Chain is a system of organizations, people, technology, activities, information, and resources involved in moving a product or service from the supplier to the end customer.

Although relatively new, NESC is a massive and extremely complex initiative encompassing all levels of the Manpower, Personnel, Training, & Education (MPTE) domain and crosses multiple organization lines.

In the business industry, supply chain activities transform resources and raw materials into a finished product that is delivered to the end customer. Successful supply chain management requires a change from managing individual functions (think recruiting, training, distribution, etc.) to integrating activities into key supply chain processes (creating a synchronized flow through the organizations).

The MPTE Domain and NESC directly impact the movement of 30,000-35,000 accession Sailors in 87 Ratings and approximately 800+ Navy Enlisted Classification (NEC) producing pipelines annually.

In the NESC, the training pipeline encompasses the training of new accessions (our “resources and raw material”) through delivery of a fully-trained and deck plate-ready Sailor to the Fleet (our end customer). The NESC encompasses all training throughout a Sailor’s career (re-entry of our “product” into the training pipeline at critical intervals). In other words, the Navy’s “Street to Fleet” (STF) concept encompasses the training Sailors for Fleet customers from initial accession Recruit Training through follow-on initial apprentice skills training (“A” School) to advanced skills training (“C” School).

A supply chain “is a logical, systematic approach used to simplify management of very complex processes.”

Rear Adm. Don Quinn



Figure 1. Overview of the Navy Enlisted Supply Chain

Figure 1 is an overview of the Navy Enlisted Supply Chain (often referred to as the “Race Track”) and illustrates where accessions production fits into the larger Force Management picture and depicts the relationships, demand signals, and metrics utilized by the NESC stakeholder. The general understanding of a Street-to-Fleet supply chain is a linear flow – raw product comes in (recruits), is processed (RTC, A School and potentially C School), and finished product (Rated/Trained Sailor) is sent to the customer (Fleet).

3.1 NAVY ENLISTED SUPPLY CHAIN STAKEHOLDERS

NESC stakeholders need a clear understanding of the benefits of optimal NESC performance and the consequences caused by suboptimal/poor planning and execution. It is critical that personnel assigned to work at the multiple stakeholder locations across the NESC and MPTE understand their roles and responsibilities so that they come to understand:

- Where they fit into the picture
- Who supports them
- Who they support

The Navy Supply Chain will operate more efficiently and effectively as each of the stakeholder organizations gain greater insight and understanding of how their individual actions impact the function of the overall supply chain.

Stakeholders enable efficient business operations for other stakeholders, both upstream and downstream in the chain. Everyone has a very important and critical role in the supply chain. There are data, policies, and procedures that run among each of the NESC stakeholders and allow for collaboration to achieve optimum performance at every operational level. Unfortunately, there also exists the risk a stakeholder may make an autonomous data, policy, or process/procedure change without first assessing impact on external stakeholders and the Supply Chain. These actions could result in catastrophic outcomes that can take several years to correct. Therefore, it is essential all stakeholders continuously work and communicate with one another.

The following are major contributor stakeholder organizations, their relationship in the Supply Chain, and their Supply Chain roles:

OPNAV N10 (Resource Management). N10 is both the N1 Resource Sponsor and the Chief of Naval Personnel Budget Submitting Office in their role as PERS-7 (BUPERS Comptroller). In these roles, N10 is responsible for Resource Management across the Future Years Defense Plan (FYDP) and into execution. N10 develops, monitors, and revises Navy strength plans, including all gain and loss transactions and phasing to ensure compliance with Congressional authorizations (end strength).

In addition, N10 provides budget and execution oversight and management for all Military Personnel, Navy (MPN) and the Reserve Personnel, Navy (RPN) accounts.

OPNAV N12 (Total Force Requirements). N12 produces the Enlisted Programmed Authorization (EPA) twice annually. This EPA is used by strength and community management as a baseline to facilitate accession and advancement planning, and initial skills training. OPNAV N12 is also responsible for overseeing the Navy's Individuals Account, defining Sea/Shore flow, and matching EPA to billets.

OPNAV N13 (Military Personnel Plans and Policy). N13 provides integrated policy that defines and shapes the Navy workforce to enable mission execution for the Navy enterprises. Further, N13 recommends and initiates force management policy to maintain enlisted and officer strength within legal, policy, and fiscal constraints through the FYDP. Specifically, OPNAV N132 (Enlisted Plans and Policy) leads the enlisted QDP to develop and revise the current and future year's enlisted demand plans. In addition, OPNAV N13 provides advancement guidance and standard operating procedures, and monitors advancement execution. Additionally, OPNAV N13 provides enlisted retention benchmarks and continuation policy, and monitors retention execution.

OPNAV N15 (Information, Analysis and Development Division). N15 establishes the validated training requirement as part of the supply chain planning process for Echelon II Training Commands. Reviews budget issues submitted by Navy training agents resourced by N1, and advises N10 on Program Objective Memorandum (POM) inputs as needed.

BUPERS-3 (Military Community Management). Enlisted Community Managers review and analyze gain and continuation rates to force structure and future Enlisted Programmed Authorization(s) (EPA) to determine initial skills training requirements at the rating and Navy Enlisted Classification (NEC) levels for future fiscal years. As approved by the resource sponsor, the projected training requirements are used as a baseline for feasibility studies conducted by the Navy Training Agents. BUPERS-3 develops accession plans, proposes and analyzes changes for the QDP, and develops and executes the Professional Apprentice Career Track (PACT) designation plan.

NRC (Navy Recruiting Command). NRC recruits qualified candidates to meet the Navy's accession goals as signed by the Chief of Naval Personnel (CNP) and updated as required by direction via OPNAV N13. As active members in the Quarterly Demand Planning process, NRC works very closely with OPNAV N132 staff, PMO, BUPERS-32, NETC (N1/N7), CFFC (N1), and NPC (PERS-40) in development of the Rating Phasing Matrix (RPM) which is an integral part of the accession plan. Additionally, NRC provides a continual assessment of the recruiting market and environment.

NETC (Naval Education and Training Command). NETC executes the NESC production role by training Sailors for Fleet customers at initial accession Recruit Training, follow-on initial apprentice skills training ("A" School), and advanced skills ("C" School) training. In coordination with OPNAV directives, NETC conducts comprehensive feasibility studies to review NETC learning center capability to meet validated approved outyear requirements. Through participation in the QDP process, NETC provides learning site capacity availability and constraints throughout the execution year in response to changes in the planned accession training mission. Working closely with PMO, BUPERS, CFFC, NRC, and NPC (PERS-40), NETC manages each rating and NEC course of instruction in accordance with governing instructions.

NPC (Navy Personnel Command). Through its placement and distribution services (PERS-4), NPC allocates and distributes enlisted active duty personnel to support the manning readiness of aviation, shore, specialized, submarine, and surface units. NPC via its Manning Control Authority (MCA-Bureau) is responsible for the manning and placement functions for all other shore duty activities relating to infrastructure, training, recruiting, and joint commands. NPC provides career management and guidance as the Sailor's advocate.

PMO (Production Management Office). The PMO collaborates with stakeholder organizations across the MPTE domain to identify and communicate supply chain barriers and inefficiencies, performs analysis based upon industry standards for supply chain management, develops end-to-end monitoring metrics, and conducts Integrated Production Planning (IPP) and Production Line Management to more effectively deliver Sailors to meet Navy workforce needs. PMO assists resource sponsors with training requirements validation. More information on PMO is contained in Appendix B.

MCAs (Manning Control Authorities). MCAs are responsible for the continuous management of authorized priority manning that is necessary to ensure mission accomplishment and to provide the order of importance for which activities will be priority manned. All activities are assigned to one of two MCAs – Fleet (CFFC) and Bureau (NPC).

CFFC (Commander, Fleet Forces Command). Per Office of the Chief of Naval Operations Instruction (OPNAVINST 3000.15), CFFC organizes, supplies, trains, equips, administers, and maintains assigned Navy forces and shore activities to generate required levels of current and future fleet readiness. In consultation with Commander, U.S. Pacific Fleet (CPF); is the unified voice for fleet training requirements and policies to generate combat ready Navy forces. CFFC is also responsible for setting the Navy Manning Plan (NMP), via its Manning Control Authority (MCA-Fleet), for all sea and fleet operational commands, as well as all shore duty activities that directly support operational readiness.

CPF (Commander, U.S. Pacific Fleet). CPF coordinates Fleet manning decisions that will change personnel readiness posture across the TYCOM domains.

TYCOMs (Type Commanders). TYCOMs are tasked with organizing, manning, training, and equipping assigned forces and shore activities to generate required current and future force levels of readiness. Units assigned to the TYCOMs are the end-user of the product produced by the NESC. The TYCOM's role in the supply chain process is to ensure an accurate and up-to-date picture of the requirement (demand signal).

CNRF (Commander, Navy Reserve Force). CNRF defines all initial and advanced skills training requirements and priorities for Navy Reserve personnel.

RESOURCE SPONSORS. The Chief of Naval Operations released Naval Administrative Message (NAVADMIN) 083/12 (12 March 2012) which directed the realignment of Navy Headquarters staff to enhance the Navy's ability to navigate fiscal challenges and deliver fleet and platform readiness. As a result, the Resource Sponsors are:

- OPNAV N1, Deputy Chief of Naval Operations for Manpower, Personnel, Training & Education (All Accessions and Advanced Education)
- OPNAV N2/N6, Deputy Chief of Naval Operations for Information Dominance
- OPNAV N4, Deputy Chief of Naval Operations for Fleet Readiness and Logistics
- OPNAV N9, Deputy Chief of Naval Operations for Warfare Systems
 - OPNAV N95, Director of Expeditionary Warfare
 - OPNAV N96, Director of Surface Warfare
 - OPNAV N97, Director of Undersea Warfare
 - OPNAV N98, Director of Air Warfare

Resource sponsors are responsible for balancing available manpower and training resources against valid requirements in order to minimize risk to Fleet readiness and enhance the Navy's focus on war-fighting capability and total ownership costs. Resource sponsors play a critical role in requirements determination and validation, and must prioritize which manpower and training requirements to resource in accordance with higher level strategic guidance and CNO direction. Resource sponsors are integrated with all Navy Enlisted Supply Chain functions and processes to ensure efficient and effective decision-making associated with planning, programming, budgeting, and execution of manpower and training resources, to include annual updates to OPNAV approved training plans that support Commander, U.S. Fleet Forces Command (CFFC) and Commander, United States Pacific Fleet (CPF) readiness requirements.

You may want to refer to the “Navy Enlisted Supply Chain Vision and Concept of Operations” (approved Dec 2013) document for the governing directives for each of the Supply Chain Stakeholders.

3.2 CORNERSTONES OF SUPPLY CHAIN TRANSFORMATION

A comparison between manufacturing supply chains and the NESC is illustrated in **Table 1**:

Table 1. Comparison of Commercial and Navy Enlisted Supply Chains

COMMERCIAL SUPPLY CHAIN	NAVY ENLISTED SUPPLY CHAIN
Create Net Value	Fill Gaps/ Reduce Time in Training
Build a Cohesive Infrastructure	Linking the Navy Enlisted Supply Chain Planning and Execution
Leverage Universal Logistics	Street-to-Fleet Delivery
Synchronize Supply and Demand	On-time Delivery
Measure Performance Globally	Transparency End-to-End

When the PMO started, there was fragmented visibility of inventory and demand, stove-piped functions with unique goals, and sub-optimized performance. The goal is to have a holistic, consistent view of inventory and demand; integrated functions with a common goal; and a more efficient path to the Fleet.

In **Figure 3**, the comparison between a manufacturing supply chain and the NESC can be made. In the NESC, the “product” or “inventory” is an individual—a civilian, a recruit, a Sailor.

- Gathering Raw Material – The Navy recruiter gathers the “raw material” through recruiting citizens.
- Sorting – Through a selection and classification process, the recruit receives a rating guarantee at the Military Entrance Processing Station (MEPS) and then goes through Basic Recruit Training.
- Assembly & Polishing – The new Sailor attends follow-on initial apprentice skills training (A School).
- Shipping /Delivery – PERS-40 detailers move A school graduates to their first Fleet assignment. Some A School graduates will be assigned through advanced skills (C School) training for award of NECs required for their first Fleet job.
 - Customer Care – Care of the Sailors and their families is an ongoing evolution through the Sailor’s career.

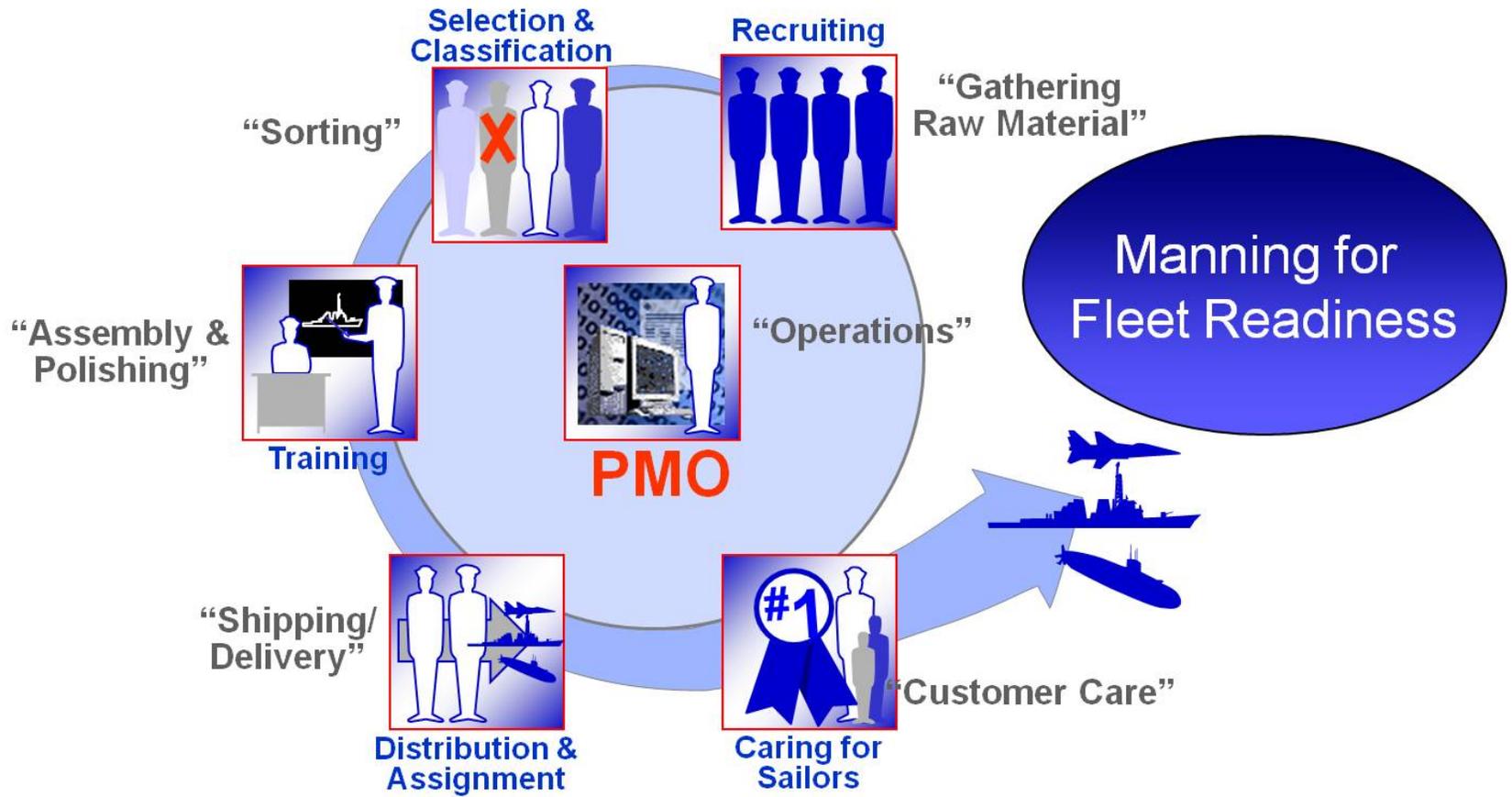


Figure 2. NESC as a Manufacturing Process

3.3 THE NAVY ENLISTED SUPPLY CHAIN PLANNING AND EXECUTION PROCESS

The NESC maximizes Fleet personnel readiness by aligning and optimizing planning and execution to effectively and efficiently move Sailors through the system to the Fleet with the training necessary to successfully complete their assigned tasks.

It is to the Navy's as well as the individual Sailor's benefit to reduce the number of students and amount of time in a waiting status.

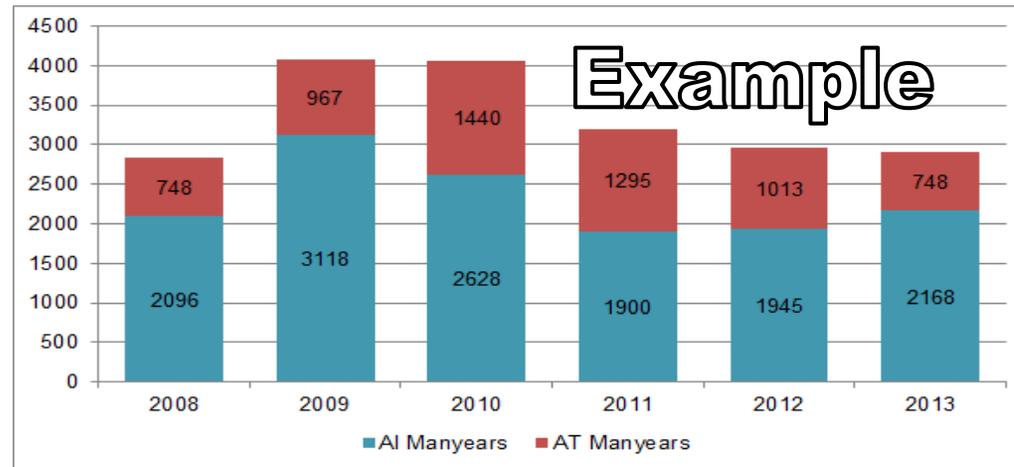
- **Positive Image.** An efficient pipeline reflects well on the Navy's ability to manage its resources and spend taxpayer dollars wisely. A recruiting benefit is realized when a positive image of the U.S. Navy is reflected to potential recruits.
- **Friction Fighter.** There is a cost to the Navy enterprise when anything causes the Sailor to slow down in the supply chain. There is over-execution of the Individuals Account (IA), which is a defense planning and programming category that consists of Enlisted Trainees/Officer Accession Candidates and Cadets/Midshipmen Students and TPPH (Transients, Patients, Prisoners, Holdees). IA accounts for the cost and quantity of overhead personnel. There is an opportunity cost of that Sailor not being in the Fleet. The more streamlined the Street-to-Fleet pipeline, the less wait time, the more cost savings.
- **Increased Fleet Manning.** There is negative impact on Fleet readiness when the Sailor is slowed down in the supply chain. Accession Sailors account for approximately 13 percent of the Fleet billets. The fewer Sailors in a wait status in the supply chain pipeline, the greater the positive impact on Fleet manning.
- **Monetary.** Training is expensive. Right-sizing training ensures the Navy has just enough training capacity across 800+ pipelines to train the accession throughput. Maximizing the use of Navy's investment in training facilities has a positive impact on cost savings.

For example, if the Recruit Training Command (RTC) produces more graduates than the "A" Schools can possibly train at any given time, the end result will be a backlog of students at the front door of "A" School.

Backlogs result in students waiting for available training slots at a future class convening. While waiting, students are paid a salary and not performing in the job they were hired to do, vulnerable to troublesome behaviors, and subject to a decline in morale.

Simply put, waiting is wasteful and inefficient.

Figure 2 is an example that depicts the magnitude of students Awaiting Instruction (AI) and Awaiting Transfer (AT) in Man Years from 2008 to 2013. Reducing the time in “Awaiting” status is one of the goals of Supply Chain Management.



** Composite Data used for illustrating magnitude

Figure 3. Students Awaiting Instruction (AI) and Awaiting Transfer (AT) in Man Years

Communication and cross-collaboration among stakeholders is critical in the STF accession process. A high return on investment (ROI) in actual dollars, Sailor satisfaction, and Fleet readiness will be realized by developing awareness and understanding of cross-organizational impacts and identifying/resolving production flow misalignments.

A key enabler in this process is the alignment of the two Executive Committees (EXCOMs) that direct supply chain planning and execution:

- The BIT is a venue for barrier escalation and implementation of cross-functional process improvements. The BIT is currently focused on enlisted accessions.
- The QDP Flag Panel is a forum that oversees current and future-year demand planning and outcomes.

The BIT and QDP Flag Panel forums align to:

- Provide a common view of the supply chain
- Enhance decision-making effectiveness
- Improve coordination and collaboration in planning and execution functions across the supply chain

The long term vision is to expand to all ratings and ranks for both enlisted and officer.

In **Figure 4**, this high-level graphic shows how the Navy Enlisted Supply Chain can be divided into two primary phases: planning and execution. Notice that planning begins well ahead of the execution phase which is made up of recruiting and initial skills training. The “Horse Blanket” on page 33 gives more detail on the phases.

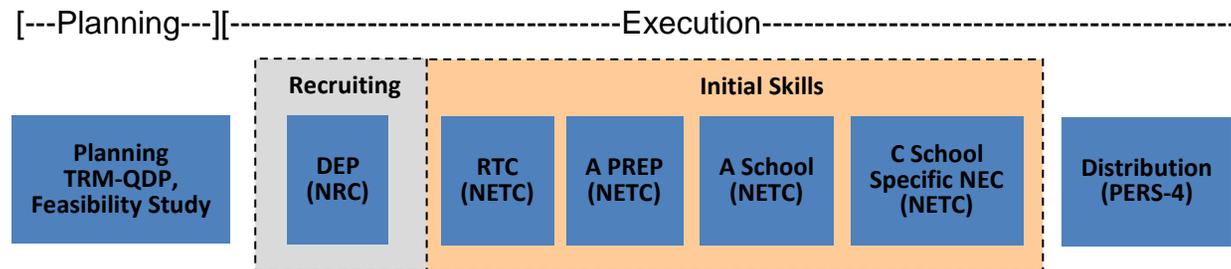


Figure 4. NESC Phases: Planning and Execution

Planning begins up to three (3) years prior to the year of execution and concludes with accession planning and push signal changes. These planning and push signal changes frequently continue well into the execution year. To improve overall Fleet manning, a clear demand signal (referred to as the “pull” demand signal) from the Fleet and a responsive supply system are needed. A demand signal is from the Fleet customer that triggers the issuing of a product (the Sailor).

The early “**push**” demand planning process:

- Determines initial skill training requirements
- Identifies additional resources needed to support those training requirements
- Determines submission of budget requests when additional resources are required to deliver that training
- Supports development of the anticipated recruiting goals and the associated training schedules

Planning Phase Stakeholders: OPNAV N9, N10, N12, N13, N15; BUPERS-3; NETC; NPC; CFFC; CPF; NRC; and PMO

In the **execution** phase, the **push** and **pull** demand signals meet when detailers assign new accessions to current Fleet requisitions. The **push** demand signal is developed in the planning phase by the Enlisted Community Managers (ECMs) for each rating pipeline and is commonly referred to as "ECM Need." The primary purpose of the **push** demand signal is to ensure that enough active duty sailors are available to meet total Navy end strength and sustain rating inventory over a 30-year period (adjusted for gains and losses). It is called a **push** demand signal because it is tied to recruiting where we are effectively "pushing" people into the Navy.

The **pull** demand signal is defined as "a fleet vacancy based on a Sailor's Planned Rotation Date (PRD) or End of Active Obligated Service (EAOS) date or current vacancy whichever occurs first."

This phase encompasses supply chain production operations beginning with recruits entering the Delayed Entry Program (DEP), shipping to boot camp consistent with the phasing requirements of the goaling letter, completion of initial skills training, and ends with distribution of trained accession Sailors to their Fleet assignment.

Current efforts are focused on building capabilities to align the "**push**" and "**pull**" demand signals along the supply chain by integrating projected Fleet billet vacancies ("**pull**") with the current projected ECM need into the planning process.

Execution Phase Stakeholders: NRC, NETC, PMO, PERS-4, CFFC, CPF, and the TYCOMS

OPNAV N-codes will intervene when accession numbers or phasing changes are required during execution.

3.4 THE QUARTERLY DEMAND PLANNING PROCESS

The Quarterly Demand Planning (QDP) is an OPNAV N13-led group established to bring Supply Chain Stakeholders together to address accessions and production planning issues. The QDP process develops DCNO N1's yearly Active and Reserve component enlisted demand plan, to include accession and training plans. These plans are the Navy's primary plans, and direct MPTE stakeholders to execute specific recruiting, reclassification, and training requirements. PMO supports the QDP by producing the Production Cohort Loss Rates (PCLRs) for use in requirements and accession planning and for monitoring during execution and developing the Rating Phasing Matrix (RPM) and Training Phasing Matrix (TPM) for the annual goaling letter and each revision using PCLR and reclassification data input.

The specific purpose of each QDP session is to review, assess, and make or recommend adjustments in current and future year demand plans for each Navy rating. The results from QDP establish the foundation to maintain a repeatable review process that informs long-range demand planning and budgetary/ decision making.

The QDP has evolved to be an integrated forum to discuss emergent issues, strategic direction, and build risk-informed accession plans that enhance the efficiency and effectiveness of the supply chain. Decisions and recommended actions are made as a group, increasing transparency and stakeholder participation.

As stakeholder relationships mature, products and analysis become more robust, and budget planning becomes more proactive, the QDP will be prepared to move towards vacancy driven requirements for accession Sailors in a true Street-to-Fleet production process.

Members who support the QDP Process:

N10, N12, N13, N15, NRC, NPC, PMO, NSTC, BUPERS-3, NETC N1, USFF N1, CPF N1, OCNR, CNRF, and the Resource Sponsors

3.5 THE BUSINESS IMPROVEMENT TEAM

The Business Improvement Team (BIT) was chartered in November 2010 to provide strategic direction and oversight of Navy Enlisted Supply Chain Planning and Execution (NESCP&E) initiative. It is a flag-level, decision-making forum that provides a venue for supply chain barrier escalation, mitigation decisions, and implementation of critically needed cross-functional process improvements. Bottom line, the BIT exists to remove supply chain barriers.

The BIT establishes Cross Functional Teams (CFTs), Barrier Removal Teams (BRTs), and Sub-Process Review Teams to address supply chain issues on an “as necessary” basis. A BIT Metrics Team was also established to develop, implement, and maintain a transparent, consistent, hierarchical, and predictive metric methodology to enable the assessment and management of the NESCP&E processes. The DCNP and Commander, NETC serve as co-lead of the BIT.

Figure 5 illustrates the Core BIT Activities. BRTs are aligned with the Planning CFT (CFT-1), Execution CFT (CFT-2) and IT (CFT-3).

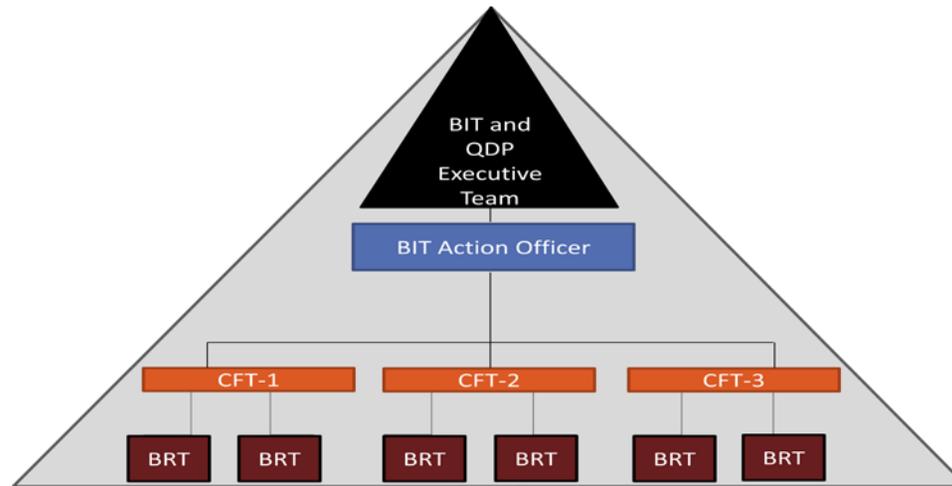


Figure 5. Core BIT Activities

The Planning CFT works to define and realign the Production Alignment Conferences (PACs) which bring together professionals from each stakeholder to collaborate and make adjustments to the accession process. Developing an understanding of cross-organizational impacts and identifying/resolving production flow misalignments has a high return on investment in actual dollars, Sailor satisfaction, and Fleet readiness.

Examples of NESCP&E BRT and Sub-Process (Working Group) Teams:

Previous Barrier Removal Teams (BRTs):

- Planning Cross-Functional Team (CFT-1) Requirements BRT – Broke down barriers in the planning stages of the NESC. The objective was to plan for and ultimately meet the customer (Fleet) demand in a timely and cost effective manner.
- Enlisted Community Manager BRT – Standardized and documented the process for the ECMs to develop new accession training requirements for input into the Training Requirements Manager (TRM) web-based data collection system.

Previous Sub-Process Team (Working Group):

- NRC Sub-Process Team – Examined Active Component (AC) enlisted recruiting, accession, and training practices to identify existing flexibility and how it supports the supply chain effort.

4. ROLE OF PMO IN THE SUPPLY CHAIN

The PMO functions as the operations center for the NESC and serves as the Chief Operating Officer (COO) in support of the Chief of Navy Personnel's (CHNAVPERS) Navy Supply Chain business strategy by developing, institutionalizing, and efficiently administering Supply Chain Management for enhanced Fleet readiness. The PMO is focused on process improvement through the implementation of disciplined supply chain operations methodologies in the NESC.

In its role as the NESC Operations Center, it is important to recognize PMO was not created to replace any stakeholder role or function; but rather to connect, coordinate, and empower the individual stakeholder agencies to operate at their optimum levels in the STF supply chain pipeline.

The PMO is not about control. PMO is about managing the extremely large and complex supply chain. Think of a symphony orchestra. It is comprised of multiple sections of instruments—a brass section, a percussion section, a woodwind section, and a string section. Each musician and instrument has its own voice; but it takes the orchestra conductor to guide and manage the interrelationships between the individual musicians and sections to bring the symphony alive. The supply chain effort is much like the different sections of the orchestra.



In the role of Supply Chain Operations Center, PMO:

- Is annually responsible for the production flow of 30,000 – 35,000 recruits
- Works in collaboration with the stakeholder partners to ensure the processes that produce the Navy enlisted workforce are as efficient and effective as possible
- Serves as the subject matter expert (SME) for supply chain business processes
- Collaborates with MPTE organizations to:
 - Identify barriers and inefficiencies
 - Perform analysis based upon industry standards
 - Recommend solutions to more effectively deliver fully qualified Sailors to the Fleet
- Manages training quotas for the enlisted accession pipeline
- Manages the reclassification process to ensure the personnel entering the Navy satisfy critical Fleet needs

4.1 PMO VISION

Our function is to support the Chief of Naval Personnel's Navy Supply Chain business strategy by developing, institutionalizing and efficiently administering Supply Chain Management for enhanced Fleet readiness and MPTE efficiency.

PMO will accomplish this with a continued focus on process improvement through the implementation of disciplined supply chain operations methodologies.

The PMO will provide visibility of Supply Chain business processes and pipeline inventory levels as part of continuing efforts to optimize on-time delivery of apprentice sailors to meet all integrated production targets at the best value to the Navy. To achieve this vision the PMO will ensure that all initial accession production pipelines are:

- Operating at the most efficient inventory levels.
- Meeting Business Improvement Team (BIT) approved entitled production cycle times.
- Delivering appropriately trained apprentice Sailors to their first Fleet assignment to meet on-time delivery and integrated production targets ("pull" demand signals) for all Navy ratings.

4.2 PMO GUIDING PRINCIPLES, PURPOSE, AND OBJECTIVES

All PMO Supply Chain operations will be driven by these guiding principles:

- Advance CNO/CNP/DCNP/BIT strategies and guidance
- Maintain linkage with MPTE demand planners and policymakers
- Focus on constantly improving Navy enterprise-wide outcomes at the best value
- Coordinate and communicate among MPTE production units
- Act as the supply chain “honest broker” with recommended actions that are unbiased, add value, and are executable by all stakeholders within constraints
- Communicate to all stakeholders quickly when the Supply Chain cannot meet demand signals and facilitate the most effective and efficient mitigation efforts

The purpose and objectives of the PMO are to:

- **Build Supply Chain flow and discipline at the product line level**
 - Conceptualize, develop, and implement an Integrated Production Plan (IPP) process that will serve as the foundation for the “pull” demand signal
 - Implement processes governing planning, scheduling, and conduct of the Production Alignment Conferences (PACs) to better align initial accession supply chain production to meet the “pull” demand signal for initial accession Sailors in all Navy Ratings
 - Manage all “A” and “C” school training quotas for enlisted initial skills training
 - Change quotas in response to actual accession and other production variability, and changing Navy requirements for first-term personnel
 - Manage Inter-service Training Review Organization (ITRO) training opportunities to meet Navy needs
 - Develop the training plan to support annual and revised enlisted accession plans
 - Direct Navy-wide reclassification processes
 - Ensure pipeline Sailors are reclassified into the ratings most critically need to meet Navy community health and Fleet delivery needs

- **Provide visibility and reporting of Supply Chain operations and keep all stakeholders informed**
 - Develop, collect, and display standardized, corporate-level metrics for all accession pipelines, ensuring full visibility of all segments of the Supply Chain
 - Analyze Supply Chain throughput employing industry standard methods
 - Identify current and projected production and planning roadblocks, barriers, and inefficiencies and submit recommended solution sets to the QDP/BIT in a timely manner
- **Ensure continuous movement of Transient Personnel**
 - Monitor and report on the movement of personnel through the Transient, Prisoner, Patient, Holdee, (TPPH), and Student Pipelines
 - Plans, schedules, and conducts on-site audits and training for transient personnel processing activities
 - Audit actions, training, and recommendations for improvement directed toward reducing the number of Sailors and students accounted for in the Individuals Account (IA)
 - Continue to examine current and developing corporate data systems and further leverage virtual opportunities to conduct more in-depth virtual audits of transient pipeline personnel movements and wait times

4.3 PMO FUNCTIONS AND TASKS

It takes the PMO “village” to keep track of and make sense out of the fast-moving, continuously-changing pieces and parts of the Navy Enlisted Accessions Supply Chain. The organizational structure for PMO is explained in the following paragraphs. The Metrics, Operations, and Process & Policy Integration Divisions report to the PMO Chief Operating officer.

4.3.1 Supply Chain Chief Operating Officer (COO)

The Director, PMO reports to the Deputy Chief of Naval Personnel and serves as the Navy Supply Chain Chief Operating Officer (COO) in support of CHNAVPERS Navy Enlisted Accessions Supply Chain Strategy. The COO function is to:

- Develop and communicate the NESC strategy
- Ensure all Navy Supply Chain stakeholders remain aware of and committed to Supply Chain Management Principles
- Ensure supply chain accountability by developing and communicating clear operational guidance while monitoring and reporting top-level metrics
- Integrate and harmonize NESC production activities across all enlisted accessions production lines and ensure enduring implementation of business process improvements directed by the BIT
- Develop, monitor, integrate, and communicate the Supply Chain “pull” demand signal
- Create process and inventory transparency through the development of analytical tools and metrics and employ improvement techniques for the NESC
- Ensure total process and inventory transparency
- Communicate Supply Chain barriers and recommended solution sets to the QDP/BIT
- Conduct continuous examination of current and developing corporate data systems
- Leverage opportunities to conduct more in-depth virtual audits of transient pipeline personnel movements, wait times, and accounting

4.3.2 Executive and Administrative Support

The Executive and Administrative Support function is to provide administrative and clerical support to the PMO to ensure all internal and external correspondence is processed. Tasks include:

- Schedule and support organizational meetings and conferences including room access, computer, VTC, teleconference, and other audio visual support required
- Maintain review and authorize access for the Defense Travel System
- Prepare organizational award and recognition nominations
- Assist in FITREP and civilian evaluation preparation and tracking
- Input and track the status of all internally originated taskers submitted and ensure all comments and inputs for externally generated taskers are captured and completed
- Assist the Deputy with facility management and budget submission requirements
- Maintain agreements and submits timely reports in support of individual augmentee, telework agreement, and contingency planning documentation

4.3.3 Metrics Division

The Supply Chain Metrics Division:

- Acts as liaison and primary point of contact for war fighting enterprises and other domain providers on the status of and issues involving the accession production, process, and procedures of the NESC
- Collects, displays, and analyzes corporate-level enlisted accessions metrics
- Constructs tools and develops briefs to communicate the status of and issues involving the production, processes, and procedures of the NESC supporting the delivery of apprentice Sailors to meet Fleet demand signals.

Tasks include:

- Develop metrics and alternate courses of action (COA) to support the delivery of apprentice Sailors to meet Fleet demand signals and resolve any production barriers
- Provide briefs and training to Supply Chain Stakeholders on supply chain data, sources, and dashboard displays
- Lead the BIT Metrics Team and participate in Supply Chain CFTs to produce and develop new Navy supply chain metrics and dashboards
- Serve as the PMO representative on the Fleet Personnel Integration (FPI) Fit working group and other Fleet and Warfare Enterprise sponsored workgroups and teams

4.3.3.1 Product Line Metrics & Analysis Branch

The Production Line Metrics & Analysis Branch collects, displays, and analyzes standardized corporate-level, end-to-end MPTE enlisted accessions metrics, ensuring full visibility of all segments of the enlisted supply chain at the product line level. Tasks include:

- Perform data validation and maintenance to ensure data accuracy and integrity
- Produce data feeds for development of schedule reports and tool production; e.g., Reconciliation tool and Weekly Reclassification Matrix
- Perform trend analysis to project accession production loss rates including reclassification and attrition rates
- Provide analysis on accession production pipelines and evaluate and depict supply chain production performance
- Produce and develop various periodic and ad hoc production-related briefs to provide senior stakeholders and decision makers with production status
- Recommend policy changes to enhance the performance of the accession supply chain
- Conduct accession supply chain cross-functional process improvement and barrier-removal meetings
- Manage IT and data entry guidelines of the systems that support the supply chain
- Identify and communicate functional requirements for the NTQMS
- Act as technical POC for CeTARS interface issues and troubleshooting

4.3.3.2 Tools Development & Data Integration Branch

The Tools Development & Data Integration Branch develops standardized, corporate-level enlisted accessions analytic tools and their performance metrics and integrates data from corporate systems to provide full visibility of all segments of the Navy Enlisted Accession Supply Chain. Tasks include:

- Develop analytic tools for enterprise-wide supply chain production modeling and simulation
- Update and validate loss rates for imports used in the development of the Rating Phasing Matrix (RPM) and Tracker
- Produce and validate bi-weekly enlisted accession tracker models to monitor and manage accession production
- Research and develop new, innovative, and relevant accession production data analysis and integration tools
- Produce, maintain, and refine the Recruiting Reconciliation tool
- Integrate outputs from existing corporate IT systems and other Supply Chain Stakeholder organization reports and data collection efforts to produce corporate-level Supply Chain metrics tracking and reporting tools
- Participate in future requirements planning and develop the RPM
- Examine data movement and use between Supply Chain production units and lead cross-functional data quality and data integrity initiatives to improve inputs for supply chain metrics tool development
- Serve as a member of the QDP Team and advise the QDP on in-year execution of annual accession goals
- Engage with Fleet Working groups/staff and MPTE stakeholders to assist in resolving issues related to NESC performance

4.3.4 Operations Division

The Supply Chain Operations Division:

- Acts as senior supply chain operations expert and facilitates interagency teambuilding with all Supply Chain stakeholders
- Oversees and monitors all facets of the supply chain processes at the rating or product line level
- Provides support for issues regarding enlisted accession pipelines, product lines, reclassification, and integrated planning
- Monitors and collaborates with stakeholders to mitigate production backlogs, shortages, and overages to ensure customer needs are met
- Maintains executive oversight responsibilities for all quota management, reclassification, and long-range and short-range requirements planning to determine the push and pull demand signals for the NESC

Tasks include:

- Allocate school quotas (accession pipeline “A” and “C” school quotas) for all initial skills training
- Input and make changes to quotas in the applicable Navy database in response to NESC production variability and Navy requirements for first-term personnel
- Examine attrition, non-graduates, and show/no-show rates
- Develop the training plan to support annual and revised enlisted accession plans
- Schedule and lead “C” School Production Alignment Conferences (PAC) for all Ratings
- Assess class scheduling to ensure convening dates and quotas are available to support all customer demand signals and are schedules when needed during the execution cycle
- Generate and maintain demand signals for all accession production pipelines
- Facilitate out-year planning process inputs and lead integration efforts for in-year execution changes
- Develop and distribute inventory and production management tools to enhance Production Line Manager’s (PLM’s) capabilities; e.g., the Leading Indicator for Training Entry (LITE) Tool and the Vacancy-Based Demand (VBD) Tool
- Direct reclassification business activities Navy-wide to ensure proper execution of the program
- Issue appropriate reclassification guidance to ensure accession pipeline personnel are reclassified

- Implement reclassification processes and procedures that will optimize Navy Job-Sailor eligibility opportunities
- Verify pipeline Sailors are reclassified into the Ratings most critically needed to meet Navy community health and Fleet delivery needs

4.3.4.1 Production Line Managers (PLMs)

The PLMs are the acknowledged Leads for IPP development and operationalization. They report to the Navy Supply Chain COO and support the OPNAV N1 Accession Planner to ensure the Navy Supply Chain production plan is properly executed from initial accessions to Fleet delivery by:

- Institutionalizing (IPP) (Section 5 provides additional information on IPP management)
- Integrating disparate stakeholders
- Identifying and reporting resourcing issues
- Reconciling “Push-Pull” demand signals
- Refining POM-level decisions towards execution year
- Adjusting production plans
- Reporting production plan variations and barriers
- Analyzing leading metrics to predict supply chain inefficiencies
- Supporting OPNAV N1 Accession Planner in adjusting accession levels in the year of execution
- Leading Production Alignment Conferences (PAC) to support Student Input Planning (SIP) as well as C school alignment

Six Navy Enlisted Supply Chain Production Line Teams began operations in June 2012. As the next major step to driving inefficiencies out of the Supply Chain, each PL Team collaborates with Supply Chain Stakeholders as they work to stand up Integrated Production Planning (IPP) for all accession ratings. In addition to the PLMs, each PL Team includes, shown in **Table 2**:

Table 2. PL Team Stakeholders

Internal Stakeholders	External Stakeholders
Production Line Analysts	ECMs/Detailers
Quota Managers	Resource Sponsors
Transient Expeditors	Rating Specialists Pers 4013 Coordinators
Metrics Analysts	Training Agents
	Fleet Customers

The PLMs have a unique blend of business and technical understanding; a big picture vision; and the drive to make that vision a reality—spending time with the Fleet to understand their problems and finding innovative solutions:

- Oversees and manages the Supply Chain process for the Sailors in the assigned product line ratings from planning through recruiting to delivery to the first duty assignment—starting with Student Input Plan development and accession planning and carrying through the execution of the Production Plan
- Optimizes the Supply Chain processes for their assigned ratings to ensure the mission (**Right Sailor – Right Place – Right Time**) is met in order to maximize Fleet readiness—analyzing, managing, and optimizing supply chain processes
- Leads production of trained Sailors using today’s methods while continually improving and developing new and improved processes and procedures
- Leads the PLM Team in the development of new ideas based on commercial best practices, Navy experience, and contact with the Fleet

The PLM's key role is long-term focused and outcome-oriented. Key responsibilities include:

- Leads a cross-functional team through Production Alignment Conferences resulting in the identification and resourcing of out-year initial skills training requirements leading to the development of the Student Input Plan (SIP).
- Leads a cross-functional team of MPTE stakeholders via the Quarterly Demand Planning (QDP) process in the development of FY accession plans.
- Communicates to senior leadership via the Business Improvement Team (BIT) the status of production and trends in the Navy Enlisted Supply Chain with recommended actions and mitigation when required.
- Interfaces with MPTE Stakeholders with respect to training schedule, inventory management, capacity utilization, and Fleet needs.
- Acts as the liaison between the PMO and areas such as (but not limited to) Recruiting, NETC Learning Centers, PERS-40 Distribution, and Fleet Forces Command Manning Control Authority (MCAF) to meet Fleet customer needs on a daily basis.
- Relative to meeting Rate/Program/Gender production targets they establish milestones, monitor adherence to master plans and schedules, and identify problems and solutions; e.g., allocation of resources or changing specifications.
- Works with other military services that provide training for NESC pipelines to assure smooth flow and strong partnering.
- Collaborates with NETC to establish and understand quality standards, instructional methods, facility limits, and training policies and procedures to meet Fleet-established product requirements
- Creates an environment that supports continuous improvement by using Process Execution Management's (PEM's) holistic approach as well as point solutions such as Lean Six Sigma and Theory of Constraints.

4.3.5 Process & Policy Integration Division

The Process & Policy Integration Division:

- Serves as principal advisor on Navy Enlisted Supply Chain policies and process improvement activities
- Monitors enlisted supply chain production and expedites student movement through the initial skills training pipeline
- Assesses Navy Enlisted Supply Chain operations for policy compliance in support of efficient operations
- Develops process initiatives to support policies and procedures governing student and other transient personnel accounting, processing, and movement

Tasks include:

- Monitor and report the progress of cross-functional groups and teams chartered to support and advance critical supply chain initiatives Navy-wide
- Serve as a representative on the Supply Chain Integration Council of the MPTE Domain Business Council
- Plan and lead innovative capability development efforts to better enable supply chain decision making

4.3.5.1 Performance Improvement Branch

The Performance Improvement Branch:

- Identifies policy gaps between supply chain organizational stakeholders and develops and promulgates appropriate directives, written guidance, and procedures to correct inefficiency
- Validates integration and implementation of performance improvement activities
- Integrates all Navy Enlisted Supply Chain production activities and business process improvements

Tasks include:

- Identify gaps and develop and promulgate updates to the Navy Enlisted Accessions Supply Chain policy
- Track and analyze non-compliance with approved policy, discrepancies, and other production issues; identify supply chain problem areas; initiate policy reviews; and conduct necessary training
- Conduct continuous examination of current and developing corporate data systems supporting supply chain operations and leverage virtual opportunities to conduct more in-depth virtual audits of transient pipeline personnel movements and wait times
- Participate in the development of concepts and strategies for Supply Chain implementation in the Navy
- Plan, analyze, conduct, and oversee various projects to evaluate the effectiveness of Supply Chain initiatives
- Participate in analysis which determines the most effective and efficient method of improving Supply Chain production
- Establish and maintain linkages of supply chain management within all strategic initiatives; i.e., BPM/NPC Focus Areas and business enterprise architecture

5. INTEGRATED PRODUCTION PLANNING (IPP) MANAGEMENT CONCEPT

The PLMs are responsible for IPP development and operationalization. Commercial businesses realized long ago that aligning suppliers and distributors with their production processes resulted in a much more efficient and effective system. Though similar techniques, called supply chain management (SCM) or an integrated production process (IPP), have been used in military logistics for years, these processes were not fully incorporated into Navy manpower and personnel systems until the 1999 implementation of the Naval Aviation Production Process (NAPP). This initial implementation developed into the current training production processes used by the Naval Aviation Enterprise (NAE) for both officers and enlisted.

In either the military or commercial business, successfully implementing an IPP depends primarily on two factors:

1. System-wide Data – Across the entire system, understanding what needs to be measured and how to capture that data
2. Stakeholder Collaboration – Using the system-wide data, stakeholders working together to align processes and maximize the efficiency of the entire system, vice sub-optimizing individual stakeholder processes

5.1 IPP PROCESS BACKGROUND

The Integrated Production Plan (IPP) process encompasses the planning and production execution of an agreed upon plan to recruit, train, and deliver Sailors to the Fleet. There are several forums that the stakeholders of a respective product line (rating program) participate in to plan for the agreed to production number for a given fiscal year and year group. The stakeholders include:

- Recruiting
- Community Manager
- Detailer
- Production Line Analyst (PLA)
- Production Line Manager (PLM)
- Rating Specialist Coordinator
- Training Program Coordinator
- Resource Sponsor
- Fleet Representative

The stakeholders review information that includes:

- Overall community inventory levels
- Projected inventory retention behavior
- Projected manpower requirements
- Recruiting challenge
- Training capacities
- Projected fleet vacancies to authorized billets

This information is considered at both the rating and NEC levels. The forums for these collaborative discussions occur at designated lead times in the production planning process. These forums are:

- Training Requirements Manager Production Alignment Conference (TRM PAC)
 - Conducted 33 months prior to execution year
 - Determines “aggregate” A & C School Training Requirements
- C School Scheduling Production Alignment Conference (C PAC)
 - Conducted 15 months prior to execution year
 - Determines “phased A & C School requirements

Execution Production Alignment Conference (EPAC)

Determines requisitions in the execution year over the next 12 months. Compares that to the training quotas available and provide feedback to training agent and distribution where additions or deletions are required.

MPTe Planning and Execution is a complicated, highly intertwined process. **Figure 6**, which is referred to as the “Horse Blanket,” depicts the Street-to-Fleet FY Production Planning Process, Inventory Execution, Production Alignment, and Demand Signal over a three-year period. At a very high level, the point of the “Horse Blanket” is to show that planning occurs three (3) years prior to the execution year.

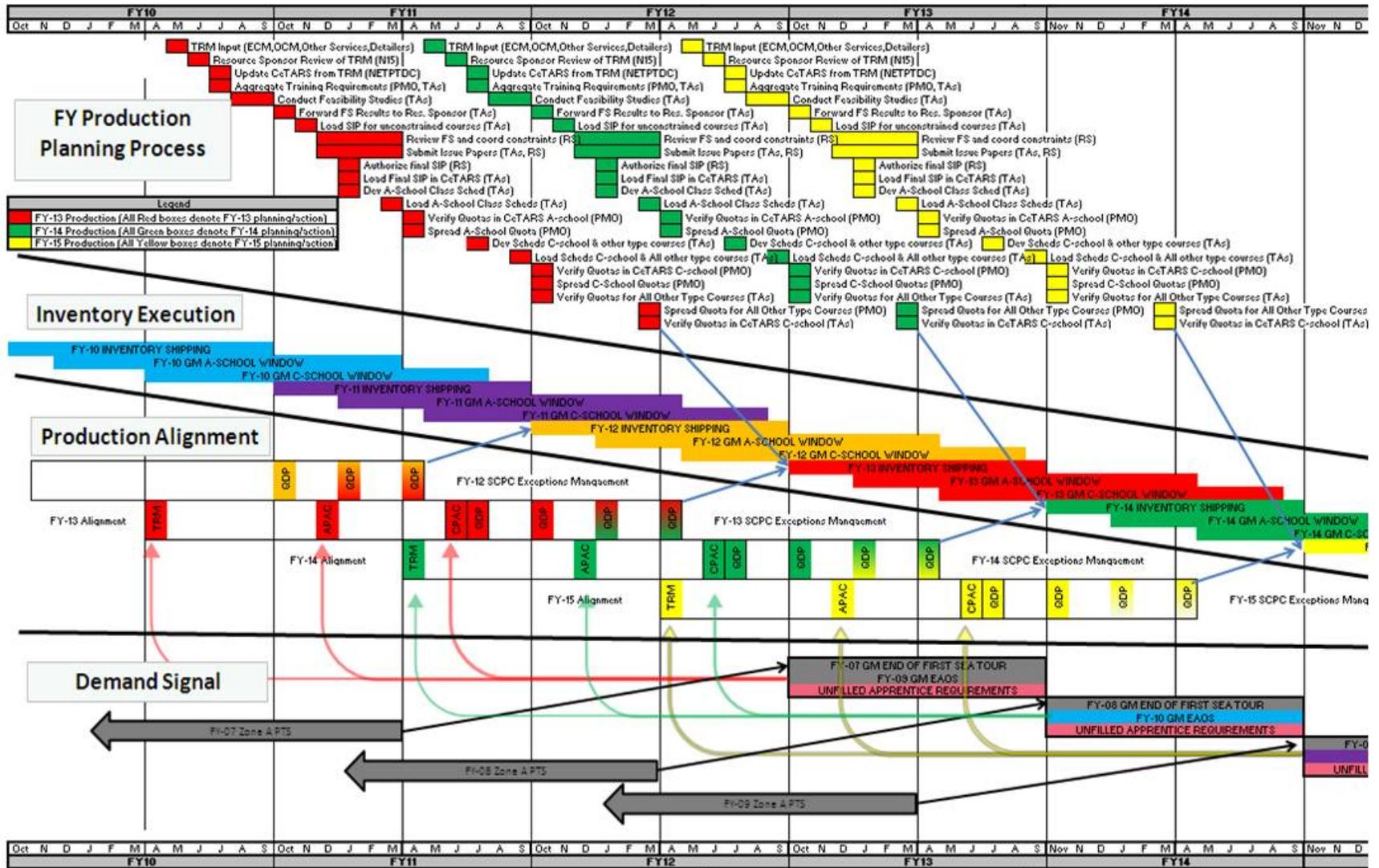


Figure 6. "The Horse Blanket"

5.2 EVOLUTION OF THE IPP PROCESS PRODUCTION ALIGNMENT CONFERENCE (PAC)

In October 2009, PMO established a team to document process disconnects, research key corporate-wide supply chain metrics vice individual command metrics, and identify the many and often conflicting demand signals across the supply chain today. Based on this information, MPTE and Surface Warfare Enterprise (SWE) leadership approved the FY-11 implementation of a SWE IPP process with specific focus on the Advanced Electronics Computer Field (AECF) and Gunners Mate (GM) apprentice-level production pipelines. This implementation capitalized on the progress Naval Aviation Enterprise (NAE) had made in the Aviation ratings and eventually expands to all shipboard ratings.

- SWE IPP Piloted to Enlisted Rating Training (FY11)
 - Captured the best practices of the Naval Aviation Production Process (NAPP), Naval Aircrew (NAC) and Naval Aviation Technical Training (NATT) IPP processes
 - Executed Production Alignment Conferences (PACs) to further refine the Demand Signal to Training for Training Requirements Planning (TRM PAC), and C-school Scheduling (CPAC)
 - TRM PAC captures best practices from CSCS regarding Training Requirements Planning across all CSCS Ratings
 - CPAC piloted Accession Related GM, FC, and ET Planning
 - CPAC reviewed 85 NEC Awarding Schools
 - IPP PACs focused on Out-year Planning (TRM input) and In-year training flow and alignment closer to the execution year (CPAC)
- Expanding the IPP to other Enterprises (FY12)
 - Captured the first year Lessons Learned of the SWE IPP Process
(Now known as simply the Integrated Production Planning (IPP) Process)
 - IPP Expands to include all CSCS Ratings, and pilot Ratings in SWOS and CID
 - Identified factors required for standardization and implementation
 - CPAC reviewed 114 NEC Awarding Schools

- IPP Expansion Plan (FY13)
 - All Learning Centers (LCs) will be engaged
 - Five LCs Fully Integrated
 - CSCS, SWOS, CID, SLC, CSF
 - 31/86 Ratings
 - 17 rating increase for IPP from FY-12
 - Six LCs on concrete path toward full integration
 - Center for Naval Aviation Technical Training, Flying Hour Program, Special Warfare Combatant-craft Crewmen, Center for Seabees and Facilities Engineering, Center for Explosive Ordnance Disposal and Diving, Center for Service Support
 - PLM LC engagement
 - EPAC Formalized with a Standard Operation Procedure.

5.3 INTEGRATED PRODUCTION MANAGEMENT (IPP)

The Integrated Production Plan (IPP) is the agreed upon plan to recruit, train, and deliver Sailors to the Fleet. Once we approach the execution year, the finalized CPAC plans become input to the Quarterly Demand Planning (QDP) meeting. The QDP utilizes this information along with total Navy end strength forecasts and N10 budget constraints to develop the Rating Phasing Matrix (RPM). The approved RPM is the basis for the Fiscal Year Recruiting Goaling Letter which begins execution of the production process.

As the RPM is executed, inventory flows through each segment of the production process. These steps include:

- Recruiting into the Delayed Entry Program (DEP)
- Shipping to Recruit Training Center
- Initial “Sailorization” or Basic Military Training (BMT) at the Recruit Training Center
- Initial Occupational skills training at an A School to earn a rating
- Advanced skills training at an C school to earn an Navy Enlisted Classification (NEC) if required
- Shipping or distribution to the Fleet

Managing the production process and monitoring the inventory handoffs and production variances (i.e. loss and reclassification rates and awaiting times) are the responsibility of the Product Line Managers and the Production Line Teams. Utilizing extensive collaboration, the myriad of PMO tools and supply chain data and metrics, these teams strive to meet the production plan.

Figure 7 illustrates the Street to Fleet Concept Map. Data sources include Enlisted Community Manager Tools, PMO Tools, PRIDE-Mod, CeTARS, NEC Manual, the Enlisted Master File (EMF), and TFMMS (Total Force Manpower Management System)

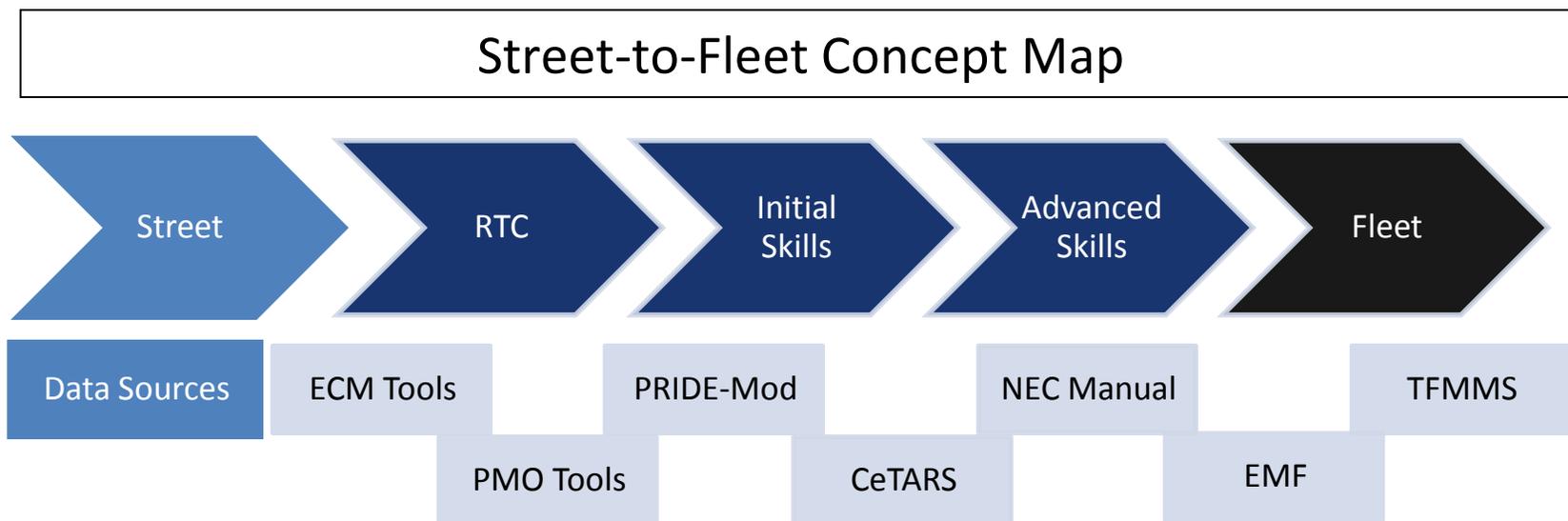


Figure 7. Street to Fleet Concept Map

Figure 8 illustrates the Integrated Production Line (IPL) Management Concept Model. This model offers an overview of the process steps and placement of plans and forecasts that are needed to manage the Integrated Production Line. Inputs to and Outputs from the QDP Process are depicted. Data Sources, including ECM Tools, PMO Tools, PRIDE-Mod, and CeTARS, are also shown here.

NOTE: The TPM, PPM, DPM, & Projected Production Tool are tools currently under development.

The **Push Signal**, a part of the Execution process, indicates there are bodies (Sailors) showing up at a point in the Supply Chain.

The **Pull Signal**, a part of the Planning process, indicates there is a Demand/Need for bodies (Sailors) to show up at a point in the Supply Chain.

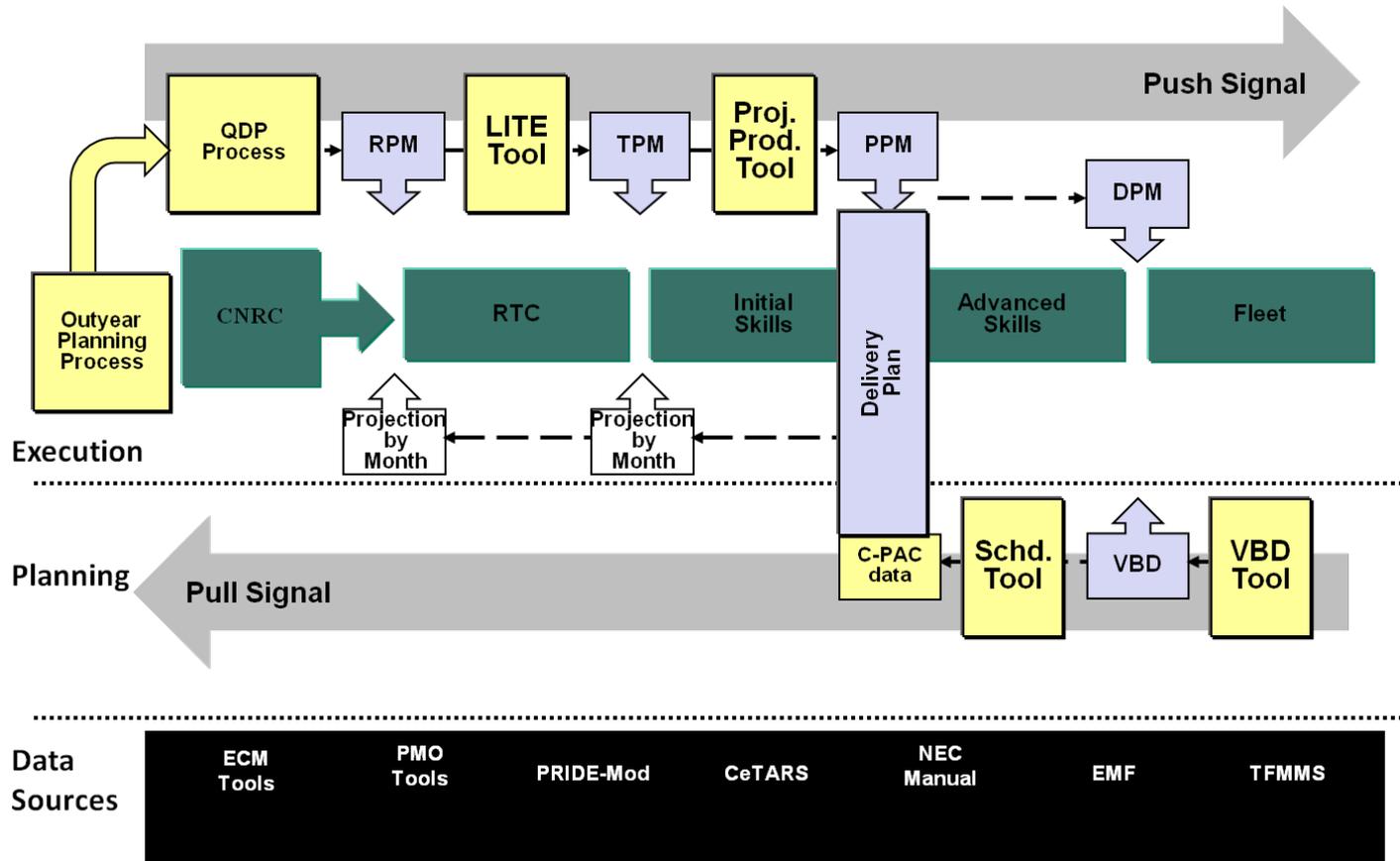


Figure 8. Integrated Production Line (IPL) Management Concept Model

5.4 PMO – CONTACT INFORMATION

Director's Office	901-874-4667
Metrics	901-874-4129
Operations	901-874-4904
Process and Policy Integration	901-874-4458