DEPARTMENT OF THE NAVY
NAVAL SEA SYSTEMS COMMAND
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IN REPLY TO

NAVSEANOTE 5400
Ser 105/229
17 Aug 2004

NAVSEA NOTICE 5400

From: Commander, Naval Sea Systems Command

Subj: ESTABLISHMENT OF TASK FORCE LEAN (SEA TFL)

Encl: (1) Organization Chart for Task Force Lean

1. Purpose. Establish Task Force Lean (TF Lean) (SEA TFL) as the organization with cognizance over all lean activities within the Naval Sea Systems Command (NAVSEA).

2. Background. Phase 5 of NAVSEA's Transformation is: "Implement Lean Principles and Level Two Collaboration; Execute the Human Capital Strategy". In order to successfully manage the lean activities across the Enterprise, Task Force Lean is being established. This effort ties directly to the Assistant Secretary of the Navy for Research, Development and Acquisition's "Source Document: A Blueprint for the Future" and the lean efforts under the cognizance of the Deputy Assistant Secretary of the Navy for Logistics (DASN (Logistics)). TF Lean will address only the Lean elements of Phase 5. Level Two Collaboration and Human Capital Strategy will be managed separately.

3. Scope. TF Lean has cognizance over all lean activities in NAVSEA. TF Lean will not impede any efforts that are already underway, but will maintain awareness of all lean efforts, track results from these efforts, identify and communicate applicability to other parts of the Command, and track savings generated from lean activities. Additionally, TF Lean will define additional processes for study and coordinate training across the Command. These processes should include both overhead and direct work. The goals of TF Lean, as stated at the July 2004 Commander's Conference, are:

- Improve productivity and return on investment;
- Employee participation is key; leaders need to be able to tell their workforce that, to the best of our ability, no one will lose their job because of their participation in lean efforts;
- We will manage attrition, hiring and workload to make this "true";

- Participation in lean efforts should not create immediate job risk; goal is to apply "redirected" labor toward making even more improvements.

4. Authority. Task Force Lean is the single point of contact for NAVSEA lean efforts. As such, TF Lean will be NAVSEA's voice on lean both internally and externally, including interfacing with DASN (Logistics). TF Lean will gather necessary data directly from the deckplate. Deployment of recommendations will be through the command lines of business via the cognizant chain of command.

5. Staffing and Organization. The Director of Task Force Lean reports directly to Commander, NAVSEA. Enclosure (1) is the organization chart for TF Lean. TF Lean is headed by a Flag. Until the Flag reports, Mr. Jim Brice (currently SEA 04X) will be the acting Director of the TF. A small staff comprised of representatives from the Warfare Centers, Naval Shipyards, and NAVSEA HQ/PEOs will support the TF. The staff may be augmented by additional NAVSEA personnel as required and negotiated with the cognizant organizations. Matrix support for administrative and other corporate functions, such as legal, financial, and contracting, will be provided by those organizations (SEA 10, SEA 00L, SEA 01, SEA 02, etc.). Contractor support will aide in developing training, identifying processes for lean application, and executing lean principles.

6. Initial Work Plan. TF Lean will finalize their charter and develop a POA&M within two weeks from the date of this Notice. Within 60 days the team will:

- Assemble all current lean efforts and identify potential areas of cross-pollination;
- Define the initial processes for lean application within each Line of Business;
- Define the required training and the approach to providing it Command-wide;
- Resolve any Human Resources (HR) matters;
- Define metrics for lean - "A", "B", "C" and "D" level;
- Identify the initial Lean Sigma events.
- Participate in the 25/26 August 2004 Shipyard/Warfare Center workshops.

- If feasible, the Director of TF Lean should participate in the September 2004 Lean/Six Sigma Exposure Course being coordinated by ASN(RD&A).

Additionally, the Director of TF Lean will meet weekly with SEA 00 to provide status of progress made in the expansion of lean across the NAVSEA Enterprise. TF Lean will also prepare NAVSEA's response to the Congressional requirement to provide our lean manufacturing plan (DoD response due to Congress 15 February 2005).

7. Timeline. TF Lean is initially chartered for 8 months. The requirement for TF Lean will be reviewed at the end of that 8-month period to determine whether or not the TF needs to continue to exist or whether lean has been sufficiently implemented in the line organizations to enable lean to be effectively managed by existing organizations.

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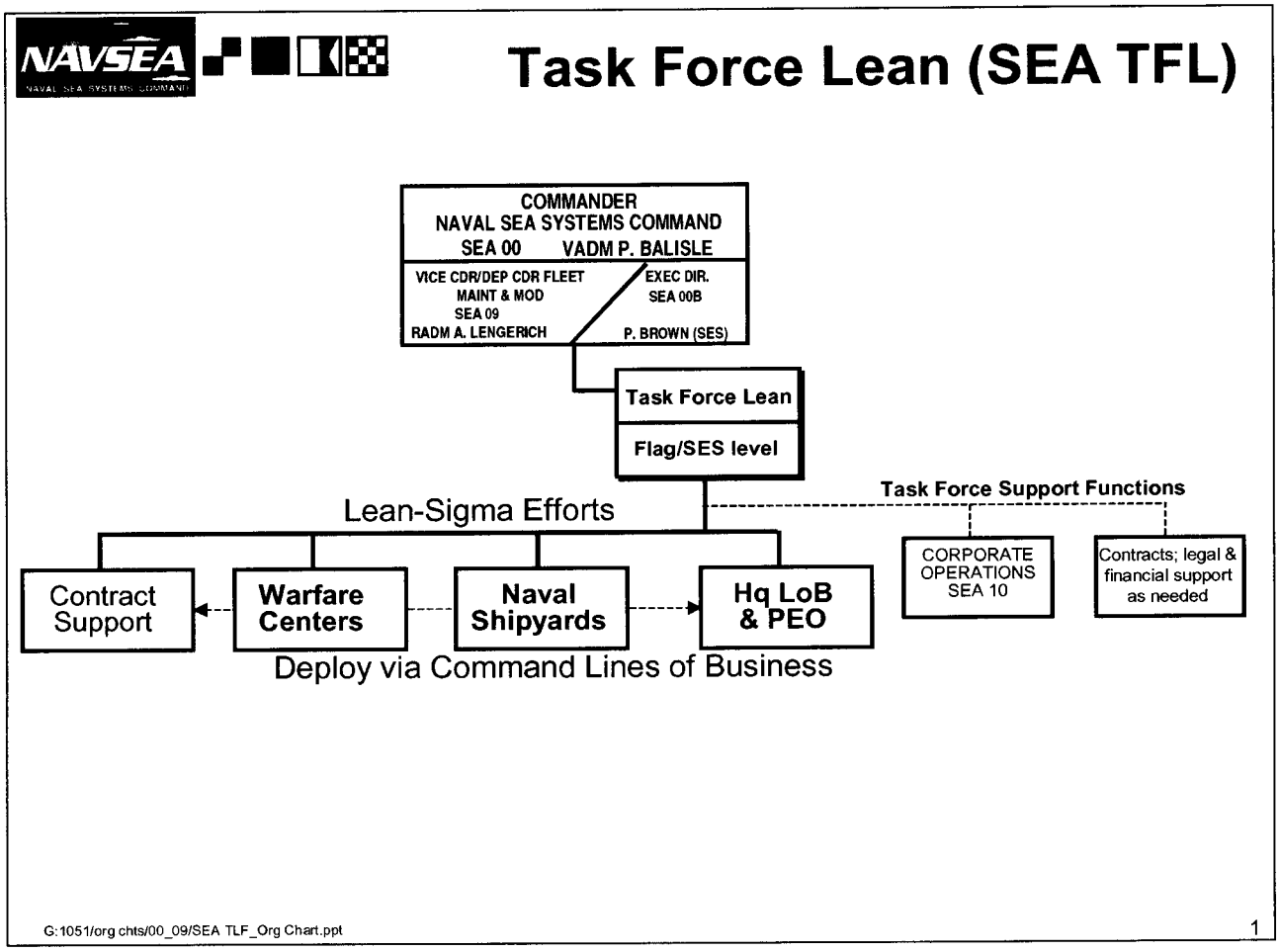
TASK FORCE LEAN
Organization Chart