



DEPARTMENT OF THE NAVY

CHIEF OF NAVAL EDUCATION AND TRAINING
250 DALLAS ST
PENSACOLA FLORIDA 32508-5220

CNETINST 5000.6
TR19
21 Apr 2000

CNET INSTRUCTION 5000.6

Subj: USE OF INTEGRATED PROGRAM TEAMS (IPT) FOR CHIEF OF NAVAL EDUCATION AND TRAINING (CNET) HEADQUARTERS AND THE NAVAL EDUCATION AND TRAINING COMMAND (NAVEDTRACOM)

Ref: (a) Department of Defense Guide to IPPD, Office of the Under Secretary of Defense (Acquisition and Technology) dated 05 February 1996
(b) Integrated Program Team Manual Update, December 1996

Encl: (1) IPT Charter Form (CNET 5000/28)

1. Purpose. This instruction provides policy and guidance for the use of IPTs in support of CNET processes and program activities.

2. Applicability and Scope. This instruction applies to CNET headquarters divisions and departments. Subordinate commands are encouraged to use this instruction as a guideline for implementing the IPT process when applicable.

3. Background

a. As discussed in reference (a), the use of Integrated Process and Product Development (IPPD) has been mandated by the Secretary of Defense for Department of Defense acquisition processes. IPPD is a management technique that integrates all essential acquisition activities through the use of multi-disciplinary teams, or IPTs, to optimize design, manufacturing, business, and support processes. These teams are established to accomplish specific tasks and are designed to resolve issues efficiently at the lowest possible level.

b. IPTs are **cross-functional** teams created "to improve program success rates, do the right things on time, and do them right the first time" (Honorable R. Noel Longuemare, Principal Deputy Under Secretary of Defense). Clearly, this team approach has application not only in the acquisition process, but in many other processes as well. For this reason, CNET intends to expand this methodology beyond the scope of solely acquisition activities to include any process or activity (newly proposed or improvements to existing) which requires **cross-functional** input to ensure that all relevant issues or concerns have been addressed and resolved prior to implementation. The goal of the CNET IPT process is to provide structure to issue discussion and resolution, particularly where **multiple divisions** or program interfaces are involved.

c. Program managers must be alert to issues that can benefit from the application of the IPT process. IPPD/IPT has been an effective tool for the Navy acquisition process since 1995. CNET can make use of the lessons learned through various programs that routinely apply IPPD/IPT principles, an example of which is documented in reference (b).

4. Responsibilities

a. CNET

(1) Ensure adequate facilities and support equipment are available for conducting IPT meetings.

(2) Ensure that CNET staff members understand the purpose and application of IPTs.

(3) Provide adequate resources to ensure that members of IPTs have the training necessary to accomplish their mission and objectives.

b. Executive Steering Committee (ESC)

(1) Will be comprised of CNET Division Directors and meet monthly or more often as requirements dictate.

(2) Provide oversight to the IPT process regularly reviewing the status of ongoing IPTs.

(3) Review recommendations to implement any IPT prior to establishment to prevent duplication of efforts.

(4) Act as final approval authority on all IPT recommendations.

c. CNET Program Managers

(1) Identify processes and activities where the implementation of an IPT could prove beneficial.

(2) Act as IPT sponsors, bringing potential IPTs to the ESC for review and approval. Potential IPTs may be identified by the respective program manager or any other staff member but must be taken to the responsible program manager to be raised to the ESC.

(3) Act as liaison between the IPT and the ESC, communicating team progress, concerns, and resource requirements, and championing team recommendations.

(4) Assign a team leader and coordinate with other program managers to enlist membership on sponsored IPTs.

(5) Ensure that the entire IPT, not just the team leader, is held accountable for team performance.

(6) Ensure that all team decisions are made within the scope of the team's charter.

(7) Advise and provide counsel and assistance to sponsored IPTs.

d. IPT Teams

(1) Complete the IPT Charter form (enclosure (1)). This form may be completed and submitted electronically and is available on the "S" drive under the IPT directory. Submit to the Assessment Division.

(2) Keep team sponsor apprised of all meeting dates, discussions, conclusions, and recommendations reached by the team.

(3) Develop and update plans of action and milestones (POA&Ms).

(4) Maintain and publish meeting minutes and provide status updates upon request.

(5) Assist team sponsor in preparing updates to the ESC.

5. Discussion

a. When to Use an IPT. The use of IPTs is encouraged whenever a process, activity, or issue (new or existing) is identified which requires staff expertise from **multiple divisions** to adequately address and resolve potential concerns, and where identification and resolution of all issues is likely to require regular meetings for an extended period of time. IPTs are not designed to replace the normal teamwork environment which currently exists where it is not unusual for persons from **multiple divisions** meet to address a specific issue and walk away with a plan for resolution. IPTs should be formed only when it is anticipated that a significant amount of time will be required of individuals from numerous divisions to develop an adequate plan for resolution/implementation and where attendance at regular meetings will be required through resolution/implementation to monitor and evaluate the success of the project.

b. How to Establish an IPT. The following process should be applied in the establishment of IPTs:

(1) Identify the issue, problem, or process improvement project requiring IPT establishment.

(2) Select the IPT sponsor (usually an individual in a management or leadership position within the organization such as a supervisor, program manager, deputy division director, division director, or special assistant).

(3) Obtain approval of the ESC.

(4) Establish team membership.

(5) Submit the completed IPT Charter form to the Assessment Division for tracking.

c. Ensuring Success with IPTs. Critical to the formation of a successful IPT are:

(1) All functional disciplines that influence, or are influenced by, the process or activity being reviewed should be represented.

(2) A clear understanding of the team's goals, responsibilities, and authority should be established among supervisors, program managers, and functional managers, as well as with the IPT members.

(3) IPT members should have complementary skills and be committed to a common purpose, performance objectives, and approach for which they hold themselves mutually accountable.

(4) All IPT team members should be provided with the necessary tools and training to accomplish the team's mission and objectives (see item paragraph 5d below).

(5) Identification of resource requirements such as staffing, funding, and facilities should be accomplished as soon as practicable after the decision to implement an IPT. A team charter, enclosure (1), will be used to document these requirements.

d. Training for IPT Members. It is recommended that all team members be trained in how to work in a team environment, the basics of process improvement concepts, communication skills, project management, and basic quality improvement tools and techniques prior to becoming an active member on any IPT. Persons interested in training should contact the Training Division of the Human Resources Office for a list of available training courses.

e. The IPT decision-making processes and the empowerment of the teams may require cultural change in the way decisions are made within CNET. Reference (b) provides sound advice on the formulation of a command atmosphere that will accommodate the precepts of IPPD/IPT.

6. Form. CNET 5000/28 is available on the CNET home page (www.cnet.navy.mil).

/S/D. L. BREWER, III
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IPT Charter Form

IPT Name:

Begin Date:

End Date:

IPT Purpose/Charter:

Team Objectives:

- 1.
- 2.
- 3.
- 4.
- 5.

How will team effectiveness be measured?

IPT Status: Active

Status Date:

Date of Last Update:

Date of Last Meeting:

Results to Date:

- 1.
- 2.
- 3.
- 4.
- 5.

IPT Sponsor Name

Sponsor Code

Sponsor Phone

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IPT Leader Name

Leader Code

Leader Phone

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IPT Member Names

Member Codes

Member Phones

Supporting Documentation/Files:

Filename

File Type

File Location

	Microsoft Project	
	Microsoft Project	

Comments: