



**DEPARTMENT OF THE NAVY**  
**NAVAL SERVICE TRAINING COMMAND**  
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**GREAT LAKES, ILLINOIS 60088-2845**

Canc: Dec 13

NSTCNOTE 2000  
N9  
19 Nov 12

NSTC NOTICE 2000

From: Commander, Naval Service Training Command

Subj: NAVAL SERVICE TRAINING COMMAND FY-13 STRATEGIC GOALS

Ref: (a) N1/CNP Strategic Priorities for the MPTE Domain  
(b) Chartering the Course... Fleet Readiness Starts Here,  
NETC Strategic Plan 2013 to 2023

Encl: (1) [NSTC FY-13 Strategic Objectives and Metrics](#)

1. Purpose. To publish Naval Service Training Command (NSTC) Strategic, Goals, Objectives and Metrics for FY-13.

2. Background. Earlier this year, Naval Education and Training Command completed development of its strategic vision. In an effort to ensure that NSTC remains aligned with that vision and to describe our strategic vision, we have updated the NSTC strategic plan.

I have selected three strategic themes that NSTC will pursue as the basis for its FY13 Training Strategy. These strategic themes are based on the results of a SWOT analysis conducted earlier this year using your knowledge and perspective. Over the next 12-24 months, NSTC will focus its efforts in the following areas: "Improving Training Quality", "Become Performance Metric Driven", and "Facilitating Effective Communication." This plan outlines the key activities to achieve our strategic vision.

3. Mission. NSTC revised its mission statement in 2006 to read as follows: "To exercise command over and coordinate efforts of assigned subordinate activities in conducting officer accession education and training and enlisted recruit training, and perform such other functions and tasks assigned by higher authority."

4. NSTC CY-12 Strategic Goals

19 Nov 12

a. Improve Training Quality: NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.

b. Become Performance Metric Driven: NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.

c. Facilitate Effective Communication: NSTC will engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.

#### 5. Action

a. All NSTC personnel should understand these goals, as well as references (a) and (b), to ensure local strategy is properly aligned.

b. All NSTC Directors and Department Heads shall review the objectives and metrics assigned to their respective groups to ensure that their personnel are engaging in activities that facilitate achieving the objectives described in enclosure (1).



DAVID F. STEINDL

Distribution: (NSTCINST 5216.1B)

List 4

**NSTC FY-13 Strategic Objectives and Metrics****Command:** Recruit Training Command**Commanding Officer:** CAPT John Dye

<b>Strategic Theme</b>	
<b>Improve Training Quality:</b> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.	
<b>Supporting Objective</b>	<b>Metrics</b>
Improve analysis study of the Recruit Anonymous Surveys (critiques).	→ Establish quarterly summary report of findings to identify cause analysis and possible trends (both positive and negative).
Expand system of Training Quality Indicators (TQIs) and efforts of Curriculum and Instructor Evaluation Team(CIET) to determine training effectiveness and quality of instruction.	→ Improve overall scope and efficiency of Monthly Training Reports to track instructor certifications, instructor periodic evaluations, MTS requirements, formal course reviews, academic review boards, and test item analysis.
<b>Strategic Theme</b>	
<b>Become Performance Metric Driven:</b> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.	
<b>Supporting Objective</b>	<b>Metrics</b>
Conduct periodic and measurable evaluations of instructors and curriculum.	→ Using NSTC Training Program Evaluation criteria/checklists, RTC will semi-annually conduct internal assessment of Instructor/Curriculum Development processes to validate program compliance.
<b>Strategic Theme</b>	
<b>Facilitate Effective Communication:</b> NSTC will engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.	
<b>Supporting Objective</b>	<b>Metrics</b>

<p>Improve processing and delegation of external Requests for Information (RFI).</p>	<p>→ Establish organizational flow chart for RFIs from external commands thru NSTC N3/5/7 and NSTC N9 to RTC.</p>
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**Command:** Officer Training Command  
**Commanding Officer:** CAPT Vernon Kemper

<p align="center"><b>Strategic Theme</b></p>	
<p><u>Improve Training Quality:</u> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.</p>	
<p align="center"><b>Supporting Objective</b></p>	<p align="center"><b>Metrics</b></p>
<p><i>Review and revise OTCN curricula to ensure we are aligned with the Professional Core Competencies (PCCs). Revise curricula for each officer accession program (OCS, ODS, DCOIC &amp; LDO/CWO) to ensure the curricula are aligned and satisfy the PCCs.</i></p>	<p>→ Pilot and issue Letters of Promulgation for each of the four courses:</p> <ul style="list-style-type: none"> <li>○ DCOIC – NOV 2012</li> <li>○ LDO/CWO –APR 2013</li> <li>○ OCS – OCT 2013</li> <li>○ ODS – OCT 2013</li> </ul>
<p align="center"><b>Strategic Theme</b></p>	
<p><u>Facilitate Effective Communication:</u> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.</p>	
<p align="center"><b>Supporting Objective</b></p>	<p align="center"><b>Metrics</b></p>
<p><i>Develop or improve lines of communications (LOCs) with our stakeholders. Develop or improve LOCs with CNRC and training pipeline partners to improve training efficiency. Specifically:</i></p> <ol style="list-style-type: none"> <li>1) Maintain low OCS attrition rates by ensuring prospective candidates are well informed and mentally prepared for training.</li> <li>2) Reduce the number of OCs who require greater than 12 weeks to complete training by ensuring candidates are physically prepared for training.</li> <li>3) Address enrollment issues, load plans, course prerequisites and eligibility concerns that can extend or delay training.</li> </ol>	<p>→ Maintain OCS attrition rates at less than 9%.</p> <p>→ Reduce by 30% the number of injuries that occur throughout the training program.</p> <p>→ Reduce by 20% the number of Officer Candidates (OCs) that require greater than 12 weeks to graduate.</p> <p>→ Reduce by 30% the number of OCs who fail their initial physical fitness test performed during the first week of training</p>

**Activity / Department:** Officer Development  
**Director / Department Head:** CAPT Keith Hoskins

<b>Strategic Theme</b>	
<p><b>Improve Training Quality:</b> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Ensure Naval Science courses are structured to meet Fleet training and education requirements.</i> OD will coordinate with appropriate USNA and Fleet representatives to begin review of Professional Core Competencies (PCC's).</p>	<ul style="list-style-type: none"> <li>→ NLT March, 2013: NSTC OD, OTC and USNA action officers meet to discuss current PCC's and how well current curricula are able to meet Fleet needs.</li> <li>→ NLT August, 2013: NSTC OD, OTC, USNA and Fleet representatives meet to discuss how well current PCC's align with current Fleet training and education requirements for junior officers. Deliverable is suggested changes, additions and deletions to PCC's.</li> <li>→ NLT December, 2013: NSTC and USNA provide draft PCC's to Fleet representatives for review.</li> <li>→ NLT September, 2014: Commander, NSTC and USNA Superintendent sign revised PCC's.</li> </ul>

<b>Strategic Theme</b>	
<p><b>Become Performance Metric Driven:</b> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Conduct a comprehensive validation plan to evaluate the current selection models used in the NROTC scholarship process.</i> OD coordinate with NPRTS to conduct a review of current selection practices employed by the NROTC Program. This will consist of a review of the existing studies on persistence and success in baccalaureate education, technical reports and policy memoranda. OD will assist NPRST in conducting statistical analysis of existing OPMIS and ad hoc data bases to determine the relative effectiveness of each selection measure for predicting the various measures of success. The final report will provide psychometric integrity, assessment of test bias, assessment of test validity, and relevant metrics of the aforementioned.</p>	<p>→ NLT November, 2012: OD and NPRST meet to define specific parameters of study and define reports and data available within NSTC.</p> <p>→ NLT December, 2012: NPRST finalizes parameters of study.</p> <p>→ NLT 30 June, 2013: NPRST provides a final technical report to NSTC OD.</p>
<p><i>Establish MSISR Nomination Caps</i> OD shall establish caps on the number of MSISR Scholarships available to each Minority Serving Institution. Caps will be tied to a five year average of nominations and five years of production data from each institution.</p>	<p>→ NLT November, 2012: OD shall publish guidance on MSISR Nomination Caps via OPMIS Official Mail.</p> <p>→ NLT 31 May, 2013: NROTC Units shall return any unused nominations to OD, or request to retain them.</p>

<b>Strategic Theme</b>	
<p><b>Facilitate Effective Communication:</b> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Coordinate with USNA on identifying common program application elements.</i> OD will coordinate with appropriate action officers at USNA to identify common elements with Teacher Evaluations and Officer Interview requirements for applicants.</p>	<ul style="list-style-type: none"> <li>→ NLT April, 2013: NSTC work with NETPDTC and USNA to implement new teacher evaluation forms on program websites.</li> <li>→ NLT May, 2013: NSTC OD representatives meet with USNA representatives to define common officer interview requirements.</li> </ul>
<p><i>NSTC will enable linkages between all production partners, both internal and external to drive sound decisions.</i> Lines of communications with external stakeholders (OPNAV N13) must be clear and continuous to allow for improved production planning processes for NROTC and STA-21 programs.</p>	<ul style="list-style-type: none"> <li>→ OD and NSTC N7 will work together to aid and assist OPNAV N13 in publishing the Strength and Inventory letter NLT August, 2013.</li> <li>→ OD and NSTC N7 will work together to aid and assist OPNAV N13 in publishing the FY14 Active Duty Officer Accession Plan NLT 1 September.</li> <li>→ OD will establish and maintain open and effective lines of communication between NSTC and NRC by clearly articulating the NROTC eligibility requirements, providing feedback to NRC on applications and officer interviews, as well as scholarship selection results.</li> <li>→ NROTC Candidate Guidance Office (CGO) will provide representation at various college fairs and STEM conferences/events targeting qualified candidates and centers of influence.</li> </ul>
<p><i>Establish Active Training Council.</i> NSTC shall establish a training Council consisting of CNSTC, NSTC CoS, Director NSTC CD, Director NSTC OD, Commanding Officer RTC, Commanding Officer OTC, NSTC N3/5/7 and NSTC N9.</p>	<ul style="list-style-type: none"> <li>→ Training Council meets quarterly.</li> </ul>

**Activity / Department:** Citizenship Development  
**Director / Department Head:** Dr. J.D. Smith

<b>Strategic Theme</b>	
<p><b>Improve Training Quality:</b> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Qualify, certify, train, retain, and manage competent and professional NJROTC instructors.</i></p> <p>NSTC CD will further improve instructor applicant certification process that results in the filling of authorized NJROTC instructor positions with qualified individuals. NSTC CD will establish and enforce policies that reward instructor excellence, motivate low-performers, and streamline the decertification process for those who do not meet standards. NSTC CD will evaluate potential changes to instructor certification policy to require that prior to becoming certified all enlisted NJROTC and NNDCC instructor applicants have attained an Associate's Degree at minimum.</p>	<ul style="list-style-type: none"> <li>→ Annual NJROTC and NNDCC instructors are recruited, trained and available in numbers to meet program requirements across CONUS and in overseas NJROTC/NNDCC units.</li> <li>→ NJROTC/NNDCC instructors are evaluated on an annual basis to ensure they meet program requirements.</li> <li>→ Annually monitor training of cadre of instructors to serve as “train the trainers;” provide resources to maintain this pool and to keep it current.</li> </ul>
<p><i>Leverage Navy Knowledge Online (NKO), Defense Connect Online (DCO), and web based training to provide a cost effective, functional and measurable methodology to improve instructor training quality and instructor knowledge.</i></p>	<ul style="list-style-type: none"> <li>→ Within the next 12 months analyze cost effectiveness and capability for using instructor training alternatives to face-to-face training.</li> <li>→ Bi-Annually account for instructor training course completions through monitoring and analyzing training completion certificates and completion logs for required training.</li> </ul>

<b>Strategic Theme</b>	
<p><b>Become Performance Metric Driven:</b> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Seek and maintain NJROTC course curriculum accreditation from Southern Association of Colleges and Schools (SACS) via the Advanced regional academic accreditation agency.</i></p> <p>Each of the Services Junior Reserve Officer's Training Corps (JROTC) program's curriculum has been approved by the Southern Association of Colleges and Schools (SACS) in past years. Annual updates and periodic audits are required in order to maintain curriculum accreditation. This certification is on par with college and university program accreditation. The certification audits are a comprehensive review of the program and cover all program areas, including program management, curricula, and budget.</p>	<ul style="list-style-type: none"> <li>→ NJROTC curriculum achieves a positive audit and receives accreditation from SACS within one year.</li> <li>→ School districts, and individual State Department of Education offices monitor program performance through program reviews and research NJROTC program areas on an as-needed basis.</li> <li>→ NSTC CD monitors SACS certification audit areas, including program management, curricula on an ongoing basis in order to make program and curriculum improvements.</li> </ul>
<p><i>Derive NJROTC/NNDCC unit performance metrics from NJROTC/NNDCC unit End of Year (EOY) reporting requirements and a comprehensive, metrics driven, objective, Area managers Inspection (AMI) report.</i></p> <p>The NJROTC/NNDCC unit EOY report AMI reporting requirements capture data that can be used and analyzed to drive decision making and process improvement. All key elements of NJROTC unit performance and health are quantified and the process allows for individual units to use the information for objective self-evaluation as well as NJROTC program management personnel to evaluate units and the organization as a whole.</p>	<ul style="list-style-type: none"> <li>→ NSTC CD monitors and compiles NJROTC EOY report on an annual basis. Provide annual summary of citizenship metrics for program and process improvement.</li> <li>→ NSTC CD monitors and compiles NJROTC AMI reporting on an annual basis. Provide annual summary of unit issues and accomplishments for program and process improvement.</li> </ul>

<b>Strategic Theme</b>	
<b>Facilitate Effective Communication:</b> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.	
<b>Supporting Objective</b>	<b>Metrics</b>
<p><i>Support increased and effective communications at all levels of the program through the use Defense Connect Online (DCO) web based meeting and training resources.</i></p> <p>Improved communications both within and the NSTC organization down to the NJROTC/NNDC unit level will lead to program efficiencies and improved use of time, budget and educational resources. These approaches include the use of teleconferencing scheduled Area mangers meetings and other planning and coordination event opportunities. Use Defense Connect Online (DCO) web based meeting and training resources to reach out to staff personnel, instructors and cadets. These meetings allow for necessary interaction and feedback.</p>	<p>→ NSTC CD invites instructors and unit(s) to participate in a NSTC CD staff hosted virtual Defense Connect Online (DCO) conference to gather and compile stakeholder feedback on a monthly basis</p> <p>→ NSTC CD staff and its Area Managers conduct monthly DCO conferences to ensure standardization of policy and programmatic requirements amongst the various NJROTC regions and units</p>
<p><i>Leverage technology to improve throughout all aspects of the program.</i></p> <p>The use of technology in communications forms a force multiplier in terms of both quantity and quality of information transfer. NSTC CD is well invested in the use of emerging technologies to improve communications process to a geographically widely dispersed organization.</p>	<p>→ Pursue transition from IR to RF technology in the Classroom Performance System (CPS) to improve student learning and reliability within next six months.</p> <p>→ Coordinate with NSTC staff to ensure annual computer refresh cycle ensures distribution of the latest technology to the unit and classroom.</p> <p>→ Drive the fielding of a web based Joint Unit Management System (JUMS) that will greatly enhance effective communications across the entire NJROTC enterprise within the next 24 months.</p>

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**Activity / Department:** N1 - Manpower**Director / Department Head:** Ms. Glenda Baker

<b>Strategic Theme</b>	
Facilitate Effective Communication: Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.	
<b>Supporting Objective</b>	<b>Metrics</b>
Create and distribute NSTC specific information packages for new (to NSTC) civilian employees at all NSTC commands.	<ul style="list-style-type: none"> <li>→ Create initial specific information package NLT 31 January 13.</li> <li>→ After package creation, distribute package to each new civilian employee within 60 days of his/her start date.</li> <li>→ Make package accessible via link to website to all NSTC employees NLT 30 April 13</li> </ul>
Create or utilize existing materials to deliver a mix of information delivery vehicles such as training DCOs, website links and information emails on both the HR Service Delivery transition process and the new HRO/HRSC operating processes following transition. Target material and delivery to audience -- supervisors, selecting officials, personnel support services, etc., depending upon the specific operating process.	<ul style="list-style-type: none"> <li>→ Prepare and distribute initial information vehicle NLT 28 February 2013.</li> <li>→ Provide specific training on post transition operational processes such as recruitment, classification, employee relations, labor relations, and EEO support starting in May 2013 with completion NLT September 2013.</li> </ul>

**Activity / Department:** N3/5/7 – Operations, Analysis, and Requirements

**Director / Department Head:** CDR Rusty Hagins

N3 – CDR Aquilla Causey

<b>Strategic Theme</b>	
<u>Improve Training Quality:</u> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.	
<b>Supporting Objective</b>	<b>Metrics</b>
N3 will conduct routine, periodic and cyclical review of accession training curriculum to assess quality of accession training production.	<ul style="list-style-type: none"> <li>→ RTC and OTC curricula is reviewed and assessed in comparison to NAVSTDS/OCCSTDS and PCC Manual NLT 31 August 2013.</li> <li>→ Recommended curricula modifications are implemented at RTC/OTC NLT 30 September 2013.</li> </ul>

N5 – CDR Wendy Pinkham

<b>Strategic Theme</b>	
<u>Become Performance Metric Driven:</u> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.	
<b>Supporting Objective</b>	<b>Metrics</b>
N5 will collect objective data on the all-female divisions, to compare attrition rates and PRT pass rates with females not placed in all-female divisions. These data will be forwarded to CNST after N5 has collected and analyzed the data for each division, following their completion of training.	<ul style="list-style-type: none"> <li>→ Analysis summary submitted to CNSTC after every all female division completes training.</li> <li>→ Submit report by 30 September that summarizes key takeaways and recommendations based on results from all female divisions that have completed training by 30 August.</li> </ul>

N7 – Mr. Tim Schultheis

<b>Strategic Theme</b>	
<u>Facilitate Effective Communication</u> : Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.	
<b>Supporting Objective</b>	<b>Metrics</b>
Stabilize officer and enlisted accession resource management by first communicating internally to collect NSTC command and activity inputs or constraints and then communicating externally to coordinate with Navy Enlisted Supply Chain (NESC) stakeholders (NETC, NRC, NPC, OPNAV) to minimize execution year adjustments to production requirements, manpower and fiscal resources while reconciling , when able, differences between strategic/operational planning models and tactical execution of the accession training mission.	→ Periodically, at least quarterly, communicate internally to collect NSTC command and activity year-to-date statistics and projections and communicate externally with the same periodicity NSTC-consolidated assessments to NESC stakeholders to attain OPNAV officer and enlisted production goals within resource controls and minimize execution year adjustments.

**Activity / Department:** N4/6 – Logistics and Technology  
**Director / Department Head:** Mr. David Cole

<b>Strategic Theme</b>	
<p><u>Improve Training Quality:</u> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Implement Mariner Skills Simulators and perform MSS Technology Refresh at designated NROTC units during FY13.</p>	<p>→ Implementation completed at designated sites by 30 September 2013.</p>
<b>Strategic Theme</b>	
<p><u>Become Performance Metric Driven:</u> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Implement Business Objects (BO) in OPMIS at NSTC N8, N71, OD, and NROTCUs, to provide ad hoc and canned reporting capabilities.</p>	<p>→ Implementation completed NLT 30 September 2013.</p>

<b>Strategic Theme</b>	
<b>Facilitate Effective Communication:</b> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.	
<b>Supporting Objective</b>	<b>Metrics</b>
Implement the Configuration Control Board (CCB) for the Operational Activity “Manage Accessions Training” in the NETC Business Enterprise Architecture on a schedule determined by NETC N6, and meet monthly	<ul style="list-style-type: none"> <li>→ CCB implemented.</li> <li>→ Once established, 100 % of monthly meeting conducted.</li> </ul>
Certify the NSTC IT Budget on a schedule determined by NETC N6	→ IT budget certified by NETC N6 by required date.
Determine the NETFOCUS IT Budget Baseline on a schedule determined by NETC N6	→ NETFOCUS IT budget submitted by required date.
Create a Proof-of-Concept “NROTC Web Scholarship Application Status” application in partnership with private sector providers of Customer Relationship Management (CRM) and Collaboration software.	→ Proof-of-Concept application completed and demonstrated to key stakeholders by 30 May 2013.
Implement Memorandum of Understanding (MOU) with TSC Great Lakes covering all services.	→ NSTC N4/6 will provide MOU to TSC by 1 December 2012
Investigate and implement processes to improve training administration, delivery, flexibility, and management at RTC. Furthermore, enable these processes with technology, including the use of biometrics, that is consistent with upstream and downstream processes and systems.	<ul style="list-style-type: none"> <li>→ RIPM software installed into CETARS production by 30 June 2013.</li> <li>→ In-processing time reduced by 2 hours per recruit by 30 September 2013.</li> </ul>

**Activity / Department:** N8 – Comptroller  
**Director / Department Head:** Ms. Anne Hemingway

<b>Strategic Theme</b>	
<p><u>Become Performance Metric Driven:</u> NSTC will identify performance metrics that drive the organization towards key strategic goals. We will employ these metrics to improve processes and enhance decision making. We will ensure metrics are measurable and linked to core business functions that help individuals clearly understand how they contribute to achieving mission goals.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>To provide Language, Regional Expertise, and Culture (LREC) Skill Proficiency Bonus (SPB) 2-year pilot data to program managers for decision making.</p>	<ul style="list-style-type: none"> <li>→ Collect data by NROTC unit to include midshipmen name, amount, course title, date application sent to DFAS for payment, DJMS batch number, and, date paid.</li> <li>→ Collect data by NROTC unit to include midshipmen name, amount, course title, date application sent to DFAS for payment, DJMS batch number, and, date paid.</li> <li>→ Response to all requests for LREC program data within 1 week.</li> </ul>
<b>Strategic Theme</b>	
<p><u>Facilitate Effective Communication:</u> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>To enhance communication with NROTC units via Enterprise Knowledge Management (eKM).</p>	<ul style="list-style-type: none"> <li>→ Identify a method and related process to keep eKM access current by 15 February 13.</li> <li>→ Develop and/or update at least one Community of Practice (CoP) to provide the most current financial information and procedural guidance by 15 April 13.</li> <li>→ Preface eKM posts with an introductory email from the Comptroller to respective NROTCU Commanding Officers and Executive Officers.</li> </ul>

**Activity / Department:** N9 – Learning Strategies  
**Director / Department Head:** Mr. John Drake

<b>Strategic Theme</b>	
<p><u>Improve Training Quality:</u> NSTC will continuously improve training quality by enhancing the operating effectiveness and efficiency of our training processes, techniques, and staff. We will develop, deploy, and refine learning interventions, consistent with Navy resources and requirements, that improve student performance.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Integrate the Immersive Naval Officer Training System (INOTS) into the LDO/CWO schoolhouse by developing new scenarios and older avatar into the curriculum.</p>	<ul style="list-style-type: none"> <li>→ Develop two new scenarios</li> <li>→ Develop older avatar and integrate into instructional design.</li> <li>→ Complete effort by 31 August 2013.</li> </ul>
<b>Strategic Theme</b>	
<p><u>Facilitate Effective Communication:</u> Engage our internal and external partners throughout the NSTC domain to facilitate better knowledge transfer, horizontal integration of best practices, and improved use of resources.</p>	
<b>Supporting Objective</b>	<b>Metrics</b>
<p>Establish an annual review process, with key stakeholders, for Battle Stations 21 that identifies and prioritizes short term and long term goals.</p>	<ul style="list-style-type: none"> <li>→ Determine committee structure and personnel.</li> <li>→ Convene board by 31 May 2013.</li> <li>→ Report recommended list of prioritized short term and long term goals.</li> </ul>