CNICINST 5400.1
N5
23 Sep 15

CNIC INSTRUCTION 5400.1

From: Commander, Navy Installations Command

Subj: INTEGRATED PRODUCT TEAMS

Ref: (a) Terms of Reference for Shore Readiness Model vs
           Execution of 7 Nov 11

Encl: (1) Integrated Product Team Standard Operating
           Procedures of Jun 15

1. Purpose. To provide policy and process for Commander, Navy
Installations Command (CNIC) Integrated Product Teams (IPTs) to
support the Shore Readiness Framework per reference (a).

2. Background

    a. The IPT Initiative was designed to enable CNIC to
monitor, measure, and manage integrated product and service
delivery, while concurrently measuring and assessing CNIC's
ability to provide the requisite Shore Readiness.

    b. Enclosure (1) provides detailed guidance on User Roles
and Responsibilities, Governance and IPT processes and is posted
on Gateway 2.0 (G2):
https://g2.cnic.navy.mil/solutions/ipts/default.aspx.

3. Policy. This instruction applies to CNIC Headquarters (HQ),
Regions, and Installations.

4. Responsibilities

    a. CNIC HQ Strategy and Future Shore Integrated
Requirements (N5) shall:

        (1) Act as the governing body for all IPT business.

(2) Develop and approve the IPT Annual Agenda, which outlines the focus areas, objectives, and priorities of IPT work during the Fiscal Year (FY).

(3) Coordinate and communicate with stakeholders at all echelons for implementation of new or revised definitions, standards, or methodologies that impact resourcing of programs.

(4) Review and approve IPT deliverables to ensure that the IPTs are supporting the development of Integrated Outputs.

(5) Maintain and update enclosure (1).

b. CNIC HQ N-Codes and Special Assistants (SAs) shall:

(1) Provide oversight to ensure IPTs accomplish assigned deliverables in accordance with established timelines.

(2) Provide recurring updates to Region N-Codes and SAs regarding IPT status and potential changes to operations as a result of IPT deliverables.

c. CNIC Headquarters Program Directors (HPDs) shall:

(1) Determine and select an appropriate number of IPT Members. All IPTs shall include Region representation. Installation representation is desired, as feasible.

(2) Communicate IPT information at the Headquarters, Region, and Installation levels, to include current and future issues impacting the program, status reports, and IPT deliverables.

(3) Ensure authoritative program data is available and provided in support of IPT deliverables.

(4) Establish deliverable timelines and drive all IPT deliverables through to implementation.

d. Regions and Installations shall:

(1) Ensure IPT members from their Chains of Command are provided with the appropriate time necessary to allow for full IPT support.

(2) Support IPT deliverable timelines.

(3) Provide feedback on IPT deliverables.

e. IPT Members shall:

(1) Support the development of all IPT deliverables as set forth by the HPD.

(2) Participate in scheduled IPT meetings.

5. Action. CNIC HQ and Regions will actively participate in IPTs. Installations will participate as feasible. All IPT working products, status updates and final deliverables will be available via the G2 IPT site: https://g2.cnic.navy.mil/solutions/ipts/default.aspx.

6. Records Management. Records created as a result of this notice, regardless of media or format, shall be managed in accordance with SECNAV M-5210.1 of January 2012.

D. R. SMITH
Vice Admiral, U.S. Navy

Distribution:
Electronic only, via CNIC Gateway 2.0
https://g2.cnic.navy.mil/CNICHQ/Pages/Default.aspx

CNIC Integrated Product Teams

Standard Operating Procedures

Commander, Navy Installation Command

September 23, 2015

Contents

1   Introduction

1.1   Background

The IPT Initiative was designed to enable CNIC to monitor, measure, and manage integrated product and service delivery, while concurrently measuring and assessing CNIC's ability to provide the requisite Shore Readiness. The integrated process approach considers all resources required to deliver the output, including requirements managed by other CNIC programs and outside organizations.

1.2   Objectives

The objectives of CNIC IPTs include the following:

- Enable Headquarters (HQ) and Regional N-Codes and Headquarters Program Directors (HPDs) to form collaborative teams that will document and optimize core business processes, develop metrics, and measure organization relative to targeted performance.
- Improve Shore Enterprise output metrics to facilitate better program management (in both quality and capacity) and enable HQ to better articulate both requirements and the effect of funding changes throughout the Planning, Programming, Budgeting and Execution (PPB&E) process.
- Establish authoritative data to consistently measure program outputs and resources across Regions and Installations.
- Clearly articulate how changes in funding levels impact effective and efficient service delivery to an integrated product.

Through the development of Integrated Outputs, CNIC will be able to conduct integrated risk analysis and assessments to support programming and execution decisions. Each Integrated Output will include all funding sources, resources and processes required to deliver the output.
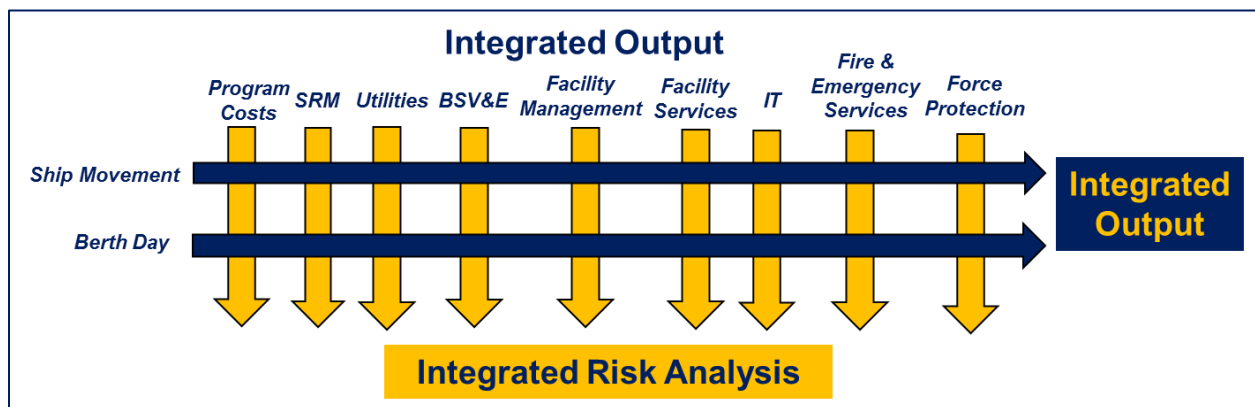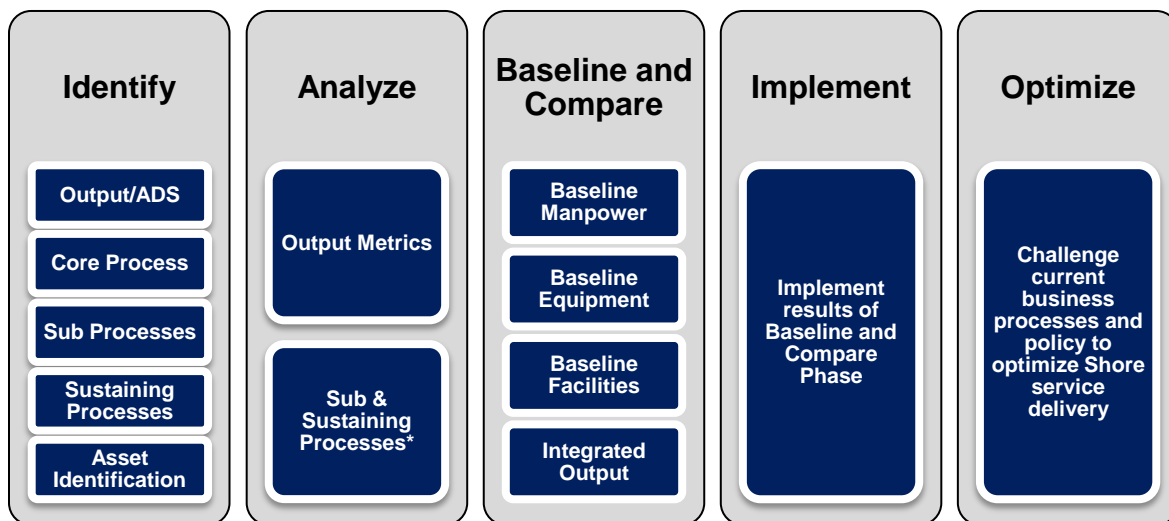

Figure 1 – Integrated Output (Notional)

2   Framework

CNIC will identify outputs and resources for service delivery and impact to Fleet, Fighter, and Family. The approach for IPTs will vary by program.

The IPT phases provide a framework for CNIC to manage the scope of the initiative through a series of outlined objectives and predefined deliverables within each phase. IPTs will execute the Identify and Analyze phases in a consistent manner by identifying outputs, mapping core processes and identifying metrics. IPTs will vary in their specific steps and deliverables through the Baseline and Compare, Implement and Optimize phases due to individual program needs and focus areas. HPDs will determine the appropriate number of IPTs to achieve the objectives of this initiative.

3   IPT Phases

Identify	Analyze	Baseline and Compare	Implement	Optimize
Output/ADS	Output Metrics	Baseline Manpower	Implement results of Baseline and Compare Phase	Challenge current business processes and policy to optimize Shore service delivery
Core Process		Baseline Equipment		
Sub Processes	Sub & Sustaining Processes*	Baseline Facilities		
Sustaining Processes		Integrated Output		
Asset Identification				

Enabler Outputs will focus efforts on aligning output delivery to the Integrated Output

Figure 2 – IPT Phases

3.1   Phase I: Identify

The objective of the Identify Phase is to document the outputs delivered to the customer and the processes and resources used to deliver that output.

The specific deliverables of Phase I include the following:

- **Output:** Determine the Output provided to the Fleet, Fighter, and Family that can be expressed quantitatively. Output definition includes the identification of the requirement.
- **Authoritative Data Source (ADS):** Identify systems or applications in which the monitoring and recording of outputs and processes are stored.
- **Core Processes:** Identify the essential processes that result in the delivery of an identified output.

- **Sub Processes:** Identify work done in functions that supports and enables the execution of a step in the core process to deliver the identified output. This includes processes owned by other programs.
- **Sustaining Processes:** Identify work that is performed regardless of the level of output required. This includes processes owned by other programs.
- **Assets:** Identify the manpower, equipment and facilities associated to the execution of identified processes.

3.2   Phase II: Analyze

The objective of the Analyze Phase is to provide more granularity into the processes associated with an output, as well as to compare output levels to a variety of parameters. Enabler IPTs will identify alignment of enabling outputs and processes which support the Integrated Outputs during this phase.

The specific deliverables of Phase II include the following:

- **Output Metrics:** Comparison of the output delivered to the output required in terms of capacity and quality. Defined the quality standard for output delivery.
- **Sub-Process Maps:** Visual diagram of the steps and assets necessary to execute the core process steps identified to deliver the identified output**.**
- **Sustaining Process Maps:** Visual diagram of the steps and assets necessary to execute sustaining processes identified in Phase I. This should clearly define the requirements to support the execution of the output.

At the conclusion of this phase, IPTs will begin tracking and reporting output metrics in terms of capacity and quality for both programming and execution. Output metrics reporting is not contingent upon having an authoritative data source. At a minimum, Output Metrics will be tracked and reported on at the Enterprise level, using the standard Output Metrics display. As authoritative data sources are available, developed and refined, additional granularity of output metrics reporting will be required.
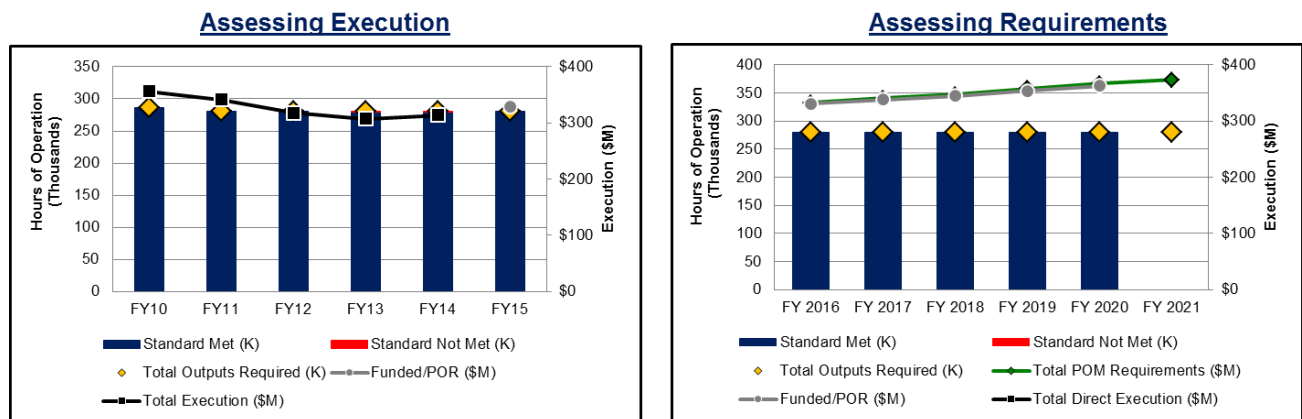

Figure 3 – Output Metrics Reporting (Notional)

Refinement and improvement of output metrics will continuously occur throughout IPT Phases III, IV, and V. As enabling outputs are aligned to develop the Integrated Output, reporting will evolve to include risk indicators, as described in Phase III.

3.3   Phase III: Baseline and Compare

The objective of the Baseline and Compare phase is to establish a baseline of each output in terms of Manpower, Equipment, Facilities, and Output Delivery.

The specific deliverables of Phase III include the following:

- **Manpower Baseline:** Document the requirement and establish a baseline of manpower required to deliver the output. Identify and track manpower impacts on current and future output delivery.
- **Equipment Baseline:** Document the requirement and establish a baseline of equipment required to deliver the output, to include equipment required from enabling programs to support output delivery. Identify and track equipment impacts on current and future output delivery.
- **Facilities Baseline:** Document the requirement and establish a baseline of facilities required to deliver the output. Enabler outputs' IPTs will align facilities requirements in support of the Integrated Output development. Identify and track facilities impacts on current and future output delivery.
- **Integrated Output:** Alignment and tracking of all outputs and resources required to deliver the Integrated Output. Establishing the integrated output includes identification of primary risk indicators, as well as the tracking and reporting of manpower, equipment and facilities data to understand the cross-program impacts of funding changes on CNIC output delivery. Output metrics displays will be updated to include all resources and funding sources required to deliver the Integrated Output.

Each IPT may establish a different path beginning in this phase, focusing on key areas that impact output delivery. Each deliverable in this phase will follow a four-step process for completion. Each HPD will establish a timeline to achieve the key milestones and complete the deliverables.

| Document the Requirement | → | Baseline the current state | → | Complete a variance analaysis (Requirement vs. Current) | → | Develop an Implementation Plan |

Figure 4: Baseline and Compare Deliverable Framework

As the four step process is completed for each deliverable area, the IPT may move on to the next phase. HPDs will implement changes to program policies and guidance as a part of the baseline and compare phase.

3.4   Phase IV: Implement

The objective of this Phase is to implement and align findings from the Baseline and Compare Phase and to achieve efficiencies in business processes, cost avoidance, or savings. Phase IV begins for each IPT deliverable once the Phase III implementation plan is complete and approved. Each IPT may execute various implementation actions, as documented in the Phase III Implementation Plan deliverables. Not all IPTs will execute the same actions or processes.

Deliverable	Implementation Plan	Implementation Action
Manpower	• Update Activity Manpower Document (AMD) based on the requirement • Develop hiring plan and FTE targets to minimize gaps between requirement and staffing	• Complete TFMMS packages to update authoritative manpower data • Complete Recruit/Fill activities to hire critical vacancies
Equipment	• Plan to eliminate excess equipment • Track equipment condition and maintenance to predict future equipment requirement • Update inspection policies to include equipment assessment	• Centralized sourcing of equipment • Update programming model to account for equipment maintenance and lifecycle replacement costs • Execute inspection program to include equipment inventory against approved TOA assessment
Facilities	• Update Facilities list	• Update iNFADS records
Integrated Output	• Enabler Outputs provide Manpower, Equipment and Facilities data to Integrated Outputs	• Integrate Output Metric and primary risk indicators data for reporting

Table 1: Implementation Examples

The Phase IV approach is an iterative process that implements changes to existing processes and policies over time. As implementation actions are completed, IPTs will move on to Phase V.

3.5   Phase V: Optimize

During this phase, IPT s will be leveraged to challenge current business processes and policies with a goal of optimizing Shore service delivery in the future. IPTs will drive innovation and optimization of shore product and service delivery on a continuous basis. As IPTs move forward in Phases III and IV, CNIC will more clearly define the Optimize Phase guidance and deliverables.

4   Governance

4.1   Coordination, Review and Approval

CNIC N5 will lead and direct the daily, enduring activity of IPT efforts. This includes oversight, progress reviews, initiating new projects, and terminating IPT efforts as appropriate. N5 has the authority and is expected to provide uniform decision-making as well as ensuring all efforts support CNIC's ability to improve performance and communicate Shore risk in both programming and execution.

All IPT deliverables provided to CNIC N5 will be assessed as information only or decision briefs:

- **Information Briefs:** Deliverables that require no decision will be categorized as information briefs. Information briefs will be disseminated to the Enterprise as final deliverables via the IPT G2 site. Examples of information briefs include:
    - o   Phase I and II deliverables.
    - o   Phase III, IV, and V deliverables that result in a policy or resourcing change but have concurrence from all Regions and are within the N-code purview to implement.

- **Decision Briefs:** Deliverables that require a decision to implement a change in policy, operations or resourcing will be categorized as decision briefs. N-codes will present IPT decision briefs to the Commander and/or Deputy Commander (DCOM). All decision briefs must provide a summary of impacts of recommended decisions across the Enterprise, specifically the impacts of the decision at the Installation level. Examples of decision briefs include:

  - Phase III, IV, or V deliverables that require a change to current policy, operations or resourcing at the Region or Installation and have non-concurrence from one or more Regions.

4.2   IPT Annual Agenda

CNIC N5 will establish the IPT Annual Agenda at the beginning of each Fiscal Year (FY). The IPT Annual Agenda will outline the focus areas, objectives and priorities of IPT work during the FY.

5   Roles and Responsibilities

The following lists the major stakeholders in the IPT initiative and describes their role and responsibilities:

I.   CNIC HQ N5 is responsible for:
   a. Acting as the governing body for all IPT business;
   b. Developing and approving the IPT Annual Agenda;
   c. Coordinating and communicating with stakeholders at all Echelons for implementation of new or revised definitions, standards or methodologies that impact resourcing of programs;
   d. Reviewing and approving IPT deliverables to ensure that the IPTs are supporting the development of Integrated Outputs; and
   e. Maintaining and updating the IPT SOP.

II.   CNIC HQ N-Codes and Special Assistants (SAs) are responsible for:
   a. Providing oversight to ensure IPTs accomplish assigned deliverables in accordance with established timelines; and
   b. Providing recurring updates to Region N-Codes and SAs regarding IPT status and potential changes to operations as a result of IPT deliverables.

III.   CNIC HPDs are responsible for:
   a. Determining and selecting an appropriate number of IPT Members. All IPTs shall include Region representation;
   b. Communicating IPT information at the Headquarters, Region and Installation levels, to include current and future issues impacting the program, status reports and deliverables;
   c. Ensuring authoritative program data is available and provided in support of IPT deliverables; and
   d. Establishing deliverable timelines and driving all IPT deliverables through to implementation.

IV.   Regions and Installations are responsible for:
   a. Ensuring IPT members from their Chains of Command are provided with the appropriate time necessary to allow for full IPT support;
   b. Supporting IPT deliverable timelines; and

    c.   Providing feedback on deliverables.

V.   IPT Members are responsible for:
    a.   Supporting the development of all IPT deliverables as set forth by the HPD;
    b.   Participating in scheduled IPT meetings.

6   Communications

The Gateway 2.0 (G2) is the primary means of communication:
https://g2.cnic.navy.mil/solutions/ipts/default.aspx.

All IPT working products, status updates and final deliverables will be kept on the G2 IPT site. Additionally, the IPT G2 site will contain a discussion board to maintain dialogue amongst stakeholders on tactical execution of IPT activities.

Prior to IPT deliverable submission to CNIC N5, HPDs will distribute deliverable documents via TV5 and invite comment. Dissenting opinions will be captured and adjudicated by CNIC N5.