



# Department of Defense

## DIRECTIVE

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USD(AT&L)

SUBJECT: DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS) Program

- References:
- (a) Section 113 of title 10, United States Code
  - (b) Deputy Secretary of Defense Memorandum, "DoD-Wide Continuous Process Improvement (CPI)/Lean Six Sigma (LSS)," April 30, 2007 (hereby canceled)
  - (c) Deputy Secretary of Defense Memorandum, "Establishment of DoD-wide Continuous Process Improvement (CPI) Programs," May 11, 2006

1. PURPOSE. In accordance with the authority in Reference (a), this Directive:

a. Incorporates and cancels Reference (b).

b. Establishes policy and assigns responsibilities to institutionalize CPI/LSS as one of the primary approaches to assessing and improving the efficiency and effectiveness of DoD processes in support of the Department's national defense mission.

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter referred to collectively as the "DoD Components").

3. POLICY. It is DoD policy that:

a. The objective of the DoD CPI/LSS program is to strengthen joint operational Combatant Command and Military Department capabilities including making improvements in:

(1) Productivity.

(2) Performance against mission (availability, reliability, cycle time, investment, and operating costs).

- (3) Safety.
- (4) Flexibility to meet DoD mission needs.
- (5) Energy efficiency.

b. CPI/LSS concepts and tools should be applied to benefit the full range of DoD organizations. These include combat, industrial, service, and office environments of headquarters, field, and operational organizations. The DoD Components should participate in defining, implementing, and sustaining CPI/LSS efforts. Each DoD Component should use CPI/LSS concepts and tools to improve the full range of processes and activities that comprise their operations, including decision-making processes and appropriate engagement with industrial base suppliers.

c. CPI/LSS programs shall be used to help meet organizational objectives. CPI/LSS methods, terminology, training plans, and other program elements may be adapted as required. Given diverse operational requirements, the DoD Components shall have full flexibility to identify CPI/LSS focus areas and training plans and may adapt other CPI/LSS program elements for their use.

d. Resource benefits resulting from CPI/LSS improvements in overall operating effectiveness may be retained by the DoD Components that generate them (Deputy Secretary of Defense Memorandum (Reference (c))). Effective management oversight should lead to reinvestment in additional CPI/LSS efforts, recapitalization, and further strengthening of operational capability.

#### 4. RESPONSIBILITIES

a. The Under Secretary of Defense for Acquisition, Technology, and Logistics shall:

(1) Establish the DoD CPI/LSS Program Office to serve as the DoD proponent for CPI/LSS.

(2) Develop and maintain applicable CPI/LSS guidance, standards, and best practice information for the DoD Components, to include a DoD-wide CPI awards program and CPI/LSS performance objectives initiatives consistent with Reference (c).

b. The Heads of DoD Components shall:

(1) Ensure implementation of CPI/LSS policies consistent with this Directive and the guidance in Reference (c).

(2) Implement CPI/LSS programs to improve overall effectiveness and efficiency across missions and functions to gain the broadest possible range of organizational improvements.

(3) Develop and implement appropriate education and training procedures and promote CPI/LSS career development opportunities, to include a CPI/LSS award and performance objective initiative as appropriate.

(4) Establish CPI/LSS education, training, and certification procedures consistent with DoD-wide guidelines and standards and include CPI/LSS in individual employee performance objectives as appropriate.

5. RELEASABILITY. UNLIMITED. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This Directive is effective immediately.



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