



## Review Process in the Department of the NAVY

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### Abstract

The AMAL and ADAL are clinically driven documents that specify the minimum quantity of equipment and consumable items required by the U.S. Navy's operating forces Health Services Departments. These lists ensure that the necessary medical capability and capacity are met based on Required Operational Capabilities (ROC) and Projected Operating Environment (POE). To enhance the AMAL/ADAL Review process, the study employed the Define Measure Analyze Improve Control (DMAIC) methodology. Process Mapping was used to visualize the steps in the current process, identify areas with limited value, and understand the flow of materials and information. The goal is to create an improved process flow, establish roles and responsibilities, and align with the National Defense Authorization Act (NDAA) requirements.

### Introduction

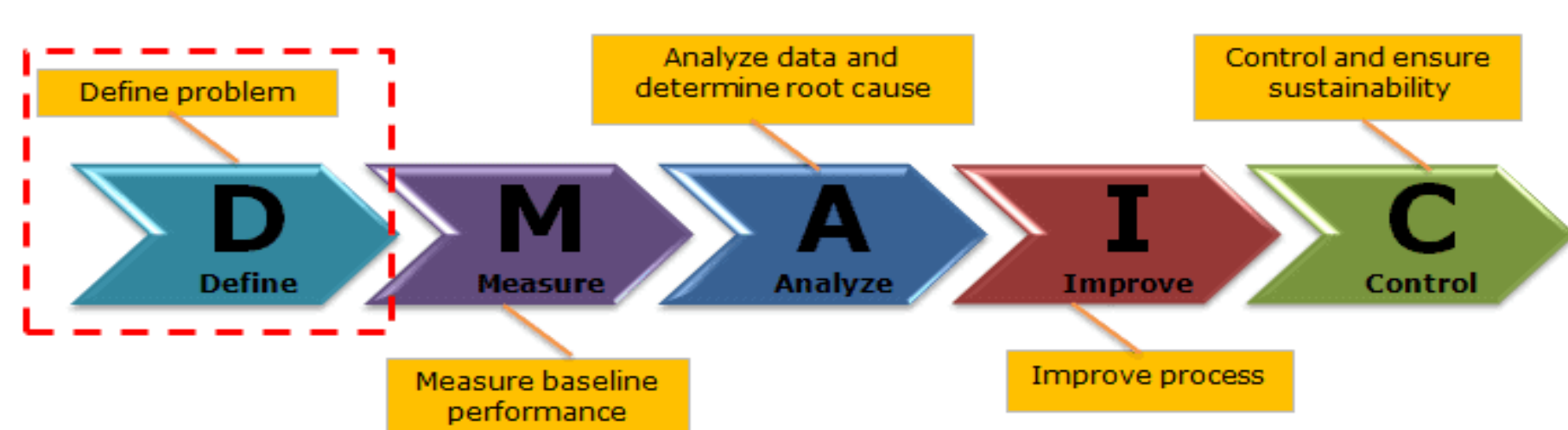
The Department of the Navy (DON) and Expeditionary Medical (ExMED) faces numerous challenges in today's acquisition and sustainment landscape. DoN has gone through some changes due to the release of the Secretary of the Navy (SECNAV) priorities and recent National Security Strategy changes to protect maritime supremacy in a contested environment. These recent strategic changes have led to new requirements development to sustain a resilient medical logistics independent of any restriction's places on it by foreign countries. This new requirement will be governed by Department of Defense Instructions (DODINTS) 5000s, and through the Joint Capability Integration and Development System (JCIDS), that help define acquisition requirements to meet the warfighter demand signal. ExMed in the NAVY hasn't gone through an acquisition phase in the past 20 years, hence the need to define new requirements and processes that help different stakeholders support the mission in an expedited and cost-efficient way. This research project will focus on improving and defining the AMAL/ADAL review process, which is one of many challenges we face.

### Objectives

This project aims to define a process workflow for AMAL/ADAL review to achieve an inform process via visual aids across stakeholders. This will reduce uncertainty, in the process across different government organizations.

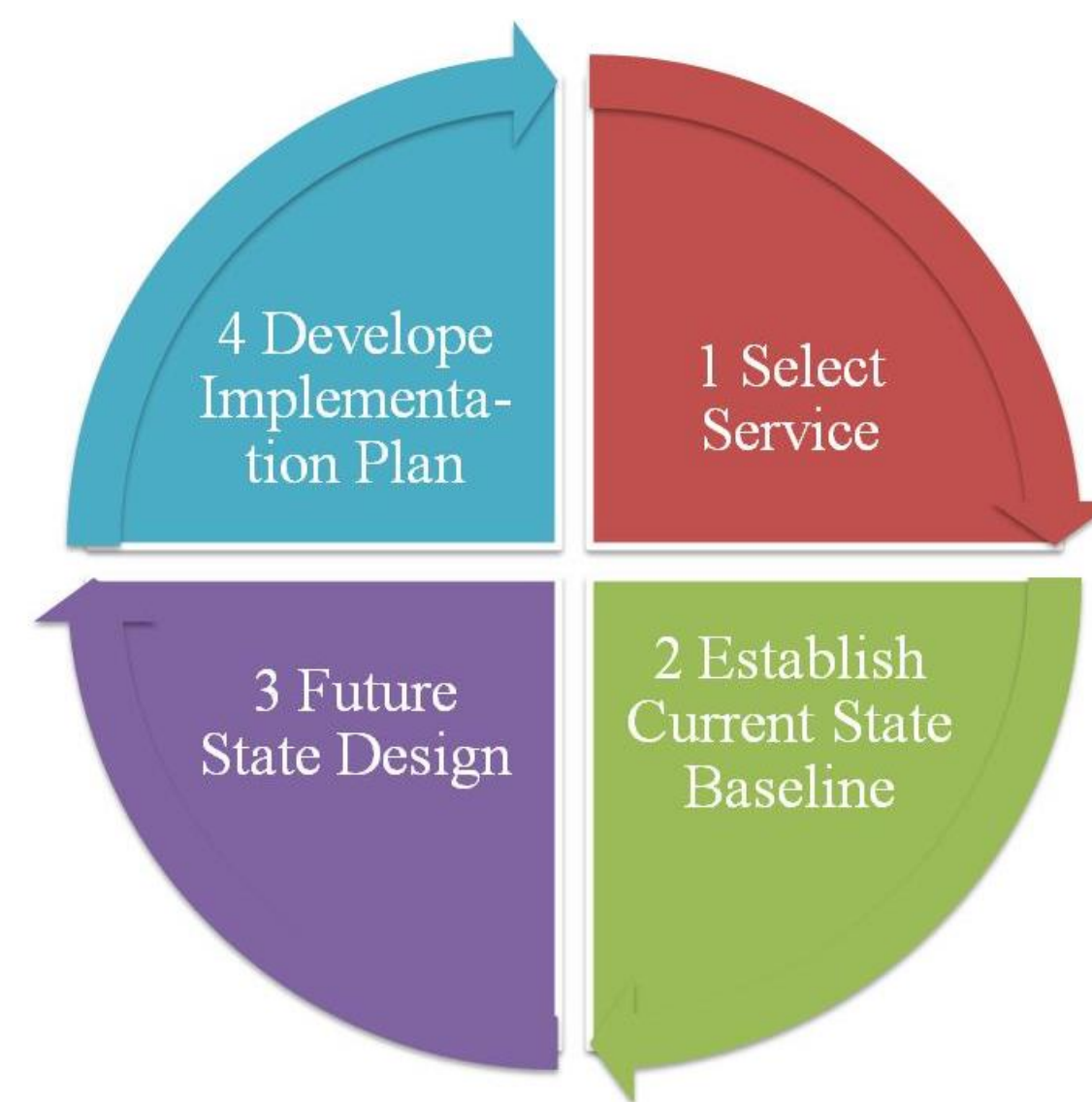
### Background

According to the Lean Six Sigma Black Belt Handbook, DMAIC methodology is a powerful five-phase approach to addressing a process that needs improvement. DMAIC stands for Define, Measure, Analyze, Improve, and Control.



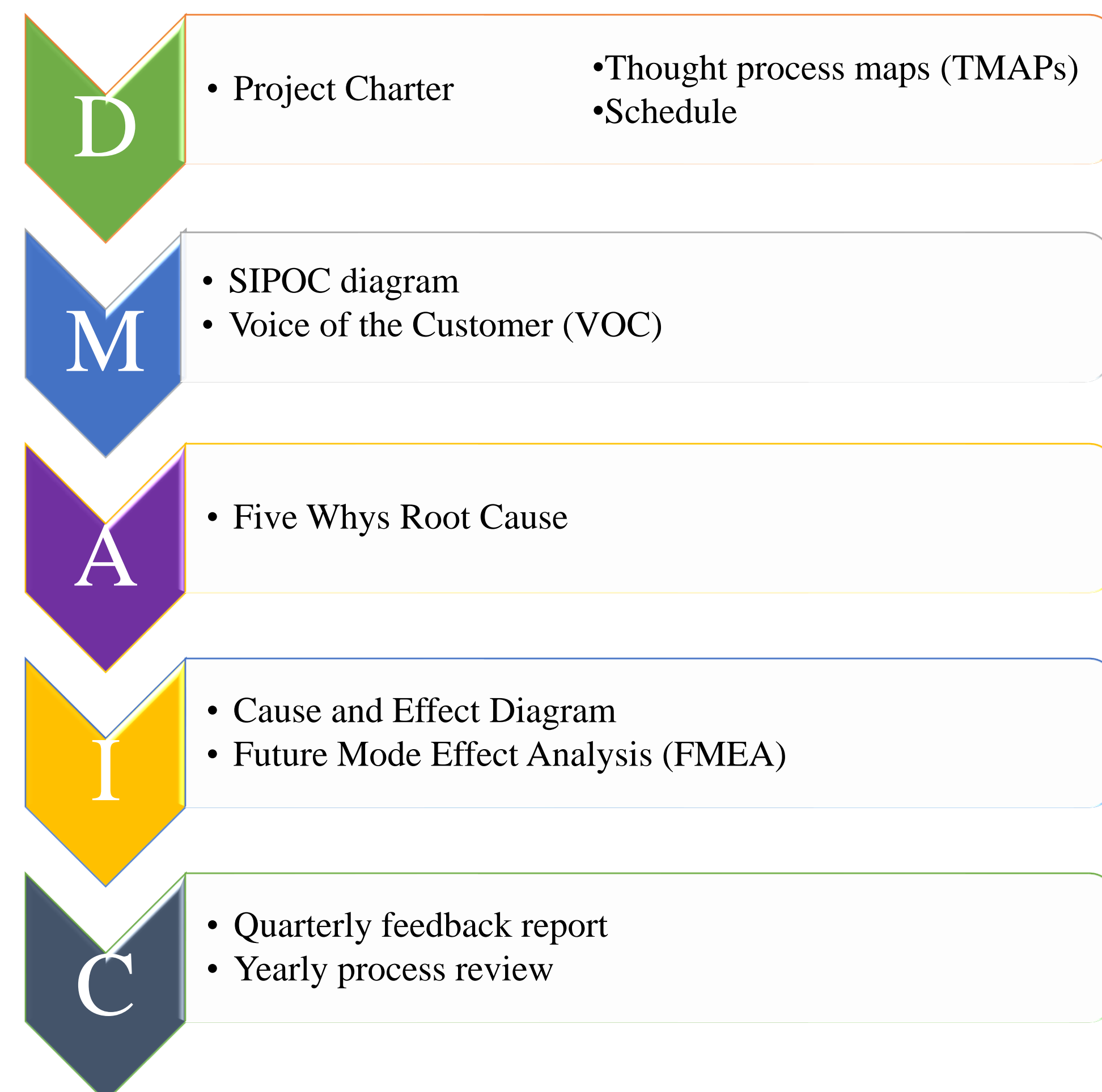
### Background (cont.)

By using DMAIC methodology the team knows what comes next in the project since all steps are outlined. A systematic approach needed to be used as a methodology to achieve the goals of the project. Since the purpose of the project is to define and improve AMAL/ADAL review process, the DMAIC tools will be used. In order to achieve an inform process flow, reduce uncertainty across different organizations.



### Methodology

To achieve the objectives of this project, the DMAIC methodology will be executed since it is a powerful five-phase approach to address a process that needs improvement.



### Results and Discussion

While working on understanding the current DoN requirements and processes, the team tried to understand current AMAL/ADAL reviews process across the DoD services to increase work-flow efficiency within new emergent requirements. This improved the coordination across different government stakeholders within DoN/DoD. With understanding of what the requirements are and how other DoD agencies manage similar requirements, the team used different tools within the DMAIC process to define the Standard Operation Procedure (SOP) for the NAVY.

### Results and Discussion (cont.)

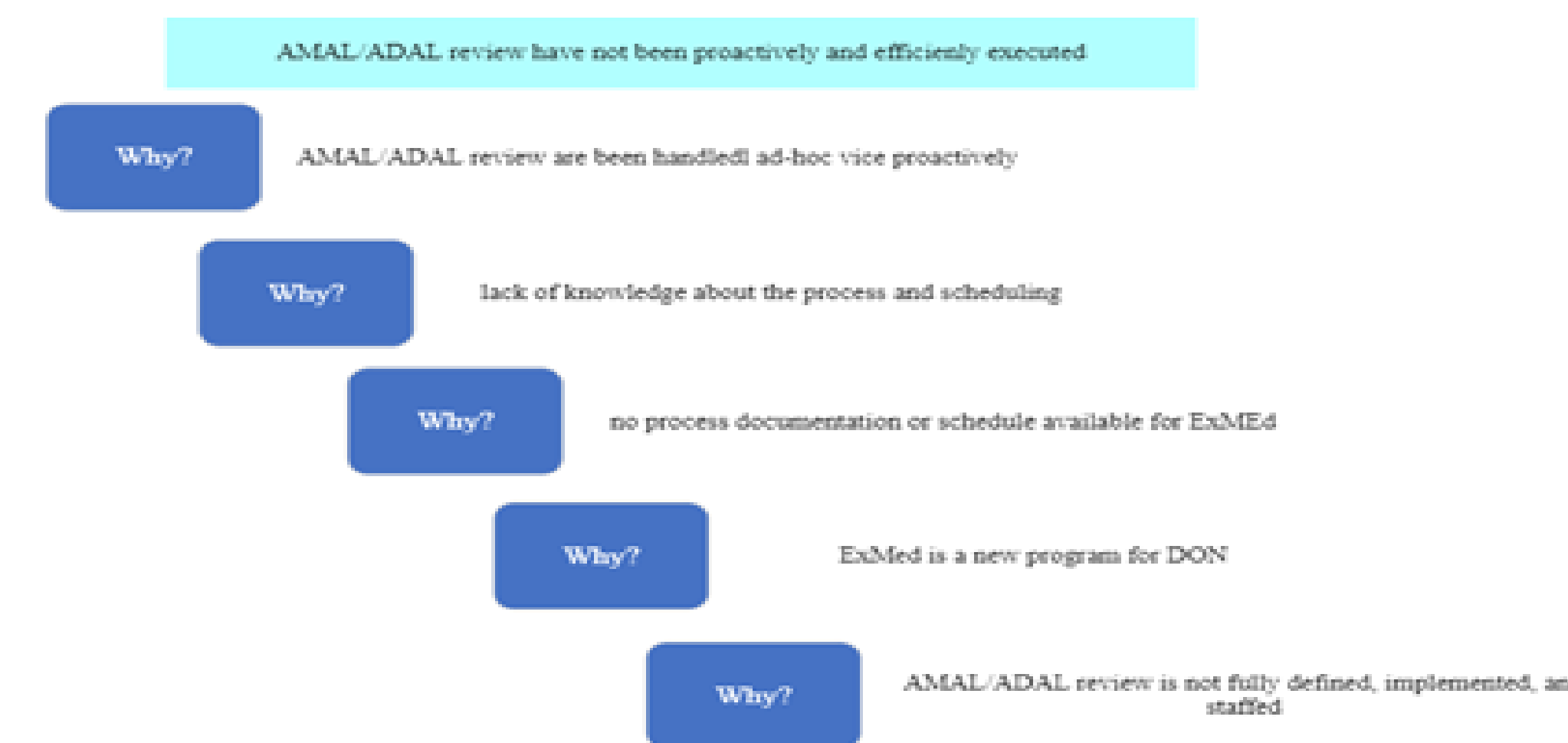
Suppliers	Inputs		Process	Outputs		Customers	Impact
	Description	Quantified Measure		Description	Quantified Measure (Delivery)		
Expeditionary Medical Assistant Program Manager (APM)	AMAL/ADAL Standard Operation Procedure	Configuration Manager	AMAL/ADAL Oversight	Date of AMAL/ADAL Review Quarterly Notification			9
AMAL/ADAL Manager	Execute SOP	Execute Schedule	Schedule AMAL/ADAL Review with Process Owners	Quarterly	Supported with Technical Data Package (TDP) and Department of Logistics Agency (DLA) databases	PEO, OPNAV and Warfighters	8
		Track changes	Validate/QA Results				9
		AMAL/ADAL Requirements to be Review	Disseminate Results				10

As part of this Measure phase the SIPOC and the VOC tool was performed in order to determine what the customer wants and needs and also to determine the inputs and outputs of the processes using the SIPOC tool.

Every AMAL/ADAL review should be standardized and documented into a standard operating procedure and be available in DOD databases for distribution.

Voice of the Customer	Key Customer Issues	Critical Customer Requirements
What does the OPNAV want from us	We need to identify the issues that prevent us from satisfying our customers	We should summarize key issues and translate them into specific and measurable requirements
OPNAV wants to create an AMAL/ADAL Review process	Process Owner does not understand what AMAL/ADAL process to follow for ExMED	Training/Manpower
OPNAV wants to standardize the process	Understand other DoD services process, analyze and standardize the results	Develop an SOP

A Five Why's technique was used in this project with the intention of understanding the root cause of the problem. This analysis was performed with a diverse team of the Navy that have worked in similar processes or have not worked in the process at all. Developing the five why's helped identify those requirements that are causing problems and will help to identified which sub-process needs to be worked to achieve an inform process and schedule.



The FMEA for this project, using this tool we can determine that we need to work with the following risk in order to avoid potential failures; lack of training, lack of ExMED Procedures, Schedule and SME to execute new requirements.

### Results and Discussion (cont.)

During this study lean principles were applied to propose valuable improvements to the process with the objective to reduce waste in the process flow.

Process Step/Input	Potential Failure Mode	Potential Effect of Failure	SEV	Potential Causes	OCC	Current Controls	Detection	Risk Priority Number (RPN)	Recommended Mitigation	Action Taken	SEV	OCC	DET	RPN
Logistics	Not able to provide training	Training not available to execute requirement	10	No requirement establish to determine training needs	10	None	10	1000	Establish formal SOP. Train personnel about Role and Responsibilities	Wrote SOP	10	6	2	120
Logistics/ Schedule	Not able to process AMAL/ADAL Reviews	AMAL/ADALs would not be updated per latest requirements	10	No schedule available to show when process start and or finish	10	None	8	800	Establish schedule baseline in AMAL/ADAL process so personnel know when the process start en finish.	Included notional schedule within SOP	8	6	2	96
Technical	Lack of Knowledge	AMAL/ADAL Review processes are not in place	10	Lack of Knowledge about how to execute the requirement	10	None	9	900	Establish AMAL/ADAL Review process for ExMED	Program Office to work on a formalized approved process	10	5	6	300
Medical	Lack of consistent Medical Expertise for AMAL/ADAL review	Inadequate alignment of consistent expertise across reviews	10	May result in requirement gap	8	None	5	400	Assign a collateral duty to SMEs to rotate in a 3 year basis (or permanent if civilian employee)	Program office initiated discussion to establish	8	8	6	384

### Conclusions

The AMAL/ADAL process has been improved since SOP implementation, stakeholders are informed of requirements, schedule, training and manpower needed to execute work on time. The first goal of the project was achieved by developing an SOP with a detail process flow for work execution increase the AMAL/ADAL review detail requirements. The implementation of the SOP demonstrates that we have achieved these goals. Also, a customer survey will be created to gather feedback from the users in a bi-annual phase, to keep improving the reviews.

The secondary goal of the project was to identify any requirement gap, and documented them to be included in the Planning, Programming, Budgeting, and Execution (PPBE) from the government. This risk was eliminated with the implementation of the before mention objectives.

### References

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