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Subj: SEABEE COMBAT DEVELOPMENT PROCESS (SCDP)

Ref: (a) OPNAVINST 3501.115C
(b) NWP 4-04.1/MCWP 4-11.5

Encl: (1) Seabee Combat Development Process

1. Purpose. To establish policy and formal procedures for use of the Seabee Combat Development Process (SCDP) by the Naval Construction Force (NCF). This instruction prescribes procedures for analyzing current mission areas and developing new capabilities to accomplish those missions.

2. Background.

a. Reference (a) establishes the required operational capabilities (ROCs) and planned operational environments (POEs) for NCF units. Reference (b) promulgates a doctrinal basis of tactics, techniques, and procedures (TTP) for Seabee operations in support of Marine Air-Ground Task Forces (MAGTFs). The NCF has always placed primary emphasis on its mission area of support of the MAGTF. As the U.S. Marine Corps moves into the 21st Century, new mission requirements are being developed in response to emerging concepts such as Operational Maneuver from the Sea (OMFTS) and Military Operations in Urban Terrain (MOUT). Many of the key pillars of OMFTS and MOUT have significant implications for the NCF. To meet these new missions, the NCF must analyze our current capabilities and adapt them to new missions or determine new capabilities required to support the MAGTF in 2015 and beyond.

b. NCF Commanders are charged with the responsibility to ensure that NCF units can meet all requirements tasked and planned for the future. Thus, the Commander, SECOND Naval Construction Brigade (COMSECONDNCB) and Commander, THIRD Naval Construction Brigade (COMTHIRDNCB) shall actively review lessons learned and current mission performance to improve capabilities whenever possible.

3. Policy. The procedures in enclosure (1) provide a framework for analyzing new capability requirements and devising innovative solutions to meet those requirements. The SCDP structure will ensure that all aspects (doctrine, operations, training, equipment, support and facilities) of an issue are fully explored prior to implementing new capabilities. The equipment solution should be the last choice. Changes in doctrine or force employment may meet new requirements without requiring procurement of new equipment. All aspects of a capability must be closely analyzed to ensure smooth, cost effective integration.

4. Action. Effective immediately, the NCF staffs and subordinate units will comply with the provisions of this instruction.



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SEABEE COMBAT DEVELOPMENT PROCESS

CHAPTER 1

OVERVIEW OF THE COMBAT DEVELOPMENT PROCESS

1000. GENERAL. The Seabee Combat Development Process (SCDP) includes the processes and functions that produce and sustain integrated capabilities for the Naval Construction Force (NCF). The SCDP involves the entire NCF in a coordinated effort to achieve common goals. As Figure 1-1 indicates, each of the major SCDP processes crosses organizational boundaries. All of the Quality Management Boards (QMBs) have process ownership responsibilities. All QMBs are responsible for providing functional representatives to each of the processes when relevant issues are addressed.

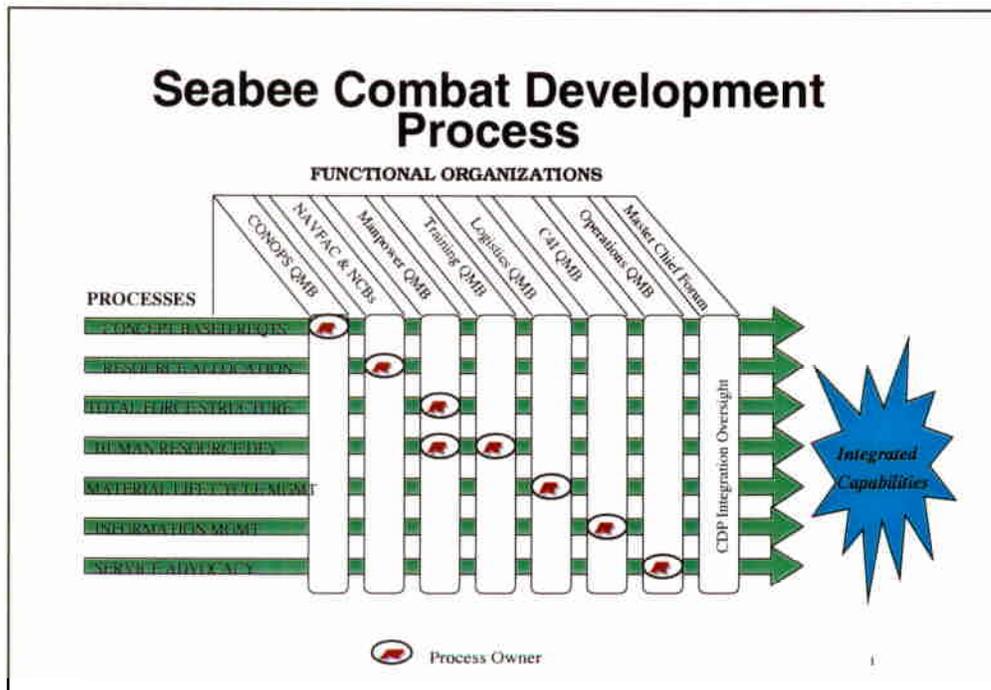


Figure 1-1. SCDP Primary Process and Owners

1001. SCDP OVERVIEW AND MAJOR PROCESS SUMMARIES. The SCDP is composed of seven major processes, their subprocesses, and supporting organizational functions. Each of the major processes contributes to the development of integrated capabilities. The organizations in Figure 1-1 either manage a process, as a process owner, or provide functional expertise to the other processes. Lead QMBs are indicated in parentheses following the process title in the subparagraph headings listed below. More detailed descriptions of the major processes and their products are included in Chapter 2.

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1. Concept Based Requirements (CBR) Process (CONOPS QMB).

The Concept Based Requirements process is the primary process for identifying operational requirements and developing concepts. The CBR process includes concept development, mission area analysis (MAA), and requirements generation. Approved concepts are analyzed to determine the capabilities that the Naval Construction Force must have to implement them. Capabilities result from employing processes to achieve desired results. To determine the needed mix of people, skills, doctrine, and processes, capability descriptions are assessed across the pillars of Doctrine, Organization, Training and Education, Equipment, and Support and Facilities (DOTES). This may result in a recommendation for change to current DOTES programs or the generation of new DOTES initiatives. The assessment can indicate the need for formal studies in particular aspects of the capability. The assessment results, and study results, when conducted, are reviewed by the Concept of Operations (CONOPS) QMB and depending on significance, by the Executive Steering Group (ESG).

The ESG, chaired by the Director, Seabee Readiness (SR), Naval Facilities Engineering Command, reviews, analyzes, and validates identified deficiencies and proposed improvement opportunities in NCF capabilities. The ESG/CONOPS QMB weigh the impact of implementing the capability against other approved programs, fiscal and technological constraints, and current guidance such as the Commander's Planning Guidance (CPG) and the U.S. Navy Seabee Campaign Plan (NSCP). Once validated by the ESG, initiatives, which are documented in an NCF Integrated Need Statement (INS) (see Appendix A), are tasked to the appropriate Lead QMB for action. In addition to appropriate taskings, the NCF INS is passed to the appropriate NAVFAC Program Manager (PM), for inclusion in a Capability Integration Plan (CIP). The NCF INS is discussed later in this chapter.

2. Resource Allocation (RA) Process [Naval Facilities Engineering Command (NAVFAC) and Naval Construction Brigade (NCB) Commanders].

The RA process produces the annual budget for the Naval Construction Force. This involves NAVFAC providing NCF input to the Department of the Navy (DON) Program Objective Memorandum (POM) regarding initial procurement items, formulating and defending budget requests, and overseeing budget execution. And involves the NCBs providing NCF input to the Fleet Commanders in Chief (FLTCINCS) regarding current operational requirements. Finally, the Resource Allocation process represents the NCF within the DON and Office of the Secretary of Defense (OSD) Planning, Programming, and Budgeting System (PPBS) decision forums, including both the program and budget review processes. Decisions and information resulting from the RA process can

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influence the development of or cause changes to NSCP Implementation Plans and Capability Integration Plans.

3. Total Force Structure (TFS) Process (Manpower QMB). The TFS process uses input from the Concept Based Requirements and Resource Allocation processes to determine how the NCF will be structured. The TFS process documents the structure through Mission Statements, the Fleet Manning Document, and the Activity Manpower Document (AMD).

4. Human Resource Development (HRD) Process (Manpower and Training QMBs). The HRD process responds to the Activity Manning Document produced by the Total Force Structure process and training requirements identified by the Concept Based Requirements process to appropriately staff NCF organizations with the right mix of personnel, while assisting with their personal needs. This process oversees the personnel inventory planning, accession, classification, training, assignment, promotion, retention, separation, and retirement of active and reserve manpower resources.

5. Material Life Cycle Management (MLCM) Process (Logistics QMB). The MLCM process develops equipment solutions in response to Mission Need Statements (MNSs) and Operational Requirements Documents (ORDs) developed in the Concept Based Requirements process and to Acquisition Objectives developed in the Total Force Structure process. The MLCM process manages the Seabee Tables of Allowance (TOA) through its life cycle from acquisition to phase-out from the NCF inventory. Information concerning specific equipment solutions identified through this process is provided to and significantly effects the Human Resource Development, Infrastructure Management, and Information Management processes.

6. Information Management Process (C⁴I QMB). This process supports all other processes within the Seabee Combat Development Process (SCDP) by creating and sustaining information management capabilities necessary to enhance decision making and execute integrated actions at all levels throughout the NCF. It recommends the proper mix of information, people, procedures, and technologies to deliver timely and useful information in a format that users can understand and rapidly assimilate. To this end, it creates information management plans, policies, standards, and architectures; and provides inputs to other SCDP processes to ensure continued evolution of the NCF's information management capabilities.

7. Service Advocacy (SA) Process (Operations QMB). The SA process maintains awareness of the status of developments in all SCDP processes and is the primary NCF representative to outside

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agencies. It uses this information to market Seabee capabilities to the DON, Joint Staff, DOD, the unified Commanders-in-Chief (CINCs), OSD, Congress, and the public. It develops and advocates current policy and plans for the task organization of NCF Operating Forces, and monitors their deployment, employment, and sustainment. The SA process provides feedback to other SCDP processes and ensures that they consider Joint and CINC interoperability requirements for NCF warfighting capabilities.

8. The first three processes - Concept Based Requirements, Resource Allocation, and Total Force Structure - collectively set the course for capability development in the Naval Construction Force. Their outputs drive development of products in the Human Resources Development process, the Material Life Cycle Maintenance process, and the Information Management process; as well as changes to NCF doctrine and Seabee input to Joint doctrine.

9. The Seabee Combat Development Capability Assessment Process is depicted in Figure 1-2 and 1-3. The CAP Flowchart uses standard flowchart symbols. This graphic represents process flow, and is not meant to replace organizational relationships or command lines.

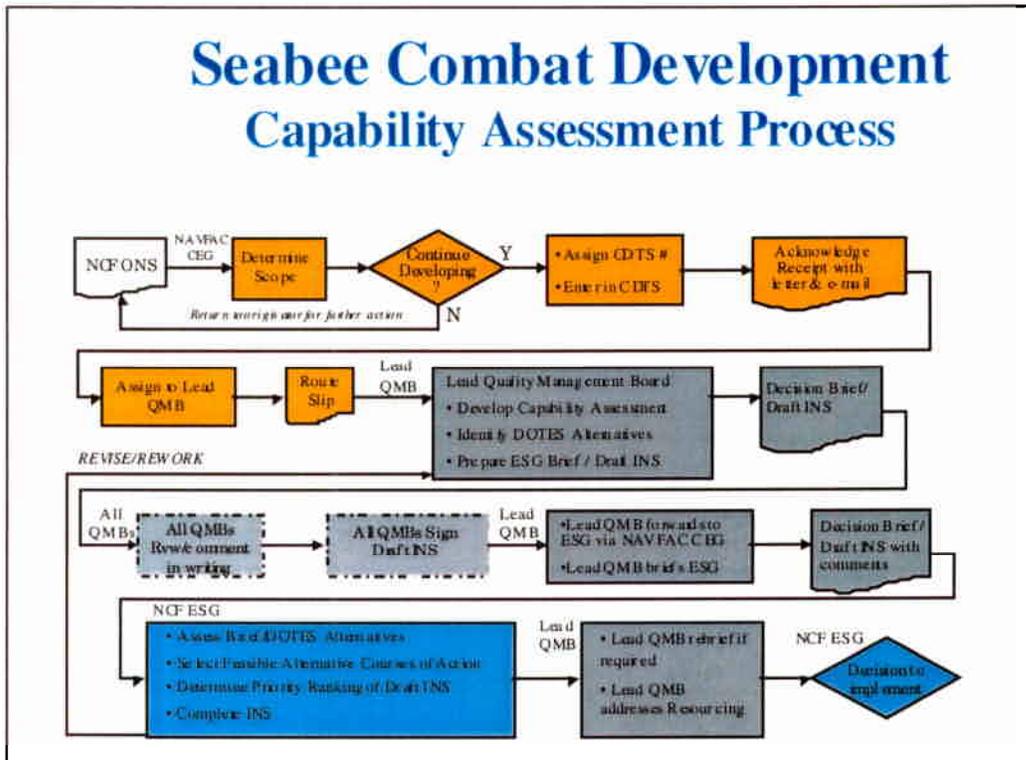


Figure 1-2. Capability Assessment Process

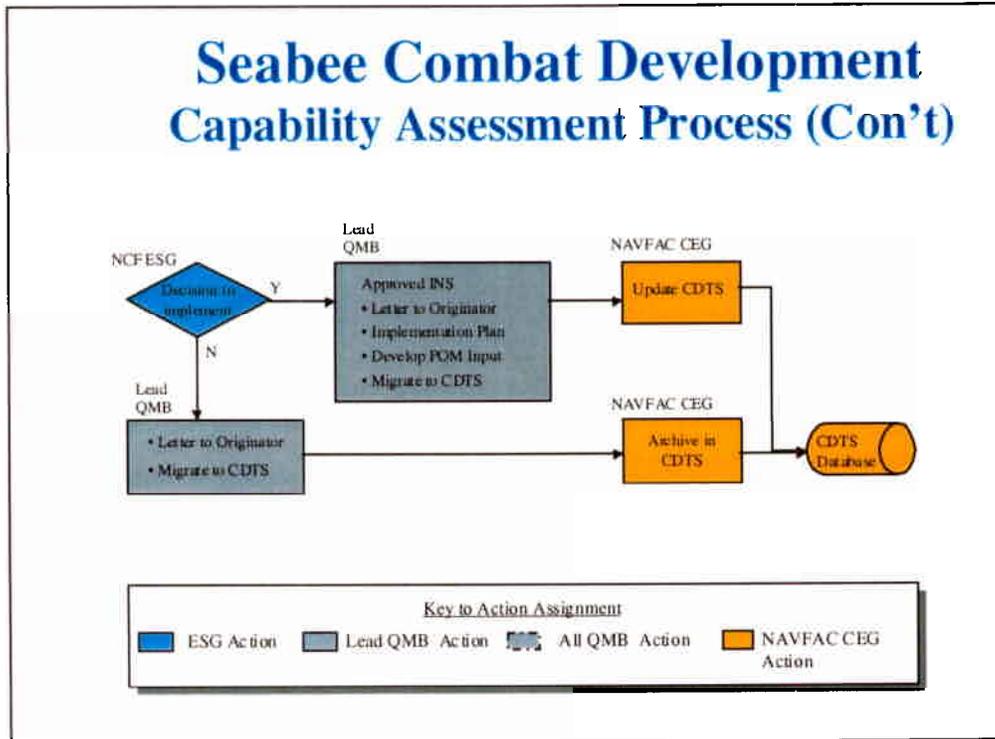


Figure 1-3. Capability Assessment Process Continued

1002. SCDP LEADERSHIP AND MANAGEMENT. This section describes major Seabee Concept Development Process leadership and management roles.

1. SCDP Executive Agent. The ESG is the Executive Agent for the SCDP and in this role acts as the NCF's senior integrator for SCDP actions.

2. SCDP Integration. Director, Seabee Readiness (SR), NAVFAC has the responsibility for integration of capability development actions within the SCDP. Integration may be accomplished directly through the coordinated efforts of the appropriate NAVFAC PM and the Lead QMB. Integration involves monitoring, coordinating, and influencing the identification, development, and fielding of the right combinations of resources which cross process, function, mission areas, and DOTES domain interests. Integration includes the harmonization of NCF capabilities with those of other services and allies. Every Lead QMB, QMB, and NAVFAC PM has a responsibility to enforce and ensure integration. The respective NAVFAC PM shall facilitate and track the integration progress within the SCDP. For current capability deficiencies, integration begins with the development of an NCF INS by the NAVFAC PM and will culminate in certification of the NCF INS by the ESG. For future Required

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Operational Capabilities (ROCs), integration begins with the drafting of the initial Concept and continues through the life of the capability. All capability issues will be assessed against an appropriate Capability Integration Plan (CIP). Integration requires an internal orientation toward the production of specific products and services. Integration also requires an external look at how the product or service supports other processes or is combined with other process outputs to become part of a larger, more complex product or service. Integration includes balancing requirements, cost, and risk while optimizing the use of limited resources. The purpose of integration is to ensure that all aspects of DOTES, as well as other Service and Joint considerations, are considered in the development of a capability so that the capability is delivered as a complete, ready-to-use package. Integration also ensures that capabilities are developed without duplication of effort.

3. Lead QMB and NAVFAC PM Operating effectively within the process orientation of the SCDP requires an expansion of the management and leadership skills learned in NCF schools and in operational commands. The resolution of politically motivated issues and the need for consensus building are larger factors in the decision-making process within the SCDP. Additional responsibilities related to process ownership and functional support to the process are listed below.

a. Lead QMB. The ESG designates a Lead QMB for each issue and that QMB is responsible for the effective and efficient management of their process, including coordinating the efforts of all participants in the process, and for the quality of the products it produces. Each Lead QMB will assign an integration point of contact who will work with other QMBs and functional integrators to ensure that integration of effort and purpose is continuous.

b. NAVFAC PM. Program Managers are responsible for managing functional programs within the SCDP. They retain the authority to direct, decide and delegate work products, projects, and resources of their functional programs, and must substantially contribute sufficient effort to meet process goals and the requirements of the SCDP. Within this role, the NAVFAC PMs are service providers, concerned equally with the needs of the SCDP as well as the needs of their functional program.

1003. SCDP KEY DOCUMENTS

1. Commander's Planning Guidance. The CPG is issued early in the Commander's tenure and is updated as necessary.

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2. U.S. Navy Seabee Campaign Plan (NSCP). The NSCP is a Total Force plan that serves as the keystone document of the SCDP. It provides strategic direction and focus for developing the NCF input to the DON POM. Within the SCDP, this plan provides definitive guidance for sustaining our core competencies as well as developing our future warfighting capabilities. The NSCP also identifies divestiture opportunities by pointing out those capabilities, functions, organizations, legacy systems, or other items not required to support future Required Operational Capabilities (ROCs).

3. Concepts. Concepts are developed by the CONOPS QMB, the Operations QMB, and the NAVFAC Contingency Engineering Group (CEG). They are broad statements of how the NCF envisions operating in the future, without describing specifically how this is to be achieved. Concepts focus on what is to be done as opposed to how to do it. They contain sufficient detail to provide the basis for determining requirements for new or revised doctrine, organization, training and education, equipment, or support and facilities. Concepts are the entry point for future ROCs.

4. Integrated Need Statement. An NCF INS describes the deficiency as it relates to DOTES categories, but does not discuss the need in terms of a specific solution. It includes the results of applicable Mission Area Analysis (MAA) and/or other official sources identifying the deficiency. An approved NCF Integrated Needs Statement (INS) can become the basis for action in any of the processes, to include drafting of a Mission Needs Statement (MNS) for an equipment requirement. Format for the NCF INS is in Appendix A.

5. Capability Integration Plan (CIP). CIPs consist of the key elements of related Navy Seabee Campaign Plan ROC implementing actions, approved NCF INS, and ESG decisions that are grouped by functional categories. CIPs, along with the Combat Development Tracking System (CDTS), are used to monitor the status of major capability development actions, to advise when changes have occurred or are required, and to assist senior decision makers with resource allocation decisions. Capability Integrators will form an Integrated Capability Team (ICT) for each Capability Integration Plan. Depending on the scope of the implemented action, ICT membership will include representation from each QMB, and others, as required.

1004. SCDP MAJOR PRODUCTS. Processes exist to create products and services that are used throughout the NCF. Table 1-1 below lists the major SCDP products produced by the major processes.

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1005. SCDP SUPPORT FORUMS. Process management increases the efficiency of collaborative work and expedites decisions. However, management of the seven key processes is complex. Timing, resource availability, long-term applicability, feasibility (technical, fiscal and political), and integration with ongoing programs all shape decisions. Several forums exist within the SCDP to support decision-making. These forums bring together leaders and experts from relevant organizations to ensure that decision-makers are appropriately advised. The major forums within the SCDP are listed in Table 1-2 below.

Table 1-1. Major SCDP Products

System/Process	Major Products
Combat Development Process (CDP)	Integrated Capabilities for the Operating Forces and Supporting Establishment (through DOTES), Advice and Influence to Entities External to the NCF (Congress, DoD, JCS, DON, USMC, Public)
Concept Based Requirements (CBR)	NCF Formal Studies Results, Mission Area Analysis Results, NSCP, Integrated Need Statements, NCF doctrine requirements and positions on joint/naval doctrine, Equipment Requirement Documents (Mission Needs Statement, Operational Requirements Document), Equipment Investment Priorities, Capability Integration Plans, Combat Development Tracking System Updates, Concept Based Requirements Process Implementation Plan
Resource Allocation (RA)	NCF input to CINCs for DON POM, NCF Budget, Fiscal Policy, Resource Allocation Implementation Plan
Total Force Structure (TFS)	Fleet Manpower Document, Activity Manning Document, TFS Implementation Plan
Human Resource Development (HRD)	Manning Plans and Policy; Accessed, Classified, Trained, Assigned, Promoted, Separated, and Retired Seabees; Quality of Life Programs; HRD Implementation Plan
Materiel Life Cycle Management (MLCM)	NCF Acquisition Program Decisions, NCF Acquisition Policy, NCF TOA, NCF Weapons Systems, Ground and Construction Equipment, Materiel Life Cycle Implementation Plan
Information Management	IM Strategic Deficiencies List; IM Strategic Plan w/ IM Standards; IM Architectures; IM Doctrine; IM Policy; IM Budget Input and Spending Plan; IM Implementation Plan
Service Advocacy (SA)	NCF operational plans and policy; NCF staffing on Joint Staff actions; Awareness of worldwide military activities; NCF Capability Statements to CINCs, OSD, the Joint Staff, Congress and the public; Potential operational concepts; NCF to Joint Strategic Planning; Operational Planning Implementation Plan

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Table 1-2. Major SCDP Support Forums

Group Title	Purpose of Group
Executive Steering Group (ESG)	Senior advisory group to the Flag Officers. Review, analyze, and validate deficiencies; approves NCF Integrated Needs Statements and recommend action within the SCDP; review other matters as directed and forward recommendations to Senior Leadership.
Master Chief Forum	Senior enlisted leadership discussion and information sharing forum. Provide SCDP oversight across all areas. NCF Quality of Life programs.
Logistics QMB	Manage and update support requirements and requests for change to the Seabee Table of Allowance (TOA).
Operations QMB	Maintains awareness of status of developments in all SCDP processes. Market Seabee capabilities to the DON, Joint Staff, CINCs, and the public. Develop and advocate current policy and plans for the task organization of NCF Operating Forces, and monitor deployment, employment, and sustainment. Consider Joint and CINC requirements for NCF warfighting capabilities.
Manpower QMB	Documents NCF structure through Mission Statements, the Fleet Manpower Documents, and the Activity Manpower Document (AMD). Respond to AMD produced by the Total Force Structure process and training requirements identified by the Concept Based Requirements process to appropriately staff NCF organizations with the right mix of personnel, while assisting with their personal needs. Oversee personnel inventory planning, accession, classification, training, assignment, promotion, retention, separation, and retirement of active and reserve manpower resources.
CONOPS QMB	Concept development and requirements generation. Determine the NCF capabilities needed. Recommend change to current DOTES programs or generate new DOTES initiatives. Indicate need for formal studies in particular capability areas. Review assessment results and study results (if conducted). Weigh impact of implementing a capability against other approved programs, fiscal and technological constraints, and current guidance such as the Commander's Planning Guidance (CPG) and the U.S. Navy Seabee Campaign Plan (NSCP).
C ⁴ I QMB	Coordinates Information Technology planning, reviews IT program requirements documentation, and prioritizes IT POM initiatives; makes recommendations. Manage common NCF hardware and software baselines and perform senior oversight for all NCF information management issues.
Training QMB	Identify and establish training requirements to support all SCDP integrated capabilities.
NAVAL CONSTRUCTION BRIGADES	Review Tentative POM and amend it as necessary prior to forwarding to CINCs.

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<p>NAVFAC Program Manager (PM)</p>	<p>Manage functional programs within the SCDP. Direct, decide and delegate work products, projects, and resources within their functional programs. Act as service providers, concerned equally with the needs of the SCDP as well as the needs of their functional program. Facilitate and track the integration progress within the SCDP. Perform external look at how the product or service supports other processes or is combined with other process outputs to become part of a larger, more complex product. Ensure integrated program meets balanced requirements, cost, and risk while optimizing the use of limited resources. Ensure that all aspects of DOTES, as well as other Service and Joint requirements, are considered in the development of a capability. Track status of new and ongoing program initiatives. Archive rejected proposals for new integrated needs and keep for future reference.</p>
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Table 1-2 (Con't). Major SCDP Support Forums

CHAPTER 2

SCDP MAJOR PROCESSES

2000. INTRODUCTION TO MAJOR PROCESSES. This chapter describes the seven major processes of the SCDP. In the following sections, each major process is described in terms of major activities, guidance and constraints, inputs, and outputs (products).

2001. CONCEPT BASED REQUIREMENTS (CBR) PROCESS

1. General. CONOPS QMB is the CBR process owner, and is responsible to the NCF for SCDP strategic planning, concept development, identifying deficiencies and determining requirements for implementation of concepts, and identifying the future required operational capabilities needed to support the NSCP. CONOPS QMB is the Commander's liaison to the Operating Forces and the Supporting Establishment to ensure the incorporation of their needs and perspectives into the SCDP.

2. Major Subprocesses and Products of the Concept Based Requirements (CBR) Process. The four major subprocesses that contribute to the development of CBR process outputs are SCDP strategic planning, concept development, capability deficiency identification, and requirements determination.

a. Strategic Planning. The two major strategic planning documents of the SCDP are the Commanders Planning Guidance (CPG) and the NSCP. Together with critical joint and naval strategic planning documents (e.g., Defense Planning Guidance, Joint Vision 2010, Unified Joint and Naval Task List, DON Planning Guidance, and OMFTS 2015 and Beyond), they provide the direction for future capability development in the Naval Construction Force. The CPG is developed by the Commander early in his tenure and is updated thereafter as needed based on changes to the NCF resourcing or operating environments. The U.S. Navy Seabee Campaign Plan (NSCP) describes the NCF vision of its role in future military operations, articulates how the NCF plans to implement its concepts, documents the future required operational capabilities needed by both the Operating Forces and the Supporting Establishment, and identifies divestiture opportunities. The NSCP is reviewed and updated every two years by the Commander, NAVFAC in time to influence preparations for the next POM cycle. Following NCF Flag Officer approval of the NSCP, each major SCDP process owner and others, as assigned, develop Implementation Plans. These plans identify specific implementing actions needed to achieve the ROCs in the NSCP.

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b. Concept Development. CONOPS QMB, Operations QMB, and NAVFAC CEG develop NCF concepts. Concepts are the NCF vision of the future conduct of operations. Ideas for concepts can come from anyone envisioning new operating techniques or advances in technology application. The NCF actively seeks improvements to its concepts through opportunities identified by the USMC, other Joint and Service agencies, experimentation results from the Naval Facilities Engineering Service Center (NFESC), QMBs, CINC and Joint Staff future warfighting requirements information and emerging doctrine from throughout DoD. Concepts drive resourcing decisions and developmental actions within the SCDP. They are intentionally stated in broad terms, but describe capabilities in sufficient detail to determine DOTES requirements. This latitude provides considerable flexibility in the pursuit of innovative ways to execute concepts, with specific developmental actions being incorporated in Capability Integration Plans.

c. Capability Deficiency Identification. Concepts are analyzed to derive the capabilities necessary for their execution. The analysis of these capabilities, whether through activity modeling, formal studies, or Mission Area Analyses, identifies deficiencies in the Operating Forces' or Supporting Establishment's ability to achieve the capability. Capability deficiencies are assessed to determine which DOTES pillars are impacted and to provide an initial orientation for the pursuit of solutions to deficiencies. Equipment solutions to deficiencies are the least desired and will be chosen only after all other potential alternatives that do not involve equipment have been exhausted. Capability deficiencies may also be identified through the review of NCF Operational Needs Statements (NONS), other information provided by the Operating Forces, and analysis of information in a NCF Lessons Learned System (LLS).

d. Requirements Determination. The Director, Seabee Readiness Division, NAVFAC, chairs the ESG. The ESG reviews, analyzes, and validates Capability Integration Plans (CIPs); and then uses CIPs to review and validate current deficiencies, future requirements, and issues to select requirements toward which resources (money, time and people) should be directed. The ESG considers all policy and DOTES areas before arriving at a potential solution to a deficiency. Non-material solutions are preferred and will be explored before material solutions are initiated. Depending on the nature of the deficiency solution, the ESG may either direct that one or more SCDP organizations take appropriate action, or document the potential solution in an Integrated Needs Statement (INS). An INS documents and directs an initial set of DOTES actions to resolve a capability deficiency. It provides a reference point for the initiation, tracking, and integration of related DOTES actions. An INS may result in any of the following actions:

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(1) Doctrine. The CONOPS QMB, Operations QMB and NAVFAC CEG participate in the Concept Based Requirements process by determining the doctrinal impact of on-going joint and Naval operational actions. When a current capability deficiency or a future capability need requires a change in doctrine, a doctrinal requirement is developed which initiates the appropriate doctrine process. The principal directives guiding the doctrine processes are Joint Publication 1-01, Joint Publications System and Joint Doctrine, Tactics, Techniques, and Procedures Development Program; and Naval Warfare Publication 1-01, The Naval Warfare Publications System.

(2) Organization. The TFS process as described in paragraph 2003 of this order addresses organizational requirements.

(3) Training and Education. The Training QMB is responsible for the development of training and education programs for the NCF. The interface between the development of training and education programs and the Human Resources Development process is described in paragraph 2004 of this order.

(4) Equipment. Logistics QMB is responsible for the generation of equipment requirements documentation to initiate acquisition programs in accordance with CJCS Instruction 3071.01. The two principal documents are the Mission Needs Statement (MNS) and the Operational Requirements Document (ORD).

(5) Support and Facilities. Support of Operating Forces provides the sustainment base for provisioning and maintaining forward-deployed forces. Infrastructure management includes base housing, feeding, and other support services such as centralized logistics capabilities and communication and information services needed by military personnel and their families. The facilities subprocess provides support to all SCDP processes through the provision of facilities and support services to support execution of process activities.

(6) Other. Any requirement that does not fit into one of the above categories will be referred to the appropriate process, which has the greatest potential for impact.

3. Interfaces with other Major Processes. The Concept Based Requirements (CBR) process is the cornerstone process of the SCDP. It initiates action in the SCDP to provide leading edge, affordable capabilities to the Operating Forces and Supporting Establishment. It openly and continuously interfaces with all of the other major processes and with each functional support agency. Table 2-1 lists major CBR process interfaces.

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Table 2-1. Major Concept Based Requirements Process Interfaces

Guidance/ Constraints (influences how the CBR process is performed)	Inputs (used to produce CBR process products)	Outputs (products provided to other SCDP processes)
<input checked="" type="checkbox"/> NCF Senior Leadership Guidance <input checked="" type="checkbox"/> Public Expectations of the NCF <input checked="" type="checkbox"/> External NCF Guidance (e.g. DoD, DON, USMC, CINCs, JCS, other Services and agencies) <input checked="" type="checkbox"/> Funding <input checked="" type="checkbox"/> Joint and Naval Concepts <input checked="" type="checkbox"/> Joint and Naval Doctrine <input checked="" type="checkbox"/> Formal and Informal Experimentation and Evaluation Initiatives	<input checked="" type="checkbox"/> Force Structure development feedback <input checked="" type="checkbox"/> ESG Decisions <input checked="" type="checkbox"/> DOTES development feedback <input checked="" type="checkbox"/> Capability sustainment feedback <input checked="" type="checkbox"/> Operating Force and Supporting Establishment operational feedback <input checked="" type="checkbox"/> Joint and Naval Doctrine developments	<input checked="" type="checkbox"/> NCF Concepts <input checked="" type="checkbox"/> CPG <input checked="" type="checkbox"/> NSCP <input checked="" type="checkbox"/> Formal Studies Results <input checked="" type="checkbox"/> Mission Area Analysis Results <input checked="" type="checkbox"/> Integrated Need Statement <input checked="" type="checkbox"/> NCF Doctrine Requirements and Service Positions on Joint and Naval Doctrine <input checked="" type="checkbox"/> Equipment Requirement Documents (TOA, MNS, ORD) <input checked="" type="checkbox"/> Equipment Investment Prioritizations <input checked="" type="checkbox"/> Capability Integration Plans <input checked="" type="checkbox"/> Combat Development Tracking System Updates <input checked="" type="checkbox"/> Concept Based Requirements Process Implementation Plan

2002. RESOURCE ALLOCATION PROCESS

1. General. The Commanders, Naval Construction Brigades, as the Resource Allocation process owners, are responsible to the NCF for developing financial policy, programs, and fiscal guidance. In addition, the Naval Construction Brigades are charged with fostering fiscal responsibility and resource accountability by monitoring budget execution and with broad oversight of NCF financial operations.

2. Major Subprocesses and Products of the Resource Allocation (RA) Process. The two major subprocesses within the RA process are the short-range resource allocation plan development that produces the Budget, and the mid-range plan development that produces the NCF input to the DON POM.

a. Resource Allocation Plan Development. The Budget covers the nearest one to two year period and has the detail required to support and justify the actual expenditure of funds.

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The budget is derived from the POM and, like the POM, is reviewed multiple times by entities external to the NCF.

b. Mid-range Plan Development. The NCF input to the DON POM depicts a six-year future plan that translates and incorporates NCF plans, priorities, and programs into a resource plan that fits inside of the annual NCF Total Obligation Authority (TOA). Both plans allocate resources to achieve the Commander's vision of the future NCF.

c. Key characteristics that govern the Resource Allocation subprocesses are detailed below.

(1) Externally Driven. The NCF Program and Budget, although developed from a bottoms-up review of requirements and incorporating the NSCP, meets the "top-down" guidance from external agencies. Documents such as DoD's Defense Planning Guidance (DPG), the Secretary of the Navy Programming Guidance (SPG), and the Chairman's Program Assessment all provide external guidance to the NCF. Additionally, the Resource Allocation process is driven by external timelines and reporting deadlines.

(2) Concept Based. The NCF Program and Budget are written to support validated requirements that are derived from the various NCF warfighting concepts. With this conceptual base, the biennial programs and annual budgets reflect a consistent and cogent road map for resourcing the NCF.

(3) Fiscally Constrained. Concept based programming must recognize limiting fiscal realities, while pushing for constant efficiencies and improvements in the resourcing process.

(4) Open, Visible. The Resource Allocation process is designed to be open and visible. Appropriation and resource sponsors are included in the programming, budgeting and endorsement process up to approval by CINCs. The level of success achieved is dependent upon the level of participation in the process and the resources available.

(5) Multiple Reviews. The Resource Allocation process is subject to numerous levels of scrutiny both inside and outside of the NCF. This results in the optimum use of resources and necessitates that the budget and program be totally defensible.

(6) Balanced. Throughout the six year Future Years Defense Plan (FYDP), each year's program is balanced within the fiscal limits set by higher authority (Defense Fiscal Guidance). The many competing demands of readiness, modernization, force structure, and sustainability are all considered in the balance.

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(7) Never the Same. Despite the long term concept based strategy used in NCF programming, external influences result in different yearly schedules for writing the program, budget, and associated guidance. External drivers, to include shifting political trends, periodic strategic DoD structural and mission reviews, Quadrennial Defense Reviews, and Base Realignment and Closure mandates, have given rise to significant differences in programming and budgeting from year to year.

3. Interfaces with other Major Processes. The Resource Allocation (RA) process is predicated upon successful integration of "bottom-up" requirements with "top-down" guidance within a fiscally constrained environment. All process owners within the SCDP have a vested interest in participating in the RA process as they are all consumers of resources. Besides expending the funds available in the current budget, process owners provide input to the RA process at various levels and forums. The greatest contribution the process owners have is their participation in the POM development process. Involvement is at several levels through membership in the Program Evaluation Groups (PEGs), the POM Working Group (PWG), the Program Review Group (PRG), and the ESG.

a. Budgeting personnel participate in all of the processes within the SCDP, as almost every decision has a resourcing implication. Most of the participation is as members of working groups, committees, and study team members. It is important that participation begin early in order to avoid decisions that have an adverse effect on resources.

Table 2-2. Major Resource Allocation (RA) Process Interfaces

Guidance/Constraints (influences how the RA process is performed)	Inputs (Used to produce RA products)	Outputs (products provided to other SCDP processes)
<input checked="" type="checkbox"/> President's Budget <input checked="" type="checkbox"/> Congressional, DoD, DON external guidance <input checked="" type="checkbox"/> Senior NCF Leadership guidance <input checked="" type="checkbox"/> U.S. Navy Seabee Campaign Plan <input checked="" type="checkbox"/> Doctrine	<input checked="" type="checkbox"/> Unified CINC/ Departmental/ Organizational Requirements <input checked="" type="checkbox"/> Program Initiatives	<input checked="" type="checkbox"/> NCF Budget <input checked="" type="checkbox"/> NCF input to the CINCs POM input <input checked="" type="checkbox"/> Resource Allocation Implementation Plan

2003. TOTAL FORCE STRUCTURE (TFS) PROCESS

1. General. The NCF Manpower QMB is the TFS process owner. The TFS process plans, develops, and implements the optimal NCF force structure. The TFS process identifies, develops, and publishes the organizational requirements for the NCF, including

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the quantity of billets necessary for units to accomplish their missions. Force structure development guidelines include creating a capability based, prioritized force structure that reflects resource realities; concepts; and doctrine.

2. Major Subprocesses and Products of the TFS Process. The two major subprocesses of the TFS process are Develop and Monitor Organizational Structure, and Allocate Manpower Resources.

a. Develop and Monitor Organizational Structure. This subprocess begins with functional and unit based requirements determination and validation. Potential organizational requirements can originate from NCF concepts, doctrine, Lessons Learned System, NCF Operational Needs Statement, Mission Area Analyses, mandates issued by external agencies (e.g., the DoD directed requirement for force protection), Operating Force and Supporting Establishment submission of force structure change requests, on-site survey results, changes to facility support, and interaction with other process owners. These requirements may lead to changes in an organization's mission. The unit mission is stated in the Required Operational Capabilities/Projected Operational Environment (ROC/POE), as determined by the Warfare Sponsor. The Fleet Manning Document (FMD) is developed from the ROC/POE and through consultation with other process owners, functional leaders, Occupational Field (OccFld) Managers, Navy Enlisted Code (NEC) Specialists, billet coordinators, and subject matter experts. The FMD delineates manpower requirements by billet, grade, and NEC. Changing a unit's FMD can only occur after making changes to the ROC/POE. Deputy Chief of Naval Operations, Logistics, Facilities & Engineering Division, CNO (N44) approves changes to NCF organizational missions and structure.

b. Allocate Manpower Resources. Approved force structure changes, based on mission changes, are incorporated into the Fleet Manning Document. In the FMD, manning controls are applied to each organization, identifying the aggregate number of authorized officer and enlisted billets in each organization. Naval Manpower Analysis Center approves the FMD. The approved FMD becomes the principal source document for structure implementation. This subprocess also produces the Activity Manning Document (AMD).

3. Interfaces with other Major Processes. The TFS process receives most organizational requirement inputs from the CBR process, although the Human Resource Development Process, and various functional leaders also generate inputs. Potential changes in any of the DOTES categories may result in organizational requirements. Specific examples of potential DOTES changes that are staffed through the TFS process include

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doctrine changes; training and education changes that impact training standards, NEC requirements, or school course content. Table 2-3 lists major TFS process interfaces.

Table 2-3. Major Total Force Structure Process Interfaces

Guidance/Constraints (influences how the TFS process is performed)	Inputs (used to produce TFS process products)	Outputs (products provided to other SCDP processes)
<input checked="" type="checkbox"/> NCF Senior Leadership Guidance <input checked="" type="checkbox"/> External NCF directives and regulations <input checked="" type="checkbox"/> Approved NCF concepts and doctrine <input checked="" type="checkbox"/> U.S. Navy Seabee Campaign Plan <input checked="" type="checkbox"/> N44 approval of changes <input checked="" type="checkbox"/> Manpower funding levels	<input checked="" type="checkbox"/> NCF concepts <input checked="" type="checkbox"/> Lessons Learned System <input checked="" type="checkbox"/> NCF Operational Needs Statement <input checked="" type="checkbox"/> Mission Area Analysis results <input checked="" type="checkbox"/> External manpower mandates <input checked="" type="checkbox"/> Operating Force and Supporting Establishment force structure change requests <input checked="" type="checkbox"/> Doctrine changes <input checked="" type="checkbox"/> Training and Education changes	<input checked="" type="checkbox"/> Mission statements <input checked="" type="checkbox"/> Fleet Manning Document <input checked="" type="checkbox"/> Activity Manpower Document <input checked="" type="checkbox"/> Acquisition Objectives <input checked="" type="checkbox"/> Total Force Structure Process Implementation Plan

2004. HUMAN RESOURCE DEVELOPMENT (HRD) PROCESS

1. General. The Manpower QMB and Training QMB are joint process owners for the HRD process. The Manpower QMB and Training QMB are responsible to the CNO (N44) for recommending appropriate staffing of NCF units and organizations with the right mix of active and reserve personnel while assisting with their personal needs. This process includes activities or subprocesses that access, classify, train and educate, assign, promote, retain, separate, and retire Seabees.

2. Major Subprocesses and Products of the HRD Process. The HRD process is made up of eight subprocesses: Develop Plans, Accession, Classify, Train and Educate, Assign, Promote, Retain, and Attrite. Together, these subprocesses produce staffed organizations for the NCF.

a. Develop Plans. The Develop Plans subprocess owner is Manpower QMB and Training QMB. It produces Manpower and Training Plans. These plans are based on concept based requirements and doctrine, and they form the foundation for the HRD process. All HRD process plans are written to conform to the guidance and resource allocation received from the Resource Allocation process and must be thoroughly integrated with other processes in the SCDP. HRD process plans are achievable, stable, flexible within

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stated parameters, and interface directly with the other HRD subprocesses.

b. Accession. The Accession subprocess owner is Navy Recruiting Command (NRC). It is the recruiting subprocess.

c. Classify. The Classify subprocess owner is the Manpower QMB. This subprocess sets controls by stipulating the numbers and types of Seabees to be recruited for classification.

d. Train and Educate. Training QMB is the Training and Education subprocess owner. The Training and Education subprocess produces trained NCF personnel capable of performing all requirements of their rank, NEC, and assignment. Training for Seabees starts with initial recruit training at the Naval Training Center through NCF combat and construction Training at the Naval Construction Training Center (NCTC), and continues through the tenure of a Seabee in the Active or Reserve components of the NCF through an integrated career training and education curriculum. The Training and Education subprocess ensures that training requirements and pipeline management requirements are fully integrated to produce trained Seabees qualified to fill vacancies in the correct NEC, when and where required. The Training and Education subprocess also defines skills for each NEC within the NEC structure based on the tasks to be performed. The NCF Occupational System, and its structure of occupational fields and NECs provides the linkage between the requirements of the TFS process and the capabilities of the HRD process.

e. Assign. The Assign subprocess owner is Manpower QMB. This process provides staffed organizations with qualified Seabees. This is the critical part of the HRD process where the unit commander or organizational leader can see tangible results--assignment of a Seabee with the appropriate grade, experience, and skills.

f. Promote. The Promote subprocess owner is Manpower QMB. This subprocess results in promoted Seabees, and by implication Seabees that are not promoted. The two sides of this equation contribute to the desired result of a properly grade and NEC shaped force in compliance with statutory requirements. The promotion subprocess requires close coordination with the DON and DoD, and is directly linked to the Attrite subprocess.

g. Retain. The Retain subprocess owner is Manpower QMB. This subprocess involves efforts to retain Seabees in either the active or reserve NCF.

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h. Attrite. The final subprocess in the HRD process is Attrite, owned by Manpower QMB. Attrition takes different forms depending on the component and remaining legal obligated service of the Seabee. Manpower QMB ensure the proper retirement, discharge, and release of Seabees. Working together, the Promote and Attrite subprocesses produce the desired outcome of a properly grade shaped force in compliance with existing laws.

3. Interfaces with other Major Processes. The Human Resources Development (HRD) process interfaces with all the other major processes, but is most directly influenced by the Total Force Structure (TFS) process and the Resource Allocation (RA) process. The HRD process begins with inputs from the TFS process in the form of an Activity Manning Document (AMD) which defines the human resource requirement for the NCF. As these inputs are processed, inputs from the RA process in the form of fiscal guidance (budget) further refines the final product--a properly staffed unit or organization. Other influences include guidance from Senior Leaders, both external and internal to the NCF; the economy; and world events and conditions. Table 2-4 lists the major HRD process interfaces.

Table 2-4 Major Human Resource Development (HRD) Process Interfaces

Guidance/Constraints (influences how the HRD process is performed)	Inputs (used to produce HRD process products)	Outputs (products provided to other SCDP processes)
<input checked="" type="checkbox"/> NCF Senior Leadership Guidance <input checked="" type="checkbox"/> External NCF Guidance <input checked="" type="checkbox"/> Demographics <input checked="" type="checkbox"/> Doctrine	<input checked="" type="checkbox"/> Fleet Manning Doc (FMD) <input checked="" type="checkbox"/> NCF Budget <input checked="" type="checkbox"/> Navy recruits	<input checked="" type="checkbox"/> Trained and promoted Seabees to properly staff units or organizations <input checked="" type="checkbox"/> Attrited Seabees

2005. MATERIEL LIFE CYCLE MANAGEMENT PROCESS (MLCM)

1. General. The Logistics QMB is the process owner for the MLCM process. The Seabee Logistics Center (SLC) is a NAVFAC Field Activity and major participant in the MLCM process. The MLCM process deals with ground combat weapons systems, equipment, and information systems from concept development through disposal. The process responds to requirements produced by the Concept Based Requirements (CBR) process and includes development, testing, validation, production, fielding, operational support, and disposal. All aspects of materiel support and services (training, tools, spares, technical data, test equipment, etc.) are integral to the MLCM process. The SLC develops and manages common Tables of Allowance (TOA) for similar

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units to allow for global sourcing in the Operating Forces. The TOA incorporates common configurations based on Advanced Base Functional Component (ABFC) System capabilities in the Supporting Establishment.

2. Major Subprocesses and Products of the MLCM Process. In addition to the general tasks of establishing policy, planning, coordinating, and conducting and improving the MLCM process, other major subprocesses include: Acquire Assets, Field Combat Equipment, Maintain Supply and Combat Equipment Readiness, and Phase Out Obsolete Items.

a. Acquire Assets. This subprocess is owned by SLC and comprises developing and procuring end items and support materiel and services. The subprocess responds to equipment requirement documents received from the Concept Based Requirements process and fiscal resources received from the Resource Allocation process. It begins with concept studies and system design and concludes when the material is provided to the Operating Forces. New technology or equipment acquisition programs, may generate requirement documents (including Mission Need Statements and Operational Requirements Documents). This subprocess may involve the extensive overhaul or upgrade of fielded items through product improvement and Service Life Extension Programs (SLEPs).

b. Field Combat Equipment. This subprocess is owned by SLC and comprises packaging and release of materiel along with the associated spares, tools, training, technical data, and other support to provide and sustain a complete capability.

c. Maintain Supply and Combat Equipment Readiness. This subprocess is owned by SLC and comprises supply management, technical support and maintenance activities beyond the capabilities of the Operating Forces (e.g., depot maintenance). It also includes handling TOA Allowance Change Requests.

d. Phase Out Obsolete Items. This subprocess is owned by SLC and includes activities required to transfer nonfunctional material items to the DoD for final disposition.

3. Interfaces with other Major Processes. In addition to input from the Concept Based Requirements process, the MLCM process also receives budgetary input from the Resource Allocation process. The MLCM process provides input to the Human Resources Development process concerning manpower. Table 2-5 lists major MLCM process interfaces.

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Table 2-5. Major MLCM Process Interfaces

Guidance/Constraints (influences how the MLCM process is performed)	Inputs (used to produce MLCM process products)	Outputs (products provided to other SCDP processes)
<input checked="" type="checkbox"/> DoD and DON acquisition regulations <input checked="" type="checkbox"/> NCF Senior Leadership Guidance <input checked="" type="checkbox"/> Navy Seabee Campaign Plan <input checked="" type="checkbox"/> TOA Structure <input checked="" type="checkbox"/> Total Force Structure Documents <input checked="" type="checkbox"/> NCF Equipment Requirement Documents <input checked="" type="checkbox"/> Doctrine	<input checked="" type="checkbox"/> Materiel <input checked="" type="checkbox"/> Operating Force and Supporting Establishment Feedback <input checked="" type="checkbox"/> Contractor Advisory and Assistance Services <input checked="" type="checkbox"/> Test Reports <input checked="" type="checkbox"/> Equipment Requirement Documents <input checked="" type="checkbox"/> Equipment Allowance changes	<input checked="" type="checkbox"/> NCF Ground Combat Equipment and Information Systems <input checked="" type="checkbox"/> Technical Information and Support Services for the Operating Forces and Supporting Establishment <input checked="" type="checkbox"/> Demilitarized Obsolete Equipment <input checked="" type="checkbox"/> MLCM Process Implementation Plan <input checked="" type="checkbox"/> Approved TOA

2006. INFORMATION MANAGEMENT (IM) PROCESS

1. General. The C⁴I QMB is the process owner of the Information Management process. The Information Management process plans for, guides, executes, and sustains the use of information, people, procedures, and information technologies to support and enhance capabilities throughout the NCF. It establishes, improves, and sustains capabilities by providing better quality, more relevant and timely information, delivered to the right person, at the right time, in the right format. Additionally, the Information Management process improves the integration of processes and functions by connecting them in new ways over large geographical areas and organizational boundaries.

2. Major Subprocesses and Products of the Information Management Process. There are three subprocesses of the Information Management process: Develop Information Technology (IT)/Information Management (IM) Plans, Create IT/IM Capabilities, and Sustain IT/IM Capabilities.

a. Develop IT/IM Plans. This subprocess produces IT/IM strategic and operational plans based on the Joint Technical Architecture. These plans provide a systematic framework for decision making on the future direction of IT/IM, develop the necessary framework of policies, guidance, procedures, and architectures to achieve that future, and determine how performance is to be measured.

b. Create IT/IM Capabilities. This subprocess produces integrated IT/IM capabilities. These capabilities result from the continuous and systematic implementation of IT/IM plans,

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actions, and initiatives designed to create or enhance information and IT for the NCF.

c. Sustain IT/IM Capabilities. This subprocess maintains the NCF IT/IM infrastructure. The subprocess ensures maintenance of the physical infrastructure and support services; the availability of trained knowledgeable users and providers; and the sustainment of an accessible knowledge base of information. Together, these products provide sustainment; upgrade; and when necessary, divestiture of information and IT for the NCF.

3. Interfaces with other Major Processes. The Information Management process receives inputs and provides outputs to all other processes in the SCDP. Table 2-7 lists major Information Management process interfaces.

Table 2-6 Major Information Management Process Interfaces

Guidance/Constraints (influences how the Information Management process is performed)	Inputs (Used to produce Information Management products)	Outputs (Products provided to other CDP processes)
<input checked="" type="checkbox"/> NCF Senior Leadership Guidance <input checked="" type="checkbox"/> External NCF Guidance (e.g., Congress, DoD, DON, other executive agencies) <input checked="" type="checkbox"/> Joint, Naval, and Service operational systems and technical architectures <input checked="" type="checkbox"/> Joint, Naval, and Service doctrine	<input checked="" type="checkbox"/> Concept Based Requirements (CBR) process outputs <input checked="" type="checkbox"/> Feedback from Major Process owners, Functional leaders, and Operating Forces and Supporting Establishment	<input checked="" type="checkbox"/> IT/IM Capabilities <input checked="" type="checkbox"/> Doctrine <input checked="" type="checkbox"/> Knowledge base <input checked="" type="checkbox"/> Trained Knowledgeable Users and Providers

2007. SERVICE ADVOCACY (SA) PROCESS

1. General. The Operations QMB, as the SA process owner, is responsible to Chief, NAVFAC for identifying, analyzing, and conceptualizing the needs of the CINCs, and communicating those needs to the SCDP. When new NCF capabilities are defined and fielded, information on these new capabilities is communicated for the purpose of educating the CINCs, the Joint Staff, and the public on NCF capabilities. The Operations QMB is both a process owner and a functional leader within the SCDP whose primary focus is external to the NCF. The Head of Seabee Programs, OPNAV N446, is the principal staff element representing the NCF to the JCS and other Services. Through daily interactions with the Joint and CINC staffs, the N446 is updated on the needs of the CINCs. As a result of successful efforts to make NCF capabilities known

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to the Joint and CINC staffs, NCF units are included in Operation Plans (OPLANS) and Contingency Plans (CONPLANS) according to their appropriate roles, functions, and capabilities.

2. Major Subprocesses and Products of the SA Process. The SA process includes four subprocesses: Research, Analysis, and Feedback; Prepare the Battlefield; Create Public Support; and Participate in Joint Strategic Planning.

a. Research, Analysis, and Feedback. This subprocess develops the formal and informal collection of information that assists the NCF in determining which integrated capabilities are required for NCF units in support of CINCs, the Joint Staff, Marine Forces (MARFOR) commanders and external agencies such as the State Department. The outputs of this subprocess include articles, speeches and information that articulate the content, value and utility of using NCF forces for deliberate plans and crisis operations. Outputs also include shaped potential concepts that are inducted into the SCDP for further development.

b. Prepare the Battlefield. This subprocess involves the education, articulation, networking and positioning necessary to promote decisions to use NCF units in military operations. Using products from the Research, Analysis, and Feedback activity, this subprocess contributes toward providing visibility of NCF capabilities, sets the stage for the inclusion of NCF units in operations plans, and creates demand for NCF capabilities among the CINCs, the Joint Staff and external agencies. Outputs of this subprocess are communications from the NCF to the CINCs, the DON, the Joint Staff and to external agencies; and the development of NCF positions on Joint, naval, and combined doctrine.

c. Create Public Support. Operations QMB enunciates the need for NCF forces. It reinforces the opinion of the American Public, the Congress, and the nation at large that NCF capabilities are needed and desired to further U.S. interests. This subprocess includes the preparation of positions that promote NCF capabilities and articulate its role in defending U.S. national interests.

d. Participate in Joint Strategic Planning. Head of Seabee Programs, OPNAV N446 is the primary NCF agent participating in the full spectrum of Joint strategic planning. N446 assures the assignment of missions to the NCF in the Joint Strategic Planning System (JSPS), the nomination and selection of NCF units to fulfill missions, and the staffing and/or coordination of policy and planning issues with NAVFAC and Naval Construction Brigade staffs, other military Services, the Joint Staff, OSD, the CINCs, the MARFOR Commanders and external

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agencies. Specifically, this includes contributing Service input to the preparation of the family of JSPS documents that articulate, evaluate and analyze the strategic environment, strategic concepts, current emerging and future issues, technologies, doctrinal concepts, force structures, military missions, capabilities, and Service core competencies. Also included is the review of current JCS strategic plans, war games and simulations.

3. Interfaces with other Major Processes. The primary Service Advocacy process interface within the SCDP is with the Concept Based Requirements process. The communication of CINC, Joint Staff and other agency requirements to the SCDP provides support to deficiency identification, requirements determination, and the development of new concepts for the NCF. Other processes, particularly Total Force Structure, Human Resource Development, and Material Life Cycle Management use this information in shaping the NCF of the future. The SA process also provides the entire NCF with the operational view of the current world situation, particularly during periods of crisis. Table 2-8 lists the major SA Process interfaces within the SCDP.

Table 2-7. Major Service Advocacy (SA) Process Interfaces

Guidance/Constraints (Influences how the SA process is performed)	Inputs (Used to produce SA process products)	Outputs (SA process products provided to other CDP processes)
<input checked="" type="checkbox"/> Defense Guidance <input checked="" type="checkbox"/> DON Guidance <input checked="" type="checkbox"/> Senior NCF Leadership Guidance <input checked="" type="checkbox"/> Joint, Naval, and Service Doctrine	<input checked="" type="checkbox"/> NCF capabilities and readiness information <input checked="" type="checkbox"/> CINC and Joint Staff requirements <input checked="" type="checkbox"/> USN/USMC requirements	<input checked="" type="checkbox"/> NCF capability and utility articulation <input checked="" type="checkbox"/> Potential deficiencies, requirements, and concept development information from the CINC and Joint Staff level <input checked="" type="checkbox"/> Resource allocation decision influence <input checked="" type="checkbox"/> NCF inputs to JSPS <input checked="" type="checkbox"/> NCF reviews of JCS plans and exercises <input checked="" type="checkbox"/> Service positions on Joint and Naval Doctrine <input checked="" type="checkbox"/> Interoperability <input checked="" type="checkbox"/> Service Advocacy Implementation Plan

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CHAPTER 3

ORGANIZATIONAL FUNCTIONS AND TASKS

3000. COMMANDER NAVAL FACILITIES ENGINEERING COMMAND (NAVFAC). The Commander has overall responsibility for Naval Construction Force combat development. The Commander provides guidance in the form of the Commanders Planning Guidance (CPG) to focus combat development efforts.

3001. DIRECTOR, SEABEES READINESS, NAVFAC. The Seabee Readiness Director is responsible to the Commander for the integration, implementation, and execution of the SCDP. Responsibilities include coordination with all QMBs and functional leaders on all matters pertaining to the SCDP. Specific SCDP responsibilities are:

1. Serve as Commander's Executive Agent and senior integrator for the SCDP.

2. Chair the ESG.

3002. NAVFAC PROGRAM MANAGERS. Manage their respective programs to include the following tasks:

1. Develop and monitor Concept Integration Plans.

2. Conduct Mission Area Analyses.

3. Determine, staff, validate, and document via Integrated Need Statements, requirements for doctrine, organization, training and education, equipment, and facilities and support (DOTES).

4. Develop the requirements that initiate equipment acquisition programs, to include the Mission Needs Statements (MNS) and the Operational Requirements Documents (ORDs). Coordinate staffing of the documentation through implementation.

5. Serve as the process owner for the Resource Allocation process as it pertains to initial procurement.

6. Manage and coordinate the NCF initial procurement recommendations to the Department of the Navy for POM development, and budget formulation, justification and execution.

7. Serve as the primary NCF representatives to the Department of the Navy on NCF initial procurement planning, programming, and budgeting issues.

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3003. CONCEPT OF OPERATIONS QUALITY MANAGEMENT BOARD (CONOPS QMB). Serve as the process owner for the Concept Based Requirements process.

1. Produce the U.S. Navy Seabee Campaign Plan (NSCP) and direct the development of NSCP Implementation Plans.
2. Coordinate development of NSCP Implementation Plans for Concept Based Requirements, and Total Force.
3. Integrate NCF efforts to overcome warfighting deficiencies identified through the Concept Based Requirements process.
4. Assist Logistics QMB in the focus of long-range research and development for ground combat weapon systems and equipment.
5. Develop and manage the Combat Development Tracking System (CDTS).
6. Provide and operate NCF Lessons Learned System.
7. Monitor the development and progress of all Navy and Marine Corps program issues for items of interest to the NCF.
8. Provide organizational representation to the ESG.

3004. COMMANDERS, NAVAL CONSTRUCTION BRIGADES. The focus and purpose of the SCDP is the fielding of integrated capabilities to the Operating Forces which best man, train and equip them to execute current and future missions. As the ultimate recipients of the products of the SCDP, Brigade Commanders provide feedback during the development of solutions to deficiencies and certification of the operational effectiveness of fielded solutions. Specific commanders' Combat Development responsibilities include:

1. Serve as the process owner for the Resource Allocation process as it pertains to current operational requirements.
2. Manage and coordinate the NCF recommendations to the Unified CINCs for POM development, and budget formulation, justification and execution.
3. Coordinate NCF requirements with the CINC's through the Integrated Priorities Lists.
4. Serve as the primary NCF representatives to the Fleet CINCs on NCF current operational planning, programming, and budgeting issues.

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5. Coordinate with CONOPS QMB to identify, review, and validate operational requirements. Requirements identified outside of formal review processes, such as the update of the NSCP or the conduct of Mission Area Analyses, will be submitted to CONOPS QMB using either the NCF Operational Needs Statement (NONS) or the LLS.

6. Coordinate with subordinate commanders and the Supporting Establishment in establishing priorities of requirements and allocation of assigned resources.

7. Provide support for the testing of new concepts, doctrine, equipment, and systems.

8. Participate in the development of the U.S. Navy Seabee Campaign Plan to support CINC and Service goals, as appropriate.

9. Establish and maintain tracking cells to ensure continuity of input for all operating force initiatives.

10. Review and provide feedback on draft doctrine, proposed force structure changes, draft equipment mission needs statements and other operational requirements documents, and other SCDP products.

11. Provide organizational representation to the ESG.

3005. MANPOWER QMB. Serve as owner of the Total Force Structure (TFS) process and the Organization subprocess.

1. Assess, develop, and manage all initiatives concerning Force Structure.

a. Recommend changes to the Fleet Manning Documents (FMD).

b. Monitor the AMD to ensure it accurately reflects current organizational needs.

c. Coordinate the development of manning proposals as displayed in the FMD with the Naval Construction Brigades.

d. Establish the relative priority for all structure and manning initiatives, to include Selected Reserve.

2. Coordinate with Operations QMB on Joint Service considerations related to manpower issues in the NSCP or other internal NCF plans.

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3. Serve as the process owner for the Human Resources Development (HRD) process.

a. Participate in the development of the NSCP and develop the HRD Implementation Plan.

b. Assist Naval Construction Brigades with Reserve matters in the development of force structure.

4. Provide organizational representation to the ESG.

3006. TRAINING QMB. Serve as major contributor to the HRD process and as the Training and Education subprocess owner.

1. As the Training and Education subprocess owner within the HRD process:

a. Develop and implement policy, plans, standards, and programs for all training and education of regular and reserve Seabee personnel and units.

b. Develop policy, plans, standards, and programs for all NCF formal schools and formal training conducted at other Service schools.

c. Act as program sponsor for training and education to include resource programming and budgeting for these programs.

d. Manage and maintain the NCF Occupational System by recommending policy for inclusion in the NEC Manual.

3007. LOGISTICS QMB. Serve as the functional leader for Logistics; coordinate internally and externally with other Services/agencies on logistics matters that affect the NCF.

1. Serve as the process owner for the Material Life Cycle Management process and execute this process through two organizations, Seabee Logistic Center (SLC) and Naval Facilities Engineering Service Center (NFESC).

2. Field representative for NCF in equipment acquisition matters. Responsible for the execution of program management during the acquisition process.

3. Coordinate with CONOPS QMB and Operations QMB to ensure that equipment acquisition programs are developed to fulfill valid mission needs.

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4. Serve on integrated product teams (IPTs) for the development of Operational Requirements Documents and Mission Needs Statements.

5. Develop and maintain Tables of Allowance for all organizations with approved missions.

6. Through liaison with NFESC perform systems engineering and integration to ensure interoperability of fielded systems.

7. Participate as a Logistics Element Manager (LEM) in the areas of maintenance planning, provisioning/supply support, packaging/preservation/handling, configuration management, technical data, engineering drawings, and technical manuals.

8. Serve as the NCF focal point in the federal cataloging system and perform delegated standardization functions.

9. Manage the NCF Depot Maintenance, Organic Depot Maintenance Interservice Agreement, and Commercial Rebuild Programs.

10. Coordinate NCF technical assistance related to Automated Test Equipment (ATE).

11. Provide input as requested by ESG on tactical logistics, strategic mobility, logistics automated information systems, traffic management, operational and strategic logistics, and Supporting Establishment related issues that are developed through the SCDP.

12. Provide the service headquarters logistical expertise for Maritime Prepositioning Force (MPF), land prepositioning, and medical logistics matters.

13. Develop equipment readiness reporting policy and criteria.

14. Participate in the development of the NSCP and develop the Resource Allocation Implementation Plan.

15. Conduct independent appraisals and critical reviews of program proposals and initiatives to ensure there is value added to the NCF and that they are both affordable and executable.

16. Conduct staff review of Operational Requirements Documents for fiscal affordability prior to their submission to the NCF leadership for approval.

17. Provide organizational representation to the ESG.

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3008. C⁴I QMB. Serve as the process owner for the Information Management Process.

1. Participate in the development of the NSCP and develop the Information Management Implementation Plan.
2. Advise Commander, NAVFAC on technical matters relating to the development of C⁴I capabilities.
3. Advise Logistics QMB on interoperability requirements.
4. Coordinate development of C⁴I Plans.
5. Advise Commander, NAVFAC on developments in national-level C⁴I policy and programs, such as the Year 2000 computer issue, that impact on NCF requirements and programs.
6. Assess and document the threat to proposed concepts or systems in a system threat assessment.
7. Provide organizational representation to the ESG.

3009. OPERATIONS QMB. Serve as process owner for the Service Advocacy (SA) process and the Doctrine subprocess owner.

1. Manage and coordinate the development, publication, and maintenance of NCF policy; coordinate Seabee input to the development, publication, and maintenance of joint, combined, multi-service, and naval doctrine; and participate in matters of standardization, terminology, and other SCDP processes.
2. Develop, assess, and publish NCF concepts. Prepare and forward new organizational missions, tasks, and concepts of employment to ESG for approval.
3. Assess attainment of operational capabilities specified in the NSCP and recommend priorities for new equipment initiatives based on overall benefit (urgency, breadth of application, effectiveness, etc.) to the NCF.
4. Participate in the development of the NSCP and develop the Service Advocacy Implementation Plan.
5. Advise NCF Leadership on Joint and CINC warfighting requirements.
6. Advise NCF Leadership on Joint Service considerations related to the NSCP and other internal NCF plans.

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7. Develop service positions on Joint doctrine as the Service approving authority.

8. Coordinate the establishment of amphibious and prepositioning requirements.

9. Represent NCF interests for amphibious operations support.

10. Provide organizational representation to the ESG.

SEABEE COMBAT DEVELOPMENT PROCESS

APPENDIX A
(Section A)

NAVAL CONSTRUCTION FORCE (NCF) OPERATIONAL NEED STATEMENT/
NCF INTEGRATED NEED STATEMENT

To be filled out by Initiative Originator

1. TITLE. Provide a short descriptive name for this need.
2. MISSION NEED/DEFICIENCY/PROBLEM. Clearly define the nature of the deficiency or the capability/improvement required. State the impact on the unit(s) if not resolved.
3. DESIRED CAPABILITY. State the specific requirement and identify performance characteristics or results to be achieved. Provide complete justification, as appropriate.
4. DOTES ALTERNATIVES. Address any of the following areas that must be considered to implement the proposal:
 - a. Doctrine. Describe the scope, publication, necessary change, etc.
 - b. Organization and Manpower. Describe the desired changes to existing structure, additional manpower, or new skills needed, etc.
 - c. Training and Education. Indicate if new or additional training is anticipated. Specify type needed, etc.
 - d. Equipment. Specify if the need could be satisfied by (a) Product Improvement Program; (b) Non-developmental approach; (c) Research and Development; and/or (d) Other Service Program. List alternatives considered and availability, if known.
 - e. Support and Facilities. Describe the location and type support needed, include if new construction or rehabilitation of existing facility is required, etc.
5. OPERATIONAL CONCEPT. Specify how the requirement is to be operationally employed and include a detailed discussion on the following:
 - a. Logistics Support. State the impacts on fielded items of equipment and the impacts on programs under development, if applicable.
 - b. Mobility and Transportation. State how this item is to be transported, if applicable.

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6. TIMING AND PRIORITY. State initial and full operational capability timelines and end states, along with program development priority:

a. Initial Operational Capability (IOC) desired by fiscal year (FY)__. Define IOC.

b. Full Operational Capability desired by FY__.

c. Specify program development priority as Essential, Critical, Important, Valid, or Excess per SECNAVINST 5000.2B. Justify the proposed priority rating.

7. POINT OF CONTACT. List rank, name, organization, phone, and e-mail address.

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APPENDIX A
(Section B)

EXECUTIVE STEERING GROUP
DECISION BRIEF

To be filled out by DOTES OPR/Supporting Organization

1. TITLE. Restate the name of this initiative.
2. OFFICE OF PRIMARY RESPONSIBILITY (OPR). Lead Quality Management Board (QMB) for this initiative.
3. ACTION OFFICER. Rank, name, phone, and e-mail address.
4. MISSION NEED/DEFICIENCY/PROBLEM. Provide background information and redefine the nature of the deficiency or the capability required. Briefly, restate the performance characteristics and/or results to be achieved.
5. REQUIREMENT RESPONDS TO.
 - a. Defense Planning Guidance for Fiscal Year (FY). (state period and date of document, e.g., 1998-2003 dtd 10 Apr 96)
 - b. U.S. Navy Seabee Campaign Plan (NSCP). (specify edition, date, applicable Required Operational Capability)
 - c. Mission Area Analysis. (specify title and date of analysis report or reference)
 - d. Other supporting documentation. (such as NCF Operational Needs Statement, NCF Lessons Learned System, After Action Report, approved Formal Study, etc.)
6. THREAT ANALYSES. Specify the date, title of the intelligence report, and name of the preparing organization, if applicable.
7. ACTION OFFICER FINDINGS. Briefly state the results of research conducted to include addressing pertinent background information, such as effects on policy, alternative Combat Development Process (CDP) initiatives in progress, and any other pertinent NCF initiatives.
8. DOTES ALTERNATIVES. Specify any other possible DOTES solutions that may satisfy the desired need. If a materiel solution is considered, also address the following:

SEABEE COMBAT DEVELOPMENT PROCESS

a. Standardization and Interoperability. State if the need must meet approved Joint standards for interoperability or comply with the DoD Joint Technical Architecture.

b. Operational Environment.

(1) Weather and Terrain. State the types of climate and terrain in which the product must operate and be maintained.

(2) Nuclear, Biological, and Chemical (NBC). State if the product must function in an NBC environment or if nuclear hardening is required. Indicate if personnel must operate the product while wearing NBC protective clothing.

c. Security. State if the product complies with current security requirements and is capable of evolving to meet state-of-the-art technological advances designed to protect information from unwanted exploitation as imposed by national, DoD, and Joint policy. State if the product must be protected from an Information Systems Security perspective.

9. INITIAL DOTES REVIEW COMMENTS. For each initiative the assigned OPR will collect and record staffing comments. Each of the below will concisely provide their organization's perspective as to feasibility and attainability of the proposed need; whether the need is tied to existing DOTES changes not yet approved or implemented; and, any other information necessary to address the stated need. Note: All comments received by the OPR will be fully reported in this section.

a. "D" = Operations QMB

b. "O" = Manpower QMB

c. "T" = Training QMB

d. "E" = Logistics QMB

e. "S" = Logistics QMB

f. Applicable Naval Construction Brigade

g. NAVFAC PM Capability Integrator (provides integration perspective, recommends program development priority rating, assesses need for accelerated acquisition, etc.)

h. Other interested agencies/organizations, as appropriate

10. OTHER APPLICABLE FACTS. Present all other applicable facts not yet addressed.

11. Office of Primary Responsibility (OPR) RECOMMENDATIONS. Provide recommended solutions, specifically addressing each DOTES area, as applicable. Provide rationale to support each recommended solution. Provide a recommended program development priority as Essential, Critical, Important, Valid, or Excess per SECNAVINST 5000.2B.

SEABEE COMBAT DEVELOPMENT PROCESS

APPENDIX A
(Section C)

PORTION OF
EXECUTIVE STEERING GROUP MINUTES
CONCERNED WITH SEABEE COMBAT DEVELOPMENT PROCESS ISSUE

To be filled out by Lead QMB

1. ISSUE TITLE.
2. LEAD QMB RECOMMENDATIONS/CONCLUSIONS. Record all recommendations and conclusions of the Lead QMB.
3. LEAD QMB RECOMMENDED PRIORITY. Record the Lead QMB recommended program development priority (Essential, Critical, Important, Valid, Excess) per SECNAVINST 5000.2B of 6 Dec 96.
4. LEAD QMB RECOMMENDED IMPLEMENTING ACTIONS. Record the Lead QMB's recommended implementing actions presented for ESG consideration.
5. ESG RECOMMENDATIONS/CONCLUSIONS: Record ESG recommendations and conclusions.
6. ESG IMPLEMENTING ACTIONS. List all ESG recommended or assigned implementing actions, as appropriate, for:
 - a. Operations QMB
 - b. Manpower QMB
 - c. Training QMB
 - d. Logistics QMB
 - e. CONOPS QMB
 - f. Applicable Naval Construction Brigade
 - g. Respective NAVFAC PM
 - h. Other agencies/organizations, as appropriate
7. ESG RECOMMENDED PRIORITY. Record the ESG's recommended program development priority per SECNAVINST 5000.2B of 6 Dec 96.

SEABEE COMBAT DEVELOPMENT PROCESS

APPENDIX C

ACRONYMS

ACAT	Acquisition Category
AIS	Automated Information System
AMD	Activity Manning Document
AOA	Analysis of Alternatives
ATE	Automated Test Equipment
C ⁴ I	Command, Control, Communications, Computers, and Intelligence
CAP	Capability Assessment Process
CBR	Concept Based Requirements
CDP	Combat Development Process
CDTS	Combat Development Tracking System
CINC	Commander in Chief
CIO	Chief Information Officer
CIP	Capability Integration Plan
COE	Concept of Employment
CONOPS	Concept of Operations
CONPLANS	Contingency Plans
CPA	Chairman's Program Assessment
CPG	Commander's Planning Guidance
CSSE	Combat Service Support Element
DAWIA	Defense Acquisition Workforce Improvement Act
DFAS	Defense Finance and Accounting Service
DoD	Department of Defense
DON	Department of the Navy
DOTES	Doctrine, Organization, Training and education, Equipment, Support and facilities
DPG	Defense Planning Guidance
ESG	Executive Steering Group
FMD	Fleet Manning Document
FMF	Fleet Marine Force
FYDP	Future Years Defense Plan
HRD	Human Resource Development
ICT	Integrated Capability Team
IM	Information Management
INS	NCF Integrated Need Statement
IPL	Integrated Priority List
IPT	Integrated Product Team
IT	Information Technology

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JCS	Joint Chiefs of Staff
JROC	Joint Requirements Oversight Council
JSPS	Joint Strategic Planning System
LEM	Logistics Element Manager
LLS	NCF Lessons Learned System
LMIS	Logistics Management Information System
LOA	Letter of Allowance
MAA	Mission Area Analysis
MAGTF	Marine Air Ground Task Force
MAIS	Major Automated Information System
MARFOR	Marine Forces
MCCDC	Marine Corps Combat Development Command
MDA	Milestone Decision Authority
MDAP	Major Defense Acquisition Program
MEF	Marine Expeditionary Force
MLCM	Material Life Cycle Management
MNS	Mission Need Statement
NAVMAC	Naval Manpower and Material Analysis Center
NCB	Naval Construction Brigade
NCF	Naval Construction Force
NEC	Navy Enlisted Code
NMCB	Naval Mobile Construction Battalion
NONS	NCF Operational Need Statement
NSCP	U.S. Navy Seabee Campaign Plan
OCCFLD	Occupational Field
OPLANS	Operation Plans
ORD	Operational Requirements Document
OSD	Office of the Secretary of Defense
POM	Program Objective Memorandum
PPBS	Planning, Programming, and Budgeting System
PRG	Program Review Group
PWG	POM Working Group
QMB	Quality Management Board
QOL	Quality of Life
RA	Resource Allocation
ROC	Required Operational Capability
SA	Service Advocacy
TFS	Total Force Structure
TFSP	Total Force Structure Process
TOA	Table of Allowance

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USMC

United States Marine Corps