



DEPARTMENT OF THE NAVY

NAVAL SEA SYSTEMS COMMAND  
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IN REPLY TO

NAVSEAINST 5401.2  
Ser 10/125  
9 Jul 08

NAVSEA INSTRUCTION 5401.2

From: Commander, Naval Sea Systems Command

Subj: COMPETENCY ALIGNED ORGANIZATION (CAO)/INTEGRATED PROGRAM TEAM (IPT) IMPLEMENTATION

Ref: (a) ASN(RD&A) memo of 18 Jan 2008  
(b) SECNAVINST 5400.15C  
(c) NAVSEAINST 5400.97C  
(d) NAVSEAINSTs 5450.66/67  
(e) U.S. Navy Regulations, 1990  
(f) NAVSEAINST 5400.107

1. Purpose. To publish policy for Competency Aligned Organization (CAO)/Integrated Program Team (IPT) implementation at Naval Sea Systems Command (NAVSEA).

2. Scope. Effective immediately, this instruction applies to all NAVSEA organizations, including headquarters and field, and affiliated Program Executive Offices (PEOs), except SEA 08.

3. Discussion

a. Reference (a) directed the Systems Commands (SYSCOMs) and Program Executive Offices (PEOs) to align within a CAO/IPT business model based on a common CONOPS description. NAVSEA worked collaboratively with the other SYSCOMs and defined a CAO/IPT construct that satisfies reference (a) requirements to maximize commonality in design across SYSCOMs, while preserving the ability to address NAVSEA's unique and emergent organizational issues and mission.

b. Reference (b) defines the roles and responsibilities of the SYSCOMs and the PEOs. This NAVSEAINST implements those roles and responsibilities.

c. The CAO/IPT functional design structure operates horizontally and vertically across all organizational boundaries to improve performance of customer workload requirements. The operating construct maintains lines of command and technical authority defined in references (b) through (e), and contains three critical components.

(1) Workload: Forecast customer workload requirements.

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(2) Workforce: Determine the workforce required to execute the customer requirements.

(3) Processes: Implement common processes, systems, standards and tools to meet customer workload requirements.

4. Responsibilities. The implementation of CAO/IPT at NAVSEA will require significant coordination and collaboration between Competency Domain Leaders (CDLs) and line management organizations/Business Units. The following designations and responsibilities are assigned relative to the implementation of CAO/IPT:

a. CDL designations for the ten (10) Competency Domains are:

(1) Program Management: Chair of Program Management Competency Leadership Board

(2) Contracts: SEA 02

(3) Logistics: SEA 04L

(4) Research and Systems Engineering: SEA 05

(5) Corporate Operations: SEA 10

(6) Financial: SEA 01

(7) Explosive Ordnance: ED, NOSSA

(8) Legal: SEA 00L

(9) Industrial Operations: SEA 04

(10) Information Management/Information Technology (IM/IT): SEA 00I

b. Competency Domain Leaders (CDLs) shall:

(1) Monitor the total workload forecast and address stewardship issues for the workforce. This includes resource requirements of Competency Domain management.

(2) Interface with Program Executive Officers and Business Units to understand the total demand for work. Identify and evaluate strategic sourcing, in/outsourcing decisions that impact critical capabilities.

(3) Issue guidance for workforce planning and career development within the Competency Domain.

(4) Issue or approve common processes, systems, tools, and standards, as appropriate, to do the work assigned.

(5) Ensure employees have the requisite knowledge, skills and abilities. Collaborate with Business Units and determine specific workforce requirements to respond to planned and emergent issues of national, strategic importance.

(6) Collaborate with other CDLs to resolve cross-Domain issues.

(7) Collaborate with Business Unit Leaders and CAO Program Manager to establish and maintain the placement of all NAVSEA employees into the ten (10) Competency Domains.

c. Business Units are defined as NAVSEA organizations that have line management responsibility to execute work for a PEO or other customer. Business Unit designations are:

(1) NAVSEA HQ Directorates, staff codes, and PEOs (with exception of SEA 08)

(2) Naval Surface and Undersea Warfare Centers

(3) Public Shipyards

(4) Supervisors of Shipbuilding

(5) NAVSEA Logistics Center

(6) Other NAVSEA subordinate commands

d. Business Unit Leaders shall:

(1) Understand, accept and assign the right work to the right place; and manage the execution of work.

(2) Manage supply and response to demand; make workload transparent and interface with Competency Domain Leaders (CDLs) to optimize supply and demand.

(3) Implement Competency guidance for workforce planning and career development; work with the Competency Domain Leaders to identify and allocate appropriate resources for Competency development efforts.

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(4) Conduct work in accordance with policies, standards, common processes, systems and tools issued by the Competency Domain Leaders.

(5) Populate IPTs to execute the work with employees that possess the knowledge, skills, abilities and behaviors, and use the standards, common processes, systems and tools required by all applicable Competency Domains.

(6) Collaborate with CDLs and CAO Program Manager to establish and maintain the placement of all NAVSEA employees into the ten (10) Competency Domains.

(e) Integrated Program Teams (IPTs) shall:

(1) Encompass NAVSEA employees assigned by NAVSEA Directorates and Business Unit managers from within all Competency Domains required to execute the work.

(2) Operate with the IPT Lead accountable to the PEO/PM for work execution.

f. CAO Program Manager shall:

(1) Collaborate with CDLs and Business Unit Leaders to establish and maintain the placement of all NAVSEA employees into the ten (10) Competency Domains.

5. Governance. Reference (f) defines the collaborative governance structure for adjudicating a broad array of issues that may emerge as NAVSEA presses forward with CAO/IPT implementation.

6. Action. CDLs will develop an integrative CAO/IPT operations manual within 120 days of the date of this instruction that details the structure, operating procedures and key relationships for making CAO successful within NAVSEA. This manual will serve as a living document to be reviewed annually based on lessons learned and key successes.



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Distribution:

ASN(RD&A)

SEA 00, 09, 00B, 01, 02, 04, 05, 07, 08, 10, 21

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