



**DEPARTMENT OF THE NAVY**

U.S. NAVAL SUPPORT ACTIVITY NAPLES ITALY  
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NAVSUPPACTNAPLESINST 5450.1  
N5

**31 MAR 2022**

NAVSUPPACT NAPLES INSTRUCTION 5450.1

From: Commanding Officer, U.S. Naval Support Activity, Naples, Italy

Subj: COMMAND PROCESS IMPROVEMENT PROGRAM

Ref: (a) Executive Order 13450, Improving Government Program Performance  
(b) DoD Directive 5010.43, Implementation and Management of DoD-Wide Continuous Process Improvement (CPI)/ Lean Six Sigma (LSS) Program  
(c) SECNAVINST 5220.13, Validating and Leveraging Financial Benefits Associated with Lean Six Sigma for Continuous Process Improvement  
(d) SECNAVINST 5220.14, Continuous Process Improvement  
(e) CNIC Commander's Objective- Human Capital Strategy Plan  
(f) DoD Instruction 1400.25, Volume 250, DoD Civilian Personnel Management System: Civilian Strategic Human Capital

Encl: (1) Standard Critical Elements for Supervisors  
(2) NAVSUPPACT Naples Command Process Improvement Counsel Program Plan  
(3) Training Targets  
(4) Process Maps  
(5) A3 Example

1. Purpose. To improve U.S. Naval Support Activity (NAVSUPPACT), Naples, Italy, Fleet, Fighter, and Family readiness through continuous improvement of all support processes using process improvement tools to reduce cycle times, optimize process reliability, and improve affordability. Per references (a) through (f), provide a higher overall value of service by NAVSUPPACT Naples through continuously increased efficiencies in processes using controlled change so as not to decrease quality of those services.

2. Scope and Applicability. This instruction applies to all NAVSUPPACT Naples personnel in order to achieve long-term sustainability of a continuous improvement culture within the installation. NAVSUPPACT Naples capability is enhanced by processes that are continuously improved in a fully integrated manner across the Organization. A disciplined and consistent approach to pursuing opportunities and solving problems is an integral part of leadership. Continuous, incremental process improvement is intrinsic to the way work is accomplished, opportunities are pursued, and problems solved. Improving NAVSUPPACT Naples is not a separate, transient program led by external specialists with agendas and terminologies that are unclear to the average Sailor or civilian. The continuous improvement discipline is part of our culture.

3. Background. Per references (a) through (f), The Department of Defense (DoD) and the Department of the Navy (DON) adopted the principles of Continuous Process Improvement (CPI) into a composite, enterprise-wide program intended to improve innovation and realize significant "savings" in both fiscal and human resources using Lean Six Sigma (LSS). This CPI Program will provide problem solving at the lowest practical level and education to approach complex problems through teamwork and the disciplined execution of process improvement projects.

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4. Policy. The NAVSUPPACT Naples CPI program promotes, trains personnel, and supports an enduring culture of CPI success, to incrementally improve processes that support the command mission and vision using three strategic elements:

a. Simple Solutions First. All hands are CPI Professionals who will strive to solve problems at the lowest practical level and must have the knowledge, resources, and expectation to innovate CPI concepts. The Command will provide basic awareness of lean principles through indoctrination, professional training, and support to empower employees to be active members of the CPI Program. Through targeted training and systems, we make process improvement part of our daily work and encourage the use of Simple Solutions First.

b. Chartered Projects. Complex problems require resources, clear objectives, and discipline to achieve success. CPI/LSS methods will be used to scope, refine, document, and share solutions utilizing embedded personnel with advanced training. Where required, Chartered Projects will provide solutions to complex problems.

c. Sustained Cultural Impact. Identify and implement opportunities for civilians and military members to continue training and develop professionally through the CPI Program. Cultivate a work environment that provides employees with ongoing improvement opportunities through timely feedback, continuous learning, a highly inclusive workplace, and a culture of continued superior performance. Recognize employees who embody the desired culture of continuous improvement, and actively engage in measuring the level of cultural acceptance within the command.

#### 5. Roles and Responsibilities

a. CPI Manager (CPIM) (N5). Overall responsible to employ the fundamental concepts and core competencies of CPI/LSS, and other CPI methodologies that are commonly used throughout the installation, as part of a structured approach for analyzing and improving processes to accomplish the installation mission more efficiently and effectively on a continuing basis.

(1) Serve as the direct representative for the NAVSUPPACT Naples Commanding Officer (CO) on all matters regarding the process improvement transformation at NAVSUPPACT Naples.

(2) Ensure that the command has a full understanding of the requirements and implications of a Lean transformation; specifically, that it is a complete business strategy focused on identifying and eliminating waste and improving efficiency.

(3) Serve as the Chairperson on the Command CPI Council (CCC). Report progress on implementation to the CCC.

(4) Participate in (contributes to) corporate policy development regarding the process improvement transformation.

b. Department Heads (DH) and Special Assistants (SA):

(1) Monitor and track CPI initiatives within the department.

(2) Establish a CPI standard operating procedure (SOP) for their department.

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(3) Using enclosure (1) as a starting point, establish a CPI critical element in all supervisory performance plans to ensure an understanding of CPI demonstrated through documented process improvements.

(4) Identify process constraints to the mission to establish objectives and initiate projects.

(5) Train and maintain staff members per enclosure (2).

(6) If assigned or requested, participate in the CCC.

(7) Per reference (e), provide development opportunities for LSS Practitioners through projects and improvement initiatives.

(8) Coordinate with the CPIM to identify, select, and develop LSS Practitioner, Green Belt (GB), and Black Belt (BB) candidates per enclosure (3) and when applicable. Include the CPIM in the hiring process for imbedded LSS Practitioners. Include the CPIM in the performance appraisal inputs for these practitioners to ensure alignment to the overall program.

(9) Brief the CCC semi-annually, or when invited, on all current CPI initiatives and results within their departments and workcenters.

c. Command CPI Council (CCC).

(1) Will be comprised at a minimum of:

(a) Executive officer (XO)- Senior Member (non-voting)

(b) Command Master Chief (CMC) – Special Advisor

(c) N5- Chairperson

(d) N3 – Backup Chairperson

(e) N6 – Technology Insertion Advisor

(f) N8 – Finance Advisor

(g) N9 – Quality of Life Advisor

(h) N04C – Policy Advisor and Minutes Keeper

(2) Share and discuss command-wide CPI efforts and establish/discuss command focus areas and projects. Annually the CCC will identify and prioritize tactical focus areas to address the top challenges to mission.



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(3) Invite the CO quarterly to the CCC and report the command-wide CPI accomplishments, plans for LSS Practitioner/GB/BB development and employment, and status of projects planned for the next six months.

(4) Provide standardized training materials for use throughout the command.

(5) Assist in developing performance metrics where new metrics are required as a result of CPI transformation efforts.

(6) Develop and maintain improvement implementation metrics.

(7) Select trainees per enclosure (2).

(8) Collate resource requirements and make recommendations to the CO for CPI resource allocations.

(9) Prioritize projects based on command priorities, anticipated benefits, and available resources.

(10) Publish a schedule for Departments to brief their ongoing CPI Initiatives and implementations results.

(11) Develop and provide a standard report card to all DHs and SAs.

d. NAVSUPPACT Naples Supervisors and Managers.

(1) Ensure all employees have the basic knowledge of CPI concepts using Awareness and Orientation training to introduce process improvement concepts and principles.

(2) Identify and document value streams within their area of responsibility and establish goals to develop CPI work. Ensure the accomplishment of CPI activities by using the practices and procedures established and maintained by the CPIM in enclosure (2).

(3) Identify strong Practitioner candidates and promote their development. Coordinate with the DH/SA and CPIM for candidate consideration by the CPI council.

e. Lean Six Sigma Practitioners. Embedded process improvement experts, who teach and guide team process improvement principles and tools to drive innovation and CPI culture, and must:

(1) Align efforts to the CCC tactical focus areas and other command objectives. Brief the CPIM, and cognizant DHs/SAs on progress.

(2) Document projects and events in a charter, and improvements using enclosures (4) and (5).

(3) Actively engage in ongoing education and development.

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6. Records Management

a. Records created as a result of this instruction, regardless of format or media, must be maintained and dispositioned per the records disposition schedules located on the Department of the Navy Assistant for Administration, Directives and Records Management Division 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 instruction or the records disposition schedules, please contact the local records manager or the OPNAV Records Management Program (DNS-16).

7. Review and Effective Date. Per OPNAVINST 5215.17A, NAVSUPPACT Naples will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, Department of Defense, Secretary of the Navy, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 10 years unless revised or cancelled in the interim and will be reissued by the 10-year anniversary date if it still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the need for cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.



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STANDARD CRITICAL ELEMENTS FOR SUPERVISORS

1. The performance standards below are designed as general requirement for all supervisors performance plans. This critical element should be modified to reflect specific, measurable, relevant, achievable, and timely (SMART) factors regarding each individual's position.
2. Leading Change (5% - 10%):
  - a. Develops and implements quantifiable contributions to U.S. Naval Support Activity (NAVSUPPACT), Naples, Italy, Strategic Vision goal improving processes within the work center.
  - b. Balances change and continuity; strives to improve customer/tenant service and program performance and creates a work environment that encourages creativity.
  - c. Accounts for stakeholders' needs. Identifies/analyzes underlying dynamics and interests creating problems/conflicts, including assistance to affected internal and tenant commands in problem-solving and conflict resolution.
  - d. Develops creative insights and innovations and considers them along with conventional approaches; generates and evaluates with leadership alternative solutions that achieve mutually acceptable goals.
  - e. Builds consensus through focus on underlying interests and mutual gain of parties, demonstrates how collaborative problem solving was considered and used to support environmental and organizational decision-making.
3. Consider the following SMART Factors:
  - a. Specific – What needs to be accomplished? The performance standard should be stated as simply, concisely, and explicitly as possible to answer questions such as how much, for whom, for what, and how often?
  - b. Measurable – Where is the performance target? This is the gauge for quantifying the accomplishment of the performance element and calls for criteria to measure progress toward the goal. Writing measurable performance standards delivers an objective evaluation.
  - c. Achievable – Can the element be accomplished with the resources, personnel, and time available, and is it sufficiently challenging but not so complex as to be unrealistic?
  - d. Relevant – Why is the element important? This links the element to the organization and Department mission.
  - e. Timely – When will the element start, or be completed? If a multiple process project is being evaluated, name the specific outcome expected for the current appraisal cycle.

Enclosure (1)



NAVSUPPACT NAPLES COMMAND PROCESS IMPROVEMENT COUNSEL PROGRAM  
PLAN

1. Resource Utilization. Working together with part civilian and military human resources systems, N5 (Lean Program Manager) will develop and implement the capability to identify, track, and fully use Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) professionals throughout the workforce by:

a. CPI Counsel (CPC) will identify military and civilian CPI professionals across the command using the criteria, characteristics, and standards below. These selected individuals will receive training and certification as CPI/LSS Practitioners, Green Belts, and Black Belts.

(1) General Attributes for Practitioners. Personnel assigned to process improvement should be the best and brightest, the future leaders of an organization. Managers must ensure personnel chosen to become Practitioners possess some or most of the qualities and attributes listed below:

(2) Forward-Thinkers. Candidates will be “out of the box” thinkers and not be overly tied to past processes and requirements. Process improvement practitioners need to be able to see ahead and help teams navigate through existing cumbersome or overly restrictive processes to reach a target future state. During events, process improvement practitioners need to push team members to consider all potential options and challenge teams to look for creative solutions. They must see beyond the barriers and motivate teams to future process breakthroughs.

(3) Computer Literacy. Candidates must have a basic knowledge of NAVSUPPACT Naples computer systems/processes and be able to use basic software programs such as electronic mail, Word, Excel, Microsoft Teams, and PowerPoint.

(4) Self-Starters. Candidates must be self-starters and able to manage their own time and workload with little supervision. From planning through execution and follow-up, the process improvement practitioner works independently with Value Stream Sponsors and Team Leaders. Following general Standard Operating Procedures (SOP), the process improvement practitioner will guide and direct teams in application of improvement techniques to improve processes. They are also expected to continually pursue improving their process improvement skills and abilities.

(5) Desire for Improvement. Candidates must want to be part of the improvement effort and have a desire to improve processes and become “change agents” wherever they work.

(6) Analytical Thinking. Candidates must be able to objectively analyze processes and data. Process improvement practitioners assist Sponsors, Team Leaders, and teams in identifying, collecting, and analyzing data to help determine focus areas and provide a foundation for future measurements and metrics.

Enclosure (2)

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(7) Effective Communicator. Candidates must be able to communicate clearly and effectively with various levels of personnel in a variety of situations, both orally and in writing.

(8) Leading Teams. Candidates must be comfortable being in front of and leading teams with diverse backgrounds. They must remain objective and disconnect themselves from personal ownership of the process under review. Skills also include being able to effectively deal with varying types of team dynamics (disruptive team members, dominating personalities, etc.) and stressful situations in team settings without becoming emotional. Process improvement practitioners must be able to effectively use improvement tools to lead teams through the process and be able to guide and direct teams where necessary to meet the expectations of the Sponsor.

(9) Positive Attitude. Candidates must possess a positive attitude, as well as be able to convey enthusiasm to the teams they coach.

b. Provide certificates of completion to the command Administration Department (N04C) to include CPI/LSS levels of competency certifications in official personnel records.

c. Establish the requirement to recruit or train CPI/LSS professionals as part of all process improvement teams and, or organizations.

d. Ensure sufficient levels of investment in organizational training programs and budgets to develop and maintain required numbers of CPI/LSS trained personnel to satisfy organizational requirements.

2. Levels of Involvement. A standard management and support structure for a CPI/LSS deployment is essential to ensure successful, integrated deployment of the CPI/LSS culture, and reinforcement of applicable roles and responsibilities. The basic CPI/LSS organizational structure is:

a. CPI Level 1: All Hands (Basic Lean Awareness/White Belt). All NAVSUPPACT Naples personnel are educated on the basic principles of lean, wastes, and continuous process to further promote a culture of continuous improvement.

b. CPI Level 2: CPI Practitioners (Basic Level LSS- Practitioner/Yellow Belt equivalent). Supervisors provide senior management guidance, resources, and leadership of the CPI/LSS program for a specific department.

c. CPI Level 3: CPI Project Leaders (Moderate Level LSS- Leaders/Green Belt). Department Heads provide education and training and facilitate management of CPI/LSS initiatives.

d. CPI Level 4: CPI Project Managers (Maximum Level LSS- Managers/Black Belt). Accept project ownership and employ CPI/LSS tools to execute process improvement.



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e. CPI Program Owner (N5). Define organizational vision and strategies, assess and guide deployment plans and applicable metrics, and monitor project performance.

f. CPI Counsel. Provide vehicles for sharing CPI information and collectively help optimize CPI initiatives across the Installation and with other CPI higher professionals.

3. Measurement of Success. All CPI Professionals will apply accepted CPI/LSS concepts through a disciplined deployment approach that is focused on the alignment of goals and priorities throughout the organization. Baseline performance against the priorities and goals will identify improvement opportunities for closing gaps. Leaders will consider the customer, operational environment, resource availability, and viable technology enablers when establishing priorities and goals. The elements of an effective CPI/LSS deployment include:

a. Ensuring full understanding of the installation's mission, vision, and strategy by all CPI/LSS program participants and alignment of CPI projects to these elements. Effectively educate workforce and implement this instruction validating CPI benefits

b. Establishing a performance baseline.

c. Articulating performance measures and then measuring performance against those measures.

d. Tracking and reporting performance gains from CPI projects

e. Obtaining advance commitment of key leaders in the project charter to support implementation and sustain gains.

f. Developing transition plans as part of the project to guide a seamless transition to the improved process.

g. Use of an organizational scorecard to monitor and manage the process performance.

h. Ensuring projects produce control devices like specific procedures and checklists, so baseline performance deviations can be easily identified.

i. Quantifying and reporting fiscal advantages following the implementation of solutions, CPI efforts, and initiatives.

j. Leveraging cooperative nature of CPI working group to replicate successful projects as appropriate.

k. Establishing goals and specifying how projects will be selected and managed; using CPI/LSS to improve performance.

l. Continuously aligning and measuring goals at each level of the organization, from individual projects to Service and/ or agency management organizations to Installation level goals in order to validate causal relationships, key stakeholder roles and responsibilities, and positive impact up and down the enterprise value chain.

m. Creating mechanisms/awards to formally recognize CPI accomplishments within the command.

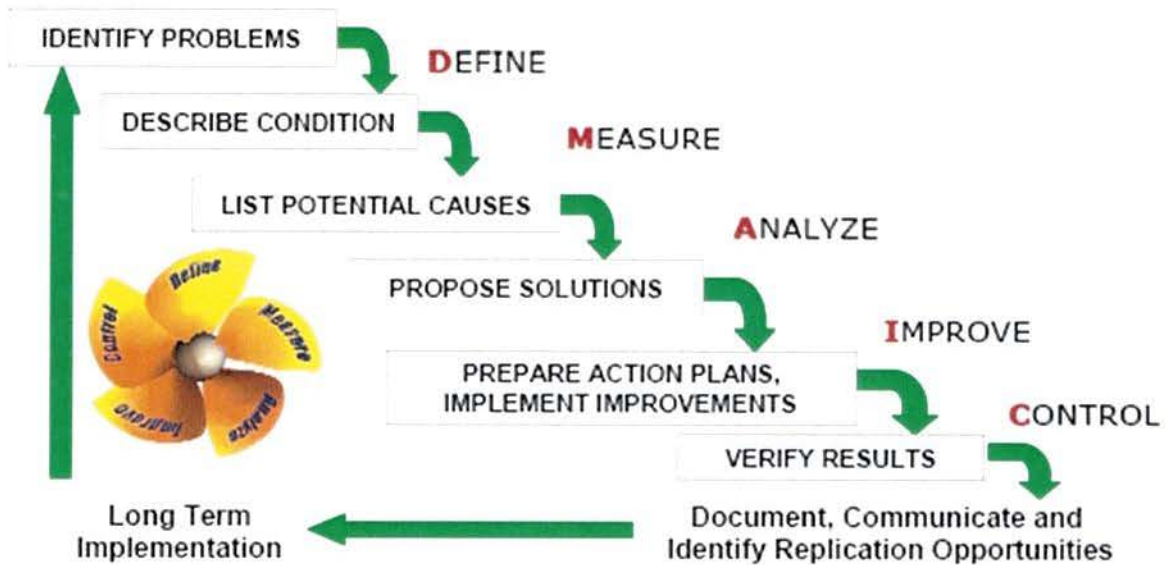
n. Developing a framework of CPI/LSS structure and behavior that:

(1) Keep the CPI efforts aligned with planned expectations that guide the team to obtain needed expertise and consistency of approach.

(2) Accomplish required detailed analysis of current operations and the options for improvement.

Table 1. The CPI Counsel will understand and incorporate the Define Measure Analyze Improve Control (DMAIC) methodology into the CPI program and their governing decisions.

### Standard Improvement Methodology: DMAIC





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TRAINING TARGETS

1. TRAINING. Per reference (d), in order to maintain a sustaining knowledge base that promotes the organization culture of process improvement and meeting the demands for solving problems an adequate amount of training must be applied. To make this vision self-sustaining and long lasting, U.S. Naval Support Activity (NAVSUPPACT), Naples, Italy, will need to provide training to All Hands in order to empower team members, reduce waste, and improve efficiency across the installation.

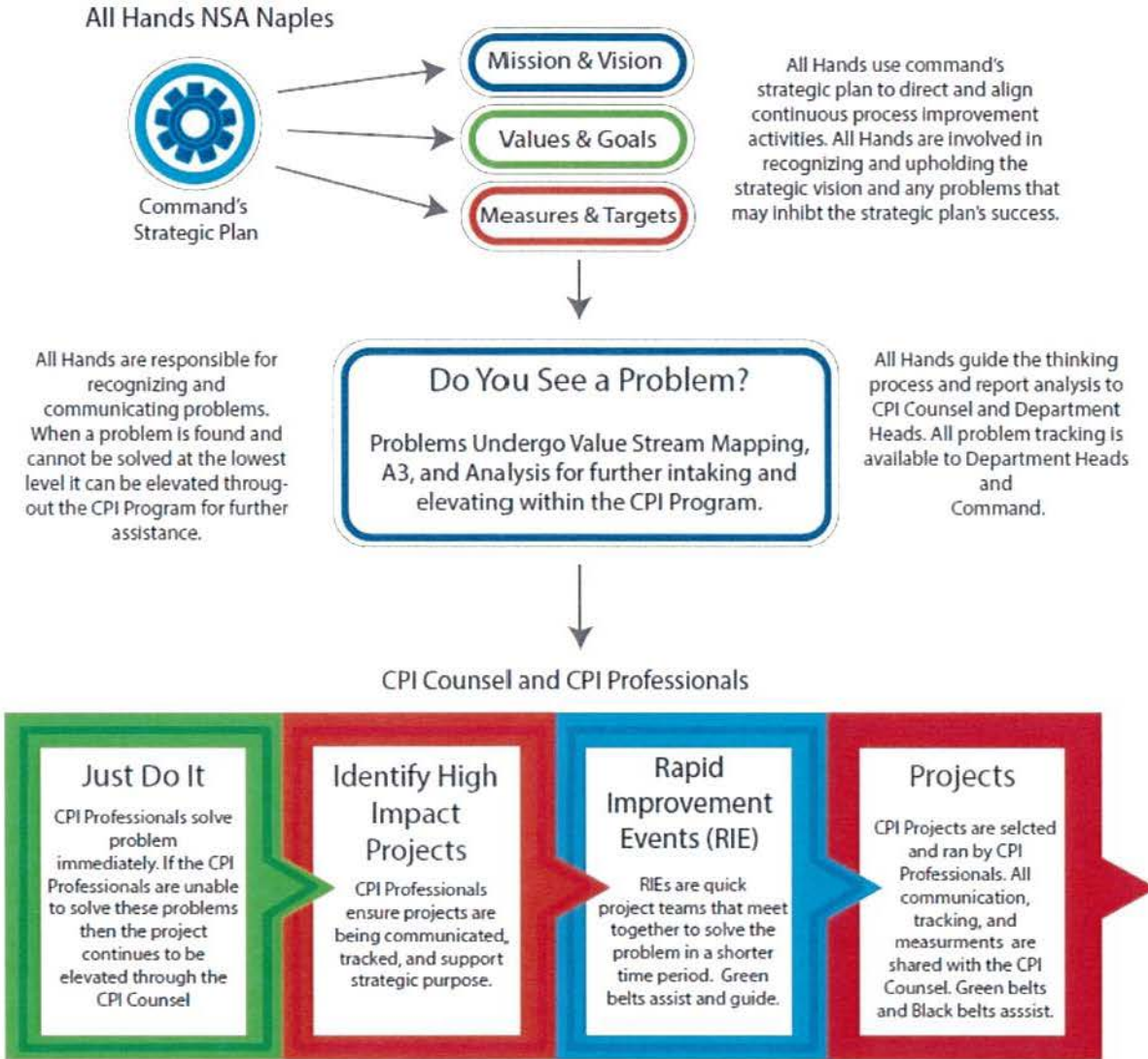
Command:	June		July		Aug		Sept	
	# of People	% of Goal	# of People	% of Goal	# of People	% of Goal	# of People	% of Goal
<b>Basic Lean Awareness (Goal is 100%)</b>								
All Hands on NSA Naples	189	25%	378	50%	567	75%	755	100%
Supervisors/Department Heads (30%)	25	25%	50	50%	75	75%	100	100%
CPI Professionals (20%)	10	25%	20	50%	30	75%	40	100%
<b>LSS Practitioner (Goal 5%)</b>	<b>38</b>		<b>38</b>		<b>38</b>		<b>38</b>	
Trained- Total # of trained LSS Practitioners	7	18%	7	18%	7	18%	7	18%
Ready For Tasking- Total # of Active Practitioners	4	57%	4	57%	4	57%	4	57%
Utilized - Total # of Practitioners Assigned to Projects	0	0%	0	0%	0	0%	0	0%

Command:	FY22		FY23		FY24	
<b>LSS Practitioner (Goal 5%)</b>	<b>38</b>		<b>38</b>		<b>38</b>	
Trained- Total # of trained LSS Practitioners	7	18%	31	82%	38	100%
Ready For Tasking- Total # of Active Practitioners	4	57%	11	35%	31	82%
Utilized - Total # of Practitioners Assigned to Projects	0	0%	4	13%	20	53%
<b>LSS Green Belts (Goal 4%)</b>	<b>30</b>		<b>30</b>		<b>30</b>	
Trained- Total # of trained LSS Green Belts	10	33%	20	67%	30	100%
Ready For Tasking- Total # of Active Green Belts	1	10%	10	50%	20	67%
Utilized - Total # of Green Belts Assigned to Projects	0	0%	1	5%	12	40%
<b>LSS Black Belts (Goal 2 - 3 for Installation)</b>	<b>3</b>		<b>3</b>		<b>3</b>	
Trained- Total # of trained LSS Black Belts	1	33%	2	67%	3	100%
Ready For Tasking- Total # of Active Black Belts	1	100%	1	50%	2	67%
Utilized - Total # of Green Belts Assigned to Projects	1	100%	1	50%	2	67%



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PROCESS MAPS



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PROCESS MAPS (cont.)



**Managers**  
Managers communicate with staff to receive all information on wastes. Waste should be attempted to be solved at the lowest level, if it cannot be solved it can be elevated to Department Heads.

**Department Heads**  
Department Heads communicate with managers to receive all information on waste and intake them in order to communicate with the CPI Counsel. Waste should be attempted to be solved at a department level if not it can be elevated to the CPI Counsel.

**CPI Counsel**  
Receives intake information from Department Heads. communication from Department Heads, and classifies the waste by its relation to the strategic vision. Waste should be solved within the CPI Counsel, but if cannot be solved it is elevated to a project selection process.

**Project Selection**  
Once wastes have been elevated to the CPI Counsel and is selected for projects, an extensive process takes place that involves CPI professionals who investigate root causes of wastes.

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A3 EXAMPLE

Project name  
Lean practitioner  
Project sponsor

1. Define the problem and project scope

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2. What is the current situation and identify the 'the gap'

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3. Next target

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4. Root causes

--

5. Counter measures


6. Implementation plan


7. Evaluate result and process - adjust if necessary

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8. Standardize the new process AND celebrate

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