



DEPARTMENT OF THE NAVY

NAVY PERSONNEL COMMAND
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-0000

Canc: Apr 2019

NAVPERSCOMNOTE 5224
PERS-00
1 Feb 2019

NAVPERSCOM NOTICE 5224

From: Commander, Navy Personnel Command

Subj: NAVY PERSONNEL COMMAND OFF-SITE ACTION PLAN

Encl: (1) Continuous Process Improvement Approach

1. Purpose. To provide detailed information and direct off-site follow-up action in order to achieve the following:

- a. Align around the work and transform by changing processes to achieve an improved customer experience
- b. Build a culture of change in which behavior and practices align with widespread and continuous process improvement
- c. Empower process owners by authorizing them to assume reasonable risk in order to execute process change
- d. Establish fiscal year (FY) 2019 priorities
- e. Eliminate or change policies and practices, which do not add value or are unnecessarily burdensome for the value envisioned
- f. Sailor facing processes shorten the service time by 25% within 2 months (25/2)
- g. Increase incentives and recognition to better support transformation
- h. Improve transformation communications within the command

2. Scope and Applicability. This notice is applicable to all Bureau of Naval Personnel and Navy Personnel Command staff.

3. Timing. Phase 1 will occur between 1 February and 29 March 2019 (aligned with the 25/2 timeframe). The intent is to spread a culture of change across the command, and phase 1 is the beginning of this emphasis. Future phases will be determined as we learn and adjust during the first phase.

4. Action

a. The transformation team (TT) has the lead in harmonizing the command-wide alignment effort. Two key roles include supporting process owners and their supervisors by relieving them of administrative overhead, and facilitating collaboration and implementation of a systematic approach and outcomes. The TT will:

(1) Publish and maintain a spreadsheet displaying the status of all 25/2 efforts. It will identify the code, Business Design Owner (BDO) (if applicable), process description, owner, baseline process time and status of reduction effort.

(2) Provide workload relief by coordinating proactively with BDOs and leaders to populate the 25/2 list and engage with process owners to update status.

(3) Publish and maintain a spreadsheet of policy, practice elimination, and change, which includes code and owner. As a starting point, the TT will populate the spreadsheet with suggestions identified at the off-site.

(4) Coordinate to encourage increased incentives, recognition and track progress. Supervisors remain accountable and responsible for recognition. The TT will serve as a supporting entity to provide transformation progress and successful outcomes to energize a specific, timely and continuous recognition program inclusive of transformation priorities.

(5) Coordinate with the Navy Personnel Command (NAVPERSCOM) Public Affairs Officer (PAO) (PERS-00P) and other stakeholders to build a multi-channel transformation communication program. The PAO retains the lead in executing an internal multi-channel transformation communication program. The TT will provide regular updates to the PAO for content, including accomplishments that will be recognized and celebrated.

(6) Assist process owners and supervisors in implementing a command-wide consistent approach to process improvement, described in paragraph 5 below and enclosure (1).

(7) Provide a weekly update to the Commander and stakeholders.

b. BDOs are already heavily engaged in major transformation efforts. Some or many of those initiatives already accomplished or underway should be included in 25/2 if the 2-month time window is reasonable to expect a Sailor-facing process improvement.

c. Codes having ongoing Sailor-facing processes not captured in BDO lines of effort will be included on the 25/2 list. All codes, supervisors and process owners will take action to eliminate 25% of the time required to provide the service.

d. Codes and BDOs will coordinate with and provide the TT information necessary to develop the command-wide system described in paragraph 3 above.

e. The PAO will lead the transformation internal communication program.

5. NAVPERSCOM Continuous Process Improvement Approach. Enclosure (1) offers a systematic way to think about and practice process improvement. Just because the process

owner is the expert in that process does not mean that he or she is an expert in process change. The intention is to provide owners with a simple way of problem solving (enclosure (1)) to resolve what may be a complex change effort and is based on the following principles.

a. Process improvement may involve taking steps that do not initially result in the expected improvement because the problem is too complex to be sure that a single change will succeed. The idea is to attack barriers one at a time, experiment, observe results, implement process improvements and attack the next barrier.

b. It may be possible to achieve 25% reduction in a single step, but then the owner should consider establishing a new target for greater positive customer experience impact.

c. There are a lot of sophisticated tools available to map processes, and they may be used if available to the process owner. However, owners should not consider the lack of such a software tool to be a barrier to progress. Handwritten process maps are encouraged. The point is to create a working draft that accurately captures the process as quickly as possible and is meaningful to the owner. It is not important to create smooth presentations, but it is important to document the process.

d. Accurate data and metrics should underpin process analysis and decision making.

e. Enclosure (1) provides owners and leaders with a systematic way of discussing the process, planned changes and results. The discussion should be considered an opportunity to coach, align and learn around *real* work and recognize both effort and outcomes.

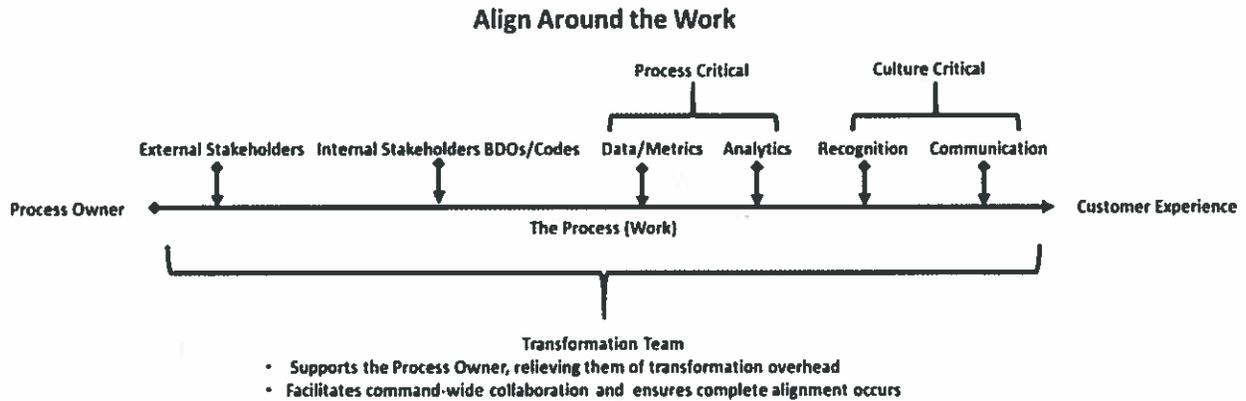
f. The TT will facilitate any assistance or training necessary to execute process change as outlined in enclosure (1).

g. Barriers that are beyond the control of process owners or their leaders should be communicated to the TT in order to elevate the issue up the chain of command.

h. Transformation requires individuals to change their behavior aimed at continuous process improvement, and that behavior must be practiced in order for it to become a habit.

i. Practicing the habit of continuous process improvement across the command will result in a culture of change.

6. Align around the work. Aligning around the work is illustrated below.



7. Records Management

a. Records created as a result of this notice, regardless of format or media, must be maintained and dispositioned for the standard subject identification codes (SSIC) 1000 through 13000 series per the records disposition schedules located on the Department of the Navy/Assistant for Administration (DON/AA), Directives and Records Management Division (DRMD) portal page at <https://portal.secnav.navy.mil/orgs/DUSNM/DONAA/DRM/Records-and-Information-Management/Approved%20Record%20Schedules/Forms/AllItems.aspx>.

b. For questions concerning the management of records related to this notice or the records disposition schedules, please contact your local records manager or the DON/AA DRMD program office.

8. Cancellation Contingency. This notice may be retained for reference purposes and will remain in effect until the next notice of the same subject is issued, or for 1 year, whichever occurs first.


J. W. HUGHES

Releasability and distribution:

This notice is cleared for public release and is available electronically only via NPC Web site, <http://www.npc.navy.mil>

NAVPERSCOM CONTINUOUS PROCESS IMPROVEMENT APPROACH

The process owner defines the following:

1. What is the challenge, vision, direction? (think...wouldn't it be great if...)
 - Example: *“By FY20, I will change the process to reduce and sustain average customer service time by 50%.”*
2. What is the current condition? (think...process-oriented details that result in a metric)
 - Example: *“There are eight steps in the process, 6 are internal and 2 are external as shown in the process map (process owner creates this map perhaps by hand with a pencil and supporting data). The average time between steps noted and the overall average time is 10 days.” (need process facts supported by data)*
3. What is the target condition? (think...a new process (yet to change) that results in ability to sustain a metric that moves toward the vision. Achieving 50% may require overcoming multiple barriers and may require experimentation. The target condition provides an opportunity to target a more reasonable aim point.)
 - Example: *“By 29 March 2019, I will reduce and sustain average customer service time by 25%.”*
4. Identify barriers, list them, choose the most promising barrier and change to the process to overcome it. If that proves to be inadequate, review the barriers and try again. (think...cycle times for experiments may be hours, days, or weeks depending on the process. The point is that it's ok to achieve the results without expecting every experiment to be a winner or final step.)
 - Example: *“I will change the process to eliminate barrier #3 (describe it using the process map) because it has the highest likelihood of success. I expect to reduce average service time to 9 days (10%) and will review the results in 14 days prior to taking the next step toward the target condition of 7.5 days (25%).”*

The supervisor, leader, coaching discussion goes like this:

1. What is the target condition? (process owner(s) discuss each question with the leader/coach)
2. What is the current condition?
If this isn't the first step insert the following questions here...
 - a. What was your last step?

- b. What did you expect?
 - c. What actually happened?
 - d. What did you learn?
3. What barriers are preventing you from reaching the target condition?

What is your next step, what do you expect, and when can we see what we've learned from the results?